

# **Fiscal Year 2005 Year End Report**

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

EMT-G-00-02-00008-00



January 31, 2006



## TABLE OF CONTENTS

<b>I. INTRODUCTION.....</b>	<b>3</b>
<b>II. PROGRAM, EVALUATION AND GRANT RESULTS.....</b>	<b>11</b>
<b>III. LARGE GRANTS AND PROJECTS .....</b>	<b>39</b>
<b>V. APPENDICES.....</b>	<b>55</b>
Appendix A: EXPENDITURE CHART BY STRATEGIC OBJECTIVE.....	57
Appendix B: SMALL BUSINESS LOAN PROGRAM LOANS .....	61
Appendix C: GRANT RESULTS .....	69
Appendix D: U.S. GOVERNMENT GRANTS BY COUNTRY AND STRATEGIC OBJECTIVE .....	213
Appendix E: NON-U.S. GOVERNMENT GRANTS BY COUNTRY AND STRATEGIC OBJECTIVE .....	281



## **I. Introduction**



# Introduction

## Overview

The Eurasia Foundation is a grant making and operating foundation focusing on civil society, public administration and policy, and private enterprise development. Through grants, technical assistance and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Ukraine and Uzbekistan.

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 on the ground. Though experimental at the time, the Foundation has succeeded in awarding over 7,700 grants to non-profit organizations. In addition to managing grant programs, the Foundation provides technical assistance, and directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

Political developments in the Eurasia region had a significant impact on the activities of the Eurasia Foundation during FY05. The historic changes that took place in Ukraine and the Kyrgyz Republic necessitated programmatic reorientations in those two countries to support the efforts of the newly-elected governments which faced many challenges in the wake of political upheaval. Activities in the other countries in which EF works were not unaffected by the historic changes that took place in Ukraine and the Kyrgyz Republic. Indeed, the Eurasia Foundation offices underwent greater scrutiny by host governments in the remaining countries and had to revamp programming and procedures in order to continue to operate in some cases.

In FY05, the Foundation continued its work to create indigenous institutions in the region, developing, refining and finalizing plans for a Central Asia foundation which ultimately led to the registration of an indigenous entity in the Kyrgyz Republic to implement programs in that country, Tajikistan and Kazakhstan. Research was conducted in the Caucasus to determine the best model for a network of indigenous foundations there. In addition, Eurasia Foundation personnel in Ukraine and Washington worked collectively to explore possibilities for an indigenous foundation in Ukraine. In Belarus, the Eurasia Foundation registered the New Eurasia Establishment, a locally-registered entity to conduct programs there.

In working to develop indigenous entities, the Foundation has capitalized on its previous experiences; creating the New Eurasia Foundation (FNE) in Russia; opening the Izmirlian–Eurasia Universal Credit Company, LLC, a locally-registered successor entity to the Foundation's small business loan program in Armenia; and the independence of its former project, the Economics Education Research Consortium in Ukraine and Russia. Lessons learned have been applied to the planning of the new institutions which will allow for the citizens of the Eurasia countries to assume more responsibility for their civic and economic futures.

## **Cooperation and Collaboration with USG and Other Partners**

The Eurasia Foundation collaborates closely with USAID, technical assistance providers supported by USAID, and other organizations and donors.

### **Examples of Collaboration**

#### *Support for Independent Media in Russia*

The Eurasia Foundation was awarded a cooperative agreement from USAID to run the Russia Independent Media Program. EF provides FNE with annual grant awards to implement this project. This four-year initiative to support independent regional newspapers is implemented in conjunction with the Association of Independent Regional Publishers (AIRP), Internews-Russia, and the International Center for Journalism (ICFJ). By targeting individual newspapers, the RIPMP aims to create beacons of excellence, merge them into supportive networks and bolster the industry's educational and professional infrastructure so that best practices can be absorbed by an ever-widening core of independent newspapers in the regions of Russia.

#### *SUAL-FNE Support to Small Business in Russia's Regions*

Three projects funded jointly by SUAL and FNE reported considerable success. The projects have trained 350 individuals, led to more than 30 new jobs, and disseminated information through electronic, print and broadcast media. One of the projects established a small business support fund in Mikhailovsk, Sverdlovsk region. The organizational capacity of the fund has been improved through an intensive training program. Since June 2005, the fund has provided a wide range of services to local small businesses: information and organizational support, business consultations, micro-loans, and access to a library containing business-related materials, Internet access and relevant software. During the grant period, more than 60 loans were given to the clients of the fund.

#### *Anti-corruption Initiative in Azerbaijan*

Youth anti-corruption initiatives were promoted through a series of grants including a competition funded jointly with the World Bank and OSI, which resulted in nine grants targeting empowerment and involvement of youth in awareness and monitoring programs, as well as strengthening anti-corruption advocacy groups and policy analysis institutions addressing anti-corruption issues. Some of these activities included supporting students' and parents' participation in educational management, promoting youth involvement in the allocation and oversight of public funds, developing the ability of youth groups to monitor and advocate for change within the state's anti-corruption program and utilizing broadcast media for the production of Public Service Announcements (PSAs) to promote a better understanding of the economic cost of corruption and to increase public engagement in local decision-making processes.



***Pipeline Monitoring and Dialogue Initiative in Georgia***

In Georgia, the Pipeline Monitoring and Dialogue Initiative, co-funded by UNDP, the IFC and BP/BTC, aims to develop the NGO sector's monitoring and auditing capacity in regard to BP oil pipeline construction and its impact on the environment and on local communities. The first phase of the program, completed in March, included the selection of the NGO representatives, the formation of the working and interest groups, and basic training. The second phase includes a series of data-gathering site visits.

***In Support of Free and Fair Elections in Moldova***

During FY05, the Eurasia spearheaded an unprecedented effort in Moldova to mobilize civil society to demand free and fair parliamentary elections in March 2005. EF was recognized by Moldovans and international experts as the leading organization to support the *Coalition for Free and Fair Elections (Coalition 2005)*, receiving direct funding from the Swedish International Development Agency (SIDA) and leveraging funds from many sources, including the Royal Netherlands Embassy, Soros Moldova, and the United Kingdom Embassy.

***Central Asia Applied Research Network***

With funding from OSCE, the Global Development Network of the World Bank, USAID/CAR and more than a dozen private companies, EF launched the \$750,000 Central Asia Applied Research Network in FY05. A regional program involving ten universities in Kazakhstan, CAARN is providing intensive applied research training to business, economics and some science faculties, along with up to 100 company-sponsored research fellowships to create linkages between educational institutions and the regionally-based companies.

***In Support of Free and Fair Elections Kyrgyzstan***

EF ran highly successful exit polling programs for both the parliamentary and presidential elections in the Kyrgyz Republic. This effort was co-funded by the Norwegian, Dutch, British, Swiss and U.S. governments.

## Raising and Leveraging Funds

Since its inception, the Foundation has raised or leveraged nearly \$60 million in non-U.S. government (USG) funds from foundations, foreign governments, corporations and private citizens for its programs. In FY05, the Foundation raised and leveraged \$4.62 million from non-U.S. government sources. This figure includes 50 percent in direct contributions (as opposed to leveraged donations). Leveraged donations flow directly to grantees and their beneficiaries.

Major donations in FY05 include:

- \$50,000 from the International Finance Corporation (IFC) for the Pipeline Monitoring and Dialogue Initiative (PMDI) in Georgia
- \$84,417 from the Open Society Institute for the Uzbekistan NGO Advocacy Initiative
- \$100,000 from the Charles Stewart Mott Foundation for the Vox Populi initiative in Ukraine supporting Citizen and Expert Input into New Government Decision-making
- \$100,000 from the United Nations Development Programme (UNDP) for PMDI
- \$100,000 from Philip Morris International for the Hunger Relief Project in Kharkiv, Ukraine
- \$100,000 from Philip Morris International for phase III of the Kazakhstan Foster Care Program
- \$110,000 from Philip Morris International for the Community Development Initiative in Kazakhstan
- \$110,000 from the Norwegian Embassy in Baku for the Small Grants Program in Azerbaijan
- \$120,000 from the Organization for Security and Co-operation in Europe (OSCE) for the Local Economic Development through Improving Business Infrastructure for SMEs program in Ukraine
- \$150,000 from the AES Corporation for first phase of developing a Master of Science degree program in Environmental Management and Engineering in Kazakhstan
- \$249,804 from the Swedish International Development Cooperation Agency (SIDA) for the Civic Coalition program in Moldova supporting the Democratic Election Process and Election-related Civic Engagement
- \$300,000 from the AES Corporation for the Leadership Learning Center in Ust-Kamenogorsk, Kazakhstan

A rough breakdown of donations and donors for FY05 follows:

Corporations	\$1,065,091
Foundations	\$1,864,256
Foreign Governments	\$906,569
Individuals	\$48,918
International Development Organizations	\$567,951
Non-Governmental Organizations	\$153,558
Universities	\$17,275





## **II. Program, Evaluation and Grant Results**



## The Program

For FY05 the Eurasia Foundation made 334 grants with the percentage of spending allocated to each mandate area as follows: 30 percent for public administration, 29 percent for private enterprise and 41 percent for civil society. In addition to grants, EF offices also implement technical assistance or operating programs which address critical needs in the region that cannot be met solely through grantmaking activities.

**Table II. Grant Volume FY93-FY05**

Year	Number of Grants	Total Amount (millions)	Average Grant
FY93	31	\$1.54	\$49,749
FY94	240	\$9.89	\$41,201
FY95	587	\$14.46	\$24,634
FY96	771	\$14.62	\$18,959
FY97	802	\$15.30	\$19,072
FY98	1065	\$18.58	\$17,441
FY99	970	\$16.41	\$16,914
FY00	559	\$9.38	\$16,785
FY01	773	\$13.53	\$17,508
FY02	611	\$12.95	\$21,189
FY03	539	\$12.70	\$23,569
FY04	425	\$11.89	\$27,967
FY05	334	\$14.02	\$41,969
<b>TOTAL</b>	<b>7707</b>	<b>\$165.27</b>	<b>\$25,920</b>

## The South Caucasus

### Armenia

In FY05, the Eurasia Foundation spent \$1.61 million in USG funding on programs benefiting Armenia through 55 grants and other activities. These grants funded programs throughout Armenia, which focused on three program areas: civil society strengthening, the development of the private sector and capacity building among the media. Grants were distributed among the mandate areas described above as follows: four were awarded for private enterprise development, eight were awarded civil society development and four were awarded for media support.

#### Armenia highlights include:

- *Promoting Alternative Dispute Resolution in the Private Sector.* The Eurasia Foundation Representative Office in Armenia awarded approximately \$70,000 to three local organizations for the advancement of alternative dispute resolution (ADR) mechanisms. The establishment of professional ADR mechanisms will provide businesses with a range of arbitration services and ease the caseload of the nation's

fledgling court system. Funded projects were selected through an open competition that was publicly announced in April. The competition and the three resulting awards were the product of research on alternative dispute resolution, which was initiated by the Eurasia Foundation and conducted by the local NGO, Advanced Social Technologies. The results of this research were presented at a round-table event that was attended by government officials, lawyers, businesspeople and representatives of other local and international organizations.

- *Developing Independent Media.* In June the GIND printing house made its final payment on a loan, which it received from the Eurasia Foundation. This loan was part of a multi-year program that supported the establishment of commercially independent and financially viable printing facilities in Armenia. By developing the capacities of the GIND printing house it was possible to introduce competition in the printing market, which was previously monopolized by a government-controlled enterprise. The competition, which resulted from the establishment of GIND, benefited all newspapers in the country. Currently GIND prints about 50 percent of all newspapers in Armenia.
- *Supporting Municipalities and their Networks.* The EF-Armenia recently announced a grant competition designed to support the development of local municipal networks. The aim of this initiative is to strengthen the capacities of rural and urban municipalities and to combine their resources for more effective delivery of services. This initiative is a continuation of the previous EF-Armenia program on establishing Municipal Information and Analytical Centers throughout the country.

#### Selected FY05 EF Armenia Grant Results

- **Blitz Media Limited Liability Company**

This project was designed to improve the existing newspaper distribution system throughout Armenia and to strengthen print media in five regions - Kotayk, Aragatsotn, Ararat, Armavir and Tavush. Under the grant the citizens of these regions were provided with timely information on local and international events which enhances the further development of democratic processes in the Republic.

- **Ijevan Business Support Center LLC**

This project aimed to strengthen existing support structures in the Ijevan District of the Tavush Marz for small and medium-sized businesses and to improve the business skills of local entrepreneurs. More specifically, it provided training for entrepreneurs and farmers in financial management and accounting, business planning, marketing, the legal aspects of business operations, as well as in the distribution of information about products and services produced in the region.

- **Unison NGO**

This project was designed to support the drafting and passage of the Law on a Barrier-Free Environment. The passage of such a law would guarantee the full integration of handicapped individuals into Armenian society. The project components included monitoring the accessibility of public places, designing a draft



law, and implementing a lobbying campaign in support of the proposed law. Lastly, the project included the development of an action plan for implementing and enforcing the law upon its passage.

#### FY05 Evaluations

Preparing for FY05 EF-Armenia had a rather ambitious plan for evaluations and assessments. EF-Armenia completed a needs assessment on *Alternative Dispute Resolution*, a baseline assessment of the state of the Regional Print Media, an assessment on Information and Communication Technology (ICT) in education, and an evaluation of the MIAC/Local Government initiative.

### Azerbaijan

In FY05, the Eurasia Foundation (EF) spent \$1.8 million in USG funding on programs benefiting Azerbaijan through 70 grants and other activities. The grants were distributed among the mandate areas as follows: 5 in Private Enterprise Development, 16 in Civil Society, and 2 in Public Policy and Public Administration.

Additional activities were comprised of cluster meetings and roundtables with current and potential grantees, as well as two evaluations conducted as joint projects with a number of partners aimed at identifying future strategies for municipal development and media programs.

In addition to the figure above, EF implemented joint projects with the Caucasus Research and Resource centers funded by the Carnegie Corporation in New York, the U.S. and Norwegian Embassies, and the World Bank, the IFC, OSI, BP and other partners. Leveraged and direct funding obtained through these partnerships totaled \$297,798.

#### EF's FY05 highlights in Azerbaijan include:

- Youth initiatives in anti-corruption were promoted through a series of grants including a competition funded jointly with the World Bank and OSI, which resulted in nine grants targeting empowerment and involvement of youth in awareness and monitoring programs, as well as strengthening anti-corruption advocacy groups and policy analysis institutions addressing anti-corruption issues. Some of these activities included supporting students' and parents' participation in educational management, promoting youth involvement in the allocation and oversight of public funds, developing the ability of youth groups to monitor and advocate for change within the state's anti-corruption program and utilizing broadcast media for the production of Public Service Announcements (PSAs) to promote a better understanding of the economic cost of corruption and to increase public engagement in local decision-making processes.

- A cluster of grants promoting citizen involvement in the Parliamentary elections is working to increase the likelihood that average citizens will have a larger voice in the determination of their economic and political futures. One grant to the local Internews office is supporting a series of radio debates and independent talk shows, while another is measuring candidates' access to the media by conducting an independent monitoring of election coverage in television, radio and print media. In addition, one grant was awarded to a local organization to assist the USAID Pro-Media program (implemented by IREX) in coordinating the participation of approximately 150 candidates from 30 regions in televised debates at seven regional television stations.
- A Competition entitled "Rural Micro-Enterprise Development through the Enhancement of Green Tourism in Azerbaijan" partnered with Azerbaijan's Ministry of Youth, Sports and Tourism to promote alternative business opportunities and economic diversification in rural communities. The competition resulted in two grants that will introduce the concept of rural green tourism in the northern regions of the country and will conduct a series of interactive trainings to improve rural residents' ability to act as local tour guides and managers of family-run guest houses.
- A Social Investment Initiative was launched to support the ability of domestic businesses to engage in strategic philanthropic activities. A market survey and baseline evaluation is currently being conducted to measure the level and areas of interest among local companies for social investment. Based upon the results of the evaluation, the local EF office will be implementing a program in FY06 to provide technical assistance to a small group of pilot companies who are interested in developing and/or expanding their current investment programs.

#### Selected EF Grant Results in Azerbaijan Registered in FY05

- A grant to the Azerbaijan Project Management Association promoted international standards of project management and enabled 25 businessmen, public sector officials and NGO activists to receive professional project management certification based upon the Qualification-Certification Program from the International Project Management Association (IPMA) in Zurich. Since the conclusion of EF's financial support, the association has established paid courses and has assisted an additional 56 people in receiving their certification, thereby becoming a sustainable training organization for project managers in Azerbaijan.
- A project with the Leader Women's Social Union supported the *reintegration of female prisoners into society* by increasing their ability to find employment after their release from state penitentiaries. The project organized training courses for 36 women to teach them barbering, dressmaking and weaving skills, which resulted in 11 women successfully finding employment after their release from prison. In addition, free legal consultations were provided for recently-released women and their families and temporary housing was arranged for two months for eight women to support them during their transitional period.

- Support was provided to the International Press Club to increase *access to information for independent media outlets* by providing a forum for 50 state press officers and local journalists to meet regularly and discuss issues of concern to the government and local citizenry. In a highly successful pilot initiative, 10 press briefings were held between representatives from the media and the government press service to increase the level of interaction and information exchange between the two sectors. Since the project's completion, the USAID office in Azerbaijan has begun to replicate the model in various regions of the country through their START training program, implemented by World Learning.

#### Evaluations in FY 2005

In FY05, EF completed two evaluations in Azerbaijan using a combined team of international and local evaluators. The evaluations conducted included the following:

1. Needs Assessment of Municipal Services Development
2. Media Baseline Assessment

Reports for the two evaluations have been completed and submitted to the local USAID offices. In addition, work has begun on a baseline evaluation and market survey for the office's FY06 Social Investment Initiative.

### **Georgia**

In FY05, the Eurasia Foundation (EF) spent \$1.7 million on programs benefiting Georgia. As part of its activities, the Georgia office awarded 15 grants and conducted a number of operational activities. The grants were distributed among the mandate areas as follows: 1 in Private Enterprise Development, 12 in Civil Society, and 2 in Public Policy and Public Administration.

In FY05, EF Georgia raised \$200,000 from the Global Conflict Prevention Fund (GCPP) for follow-up activities to the NGO Watchdog program, \$35,000 from BP for the Journalism Training program, and approximately \$40,000 from other international organizations. EF leveraged an additional \$148,000 for election-related activities.

#### EF's FY05 highlights in Georgia included:

- *The NGO Anti-Watchdog Corruption Competition*, which awarded 10 grants to NGOs in the regions of Georgia to monitor government performance within their communities and to identify specific mechanisms of public funds misuse and abuses of power. This, the second phase of the Anti-Watchdog Corruption Initiative, comes at the heels of an extensive EFG evaluation of the previous initiative. The multi-stage research process, which was managed in cooperation with CRRC, provided recommendations for further programming and identified risk factors for corruption in a number of sectors, such as health, education, budget, and so on, providing NGOs with a focus for future activities. The research results were presented at a well-attended conference at which the second competition was announced.

- *Pipeline Monitoring and Dialogue Initiative*, which is co-funded by UNDP, IFC and BP/BTC. The overall goal of the program is to develop the NGO sector's monitoring and auditing capacity in regards to BP oil pipeline construction and its impact on the environment and on local communities. The first phase of the program was completed in March, which included the selection of the NGO representatives; the formation of the working and interest groups; and basic training. The second phase includes a series of data-gathering site visits by working groups, report drafting, fact checking and finalization, with report release anticipated for late summer 2005.
- *Grant awarded to the Civil Society Institute* to help prepare for the integration of Georgia's higher education system within the European higher education system. The project provided Georgian educators, students, and the general population with access to the main documents of the Bologna Process through translation, dissemination, and discussions. CSI, in cooperation with education experts, the Ministry of Education, higher education representatives, students and other NGO's, is developing a concept paper which includes concrete steps for integrating Georgia in the Bologna process, thus raising Georgian education system to western standards.
- *Operational program in tourism development*. EFG, which continues to develop its expertise in operational projects, has been working with Georgia's Department of Tourism to develop Georgia as a tourist destination. This program includes a project entitled Branding Georgia, which develops principles, concepts, and slogans used in the touristic branding of Georgia. EFG has also given three respective tenders for the development of a) a logo of Georgia; b) a promotional film on Georgia; and c) a tourist map of Georgia. Some of the materials already created, such as a brochure and photo CD, have been presented at the Berlin Tourism Fair. Further plans include capacity building for tourism industry small- and medium-enterprises (SMEs); travel information centers; and development of master plans for Georgian resorts. EFG meanwhile supports the development of the State Department of Tourism and Resorts into a western-style tourism promotion agency

#### Selected EF Grant Results in Georgia Registered in FY05:

- A grant to the *Georgian National Museum (GNM)* to promote structural and institutional reforms through building up its internal capacities in the following directions: financial and accounting systems; human resources management; institutional policies and procedures, and capacity building for the staff. Five Georgian museums are currently being united under a single, unified structure of the Georgian National Museum. Simultaneously, internal policy is being developed in accordance with the Western museum standards, including the reorganization of financial/accounting, chancellery and human resources documentations and trainings for GNM administrative staff trained on newly introduced systems and fundraising issues.
- A grant to *World Vision in Georgia* to facilitate the integration of disabled children in social life by providing accessible and low-cost adaptive equipment, produced locally in Georgia. The project established and equipped an adaptive equipment workshop (AEW), trained staff in equipment production, and conducted an assessment of the potential market for the equipment, as well as an assessment of the status of disabled children in Georgia.

- A grant to the *Georgian Federation of Professional Accountants and Auditors* to promote reform in the fiscal sector through the support of the implementation of the newly- adopted Tax Code. As part of this grant, a comprehensive manual, including detailed explanations of the Tax Code, was published in FY05. Analysis of the Tax Code articles was supported with practical examples, sample forms, and charts clarifying rules of calculation, declaration and payment of taxes. The book will assist businessmen, accountants, tax lawyers, tax inspectors, students, and professors in understanding the newly-adopted Tax Code, with the aim of reducing the number of tax violations in Georgia.

#### Evaluations for FY05

In FY05, the office conducted evaluations of two major efforts of the previous years: 1) the multi-year Business Advocacy Initiative; 2) the FY02 Anti-Corruption Program. The business evaluation identified major accomplishments of the projects as well as areas for potential improvement to be explored by EF. The anti-corruption program evaluation assessed the results of activities of seven NGO watchdogs in the regions of Georgia.

## **South Caucasus Cooperation Program**

In FY05, the South Caucasus Cooperation Program (SCCP) made 36 grants to support 12 three-sided projects.

In FY05, SCCP focused its support in four key areas: cross-border independent media initiatives, transboundary water resource management, harmonization of legislation with European and international standards and support to cross-border initiatives in the field of agriculture. Program achievements in those areas include the following:

- Harmonization of legislation with European and international standards
  - On November 1, 2004, SCCP and the Friedrich Ebert Foundation co-sponsored a one-day workshop entitled “European Integration of the South Caucasus Countries.” 31 representatives from public policy organizations in Armenia, Azerbaijan and Georgia attended the workshop.
  - In February 2005, SCCP announced a two-stage grant competition on harmonization of legislation with European and international standards. 6 three-sided contact projects received funding in April and an expert panel selected two linkage projects for funding in August 2005.
  - On July 14-15, 2005, SCCP held a two-day regional workshop on European Integration issues for members of public policy institutes. The TACIS project, Support to the PCA Implementation Process, provided the trainers for this event.
- Cross-border independent media
  - In the field of cross-border independent media, EF funded *Crossroads*, the region’s only regional television news magazine, which is aired weekly and produced jointly by Internews Armenia, Georgia and Azerbaijan. The Media Diversity Institute contributed \$33,000 to the *Crossroads* project to support a diversity segment on each program and to produce 10 episodes focused entirely on diversity issues.
- Transboundary water resource management
  - On January 12, SCCP awarded a follow-on grant to partners in an Environmental Information Centers project. In June 2005, SCCP and the UNDP, Reducing Transboundary Degradation of the Kura-Aras River Basin project, jointly hosted a three-day workshop on Transboundary Water Resource Management for NGOs and donors working on environmental issues in the South Caucasus. The workshop highlighted past and current cross-border projects in this field (including those funded by SCCP) and drew attention to the continued need for cross-border interventions in this field. During the workshop, SCCP announced an interest in funding additional cross-border projects in this field.
- Agriculture

In the field of agriculture SCCP financed a regional evaluation of the potential for cross-border cooperation in the field of agribusiness. Following the evaluation, SCCP held a conference on Cross-Border Cooperation in the Field of Agriculture in May 2005. Participants discussed possibilities for future projects in this sphere.

#### Selected Grant Results Registered in FY05

*Support to Regional Media:* insufficient collaboration between the media representatives in the South Caucasus creates a number of problems in the region. To address this problem, EF awarded grants to three media organizations in the region. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

- *Environmental Project:* Water pollution in the South Caucasus countries, causes a number of serious problems to the local inhabitants. EF funded a linkage grant to three environmental organizations of the region to protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

#### Additional Activities in FY05

- In July, SCCP collaborated with a number of donor organizations to support training on “Evaluation Practice and Use”. This two-day training introduced participants to a variety of evaluation methods.
- In August 2005, SCCP awarded two more linkage projects as a part of the public policy competition. One project addressed business start-up processes. The second project dealt

with the labor and employment policy in all three South Caucasus countries. Additionally, SCCP awarded three follow-on grants to partners in a Regional Art Exposition project.

#### Evaluations Conducted in FY05

In FY05, EF conducted an external evaluation in the field of agribusiness. The goals of this baseline evaluation were to identify areas of activity where cross-border cooperation could have a positive impact on the agricultural sectors in the south Caucasus and to identify potential partnerships between organizations that could benefit from such an initiative. Among its findings, the evaluation noted that experts in the sphere of agriculture think that cooperation between the three countries of the South Caucasus could be promising in a number of directions, such as: farmer consultations on issues of land rights, reform legislation, exchange of experience, and the introduction of international standards. Among other recommendations the needs assessment advocated for future cooperation between SCCP and the UMCOR and OXFAM offices in Armenia.



## **Belarus, Moldova, and Ukraine**

### **Belarus**

In FY05, the Eurasia Foundation (EF) spent \$79,548 in USG funding on programs benefiting Belarus through 5 grants and other activities.

#### FY05 Highlights in Belarus included:

- Despite considerable obstacles and a high likelihood of failure, the Eurasia Foundation (EF) successfully registered a local entity, the “New Eurasia” Establishment (NEE) in Belarus. The Eurasia Foundation is the sole founder of the new organization. In accordance with the NEE’s charter, the establishment can theoretically provide technical assistance (operating activities and grants) to Belarusian organizations. However, this method of operation is untested. In the second half of FY05, EF will test run this mechanism with several small grants and technical assistance efforts.
- One grantee, the *Belarus Union of Employers and Entrepreneurs*, successfully applied for registration and tax-free privileges on its grant, after a nine-month waiting period. This is the first record of such an achievement for a USAID-funded technical assistance program implemented by EF.
- Since the mechanism for providing tax-free community development grants in Belarus is not yet fully developed, the ongoing Ukraine/Belarus Community Partnership Program (UBCPP), co-funded by EF, the C. S. Mott Foundation, and the International Renaissance Foundation (IRF) was re-tooled to increase exchange visits with Ukrainian counterparts instead of providing grants to community development projects as originally planned. Serendipitously, many of these exchange visits took place during the Orange Revolution in Ukraine, giving Belarus community leaders a unique glimpse of mass civic action.

### **Moldova**

In FY05, the Eurasia Foundation (EF) spent \$180,782 in USG funding on programs benefiting Moldova through 7 grants and other initiatives.

#### Moldova FY 05 highlights included:

- *Free and Fair Elections* We spearheaded an unprecedented effort in Moldova to mobilize civil society to demand free and fair parliamentary elections in March 2005. EF was recognized by Moldovans and international experts as the leading organization to support the *Coalition for Free and Fair Elections (Coalition 2005)*, receiving direct funding from SIDA and leveraging funds from many sources, including the Royal Netherlands Embassy, Soros Moldova, and the UK Embassy. When the Eurasia Foundation first began work with the Coalition in March 2004, there were signs that the ruling party would try to control the entire process. Indeed, the local elections of 2003 were seen as a step backwards for democracy in Moldova. This year looks different. The apparent calm associated with the current elections

combined with the Communists' declared intentions to have a more open, democratic direction are both signs of a positive future for this country. The steadfast effort of Coalition 2005 to coordinate citizen oversight was one of the factors contributing to the relative ease and calm on Election Day and immediately afterwards. Although the media environment was biased and the level of voter education was relatively low, those that did go to the polls felt more confident that their vote would be counted correctly.

In a July 2005 letter, the OSCE Ambassador to Moldova, William Hill, stressed:

*The building of “Coalition 2005” and its activities had decisive influence on the behavior of Moldovan authorities in organizing and carrying out parliamentary elections. In large part due to the Coalition’s activities and the active support of the Coalition by international donors Moldovan parliamentary elections in March 2005 generally complied with most OSCE, Council of Europe and other international commitments and standards for democratic elections.*

- *Anti-Corruption Network* We supported Transparency International and a network of rural NGOs in coordinating efforts to raise awareness and address corruption issues at the community level. An outside evaluation, conducted in spring 2005 by the West Ukraine Resource Center, suggests that the program’s information component was successful. Today, as a result of this initiative, more citizens know what legal means are available to deal with corruption-related issues. There were several positive cases of local governments incorporating more transparent practices based on pressure and assistance from the network’s members.

## **Ukraine**

In FY05, the Eurasia Foundation Kyiv spent \$1.3 million on programs benefiting Ukraine through 22 grants and other activities.

During FY05, the EF Ukraine program reports the following successes:

- *Support for Free and Fair Presidential Elections (October – December 2004):* We funded ten projects, all of which were leveraged with support from other donors. Of key importance was an exit poll showing that the critical second round was indeed heavily falsified. Also, three voter education projects funded between the second and third rounds ensured that balanced information reached the Southern and Eastern parts of the country.
- *Partnership for Prosperity (November 2004 – May 2005):* With funding from Philip Morris International, we designed a new system of providing essential assistance to Kharkiv city’s most vulnerable population. Business, government, and civil society worked together to distribute 8,000 food packages to WWII veterans, invalids, and orphans.

- *Local Economic Development, cofunded by OSCE, Phase II (February 2005 – present)*. An ongoing program aimed to stimulate job creation in rural areas was broadened to include six additional oblasts. Redesigned to focus more on technical assistance for both grantees and potential grantees, the joint OSCE-EF funded program seeks closer cooperation with the Ministry of Economy.
- *Vox Populi (March 2005 – present)*: The *Vox Populi* initiative provides expert and citizen input into the administrative reform process. As an example, we awarded a grant to the Center for Political and Legal Reforms in support of their efforts to update the government's Concept of Administrative Reform. We are planning on launching a national discussion on public administration reforms in September 2005 and also have an opportunities fund for supporting community initiatives on administrative reforms issues. The project is co-funded by the International Renaissance Foundation and the Charles Stewart Mott Foundation.
- *Cross-border initiatives: Ukraine as the Bridge between the European Union and the Former Soviet Space (July 2005 – present)* This cross-border public policy program will address the need for a more informed public debate on the future of Ukraine's relationship with all of its neighbors. Working together with the New Eurasia Foundation, we assisted a Ukrainian policy institute in publishing the results of a high-level conference on Ukrainian-Russian relations. We also co-funded the first comprehensive database of European Integration Resources with the International Renaissance Foundation.
- *Open Door*. Although now a smaller portion of our overall portfolio, the open door remains a valuable tool for identifying innovative new initiatives. One grant assisted a consortium of leading think tanks in conducting a comprehensive overview of the new government's activities during 'first 100 days.' The ensuing discussion, attended by top-level government officials, provided expert guidance for the government's new policy initiatives in all spheres. We also funded Ukraine's first ever Ukrainian-language intensive certificate program in non-profit management organized by an accredited Ukrainian university.

## **Central Asia**

During FY05, the Eurasia Foundation spent \$3.8 million in USG funding implementing programs in Central Asia (*individual country breakouts follow*). During FY05, EF aggressively promoted corporate and community philanthropy to strengthen local institutions and set the groundwork for an indigenous foundation. EF is currently operating more than 40 multi-donor development projects with more than 30 donors in Central Asia, including cutting-edge cross-border partnerships in the Ferghana Valley and in northern Afghanistan. EF uses a combination of technical assistance and grants to deliver its programs and is currently managing three GDAs in partnership with USAID/CAR. Current EF donors in Central Asia include the US, British, Dutch, Canadian, Norwegian, Swiss and Australian governments, the OSCE, and numerous companies, including AES Corp, ExxonMobil, Microsoft, Philip Morris, Karachaganak Petroleum, KazKommertsBank, TengizChevroil, PetroKazakhstan, Kumtor Operating, Mittal Steel and Newmont Zarafshan.

During FY05, EF submitted a proposal for three years (FY06-08) of USG funding totaling \$9 million to launch a locally-registered foundation. This foundation would continue the work of EF, but over time would rely more heavily on local sources of funding. At EF's current non-USG fundraising rates in Central Asia, EF expects to match its USG funding request over the next six years and establish a sustainable indigenous foundation for Central Asia

## **Kazakhstan**

In FY05, the Eurasia Foundation spent \$651,754 in USG funding implementing programs in Kazakhstan. EF implemented numerous programs for more than a dozen donors, awarding 30 grants and providing direct technical assistance. EF launched three Global Development Alliances in coordination with USAID/CAR, including an applied research network, a management learning center, and a graduate degree program in Environmental Management and Engineering. EF's private sector donors in Kazakhstan include AES Corporation, ExxonMobil, Philip Morris Kazakhstan, TengizChevroil, PetroKazakhstan, KazKommertsBank and Mittal Steel. In FY05 EF raised more than \$800,000 in direct non-USG funding, more than \$200,000 in non-USG parallel or leveraged funding, and more than \$300,000 from non-core USG sources. EF also generated pledges of \$750,000 for projects in FY06-08 from four separate multi-national companies. Overall, EF raised more than \$2.60 for every \$1.00 of core USAID funding it spent in FY05 in Kazakhstan.

- In FY05 EF inaugurated the Leadership Learning Center in Ust-Kamenogorsk, which will provide change management and TQM training to mid-level and senior managers of industrial companies in eastern Kazakhstan. AES Corporation provided \$320,000 and Carana Corporation pledged more than \$100,000 (USAID GDA funding) to initiate the program, which will provide intensive training based on customized curriculum from the Darden

School of Business Administration (University of Virginia) to at least 200 business managers and at least 50 public servants from Ust-Kamenogorsk and other eastern cities during Year 1.

- In FY05 EF launched phase 3 of *Kazakhstan Ecotourism Initiative* to develop ecological tourism and raise capital inflow to remote regions. EF in partnership with ExxonMobil funded the creation of a second informational-resource center (in Astana) to provide marketing and other support for four pilot projects and two new ecotourism sites. The Government of Kazakhstan asked EF to make a presentation on eco-tourism at its Image Enhancement Working Group in Astana in June.
- **Community Development in Yenbekshi-Kazakhskii District:** With a three-year \$330,000 funding pledge from Altria Group, EF launched the first phase of an intensive community development program to empower the district's 120,000 citizens coordinate local resources at the grassroots level. Community development experts identified local civic leaders and initiative groups with the goal of forming new NGOs and implementing new social services. EF expects to award about seven grants totaling up to \$140,000 to launch these community initiatives by the end of FY05.
- **Foster Families Initiative:** EF continued a program launched in 2003, extending foster family care to the cities of Uralsk, Pavlodar, Astana, Shymkent and Kostanai with the help of a \$100,000 grant from Philip Morris Kazakhstan. EF awarded grants to NGOs to conduct training seminars for journalists on orphan care issues, select foster families for orphans, place children in these families and provide various forms of support to both the children and their foster parents. A recent evaluation showed that the initiative greatly improved orphans' quality of life and self-esteem. EF expects to raise an additional \$40,000 by the end of FY05 to extend the program to two additional cities.
- With \$550,000 in funding from AES Corporation and a \$100,000 cooperative agreement with USAID/CAR, EF launched a partnership between the Eurasian National University (Astana) and the University of New Mexico to develop a Masters of Science in Environmental Management and Engineering for Central Asia. Seven professors from ENU traveled to Albuquerque for curriculum development and intensive training in laboratory sciences. The Government of Kazakhstan has pledged at least ten scholarships per year to support the program, which will start courses in September.
- With funding from OSCE, the Global Development Network of the World Bank, USAID/CAR and more than a dozen private companies, EF launched the \$750,000 Central Asia Applied Research Network in FY05. A regional program that involves ten Kazakh universities, CAARN is providing intensive applied research training to business, economics and some science faculties, along with up to 100 company-sponsored research fellowships to create linkages between educational institutions and the regionally-based companies.

### Selected EF Grant Results in Kazakhstan Registered in FY 2005

- *Rural Micro-Finance.* With co-funding from Karachaganak Petroleum, TengizChevroil and PetroKazakhstan, EF grantees extended rural micro-finance to 29 districts in four oblasts in FY05, including 1,738 loans valued at \$2.9 million.
- *Regional Independent Media Support Initiative.* With co-funding from the British Embassy in Almaty, EF provided intensive media management training, apprenticeships and marketing research for Russian- and Kazakh-language newspapers in southern and western Kazakhstan. Beneficiaries reported increases both circulation and advertising incomes following the program.

### **Kyrgyz Republic**

In FY05, the Eurasia Foundation spent \$1.5 million in USG funding implementing programs in the Kyrgyz Republic. EF implemented 10 development programs for 12 different donors, awarding 29 grants and providing direct technical assistance. EF's private non-USG donors in the Kyrgyz Republic include the British, Canadian, Dutch, Norwegian and Swiss Governments, the OSCE, and five corporations. In FY05, EF raised more than \$210,000 in direct non-USG funding, and \$135,000 in parallel or leveraged funding.

- *Job Placement and Training:* EF awarded grants to create a labor registry and network of career centers for youth, and to the organization Job Placement and Career Center for the formation of a practical skills training center for students and mid-career professionals.
- *Information and Communications Technology:* EF awarded a grant to establish internships at a number of rural connectivity centers throughout the country, where future IT professionals will conduct computer skills training for the local population.
- *Ecotourism:* EF continued its support for ecotourism development, focusing on assisting tourism operators to improve ecological management and developing standards for environmental protection.
- *Support to Internal Migrants:* EF awarded a grant to improve the standard of living for internal migrants living in the area surrounding Bishkek through the formation of self-help groups, which provide members with access to microcredit loans, legal consultations, and an information-sharing mechanism between the self-help groups, local government, non-governmental organizations, and the local community.
- *Support to Independent Media:* EF conducted a competition which resulted in a grant to Internews-Kyrgyzstan to provide professional trainings for media managers, including an internship component, and consultations to media outlets. EF and the Dutch government also provided EF grantee Aki-Press with emergency funding to prevent interruptions of their services due to increased web traffic, attacks by hackers, and frequent power outages beginning in the run-up to parliamentary elections.

- *Self-Governance among Home Owners:* EF supports three home owners associations, who work with housing cooperatives, local administrations and the public to raise awareness and increase the accountability of utility providers for the quality of their products, and to help apartment owners understand their property rights.

#### Selected EF Grant Results in Kyrgyzstan Registered in FY05

- *Exit Polling during Parliamentary and Presidential Elections:* EF and three research organizations conducted the country's first-ever exit poll during parliamentary elections in February 2005, and a nationwide exit poll during presidential elections in July 2005. The projects, co-financed by the British, Dutch, Swiss, and Norwegian governments, AED and the US Democracy Commission, helped to independently verify results of the 2005 elections and increase the role of civil society in developing the national policy agenda.
- *Support to Artisans and Craft Makers:* FY04 was the final year of a three-year initiative to support artisans and craftsmen, aimed at promoting entrepreneurship, advancing production technology, introducing effective sales techniques and increasing the quality of goods (and therefore rural artisans' incomes). As a result, grantee organizations created upwards of ten jobs each and considerably increased their visibility in emerging international markets and their profits.

## **Osh Office – Ferghana Valley Initiative**

- *Youth Civic Bridges*: EF awarded grants to youth organizations in all three countries to conduct a youth forum, discuss problems facing the valley's youth, propose solutions and discuss possible new coalitions and associations among youth groups. The grantees will then design a project for regional cooperation to promote new ideas for resolving issues affecting youth in the Ferghana Valley (*Kyrgyz Republic, Tajikistan and Uzbekistan*).
- *Multilingual Education and Conflict Prevention*: EF, with the support of the Dutch Government, awarded a grant to continue multi-lingual education – as a long-term conflict prevention mechanism – in 20 kindergartens and primary schools of the Ferghana Valley (*Kyrgyz Republic and Tajikistan*).
- *Valley Art*: The grantees will organize arts-specific management and marketing training for 40 representatives of arts groups from all three countries. The project will promote mutual understanding and cooperation between those working in the arts and culture in the Ferghana Valley (*Kyrgyz Republic, Tajikistan and Uzbekistan*).
- *Libraries of the Ferghana Valley*: EF awarded two grants to increase information exchange in the Ferghana Valley through cooperation between libraries in the Kyrgyz Republic and Uzbekistan. Libraries' electronic catalogs will be expanded, new electronic catalogs developed, and a regional library website established for the Ferghana Valley. At a Regional Library Forum, 50 library professionals will create a strategy for regional library cooperation. (*Kyrgyz Republic and Uzbekistan*)
- *Cross-Border Legal Clinics in the Ferghana Valley*: To facilitate trans-border trade and migration, EF continues to support legal information centers at border points in Uzbekistan, Tajikistan and Kyrgyzstan in the Ferghana Valley.

## **Tashkent Regional Office** **Uzbekistan, Tajikistan and Turkmenistan**

In FY05, the Eurasia Foundation spent \$1.02 million in USG funding implementing programs in Uzbekistan and \$659,281 implementing programs in Tajikistan. EF awarded 54 grants or service contracts totaling and providing technical assistance. EF's non-USG donors in Uzbekistan and Tajikistan include Microsoft Corporation, Newmont Mining Corporation, the OSCE, the Open Society Institute, and the Australian, British, Dutch and Swiss governments. In FY05 EF raised more than \$230,000 in direct non-USG funding and is implementing \$660,000 in Uzbekistan-based activities for the USAID-funded Drug Demand Reduction Program.



## Uzbekistan

In FY05, government pressure intensified, with the Central Bank rejecting virtually all grant payments. EF took the following steps to address this pressure:

1. Raised the visibility of the effects of the pressure on the NGO community by staying in close contact with the US Embassy and other international missions.
2. Increased PR, to portray EF as an institution well-rooted in Uzbek society.
3. Switched most grants to service contracts, which are not subject to review, and making direct vendor payments. This has been successful, though the contracts incur up to 15 percent tax on the total amount. It is likely only a matter of time before the government also restricts this approach.
4. Adopted more operating programs, funding events, and working much more closely with a reduced number of grantees.

### Private Enterprise Development

#### *International Business School “Kelajak Ilmi”:*

EF received a \$350,000 grant from the Central Asian American Enterprise Fund to support Kelajak Ilmi and committed significant core funding as well. The support has the following elements:

- The William Davidson Institute opening an executive education program, providing training for faculty and staff, and attempting to improve Kelajak’s management, under a grant to be awarded in April or May.
- Four years of supplementing Kelajak’s scholarship fund, to increase enrollment and retention.
- Purchasing or repairing a building for Kelajak, and then installing a computing center and boosting its library.
- Assisting and counseling, to the extent possible, in Kelajak’s bid to be certified as an educational institution. (The government to date has recognized no local, private higher educational institutions.)

### Civil Society

- Public Advocacy Centers. EF announced the competition for new PACs in April, after organizing trainings and a study tour for the most promising candidates. EF expects to raise funding to establish four new PACs, set up a central litigation fund and retain ABA/CEELI’s training expertise for an additional two-three years.
- Labor Migration: EF awarded multiple grants in the field of labor migration to draft and advocate legislation to legalize labor migration, provide legal counseling in three areas of the country, and produce television shows highlighting labor migration issues.

- **NGO Advocacy and Accountability:** EF launched a multi-pronged program to support the NGO community including awareness raising of NGO's positive contribution, through the annual NGO forum and a planned set of television or radio programming, the formation of an NGO council, which could serve as a permanent lobbying body, and a program to increase the legal and financial accountability, transparency and protection of about 30 NGOs, in close cooperation with IREX and ICNL.
- **Cross Border Cooperation with Afghanistan:** Two grants were awarded in April for cross border projects with Afghanistan. The first is the second part of an exchange of potters. The second is to expand the reach of the Termez agricultural and commodities' exchange into northern Afghanistan.
- **Expanding the Reach of Independent Media.** EF awarded four grants to expand the reach of independent media in rural areas, using funding from the Dutch Government. Three grants provided new transmitters for a radio and two television stations; and a one-year print run for a web-based newsletter, all in the Khatlon oblast. An unintended benefit is that one grantee, TV Regar, will be expanding its broadcast reach up to 200,000 residents of Uzbekistan. The savvy station manager is considering hiring an advertising representative in Uzbekistan to take advantage of this opportunity.

## **Tajikistan**

FY05 open-door grants included projects to:

- Reintegrate deported labor migrants into society
- Promote solar power, to deal with Tajikistan's energy crisis
- Purchase a printing press for independent newspapers
- Support a working group to promote media-friendly legislation
- Strengthen the fishing sector

### *Cross Border Cooperation with Afghanistan*

- In FY05, TRO made three cross-border grants with Afghanistan, which attracted positive high-level official attention from both governments and highly involved participants.
- To the NGO Milal-Inter, Khorog, to develop cross-border markets on the Tajik side of the border with the Badakhshan Province, co-funded with OSCE.
- To the NGO Sapeda, to promote cross-border trade at the site of a future U.S. funded bridge.
- To the Tajik Business Women's Association, to train micro-credit providers in Afghanistan, co-funded by a member of the EF Board of Trustees.

## Evaluation and Grant Results

### Evaluation

For several years, EF has put emphasis on impact evaluations. In FY05 significant resources were dedicated to conducting baseline evaluations and needs assessments than in previous years. This shift is a result of new ideas for projects in the field offices, which require additional, upfront research. Needs assessments also assisted the regional vice presidents evaluate program opportunities and strategies for their future indigenous foundations in the Central Asia, the South Caucasus and Ukraine, Belarus and Moldova. In FY05, EF implemented 10 baseline/needs assessments, 19 impact and summative evaluations, 4 mid-term evaluations, and 2 institutional assessments.

#### *Two Samples of Evaluation Findings:*

##### **Baseline Evaluation on Regional Print Media in 10 Marzes of Armenia**

This evaluation provided an overview of the obstacles to print media in 10 *marzes* (districts) of Armenia and suggested ways to overcome them while also improving quality. Despite increasing independence of print media in Yerevan, the study found that provincial print media is more susceptible to local authorities' pressure.

- *Legal Rights Education for Media management:* The evaluators recommended programs for improving legal knowledge of provincial media managers as a way to improve their advocacy skills and thereby increase their independence from the local authorities.
- *Lack of professionalism in the media:* In order to address the overall low quality of journalism and education for future journalists in Armenia, the evaluators recommended various ways to teach provincial journalists to check reliability of sources, report accurately and separate factual analysis from commentary;
- *Lack of technical resources, printing and distribution infrastructure:* Because provincial printing facilities, internet access, good equipment and distribution systems are inadequate, the evaluators also suggested improvement in access to printing houses;
- *Networking and informational exchange:* The evaluators recommended developing networks of provincial journalists that could jointly disseminate information intra-regionally, introduce local journalists to their national counterparts and to national audiences and offer advice for the protection of reporters' rights to obtain and publish information.

These recommendations helped the staff of the Armenia office redesign its media program.

### **Impact Evaluation of EF's Portfolio of Cross-Border Cooperation (CBC)**

This evaluation had three main objectives: to summarize EF's cross-border cooperation programs; to assess the efficiency of various models and techniques used for the implementation of CBC projects; and to develop recommendations that optimize future cross-border programs. The evaluation covered the period of FY99-FY03 in which EF invested \$6.67 million in 86 cross-border projects. The evaluation revealed the following:

- The variety of projects was extremely diversified, extending beyond the borders of the former Soviet Union. Although the grant recipients of this program were all based in the NIS, the projects crossed into Turkey, Afghanistan, China and Mongolia, as well as Eastern European countries recently admitted to the EU.
- More than half of the projects were devoted to the stimulation of business activities, which as the backbone for socio-economic growth also helped to mitigate poverty, social ills, and inter-ethnic tensions.
- The projects promoting cooperation on the Uzbekistan and Tajikistan borders with Afghanistan were particularly successful. The organizations, with EF's financial support, were able to significantly expand activities initiated by other local NGOs.
- It was shown that practically all of the cross-border projects in the South Caucasus and Ferghana Valley helped to mitigate tension and conflict in these regions by establishing cross-border contacts. The resulting trust and mutual understanding is a prophylaxis that could de-escalate unresolved or impending conflicts.
- The evaluation showed that the cross-border projects have great growth opportunities. However, it was recommended that EF, when setting its priorities, should develop a more specific approach for each program. This might entail organizing special events with the participation of external specialists, politicians and local activists.

### **Grant Results**

In FY05 620 grants were closed. The combined statistical results of those grants include:

Changes occurring on individual level

1. Number of direct individual beneficiaries	165,678
2. Number of trainees	53,993
3. Number of organizational beneficiaries	21,539

Changes occurring on organizational level

4. Number of new partnerships formed by grantees	1,727
5. Resources leveraged (in-kind) from counterparts	\$5,379,768

Changes occurring on societal level	
6. Media products disseminated	9,893
7. Grantee innovations replicated by others	646
8. New jobs created	3,758
9. New businesses formed	1,556

## **Eurasia Foundation FY05 Evaluations**

### **Baseline/Needs Assessments**

- *Baseline research* on the current state of regional print media in 10 *marzes* of Armenia;
- *Baseline research* on the immigration situation in Kyrgyz Republic
- Readership research of Akipress Web site and baseline evaluation for strengthening the site's analytical component.
- *Baseline assessment* for the program on cooperation between the business sector and local authorities in tourism/ecotourism development in Kyrgyzstan
- *Needs assessment and identification of opportunities* for developing Alternative Dispute Resolution (ADR) in Armenia
- *Needs assessment* for ecotourism development in Akmolinskiy district of Kazakhstan
- *Needs assessment* for community development in Enbekshi-Kazakhskiy rayon of Kazakhstan
- *Needs assessment* in the area of labor migration from Kyrgyzstan to Russia
- *Needs assessment* for the program on Uzbek refugee integration into the local communities in Baraj and Kardarinskruarl regions of Kyrgyzstan
- *Needs assessment* and identification of new potential business niches and opportunities for women in rural areas of Moldova

### **Programs and Projects Impact Evaluations**

- *Impact evaluation* of the program to support the development of municipal information analytical centers in Armenia.
- *Outcomes evaluation* of setting up a business incubator in Moldova.
- *Summative evaluation* of a project to increase citizens' involvement in managing public schools in Uzbekistan.
- *Summative evaluation* of a pilot project to develop and promote a City Charitable Board as a model of stimulating local charitable giving in Russia
- *Summative evaluation* of the project to develop an online translator in Armenia.
- *Impact evaluation* of the joint EF, Hewlett Foundation and FNE program on Social Investments in Russia
- *Impact evaluation* of the joint program of SUAL Holding and FNE for development of SME support infrastructure in Mikhailovsk and N.Sergi (Sverdlovsk Oblast)
- *Summative evaluation* of the Program in Support of Socially Active Schools in the Russian Far East
- *Impact evaluation* of the anti-corruption program in Moldova
- *Impact evaluation* of the grants portfolio on small innovative/high-tech business development in Russia
- *Outcome evaluation* of the NGO support project in the Komi Republic of Russia
- *Impact evaluation* of the three grants cluster on ecotourism development in Kazakhstan

- *Impact evaluation* of the two grant cluster on cross-border cooperation between Kazakhstan and Russia
- Six outcome grants evaluations under the “Volga-2003” initiative, Russia:
  1. Outcome evaluation of a project on cooperation between schools and local communities in Orenburg;
  2. Outcome evaluation of the project promoting tolerance and preserving multi-cultural diversity in the Privolzhky federal district (15 oblasts of Russia) through improvement of the regional education system and introduction of multi-lingual and multi-ethnic programs into local schools curricula;
  3. Outcome evaluation of a project aimed to establish cooperation between NGOs and local authorities in two oblasts of Russia to increase the effectiveness of municipal programs targeting disabled people;
  4. Outcome evaluation of a project aimed to solve youth problems in the city of Shumerlya, Russia;
  5. Outcome evaluation of a project aimed to provide the hearing impaired people with access to analytical and informational programs on local television/Nizhny Novgorod, Russia;
  6. Outcome evaluation of a project aimed at development of mechanisms for cooperation between local communities, businesses and authorities on the issues of municipal policy making in the area of education/Ijevsk, Russia.

#### **Process and Mid-Term Evaluations**

- *Process evaluation* of the International Legal Clinic project, providing legal support to the local population on cross-border issues, Osh, Kyrgyzstan (Ferghana Valley)
- *Mid-term evaluation* of the project supporting Youth Labor Exchange/Career Center in Uzbekistan
- *Mid-term evaluation* of a project supporting rural businesses in Uzbekistan
- *Mid-term evaluation* of a project to increase the involvement of homeowners in managing communal property in Uzbekistan

#### **Institutional Assessments**

- *Institutional development assessment* of “Kelajak Ilmi” International Business School in Uzbekistan
- *Institutional development assessment* of Deca Press in Moldova





### **III. Large Grants and Projects**



## **Large Grants**

The role of the Eurasia Foundation to the New Eurasia Foundation (FNE) and the Economics Education Research Consortium (EERC) changed dramatically with their launch as independent, locally-registered entities. Now, the two entities are engaged in grant agreements with the Eurasia Foundation which requires a different level of oversight over their activities.

To help ensure the success of each grant, including large grants to entities previously part of the Eurasia Foundation, headquarters staff conduct strict oversight of the large grants. This process of monitoring involves both the Program and Grants Management staff and consists of the following components: analytical reports, financial reports, and site visits. These activities combine to provide EF with the best possible feedback regarding the overall financial and programmatic success of the large grants to the now independent foundations.

Analytical reports are requested and reviewed for the purpose of assessing whether the activities are consistent with those outlined by the grantee in the grant proposal and whether the project is making satisfactory progress towards its objectives as outlined in grant agreement. In cases where the reports are not acceptable and/or the project is materially off course, the staff of the Foundation will request additional information from the grantee and work with them to get the program back on track.

Financial reports are requested and reviewed in order to assess the overall management and use of grant funds. The financial reports assist in confirming that there is no evidence of mismanagement of grant funds.

EF also conducts site visits to these large grantees throughout the year. The purpose of the visits is to verify that grants are progressing programmatically, to evaluate the effectiveness and impact of Foundation grants and to confirm compliance with appropriate internal controls, accounting procedures, and management practices.

## **Russia**

### The New Eurasia Foundation (FNE)

During FY05, the Eurasia Foundation made \$6 million in grants to the FNE. FNE's activities during FY05, included: the launch and start-up of the new entity; the development of FNE program, financial and fundraising strategies for 2005–2007; and the design and implementation of a number of programs and projects in accordance with the program strategies and action plans approved by the FNE Board of Directors on December 1, 2004.

During FY05, FNE developed all policies and procedures (financial, grant management, technical assistance, human resources, and procurement) essential for the maintaining of proper program and project management.

During this period, the New Eurasia Foundation established good working relationships with several Russian regions and signed memoranda of cooperation/understanding with Saratov oblast (Volga Federal District), Pskov and Kaliningrad oblasts, and Karelia Republic (Northwest District), Tomsk (Siberia), and Tambov (Central District).

Unfortunately, problems with the registration of the Eurasia Foundation grant to the New Eurasia Foundation by the Russian Federation Commission on Technical and Humanitarian Assistance have so far prevented implementation in some areas, especially in the area of civil society development. It has impeded many project activities and has prevented the New Eurasia Foundation from making sub-grants to Russian organizations.

However, despite the above-mentioned obstacles, FNE managed to launch a number of planned activities and designed new partnership projects. During this time, it devoted serious time and efforts to planning and implementing fundraising and outreach activities.

The New Eurasia Foundation activities are implemented within the framework of approved program strategies in the following areas: Private Enterprise Development; Public Administration, Education and Youth Policy; Civil Society Development (including media); and International Cooperation.

### **Small- and Medium-Size Enterprise Development**

SUAL-FNE Support to Small Business in Russia's Regions. Three projects funded jointly by SUAL and FNE reported considerable success. The projects have trained 350 individuals, led to more than 30 new jobs, and disseminated information through electronic, print and broadcast media. One of the projects established a small business support fund in Mikhailovsk, Sverdlovsk region. The organizational capacity of the fund has been improved through an intensive training program. Since June 2005, the fund has provided a wide range of services to local small businesses: information and organizational support, business consultations, micro-loans, and access to a library containing business-related materials, Internet access and relevant software. During the grant period, more than 60 loans were given to the clients of the fund.

### ***Commercialization of Russian Intellectual Assets (CRIAT)***

The CRIAT program aims to improve conditions for innovative small business development in order to enhance their competitiveness in regional, national and international markets and to involve young leaders and civil society in developing economic breakthroughs. Focused program outreach was conducted in nine Russian regions to encourage their participation in the program. As a result, 16 proposals were submitted to FNE. Agreements will be signed with the three winning regions—Stavropol, Tomsk and Primorsky krai—by the end of September.

### ***Local Governance Development***

As of August 17, 2005, the Youth and Education programs are managed out of a separate FNE department. As a result of this restructuring, the Public Administration department was renamed the Local Governance department.

The Local Governance department implements a variety of FNE activities aimed at complex territorial development, migration strategies development, improvement of regional competitiveness and promotion of civic – governmental partnerships. FNE has launched a regional and municipal finance project aimed at enhancing financing for public infrastructure projects by developing debt management systems. FNE is also preparing to launch a project to develop models for migration management.

### ***Youth and Education***

FNE efforts in youth and education are aimed at creating the conditions to maximize the innovative potential of young people in Russia by improving the education system and developing the environment for youth self-realization. Three new pilot programs on university governance and management have been developed. In addition, a community school project co-funded by Mott Foundation was launched. Finally, FNE launched a national photo competition that is expected to become an annual project drawing attention to the most pressing social issues. This year's focus is titled "World Without Strangers," and is focused on children's perception of migration problems.

### ***Regional Independent Print Media Program***

The Eurasia Foundation was awarded a cooperative agreement to run the Russia Regional Independent Print Media Program (RIPMP). This four-year initiative to support independent regional newspapers is implemented in conjunction with the Association of Independent Regional Publishers (AIRP), Internews-Russia, and the International Center for Journalism (ICFJ). By targeting individual newspapers, the RIPMP aims to create beacons of excellence, merge them into supportive networks and bolster the industry's educational and professional infrastructure so that best practices can be absorbed by an ever-widening core of independent newspapers. The program is implemented by Dmitri Surnin, who previously headed the Eurasia Foundation's special project, the Media Viability Fund, and a designated team.

## **Economics Education Research Consortium**

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. Since that time, the Eurasia Foundation has supported the two programs in Ukraine and Russia with grants of \$250,000 for each program in FY05. Non-USG donors to the Ukraine program included: the World Bank, the Swedish Foreign Ministry, Norwegian Foreign Ministry, Open Society Institute, Citigroup, Interpipe, Systems Capital Management, and Tetrapak. Non-USG donors to the program in Russia include: the World Bank Institute, the Swedish Foreign Ministry, and the Open Society Institute.

### Kyiv Master's Program

In Ukraine, EERC administers a two-year English-language master's program in economics at Kyiv-Mohyla Academy. The mission of the M.A. program in economics is to create a new generation of economists who are involved in the international economic community and are able to make a difference for their native countries.

For the academic year 2004-2005, 86 students enrolled in the two year MA program, including 10 from Belarus and 5 from Moldova. Thirty nine students graduated in June, 2005, bringing the total number of graduates from the program to 299. Approximately 40 percent of past graduates are pursuing post-graduate studies in North America and Western Europe, and seven of those have received PhD degree. Three EERC graduates began teaching in the program with the start of academic year 2005-2006. Other program graduates are currently working in business and policymaking in Ukraine, Belarus, and Moldova. Many graduates have come to prominence during the recent Orange Revolution in Ukraine, helping to guide the country toward a more democratic government and free market system.

During this period a new major Ukrainian donor, Systems Capital Management granted EERC \$300,000 and Interpipe Group pledged another \$300,000 in support for the MA program. Final negotiations are underway with several other Ukrainian donors for additional support to supplement the funding received from Eurasia Foundation and the other international donors. The Swedish and Norwegian governments continue to support students from Belarus, Moldova and South Caucasus. Work has started on the formation of an International Charitable Foundation that will facilitate raising donor money locally.

### 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 continued its core operations of research competitions and grant making while strengthening its effort to mainstream its methodology in Central Asia as a partner in the Business and Economics Education Project implementation team. One competition was completed; ten projects were supported through research grants and 14 through development grants; GDN program supported six projects through research grants and seven through development grants in seven CIS countries in areas of enterprises and product markets, labor markets and social policy, macroeconomics and finance, public economics, and international trade and regional integration. Promoting policy-oriented thinking among EERC's grantees remained one of the highest priorities. EERC continued its participation and management of a number of international projects and commissioned tenders.

## **Foundation Projects**

In FY05 the Eurasia Foundation delivered significant program value through the direct implementation of projects including: the Caucasus Research Resource Centers (Armenia, Azerbaijan, Georgia) and the Small Business Loan Program (Armenia, Ukraine). The Foundation also performed non-grant program work such as public policy mentoring and management training (Armenia, Azerbaijan and Georgia) and regional media seminars in the Ferghana Valley (the Kyrgyz Republic, Tajikistan, Uzbekistan).

Highlights of the Foundation's major projects are below.

### **Caucasus Research Resource Centers**

#### Overview

The Caucasus Research Resource Centers (CRRC), a joint project of the Eurasia Foundation (EF) and the Carnegie Corporation of New York, have been open to the public and actively conducting programming since July 2003. The centers provide professional training and research resources in the social sciences to researchers and practitioners. CRRC was created to address the critical need for targeted assistance, including resources and training, to support social science research and public policy reform in the South Caucasus countries of Armenia, Azerbaijan and Georgia.

CRRC's goals are 1) to strengthen public policy analysis and research in the South Caucasus, and; 2) to create a regional network of sustainable, university-oriented institutions which offer research resources and professional opportunities to leading scholars and researchers working within their communities.

To meet the key long-term program goals described above, CRRC has focused on achieving the following three outcomes (medium-term strategic objectives):

- Increasing the accessibility of high-quality research resources
- Strengthening local human capacity in social science research
- Increasing dialogue and collaboration between social science researchers and policy practitioners in the South Caucasus

Direct and indirect CRRC beneficiaries include social science researchers, faculty members from academic institutions, policy practitioners and other professionals from the non-governmental, private and public sectors. The number of registered beneficiaries at the centers is approximately 840 researchers and policy practitioners.

During this reporting period, several new programs were launched in all three CRRC centers, and for the regional program as a whole. CRRC completed the first Data Initiative (2004), launched the second Data Initiative (2005) and launched the first Fellowship Program (2005). CRRC also initiated regional methodological trainings, lectures and seminars with the participation of beneficiaries from all three countries in the South Caucasus. Considerable progress has been made on program implementation,



program monitoring and evaluation, strengthening the center systems, and establishing the public profile of each national center as part of its respective domestic academic and policy communities.

#### Trainings, Seminars and Lectures

The centers offer a series of professional methodological trainings to qualified researchers and practitioners from the region, strengthening local capacity by improving quantitative and qualitative analytical methods and their use in research. CRRC methodological training activities focus on modernizing the skill sets of local researchers and providing hands-on opportunities by using relevant statistical software packages. These programs help strengthen research production and promote direct examination of what is actually happening in today's economic and social transformation in the South Caucasus.

Trainings are provided through a combination of orientation and methodological courses, small group work and assignments. Training activities are both local and regional to ensure that participants from all three countries in the South Caucasus are capable of sharing socio-political and economic realities. The program attracts both local and foreign experts as speakers or trainers for local and regional training series.

A portion of each Center's work is purely domestic in focus, while other events are coordinated by one center for a multi-country audience. These multi-country events help make the best use of CRRC's regional presence, allow local researchers the chance to network, and make important connections across borders.

During this reporting period, the centers organized 13 regional methodological trainings where all centers worked in close collaboration. Locally, each center hosted over 18 methodological trainings and increased the number of trained beneficiaries to over 500 in each center. Over 1,500 individuals have participated in methodological training events held by CRRC and over 3,000 individuals have participated in CRRC-hosted lectures and seminars.

#### Conferences and Roundtables on Public Policy

CRRC draws researchers, public administrators, and other policy practitioners from all three South Caucasus countries to discuss and debate key public policy issues in the region and cross-border trends in policy formation, encouraging interdisciplinary dialogue among researchers and practitioners. The centers provide information and educational assistance to emerging public policy institutes, and offer a variety of networking opportunities for researchers and policy practitioners.

CRRC policy events bring together analysts and opinion-makers from local academic and research organizations, think tanks, government agencies and international organizations. They provide opportunities for dialogue on regional policy issues between local leaders in government, universities, think tanks, industry and mass media. Moreover, these seminars, conferences and roundtables provide an important venue for all participants to discuss the pros and cons of various approaches to policy making in response to current challenges.

### Libraries and IT Resources

CRRC uses its libraries and IT labs to develop and promote the use of critical research technologies and to provide cost-effective multidisciplinary resources that are accessible and responsive to the research needs of social science investigators and practitioners.

All centers provide users free access to their library collections in English, Russian, selected European languages, and each center's host-country language. The centers have received large numbers of publications from across the world from international and local donors. The libraries house over 1,000 publications and contain the following:

- Books, monographs, and journals related to demography, sociology and economics
- Special collections such as working papers and dissertations
- Access to electronic journals with virtual memberships through the Electronic Library Consortium.
- Statistical database sources from local ministries and international organizations
- Full-text databases such as the Global Development Finance Online, International Encyclopedia of Social and Behavioral Sciences, the World Bank E-Library, and the World Bank Indicators Online

Complementary to the reading room resources, all centers provide users with free access to IT labs equipped with high-speed Internet and the latest software packages including Microsoft Office software, SPSS, Stata, CPro, E-views, EPI Info, Wisco Survey Power, LexPro and even special programs such as MathLab, Statistika and MathCad. IT labs are also equipped with the CRRC Data Initiative databases.

Additionally, all center IT labs are fully equipped with an Online Public Access Catalogue (OPAC). OPAC provides access to international standard bibliographic information on the centers' entire library collection through its Web site. With this tool, center users can search the informational holdings of the centers via an Internet connection from any workstation at any institution worldwide. The IT labs also offer access to full-text online journals and databases such as EBSCO, JSTOR, Blackwell and Springer. The center IT labs recently began to offer a database of researchers and publications available locally and regionally. This new service will assist regional researchers in pursuing original work on current data, and to develop the body of research being conducted on reliable data sources.

### CRRC Regional Data Initiative

Reliable data are critically important as a foundation for any kind of socio-economic research. Across the South Caucasus, independent researchers find that reliable, current and accessible data on social and economic issues are often in short supply. Providing and maintaining access to sound data is a priority for CRRC. Moving beyond their function as a repository for existing datasets, the centers have launched the CRRC Data Initiative, an effort to collect data focusing on local and regional economies of the South Caucasus.

In October, 2005, the Caucasus Research Resource Centers released the results of the 2005 Data Initiative Survey. This is the second year that this survey has been conducted collecting statistics on a range of issues such as demography, education, migration, economic behavior, health, political activities, social institutions, and crime. In 2004, the centers coordinated the first regional socio-economic and demographic survey in all three countries – by interviewing 1,500 randomly selected households in Baku, Tbilisi and Yerevan covering issues on demography, education, migration, economic behavior, health, political activities, social institutions and crime.

This year however, the CRRC Data Initiative expanded its survey from the capital cities to an additional region in each country. With the expansion of the Data Initiative to the regions, CRRC will ensure a more rounded view of the socio-economic situation of a larger percentage of Armenians, Azeris and Georgians.

The CRRC Data Initiative brings together experts from all three countries in the South Caucasus to collaborate in this regional survey and to ensure inter-country coordination and that survey methodologies are comparable, reliable and controlled at all levels.

To encourage the use of data collected through the initiative and to ensure that the data is effectively put to use, the centers provide research grants through the CRRC Fellowship Program. This program offers yearly research grants to support individuals in their intention to conduct research that address key social issues. A portion of fellowship grantees are implementing their research using the analysis of data collected by the CRRC Data Initiative.

The difference between this survey and any other survey conducted in the region is that this is the first time experts from all three countries in the South Caucasus have worked together to ensure that survey methodologies are comparable, reliable and controlled at all levels. Most importantly, the survey questions, sampling, and general methodological approach for these data sets are uniform across all three countries. Such collaboration makes the CRRC data unique for its cross-border comparability and relevance to the local research communities' needs.

#### Fellowship Program

CRRC launched its first fellowship program this year (the 2005 CRRC Fellowship Program) and awarded 45 fellowship grants to researchers. The primary goal of this annual program is to encourage and support individuals from Armenia, Azerbaijan and Georgia in their intention to conduct research that addresses critical social issues. Applicants are invited to pursue research of national or regional significance, and a portion of the funds are reserved for those who choose to implement their research using the analysis of data collected by CRRC through the Data Initiative, as well as other existing data sources. Selected fellows are invited to work on their research in collaboration with other selected fellows from other South Caucasus countries to transfer knowledge within the region.

Each center engages social science experts and professionals to be part of the fellowship selection committee to choose the most promising fellowship proposals. This committee is comprised of local and international experts to help improve the quality of research and to help fellows with their research during the course of the program.

Research projects selected in 2005 are covering important issues such as election institutions, poverty trends, health and medical insurance, education reforms, labor migration, the effectiveness of international organizations in the South Caucasus, and gender issues in the employment sector.

As the Centers' work develops, it will increasingly focus on cross-border trends in policy formation. In the year ahead, the Centers will continue to provide resources and training locally and regionally, and to offer fellowships for local researchers in the fields of economics, sociology and demography.

#### Cooperation with Local Partner Academic Institutions

Two out of the three centers are currently located within local national post-secondary universities. In Armenia, the partner university is Yerevan State University; in Azerbaijan, the partner university is Khazar University, and; in Georgia, the partner university is Tchavchavadze State University for Language and Culture.

In the coming fiscal year, the Centers will continue to provide resource and training services locally and regionally. CRRC will also continue providing research grants within the framework of its Fellowship Program. In the nearest future, CRRC will launch the Mentorship Program aimed at strengthening the capacity of local social scientists and developing connections between local and international experts.

#### Web Site

As part of creating and maintaining its public image, CRRC developed and launched a new and extensive Web site for each of its centers. These Web sites include information on all CRRC activities, links to research sponsored by the Fellowship Program, and access to CRRC databases.

## **Small Business Loan Program (SBLP)**

Fiscal year 2005 saw the conclusion of the Small Business Loan Program (SBLP) in Armenia and the extraordinary achievements of its successor the Izmirlian – Eurasia Universal Credit Company LLC (IE UCC). On December 31, 2004 the Eurasia Foundation officially closed the Small Business Program in Armenia. During its existence the SBLP disbursed 296 loans totaling \$10.5 million and created 2,219 jobs.

The Ukraine Small Business Loan Program closed March 31, 2004. Agreements were signed with both partner banks for the repayment of the outstanding borrower balances to the Eurasia Foundation. The banks agreed to 24 month repayment terms with the final payments due March 30, 2006.

### **Armenia**

#### **Izmirlian – Eurasia Universal Credit Company LLC**

On August 1, 2004, the Izmirlian – Eurasia Universal Credit Company opened for business. This entity is a joint venture between the Eurasia Foundation and the Izmirlian Foundation with each institution committing to invest up to \$1.5 million for a total of \$3 million in capital. The Eurasia Foundation is responsible for the IE UCC's first two year's of expenses and the Izmirlian Foundation provides the current office space and has purchased a building that will ultimately house the company.

From inception through September 30, 2005, the IE UCC has approved 58 loans equaling \$3.4 million creating 362 jobs. The average loan amount is \$57,638 and the average loan term is 30 months. Currently borrower loan balances equal \$2.5 million. There are no loan losses or past due loans. Throughout its existence the IE UCC loan demand has remained steady and strong with pending applications remaining above \$750,000.

After just 10 months of operation the IE UCC's monthly revenues exceeded expenses. In September revenues exceed expenses by 50%. All profits of the IE UCC are reinvested into the capital to increase funding available for lending. The success of the IE UCC has been so robust that each Foundation has committed to invest an additional \$500,000 thereby increasing the total capital to \$4 million.

#### **Armenia Small Business Loan Program**

As of September 30, 2005 the borrower balances with the SBLP loans disbursed through partner banks equaled \$543,073. Of this amount \$383,096 is with one bank and this bank has signed a repayment agreement similar to the one executed with the Ukrainian partner banks noted above. The monthly payment under this agreement is \$29,469 with the final payment due October 25, 2006.

## Ukraine

Established in late 1994, but suspended due to funding for 2 years, the Ukraine Small Business Loan Program has built an enviable record of success. The loan program disbursed \$6.8 million to 132 borrowers equaling an average loan of \$51,539. As a result of these loans the recipient businesses created 828 initial jobs. Loan losses equaled just 1.04% of total disbursements. These accomplishments were attained while also maintaining a low cost structure, which itself is a notable achievement.

As previously noted the Ukraine Small Business Loan Program closed on March 31, 2004 and the partner banks are repaying the borrower loan balances over a 24 month term. The current balances equal \$481,509 and the final monthly payment is due March 30, 2006. The two banks have made every payment on time and are expected to successfully repay this debt over the next 6 months.

*The loan list for both the Armenia and Ukraine programs is attached as Appendix*







## **V. Appendices**



**Appendix A**  
**Expenditure Chart by Strategic Objectiv**



**USAID Core III Expenditures**  
**Grant number EMT-G-00-02-00008-00**  
**Period 10/01/04 - 9/30/05**

	<b>Russia</b>	<b>Ukraine</b>	<b>Moldova</b>	<b>Belarus</b>	<b>Uzbekistan</b>	<b>Turkmenistan</b>	<b>Tajikistan</b>	<b>Kazakhstan</b>	<b>Kyrgyzstan</b>	<b>Georgia</b>	<b>Armenia</b>	<b>Azerbaijan</b>	<b>Total</b>
ENI-SO-1.2 (Fiscal Policies)	\$ 1,411,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,090)	\$ (1,032)	\$ -	\$ -	\$ -	\$ -	\$ 1,404,078
ENI-SO-1.3 (Private Enterprise)	\$ 1,134,406	\$ 111,514	\$ 2,820	\$ (152,332)	\$ 76,065	\$ (16,383)	\$ 195,640	\$ 346,867	\$ 237,002	\$ 141,140	\$ 287,005	\$ 489,130	\$ 2,852,874
ENI-SO-1.4 (Responsive Fin Sctr)	\$ 1,432,025	\$ -	\$ -	\$ -	\$ (6,156)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,993	\$ 1,474,862
ENI-SO-2.1 (Informed Citizenry)	\$ 1,748,640	\$ 268,887	\$ 176,947	\$ (1,652)	\$ 958,626	\$ 6,812	\$ 452,963	\$ 306,319	\$ 1,187,571	\$ 1,236,942	\$ 833,403	\$ 1,029,741	\$ 8,205,198
ENI-SO-2.2 (Legal Reform)	\$ 1,422,171	\$ 124,558	\$ 1,016	\$ -	\$ (1,296)	\$ -	\$ (1,269)	\$ (400)	\$ 89,914	\$ 333,077	\$ 97,112	\$ 220,364	\$ 2,285,247
ENI-SO-2.3 (Local Government)	\$ 1,374,833	\$ 799,101	\$ -	\$ 233,531	\$ (4,492)	\$ -	\$ 18,036	\$ -	\$ -	\$ (6,670)	\$ 390,684	\$ 9,316	\$ 2,814,339
<b>T o t a l s</b>	<b>\$ 8,523,275</b>	<b>\$ 1,304,060</b>	<b>\$ 180,782</b>	<b>\$ 79,548</b>	<b>\$ 1,022,748</b>	<b>\$ (9,571)</b>	<b>\$ 659,281</b>	<b>\$ 651,754</b>	<b>\$ 1,514,486</b>	<b>\$ 1,704,489</b>	<b>\$ 1,608,204</b>	<b>\$ 1,797,543</b>	<b>\$ 19,036,599</b>



**Appendix B**  
**Small Business Loan Program Loans**





**EURASIA FOUNDATION SMALL BUSINESS LOAN PROGRAMS (09-30-05)**

<b>Anelik Bank, Yerevan</b>								
Location of Business	Activities	Amount Given	Balance (30.09.05)	Principal overdue	Charge Off	*Use of Loan	Proceeds	Jobs Created
						CE	RM/INV	
Yerevan	Bakery	\$25,000	Repaid	\$0			\$25,000	2
Ashtarak	Greenhouse	\$25,000	Repaid	\$0		\$6,000	\$19,000	14
Abovian	Textiles (socks)	\$15,000	Charge Off	\$0	\$14,226	\$5,800	\$9,200	0
Yerevan	Computer equip. sales & service	\$20,000	Repaid	\$0		\$20,000		4
Aramus (Kotaik)	Bakery and soft drinks	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Brake shoes and press tools	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Washing machine manufacturer	\$20,000	Repaid	\$0		\$20,000		16
Arzni (Kotaik)	Bakery and macaroni	\$25,000	Repaid	\$0		\$3,500	\$21,500	4
Yerevan	Fast food restaurant	\$25,000	Repaid	\$0		\$2,450	\$22,550	4
Yerevan	Shampoo/personal care products	\$24,800	Repaid	\$0		\$24,800		4
Yerevan	Retail pavilion construction	\$20,000	Repaid	\$0		\$20,000		3
Yerevan	Distribution/warehousing	\$21,550	Repaid	\$0		\$16,500	\$5,050	2
Gyumri	Bakery	\$11,750	Repaid	\$0			\$11,750	10
Aragjugh	Sheep farm	\$12,000	Repaid	\$0		\$9,000	\$3,000	5
Dzoraghpiur	Food processing (jam, tomatoes)	\$25,000	Repaid	\$0		\$25,000		35
Yerevan	Furniture, door, window frames	\$24,500	Repaid	\$0		\$24,500		5
Arzni (Kotaik)	Concrete blocks and plates	\$25,000	Repaid	\$0		\$18,800	\$6,200	3
Yerevan	Manf- chandeliers	\$23,000	Charge off	\$0	\$9,067	\$23,000		0
Ararat	Pig farm	\$19,000	Repaid	\$0		\$15,100	\$3,900	3
Maralik (Shirak)	Bakery	\$23,540	Repaid	\$0		\$8,500	\$15,040	4
Ararat	Dairy farm	\$18,750	Repaid	\$0		\$18,750		3
Gokht	Dairy farm	\$19,420	Repaid	\$0		\$19,420		5
Yerevan	Fast food restaurant	\$45,000	Repaid	\$0		\$23,656	\$21,344	4
Jrarat(Shirak)	Dairy farm	\$23,000	Repaid	\$0		\$18,000	\$5,000	2
Gyumri	Socks&Stockings production	\$7,000	Repaid	\$0			\$7,000	15
Yerevan	Open air cafe	\$45,850	Repaid	\$0		\$30,040	\$15,810	7
Dzoraghpiur	Food processing (jam, tomatoes)	\$50,000	Repaid	\$0		\$50,000		20
Gyumri	Socks&Stockings, uniforms	\$30,000	Repaid	\$0		\$1,500	\$28,500	35
Gyumri	TV Company	\$18,000	Repaid	\$0		\$18,000		10
Yerevan	Food packngg. cafe	\$50,000	Repaid	\$0		\$44,450	\$5,550	5
Hrazdan	Pig farm	\$25,000	Charge Off	\$0	\$4,796	\$23,250	\$1,750	0
Ararat	Dairy farm	\$18,000	Repaid	\$0		\$16,500	\$1,500	4
Yerevan	Furniture, door, window frames	\$20,000	Repaid	\$0		\$2,719	\$17,281	15

Abovian	Hotel /Restaurant	\$50,000	Repaid	\$0		\$50,000		31
Gyumri	Sour-cream&curds	\$12,800	Repaid	\$0		\$10,000	\$2,800	2
Yerevan	Textiles/clothes	\$35,000	Repaid	\$0			\$35,000	16
Yerevan	Audio/video equipment	\$30,000	Repaid	\$0			\$30,000	4
Gyumri	Cheese produc	\$30,000	Charge off	\$0	\$11,450	\$24,000	\$6,000	0
Vedy	Pig&Diary farm	\$20,000	Repaid	\$0		\$8,000	\$12,000	4
Gyumri	Textile prod.	\$30,000	Repaid	\$0		\$20,000	\$10,000	2
Yerevan	Stationary	\$16,000	Repaid	\$0		\$6,020	\$9,980	4
Gyumri	Market construction	\$40,000	Repaid	\$0			\$40,000	3
Yerevan	Restaurant	\$40,000	Repaid	\$0		\$40,000		5
Yerevan	Beauty Salon, Dentist, hot dog, tape recording, fax services, legal consult.	\$25,000	Repaid	\$0		\$14,200	\$10,800	6
Yerevan	Restaurant	\$15,000	Repaid	\$0		\$12,495	\$2,505	10
Yerevan	Cinema&Bar	\$45,000	Repaid	\$0		\$26,980	\$18,020	14
Hrazdan	Beef,pork,milk,eggs	\$22,000	Repaid	\$0		\$10,700	\$11,300	5
Gyumri	Cafe/restaurant and foodstuffs	\$30,000	Repaid	\$0		\$14,700	\$15,300	0
Yerevan	Drug store/services	\$15,000	Repaid	\$0		\$9,300	\$5,700	6
Abovian	Glass bottles production	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Beauty Salon	\$25,000	Repaid	\$0		\$25,000	\$0	6
Azatan, Shirak reg	Restaurant/hotel	\$40,000	Repaid	\$0			\$40,000	19
Yerevan	Super Market	\$50,000	Repaid	\$0		\$25,390	\$24,610	0
Dzoraghpiur	Food processing (jam)	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Textile prod.	\$65,000	Repaid	\$0			\$65,000	0
Yerevan	Food store, bakery	\$20,000	Repaid	\$0		\$20,000		6
Yerevan	Photo Salon	\$20,000	Repaid	\$0		\$20,000		2
Gyumri	Bakery	\$12,000	Repaid	\$0		\$1,900	\$10,100	4
Yerevan	Dentistry services	\$35,000	Repaid	\$0		\$35,000		5
Yerevan	Photo Salon	\$15,000	Repaid	\$0		\$15,000		3
v. Voskevaz	Poultry & Pig Farm	\$20,000	Repaid	\$0			\$20,000	15
Gyumri	TV Company	\$10,000	Repaid	\$0		\$6,780	\$3,220	2
Gyumri	Dentistry services	\$20,000	Repaid	\$0		\$20,000		6
Yerevan	Restaurant	\$100,000	Repaid	\$0		\$23,000	\$77,000	13
Yerevan	Butter packaging	\$35,000	Repaid	\$0		\$1,550	\$33,450	2
Yerevan	Bread, lemonade, refrigerator storing	\$35,000	Repaid	\$0		\$23,550	\$11,450	9
Talin reg., Katnaghbyur vil.	Cattle, sheep, poultry Farm	\$29,000	Repaid	\$0			\$29,000	3
Yerevan	Fitness center	\$25,000	Repaid	\$0		\$25,000		10
Yerevan	Car service	\$40,000	Repaid	\$0		\$40,000		12
Yerevan	Advertisement neon lamps prod.	\$15,000	Repaid	\$0			\$15,000	0
Gyumri	Diamond production	\$35,000	Repaid	\$0			\$35,000	8
Yerevan	Film shooting	\$30,000	Repaid	\$0			\$30,000	4
Yerevan	Cafe	\$20,000	Repaid	\$0		\$20,000		10
Yerevan	Bakery	\$5,980	Repaid	\$0		\$5,980	\$0	4
Gyumri	Socks&Stockings, uniforms	\$25,000	Repaid	\$0			\$25,000	0
Yerevan	Food shop, bakery, agribusiness	\$17,000	Repaid	\$0		\$8,800	\$8,200	0
Ashtarak	Greenhouse/flower prod.	\$22,000	Repaid	\$0			\$22,000	0

Ararat	Cattle breeding	\$18,000	Repaid	\$0		\$16,050	\$1,950	0
Yerevan	Shoe production	\$40,000	Repaid	\$0			\$40,000	0
Yerevan	Chemical products consumer	\$50,000	Repaid	\$0			\$50,000	3
Gyumri	Hosiery prod.	\$20,000	Repaid	\$0		\$5,000	\$15,000	0
Yerevan	Bar, Restaurant	\$6,000	Repaid	\$0		\$6,000	\$0	0
Yerevan	Bread/Lavash/ prod.	\$9,000	Repaid	\$0		\$7,700	\$1,300	1
Gavar	Soft drink/bathhouse	\$7,000	Repaid	\$0		\$4,450	\$2,550	1
Ye re van	Advertisement neon lamps prod.	\$40,000	Repaid	\$0		\$25,820	\$14,180	0
Yerevan	Car service	\$42,120	\$7,048	\$0	\$21,468	\$42,120	\$0	0
Yerevan	Dairy products	\$70,000	Repaid	\$0		\$70,000	\$0	8
Yerevan	Clothes production	\$16,000	Repaid	\$0		\$4,000	\$12,000	0
Yerevan	Household chemical products	\$22,000	Repaid	\$0			\$22,000	0
Gyumri	Hosiery prod.	\$5,500	Repaid	\$0		\$4,300	\$1,200	4
Yerevan	Plastic Capsule production	\$100,000	Repaid	\$0			\$100,000	29
Yerevan	Bakery	\$7,500	Repaid	\$0		\$7,500		0
Yerevan	Sewing and designing curtains	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Shoe production	\$27,000	Repaid	\$0			\$27,000	0
Yerevan	Film production	\$25,000	Repaid	\$0			\$25,000	0
Yerevan	Teahouse and café services	\$60,000	Repaid	\$0		\$60,000		20
Yerevan	Air transportation	\$50,000	Repaid	\$0		\$50,000		3
Yerevan	Bakery	\$70,000	Repaid	\$0		\$54,000	\$16,000	4
Yerevan	Advertising, construction	\$15,000	Repaid	\$0			\$15,000	0
Gyumry	Diamond processing	\$25,000	Repaid	\$0			\$25,000	0
Yerevan	Print services	\$11,000	Repaid	\$0		\$11,000		0
Yerevan	Dairy products	\$75,000	Repaid	\$0		\$75,000		0
Yerevan	Neon advertising	\$70,000	Repaid	\$0		\$61,000	\$9,000	3
Yerevan	Sewing and designing curtains	\$75,000	Repaid	\$0			\$75,000	0
Yerevan	Polymer products	\$35,000	Repaid	\$0			\$35,000	4
Yerevan	Advertisement boards	\$100,000	Repaid	\$0		\$100,000		5
Yerevan	Tinware production	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Knitwear production	\$30,000	Repaid	\$0			\$30,000	0
Yerevan	Advertising, construction	\$20,000	Repaid	\$0			\$20,000	0
Yerevan	Restaurant	\$125,000	Repaid	\$0		\$125,000		82
Gyumry	Pharmacy	\$40,000	Repaid	\$0		\$40,000		20
Yerevan	Dry cleaning/laundry	\$10,000	\$1,300	\$0		\$10,000		1
Yerevan	Dairy products	\$50,000	Repaid	\$0		\$50,000		0
Yerevan	Household chemical products	\$125,000	Repaid	\$0			\$125,000	0
Yerevan	Clothing production	\$35,000	\$7,700	\$0			\$35,000	0
Gyumry	Tinware production	\$30,000	Repaid	\$0			\$30,000	0
Yerevan	Tourism	\$35,000	\$8,225	\$0		\$35,000		0
Gyumry	Furniture, door, window frames	\$40,000	\$8,400	\$0			\$40,000	10
Gyumry	Hosiery prod.	\$18,000	\$6,200	\$0			\$18,000	0
Yerevan	Curtain production	\$70,000	Repaid	\$0		\$40,000	\$30,000	5
Yerevan	Footwear production	\$80,000	\$8,500	\$0			\$80,000	2
Yerevan	Knitwear production	\$80,000	Repaid	\$0			\$80,000	0

Yerevan	Photo Services	\$30,000	\$2,800	\$0		\$30,000		22
Yerevan	Dairy products	\$60,000	Repaid	\$0		\$50,000	\$10,000	10
Yerevan	Restaurant	\$40,000	Repaid	\$0		\$40,000		8
<b>TOTALS/AVG.</b>		<b>\$4,276,060</b>	<b>\$50,173</b>	<b>\$0</b>	<b>\$61,007</b>	<b>\$2,096,520</b>	<b>\$2,179,540</b>	<b>758</b>





**Appendix C  
Grant Results**





## Armenia

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$24,486.00</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>7</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>7</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>4</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>8</b>			<b>Media Products</b>	<b>0</b>

### Sample Outcome Statements

#### **Y015119 United Nations Development Programme Country Office in Armenia**

The grantee organization has been a Eurasia Foundation partner in the initiative aimed at development of regional libraries as centers of civic communication. Its activities included the creation of six community information networks around the libraries of Shirak, Lori, Tavush, Armavir and Sunik regions, winners of the Foundation's Libraries as Civic Communication Centers competition. The six regional servers were incorporated with the existing Freenet center in Yerevan. Training courses for their system administrators were organized, as well as on-site training and consulting provided. The funds also covered monitoring of the initial activities of the Armenian Freenet. As a result, libraries can provide their users with large information and communication services, in case they have normally-functioning Internet connection.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$53,064.60</b>
<b>2002</b>	<b>Number of Grants</b>	<b>2</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>860</b>	<b>Counterpart Funding</b>	<b>\$1,280</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>284</b>	<b>New Partnerships</b>	<b>9</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>46</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>17</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>35</b>			<b>Media Products</b>	<b>62</b>

### Sample Outcome Statements

#### **Y028049 Mush-2 Gyumri Community Center**

Community based organizations (CBOs) have proved to be one of the most effective mechanisms of community development. "Mush-2" as a CBO was established in a framework of the EF grant and got another grant for further organizational strengthening and development of community development initiatives within the framework of a competition on CBO development. The project included capacity development component for community based organizations such as trainings, seminars, round table discussions, and consultations, development of a dialogue between community members and representatives of local and central authorities, private sector and civil society institutions, as well as building partnership and collaboration among community based organizations of Gyumri. As a result, the community center has become a leading organization in an established non-formal coalition of CBOs of Gyumri. It also succeeded in solving a number of community problems through a dialogue between community members, local authorities, and deputies of Parliament of RA. The community center however experienced some organizational problems, which have been solved with EF support.

### **C027012 Media Model LLC**

The development of regional trade in the South Caucasus is hampered by a number of factors, including an unstable political situation, deficient legislation and administrative procedures, and corrupt custom and tax systems. These problems cannot be effectively resolved without active participation of independent expert groups representing business and civil society. The project supported a collaborative research initiative between three public policy institutes in the South Caucasus focusing on constraints facing the cross-border trade of agricultural products. The partner organizations conducted comprehensive sociological research on the current level of trade of agricultural products between the three countries. They also analyzed the legislation and administrative procedures regulating agricultural trade. This research identified a number of specific obstacles hindering the development of a regional market for agricultural products in the South Caucasus, and the partners formulated a series of policy recommendations for the consideration of their respective governments. These recommendations proposed key improvements of existing laws, methods for strengthening compliance, and steps that can be taken to improve free market mechanisms. As a result of the project, 500 copies of a Russian-language book entitled "The Market of Agricultural Products in the South Caucasus" were published and disseminated among major stakeholders.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$32,867.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>14</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>2</b>

### **Sample Outcome Statements**

### **C027013 Armenian Democratic Forum**

The constraints facing the transportation sector in the South Caucasus constitute a significant brake on the region's economic development. Through the project, the Armenian Democratic Forum (ADF) and its partners in Georgia and Azerbaijan developed policy recommendations with the goal of furthering the integration of the region's transport sector. Working in close collaboration with the World Bank's pro-committee on transport and other key stakeholders, ADF conducted targeted research and analysis of the laws and market conditions affecting the transportation sector. ADF identified a number of transport-related conventions that Armenia should join and calculated the economic benefit of accession to these conventions. ADF published their policy recommendations in a Russian- and Armenian-language booklet and they presented these recommendations to a broad group of stakeholders, including the Ministry of Transport and Communication.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$107,781.70</b>
<b>2003</b>	<b>Number of Grants</b>	<b>4</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1224</b>	<b>Counterpart Funding</b>	<b>\$29,680</b>	<b>Jobs Created</b>	<b>2</b>
<b>Female Beneficiaries</b>	<b>598</b>	<b>New Partnerships</b>	<b>30</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>418</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>190</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>206</b>			<b>Media Products</b>	<b>37</b>

## Sample Outcome Statements

### **Y025133 National Union of Farmers**

After privatization of land in Armenia, many farmers faced the critical problem of land cultivation and declining productivity due to lack of technical means and professional capacities. National Union of Farmers with support from the Eurasia Foundation implemented a project to promote cooperative farms in 7 regions of Armenia: Kotayk, Ararat, Gegharkunik, Lori, Aragatsotn, Shirak, and Tavush. Various ways to develop cooperative farms in these regions were assessed and the most promising models identified. Four different models based on milk processing, land cultivation, honey production and fruit processing were established. Additionally, business plans and strategies for model cooperative farms will be developed in the future.

### **Y035020 Chamber of Commerce and Industry of Vayots Dzor of Republic of Armenia**

Vayots Dzor region, being one of the remotest from the Yerevan, suffers from the lack of attention from potential investors. Poor information and communication infrastructure and low level of awareness about regions' potential result in low level of business development and inability of local enterprises to promote their products and services. In order to foster business development in Vayots Dzor, regional Chamber of Commerce strengthened its technical capacity and became Internet-provider of the region. Through Foundation's support the organization's web-site was created and the range of services provided by the chamber was enlarged. Chamber of Commerce of Gegharkunik region currently provides Internet, legal, marketing and information services. The region's business potential was presented through the creation and publication of a catalogue of enterprises "Yellow Pages", organization of an annual exhibition of the products, and the creation and dissemination of electronic and printed versions of business bulletin. ProSME/ GTZ and local municipality leveraged the project. The successful implementation of this project lead to the Foundation new initiative in supporting business support structures in other regions of Armenia.

### **Y035021 Chamber of Commerce and Industry of Gegharkunik Region**

Gegharkunik region is one of the slowest in its economic development in Armenia. The level of small and medium enterprise development in the region is hampered by low level of awareness among entrepreneurs about their legal rights, by the lack of professional cadre in management and accounting, as well as by poor communication infrastructure. In order to foster business development in Gegharkunik region, the capacities of the regional Chamber of Commerce and Industry were strengthened. The range of services provided by the chamber was enlarged and currently includes information, printing, marketing, and legal services. The region's business potential was presented in the business directory of the region "Yellow pages", placed on the chamber's web-site and presented at different exhibitions. ProSME/GTZ and World Council of Churches leveraged the project. Based on the successful implementation of two pilot projects on strengthening of regional Chambers of Commerce in Gegharkunik and Vayots Dzor region, the Eurasia Foundation announced competition on strengthening regional business support structures in 8 remaining regions of Armenia.

### **Y035032 Armenian Marketing Association**

Lack of systematized information about products and services produced in Armenia significantly hampers the process of promotion of Armenian production in a world market. In order to support the increase of export volumes of Armenian production Armenian Marketing Association gathered information about more than 150 Armenian companies with export potential. The information including range of production, services, specifications, export experience, terms of delivery and production volumes was presented in an "Armenia Export Catalogue 2003-2004". The printed version of the catalogue (3,000 issues) and its CD version (1,000 issues) will be disseminated through foreign embassies in Armenia, Armenian embassies in foreign countries, foreign departments of ministries, international organizations and exhibitions.

Armenia  
2003

Total Amount of Grants \$237,739.00  
Number of Grants 8

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	1700	Counterpart Funding	\$84,554	Jobs Created	38
Female Beneficiaries	2207	New Partnerships	66	Businesses Formed	0
Organizational Beneficiaries	305			Innovation	1
Male Trainees	685			Replications	0
Female Trainees	582			Media Products	43

#### Sample Outcome Statements

##### **C027026 Investigative Journalists**

Since gaining independence in the early 1990s, the national mass media in the South Caucasus have lacked objective and professional coverage of events in the neighboring countries. At the same time, however, more extensive access to information of regional concern is necessary to enable wider civic participation in decision-making. With its partners in Azerbaijan and Georgia, the Investigative Journalists NGO established a cross-border information exchange network for journalists and editors. The network was assembled in an internet-based, virtual environment, and it features the following components: a) a regional market for analytical news articles; b) an on-line database containing information on journalists, mass media and related entities; c) a cross-border interview capability with newsmakers from neighboring countries; and d) cross-border on-line forums on issues of professional and regional concern. These components are all accessible through the project's website, [www.caucasusjournalists.net](http://www.caucasusjournalists.net). Over the course of the project, more than 150 journalists and 23 media entities from registered themselves in the project's database; 8 issues of a regional analytical magazine were produced; 22 interviews with newsmakers from across the region were conducted; and 3 internet forums were conducted. National media paid close attention to different components of the project; however, it was the online interviews with newsmakers that enjoyed the highest degree of interest from television and newspaper journalists. As a whole, the project facilitated the development an information exchange network for accessing reliable analysis of recent events and trends through the use of modern information technology.

##### **Y025076 Armenian Research and Education Networking Association (ARENA) Fund**

To overcome lack of communication opportunities between central and regional public and education institutions, as well as poor information access an interactive web-site was created. The site was expected to provide large opportunities for virtual conferences, forums, and distance learning for registered users namely lecturers, students, library users and other interested persons and organizations. Six regional facilitators were trained and work now as such. Besides, a testing conference was organized. The site is supported from the grantee's sources. However, it is not actively functioning in terms of regular updates and conducting virtual events. Among the reasons is organization's current focus on technical problems with connection they provide to regional institutions through NATO's big grant. The project thus cannot be considered successful, however it is a good lesson learned for the Foundation in terms of identification of grantee's ability to coordinate internal resources and efforts and effectively run multiple donors aid coming simultaneously.

##### **C027029 Environmental Survival**

While political conflicts and the economic conditions have divided the countries of the South Caucasus, water remains a key shared resource. All three countries are situated in the Kura-Araks river basin, and a number of rivers and tributaries in the region cross national or conflict boundaries. This project was designed to protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. The partners' public awareness activities targeted the population and local governments in the Debet and Khrami river basins while operating through a network of three Public Environmental Information Centers established in Akhtala (Armenia), Kazakh (Azerbaijan), and Bolnisi (Georgia). The established Centers served as a local resource for information on environmental and related legal issues and they collaborated with organizations operating national and regional environmental programs. Over the course of the project a series of two-day long seminars were held at the Center in Akhtala for representatives of major stakeholders, including local government, NGO, mass media, and international organizations. Also, three regional

seminars for the same group of stakeholders were held by the three partners in Georgia. A series of seven information booklets and calendars were produced by the Armenian partner and distributed among relevant stakeholders. In addition, the project received a fairly well coverage by the Armenian print and electronic media. These activities encouraged in-country partnerships between public, private, and government sectors, and developed cross-border venues for more open information exchange and cooperation.

#### **Y025115 HAVAT Public Organization of Deaf Children's Mothers**

One of the key components of a functioning civil society is the public's positive attitude towards disabled persons. In Armenia, disabled people suffer not only from their ailments, but moreover, from negative public attitude and negligence. This result is isolation of a large group of society, comprising more than 3% of the population, from public life. The "Havat" public organization of hard hearing children's mothers with the support of Eurasia Foundation implemented a project in support of the creation a legal environment and sustainable mechanisms for the integration of disabled children into public life. The model for the integration of deaf children in the life of their communities in Yerevan and in the regions of Gavar, Armavir, Goris, Stepanavan, Vanadzor and Noyemberyan was created. Twenty-nine children and their parents were provided with training opportunities that enabled seven of them to be enrolled into regular schools and five of them to go to special schools. Twelve high school graduates were trained in computer literacy courses, which helped them with further education and opened new employment opportunities after graduating from high school. The program helped to promote the independence of disabled persons and their full participation in social, economic, cultural and other area of activity.

#### **C037027 Internews**

In order to facilitate the smooth integration with European and international standards, the governments of the South Caucasus countries have begun reforming the legislation and policies regulating information and communication technology (ICT). While the governments are the principals in this process, they have a pressing need for informed policy recommendations and advice. Internews and its partners in Georgia and Azerbaijan conducted an in-depth analysis of ICT legislation in each country and evaluated the extent to which this legislation complies with standards set by the European Union, the Council of Europe and other international structures. In parallel with the analysis, the partners worked in close consultation with representatives of government, ICT businesses, and NGOs to produce policy recommendations for reforming ICT legislation. Internews was successful in facilitating stakeholder discussions on ICT legislation and, as a result, the National Assembly Committee and the Ministry of Trade and Economic Development took into consideration many of Internews' recommendations for amending ICT-related legislation. Their recommendations covered issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions, and cybercrime. The law "On Electronic Documents and Signatures," to which Internews provided significant input, came into force in February 2005. The project was co-funded by the British government's Global Conflict Prevention Pool.

#### **C037030 Committee to Protect Freedom of Expression**

In order to comply with the accession terms of the Council of Europe, the countries of the South Caucasus are in the process of harmonizing their legislation and policies with internationally accepted norms, including those regulating mass media and freedom of speech. While the governments are the principals in this process, they have a pressing need for sound, well-researched policy recommendations and advice. The Committee to Protect Freedom of Speech and its partners examined the existing national legislation and regulations on mass media and freedom of speech, and conducted a comparative analysis to identify the extent to which this legislation complies with standards established by the Council of Europe and other international organizations. In addition, the partners also examined instances in which freedom of speech and the rights of journalists were violated following each country's accession into the Council of Europe. The results of the analyses were used to formulate policy recommendations to bolster media and freedom of speech protections. In all the three countries, the partners were successful in facilitating stakeholder discussions on media-related legislation, drafting legislative changes and lobbying these changes with appropriate government and parliamentary representatives. Additionally, the project empowered a formal cross-border network of independent media advocacy organizations, which continues to monitor adherence to the principles of freedom of speech. The project was co-funded by the British government's Global Conflict Prevention Pool.

### **Y015136 Armenian Association of Seismology and Physics of the Earth's Interior**

Armenia lies in a highly seismic zone. However, efforts of corresponding state agencies are not enough to ensure earthquake preparedness to minimize the possible detriment. The project was aimed at broader involvement of local governance bodies, large layers of population including students into the processes of mobilization and control over the preventive measures of seismic security. It included information campaign through trainings, development and dissemination of information and training materials, press-conferences, and TV programs, as well as establishment of an information, consulting and training center, where interested organizations, institutions and just citizens might get necessary professional help, and support in advocating their rights for seismic security. The project was very successful even notwithstanding the difficulties survived by the organizations with regard of the tragic death of the project director.

### **Y015161 Armauthor - Author Rights Defense**

Copyright issues are still one of the most problematic spheres in Armenia. In particular, there is a lack of copyright protection mechanisms. Most of authors are unaware of their rights. Also, there is a lack of legal specialists on copyrights issues. The project was aimed at mitigation of those problems. It included a broad information campaign consisting of seminars for specialists, users and authors, issuing the first Armenian magazine on copyright issues, publications in mass media, as well as lectures, development of a web-site and enlarging contacts with similar foreign and international organizations. As a result of the project, more than a hundred agreements of license signed, 18 partnerships with foreign and international organizations established, as well as amendments to the existing law on copyright developed.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$177,838.76</b>
<b>2003</b>	<b>Number of Grants</b>	<b>8</b>

### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>4144</b>	<b>Counterpart Funding</b>	<b>\$16,665</b>	<b>Jobs Created</b>	<b>33</b>
<b>Female Beneficiaries</b>	<b>5194</b>	<b>New Partnerships</b>	<b>135</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>111</b>			<b>Innovation</b>	<b>8</b>
<b>Male Trainees</b>	<b>468</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>742</b>			<b>Media Products</b>	<b>165</b>

### **Sample Outcome Statements**

### **Y005191 Union of Armenian Government Employees**

High level of corruption and power abuse in state organizations and local governments is a serious problem for Armenia. Ethic Committees could become possible effective mechanisms to fight against those abuses. The project thus was aimed at development of theoretical and administrative basis for the creation of those Committees such as administrative documentation on its status, role, activities, mandatory regulations, action mechanisms, and sustainability mechanisms. Besides, the project intended to form a public opinion on this issue. All necessary documentation was developed and accepted by the National Council of State Service. Besides, a public opinion poll was conducted, a TV program broadcast, as well as a conference organized to increase public awareness on this issues. At present, the grantee organization is busy with problems of creation first model committees including search for possible donors.

### **Y035041 Stability and Progress**

Introducing modern technologies into the government structure is one of the methods of availability of information as well as more effectiveness of government services. The project was aimed at the creation of an in-city state of the art geo-information (GIS) technology to support municipal and related services and infrastructure of the city. The project included creation and design of GISes which offer mapping functionality for municipality and infrastructures as well as the creation of a GIS coordination center. Training on maintenance of GISes was offered to employees of municipalities and to employees of related service structures. The project had a large positive feedback from users and support from local and regional authorities.

### **Y025067 Information Systems Development and Training Center**

Developing technical and professional capacities of municipalities becomes one of priorities during of the decentralization process. In particular, it was important to create technical resources and innovative tools for better accountability and responsiveness by local government and to increase citizen participation in the decision-making process by introducing information management systems and by providing the public with access to information resources of the municipalities. The project included upgrading the unified software package of the municipal Information Management System (IMS), introducing Intranet as an information management tool, and help in installing Local Area Networks in ten municipalities wherein the IMS was implemented. Employees from ten municipalities also received hands-on training in information processing and networking, as well as other methodological and technical support. The project has been implemented within the framework of the Foundation's initiative to create a country-wide network of municipal information centers.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$98,474.18</b>
<b>2004</b>	<b>Number of Grants</b>	<b>4</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>742</b>	<b>Counterpart Funding</b>	<b>\$41,885</b>	<b>Jobs Created</b>	<b>89</b>
<b>Female Beneficiaries</b>	<b>817</b>	<b>New Partnerships</b>	<b>80</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>53</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>295</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>330</b>			<b>Media Products</b>	<b>55</b>

#### **Sample Outcome Statements**

### **Y035019 Helsinki Citizens' Assembly Vanadzor Office**

One of the main obstacles for promoting civil-society and democratic traditions in the regions of Armenia is low level of population's awareness of the mentioned issues. Such a situation is determined by insufficient number of media outlets in the regions; also, by lack of information on the mentioned issues in the local mass media. Within the framework of the current project, the mentioned problems were addressed by the grantee, Helsinki Citizen's Assembly Vanadzor office, by creation of a Press Club in Vanadzor, which will serve as a resource center to render informational, organizational and methodological support to the journalists and media outlets in the Northern regions of Armenia. As an alternative mechanism for information exchange, a web-site of Vanadzor press-club was created. Since its formal presentation in February 2005, the press club concentrated its activities on increasing awareness of local population of civil society issues, as well as at the development of independent media in the region.

### **Y039006 State Engineering University of Armenia**

Growing need in more active integration of Armenia into the world information space entails necessity of creation of English-Armenian and Armenian-English online translator. Such translator has been created as a result of the project and placed in the Internet. Currently, the work is still continued by the grantee organizations to fulfill an online vocabulary and improve the software. To assess the quality of the work done and future prospects, OSI and the Eurasia Foundation commenced a professional evaluation of the project.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$16,683.03</b>
<b>2005</b>	<b>Number of Grants</b>	<b>7</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>492</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>413</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>2</b>

### **Sample Outcome Statements**

#### **Y035089 Regional Association of Kapan Women**

Designing effective civil society development programs in the remote regions of the Syunik marz in southern Armenia remains especially problematic due to poorly developed institutions and civic participation. The grantee researched the state of civil society institutions in Kadjaran and Meghri and polled the population on their awareness of development initiatives and their understanding of civic participation. A Russian language report was produced that outlines the problems, presents the results of the surveys and provides recommendations for future development activities. As a result, local and international organizations can better design programs with greater impact to improve development in even the remotest parts of Armenia.



## Azerbaijan

Azerbaijan 2002	Total Amount of Grants Number of Grants	\$25,633.00 1
--------------------	--	------------------

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$17,000	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	31			Replications	
Female Trainees	17			Media Products	0

#### Sample Outcome Statements

#### **B010123 Lawyers of Azerbaijan Association**

Extensive development of small and medium enterprises in Azerbaijan over the past decade has necessitated the availability of qualified legal services specializing in commercial law. Most academic and training facilities in the country do not provide the necessary conditions for young lawyers to receive adequate educational and practical experience, as well as appropriate exposure to court proceedings in this field. This project was supported jointly by BP and EF and built on an earlier experience that sought to increase the level of market-driven legal services provided to businesses and to introduce interactive teaching methodologies at the law faculties. The project introduced a commercial law course for 88 students of Khazar, Western and Odlar Yurdu Universities in Baku. The project also organized internships for 30 students to work in "Viza" and "Advocate Service" law firms to gain practical experience. In addition, the project developed a Web site that provided free access to timely publications related to legal issues and translated relevant new legislation for wider dissemination. Under this project, a manual "Practical Commercial Law" and an updated textbook Commercial Law was published and disseminated among the students, universities and libraries.

Azerbaijan 2002	Total Amount of Grants Number of Grants	\$101,165.33 3
--------------------	--	-------------------

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	5	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	0			Replications	
Female Trainees	0			Media Products	6

#### Sample Outcome Statements

#### **C010041 Certified Accountants of Azerbaijan Association**

Unresolved political conflicts and the resulting low degree of economic cooperation between Armenia, Azerbaijan and Georgia have made the South Caucasus region unattractive for foreign investment. In addition to these overriding problems, differences in national accounting systems and financial reporting standards among the three countries also constitute a barrier to economic integration. To address these problems, the Association of Certified Accountants of Azerbaijan with its partners in Armenia and Georgia promoted harmonization of national accounting systems and financial reporting standards in the region. The partner organizations conducted a series of activities to strengthen cooperative links and developed a consultative network among national professional associations and

respective governmental agencies at the regional level. This network worked out a code of ethics for accountants and auditors and developed a unified model for professional training and certification of accountants and auditors. In addition, the partners established a regional professional bulletin and strengthened their links with the International Association of Accountants.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$67,823.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>2</b>

### 2.2 Improved Legal Systems

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>67</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>43</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>56</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>11</b>			<b>Media Products</b>	<b>2</b>

### Sample Outcome Statements

#### **B010159 Center of Political Innovations and Technologies**

Despite the current legal framework detailed within the law "On Courts and Judges" and the Criminal Code of Azerbaijan that provides for the establishment of a jury trial system, a mechanism for instituting jury trials in Azerbaijan has not been developed. In order to raise public awareness about jury trial procedures, this project conducted a feasibility study of the jury trial system in Azerbaijan and established a Consulting Center to distribute information about the system to judges, attorneys, advocates, independent lawyers and journalists. The Center held 8 seminars for 25 participants on topics including "The Origin of Jury Trials," "Characteristics of a Jury Trial," "Organization of Jury Trials in the US, Great Britain and France," "National Legislation related to Jury Trials" and "Special Conditions for Defendants in Jury Trials." The project also organized a conference on "The Establishment of Jury Trials in Azerbaijan" with the participation of 50 independent lawyers, members of the Bar Association and representatives of civil rights organizations. 500 copies of informational brochures were published and distributed to relevant governmental and non-governmental organizations, and to participants at the seminars and conference. Three mock jury trials were organized involving close to 60 participants. The project prepared and sent to Parliament a package of recommendations regarding the establishment of jury trials in Azerbaijan and suggested revisions to the current legislative framework regulating the activity of jury trials. The project revealed that citizens of Azerbaijan are interested in the establishment of a jury trial system in the country. If a jury trial is accepted in Azerbaijan, it will be the first Muslim country where such an institution functions.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$272,888.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>10</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>15</b>	<b>Counterpart Funding</b>	<b>\$167,404</b>	<b>Jobs Created</b>	<b>51</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>853</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>231</b>			<b>Media Products</b>	<b>33</b>

### Sample Outcome Statements

#### **B020178 Karvan Center for Independent Social Research**

E-business is a popular business practice in developed countries; however, a majority of Azeri entrepreneurs are not clear about the peculiarities of e-business. Continued globalization of the world's economy necessitates the application of e-business practices in local Azeri enterprises in order for them to more effectively cooperate with foreign partners. Aimed at

the increased development of competitiveness for small and medium enterprises by introducing e-business practices, the project conducted the first conference on e-business in Baku and prepared the subsequent development of e-strategies for 50 SMEs. The project also provided on-going informational support to businesses through seminars, the publishing of 8 issues of informational materials on e-business and the creation of a Web site containing information on e-business issues. In addition, an e-library with more than 300 users was created. Approximately ten companies are now actively engaging in e-business practices in Azerbaijan, resulting in a reduction of costs, increased profits and heightened competitive capacity of companies.

#### **B020209 Inkishaf Scientific Center**

Since the dissolution of the Soviet Union and the deterioration of financial flexibility of households in Azerbaijan, there has been a significant decline in production and market demand for many traditional crafts, including silk. Lack of support from the state leads to an almost complete standstill in this area, which once was one of the most popular and successful income-generating activities in the northwest regions of the country. In order to support restoration and rebirth of production of silk and silk goods as a traditional business in the northwest regions, the project held trainings in all stages of silk production for 100 households in Sheki, Basgal, Gebele and Ismaili and published training materials on sericulture. The project also organized an exhibition, sales and informational campaign, including creation of the web-site [www.kelagayi.com](http://www.kelagayi.com) to facilitate promotion of this viable business. The project resulted in improved skills of silk producers, restoration of an old tradition of the silk production and the start of this sphere of business in the regions. The project revealed great prospects for sericulture within the context of regional development and showed the relevance of further development of this field in Azerbaijan.

#### **B030051 Agro Meslehet**

Rural green tourism has existed on a very limited and ad-hoc basis in Azerbaijan for a long time, but it never realized its full potential due to the lack of professional skills and poor public knowledge about the potential benefit of developing green tourism. This project introduced the concept of rural green tourism and conducted four three-day training seminars for 60 farmers and small entrepreneurs in the Lenkoran, Jalilabad, Masalli, Yardimli, Astara and Lerik regions of Azerbaijan. The project also issued a comprehensive atlas-guidebook for the target regions and produced a CD "Rural Green Tourism – Towards Longevity" in five languages, which was included by the Ministry of Youth, Sports and Tourism in the presentation package for the XXVIII Olympic Games in Athens, Greece. In addition, the project produced promotional booklets related to two tourist routes, four issues of the glossy "Rural Green Tourism" magazine, practical manuals on rural green tourism and a Web site [www.azruralgreentourism.org](http://www.azruralgreentourism.org). The project was significant in increasing entrepreneurial activity in the target regions and revealed great prospects for the development of this business field in other areas of the country.

#### **B030069 Azerbaijan Project Management Association**

As Azerbaijan integrates into the modern business world, there is a drastic need for the country to bring strong international practices into its business and professional spheres. This project introduced international standards of project management and created a pool of qualified project managers through a comprehensive training course and certification examination based on the Qualification-Certification Program signed between the International Project Management Association (IPMA) based in Zurich and the Azerbaijan Project Management Association (AzPMA). The project trained businessmen, public sector officials and NGO activists in Ganja, Sheki, Guba and Lenkoran, 25 of which have successfully passed the examination with 12 receiving Certificates Grade C (Certified Professional in Project Management) and 13 receiving Grade D (Certified Specialist in Project Management). During the course of the trainings, particular attention was given to using special software SURE TRAK and P3, which provides the basis for modern project management. The project also conducted a conference entitled "Project Management in Azerbaijan," produced a series of practical training aids and created a Web site [www.azpma.net](http://www.azpma.net). As a result of this project, a pool of internationally-recognized project managers have been certified in the regions of the country, many of whom have been invited to fill key positions in international firms. The organization will continue its certification program in order to greater improve their financial sustainability and to assist Azerbaijan with its integration into the international community.

#### **B030071 ABD - Azerbaijan Agency for Business Development**

Leasing is an important part of modern business and a strong tool for the SME development in many countries. Despite its obvious advantages, until recently leasing had not been introduced in Azerbaijan as a viable type of business. In order to

address this issue, the project conducted five rounds of training for 110 SME representatives that included case studies, role playing and other learning tools to give participants practical knowledge on leasing and enable them to apply this knowledge to expand their businesses. The project also produced a multimedia CD and a series of practical manuals on leasing including information on international standards and modern leasing practices, and held a series of round tables with government officials, representatives of newly established leasing companies, business representatives and NGOs to discuss practical aspects of implementing leasing practices in Azerbaijan. The project activities were closely coordinated with the Ministry of Economic Development and International Finance Corporation, which became a partner in organizing two training sessions. The project revealed great potential for development of leasing in Azerbaijan and necessity to conform the leasing practices in the country to international standards.

#### **B020088 Sada Ltd.**

Azerbaijan lacks an adapted methodology and a clear procedure for assessing investment projects and evaluating the financial state of enterprises that meet the requirements of international standards. Available corresponding reference literature presents information on international standards and efficiency criteria which are not always acceptable in Azerbaijan, and software used for assessing investment projects is not adapted to local conditions. Computer programs for the development of business plans in Azeri are lacking, whereas agent banks of the SME Support Fund of the Ministry of Economic Development require business plans in Azeri. To address these concerns, an international methodology on preparing investment projects has been developed, introduced, and approved according to the specific legal environment of Azerbaijan. 265 specialists and entrepreneurs were trained in the development and assessment of projects, and on decision-making related to investment solutions based on modern international methods adapted for the local legal environment. A package on business planning was developed and disseminated, including an electronic model and user manual to summarize the financial implications of investment projects. As a result of this project, national banks have begun to use the developed products for assessing potential investment projects and evaluating the applicants' financial state using international standards. This project also facilitated the ability of regional entrepreneurs to prepare business plans in Azeri using the developed computer program, which will help the SME environment in Azerbaijan to more actively and easily employ modern financial tools for their further development and expansion.

#### **B020089 Society of Zoologists of Azerbaijan**

Quail breeding is a promising sub-sector of agriculture and a new area of entrepreneurship in Azerbaijan. Quail eggs and meat are considered to be healthy products and they are much in demand. However, quail breeding farmers incurred significant losses because of the lack of specific knowledge of quail breeding and ineffective business management. To address this problem, the project provided training for 43 quail farmers in the Absheron peninsula and south-eastern regions, mainly in Lenkoran, in collaboration with an ACDI/VOCA volunteer expert. The project also developed a package of recommendations including best practices in quail farming, which were disseminated among quail farmers through 200 copies of two brochures. As a result of the project, a coordination center was created at the Society of Zoologists of Azerbaijan, which became an important venue for training, experience exchange and the development of new technology in quail breeding. To date, over 20 applications has been registered. 15 new quail breeding households also started their businesses as a result of this project. The project revealed the essential importance of strong training programs in quail breeding in order to make quail farmers' businesses truly profitable.

#### **B020045 Marketing Specialists of Azerbaijan**

The development of a thorough understanding of modern marketing strategies in Azerbaijan becomes increasingly important as Azerbaijan continues its transition to a market economy. Access to up-to-date professional literature on the subject is very limited and, as a result, most marketing strategies used by various organizations and entrepreneurs in Azerbaijan do not meet international standards. In order to address these challenges, this project was aimed at developing practical marketing skills among entrepreneurs and NGOs and at improving their knowledge and access to opportunities gained through advanced marketing techniques. The project conducted a series of seminars for 30 SMEs, NGOs and municipal officials in collaboration with the Center for Economic Reforms at the Ministry of Economic Development to discuss the role of marketing in the development of entrepreneurship and held a roundtable with the participation of over 50 government officials, representatives of SMEs, NGOs and media representatives. A Web site [www.marketing.az](http://www.marketing.az) was developed to highlight relevant issues such as modern marketing strategies, market research and market communications. The project showed the critical importance of continued efforts in the area of improving marketing skills and strengthening business practices for entrepreneurs in Azerbaijan.

### **B020155 Center of Decorative-Applied Art Enterprise**

Handicraft revival as a means for support to rural enterprises along with providing artists with business skills are important components of preserving the ancient Azerbaijani cultural heritage. To support the revival of this tradition, the project trained 12 new artists on porcelain production techniques, hand painting and principles of modern business practices. Two artists do practical work at the St. Petersburg Porcelain Factory. At the same time, negotiations are underway for the purpose of establishing a JV. The project provided workspace and training materials for the newly trained artists and helped them organize exhibits of their works. Funds provided by the grantee organization helped renovate equipment to restart a small studio. Two documentary films, "Azeri Porcelain" and "Traditions Carry On," dedicated to the studio's activities, were made and shown on the central TV channel AzTV1. The project also resulted in the establishment of one new ceramics business by a newly-trained artist and the invitation of four other artists to work in a subdivision of the Ganja Porcelain Factory, which will soon be operational.

### **B020165b IGBAL Foundation**

Traditional artisans in Azerbaijan are facing difficulties in marketing their products and making information about their products available to the public. In order to address this issue, the project collected information and created a database of active artisans, workshops and handicraft producers. The project organized 18 trainings and 10 seminars for 38 artisans on small business development, marketing techniques and other aspects related to handicraft development. The project also produced a catalog of 59 handmade works of 22 craftsmen and artists and developed publications entitled "National Applied Art of Azerbaijan" and "Azerbaijan Handicraft Art Today," which were distributed to all foreign embassies, international organizations and multi-national businesses in Azerbaijan. In addition, a documentary film was made to illustrate the historical traditions of national handicrafts and a web-site, [www.azeriart.org](http://www.azeriart.org), was created within the project's framework. As a result of this project, positive conditions were created for the integration of the handicraft industry into the developing tourism sector in Azerbaijan. The project also revealed the necessity to further develop the marketing skills of artisans to enable them to sell their products to a wider market.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$307,482.57</b>
<b>2003</b>	<b>Number of Grants</b>	<b>11</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>9</b>	<b>Counterpart Funding</b>	<b>\$39,322</b>	<b>Jobs Created</b>	<b>11</b>
<b>Female Beneficiaries</b>	<b>47</b>	<b>New Partnerships</b>	<b>7</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>1</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>398</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>489</b>			<b>Media Products</b>	<b>40</b>

#### **Sample Outcome Statements**

### **C020025 Ruzgar Ecological Society**

The transboundary nature of many of the world's water resources creates problems with management and ownership and is a potential source of conflict. To raise the public awareness of transboundary water resource issues in the South Caucasus, the Ecological Society Ruzgar and its Georgian partner conducted a targeted survey of border-area water reservoirs on the Kura River in Georgia and Azerbaijan. Supported by an international expert, their survey sought to clarify the main sources of pollution and current system of water resource management. The partners utilized an electronic Geographic Informational System to gather and better organize the geographic and pollution-related data. To promote the survey findings, the partners published and distributed two brochures describing ecological, social, economic and legal issues of water usage on the Kura River. In addition, the partners created a website, <http://kurareservoirs.aznet.org>, which contains information on the primary geographic and qualitative aspects of water reservoirs in Kura River basin. A video film was also produced as part of the project and distributed to mass media outlets. The partners' project helped to raise public awareness about water resource management and usage and attracted the positive attention of state institutions and international organizations focused on water-related issues.

### **C020026 RUH - Journalists Defense Committee of Azerbaijan**

Since gaining independence in the early 1990s, the national mass media in the South Caucasus have lacked objective and professional coverage of events in the neighboring countries. At the same time, however, more extensive access to information of regional concern is necessary to enable wider civic participation in decision-making regarding issues of regional concern. With its partners in Armenia and Georgia, the Journalists Defense Committee of Azerbaijan established a cross-border information exchange network for journalists and editors. The network was assembled in an internet-based, virtual environment, and it features the following components: a) a regional market for analytical news articles; b) an on-line database containing information on journalists, mass media and related entities; c) a cross-border interview capability with newsmakers from neighboring countries; and d) cross-border on-line forums on issues of professional and regional concern. These components are all accessible through the project's website, [www.caucasusjournalists.net](http://www.caucasusjournalists.net). Over the course of the project, more than 150 journalists and 23 media entities from within and outside the region registered in the database; 8 issues of a regional analytical magazine were produced; 22 interviews with newsmakers from across the region were conducted; and 3 internet forums were conducted. National media paid close attention to different components of the project; however, it was the online interviews with newsmakers that enjoyed the highest degree of interest from television and newspaper journalists. As a whole, the project facilitated the development an information exchange network for accessing reliable analysis of recent events and trends through the use of modern information technology.

### **C030027 Internews Azerbaijan**

In order to facilitate the smooth integration with European and international standards, the governments of the South Caucasus countries have begun reforming the legislation and policies regulating information and communication technology (ICT). While the governments are the principals in this process, they have a pressing need for informed policy recommendations and advice. Internews and its partners in Georgia and Armenia conducted an in-depth analysis of ICT legislation in each country and evaluated the extent to which this legislation complies with standards set by the European Union, the Council of Europe and other international structures. In parallel with the analysis, the partners worked in close consultation with representatives of government, ICT businesses, and NGOs to produce policy recommendations for reforming ICT legislation. Internews was successful in facilitating stakeholder discussions on ICT-related legislation and, as a result, the Milli Mejlis committee and the Ministry of Economic Development took into consideration many of Internews' recommendations for amending ICT-related legislation. Their recommendations covered issues such as electronic signatures, electronic commerce, IT-related intellectual property issues, data and privacy protection provisions. The law "On Electronic Signatures and Documents," to which Internews provided significant input, came into force in May 2004. The project was co-funded by the British government's Global Conflict Prevention Pool.

### **C030028 Society Tahsil**

The countries of the South Caucasus are in the process of harmonizing their tertiary education policies with international conventions and norms, especially those related to the Bologna Process. While the region's governments and higher education institutions are the principals in this process, they have a pressing need for informed policy recommendations and advice. To meet this need, the Tahsil (Education) Society and its project partners in Armenia and Georgia analyzed existing education legislation at the national level and conducted a regional comparative analysis. The partners also assessed the degree to which national legislation and educational practice complied with the 1997 Lisbon Convention on Higher Education, an Council of Europe and UNESCO agreement that facilitates the mutual recognition of university degrees. Following the completion of their analyses, key stakeholders were brought together for an international conference in Tbilisi and for national seminars in Baku and Yerevan. Tahsil was instrumental in facilitating a dialogue between representatives of higher education institutions, government officials, civil society actors and donor organizations. As a result of the roundtable discussions and analysis, recommendations for reforming the region's higher education systems were developed, published, and more than 1,700 brochures distributed. The project empowered a formal regional network of independent policy organizations that continues to monitor and influence the higher education reform process in the South Caucasus. The project was co-funded by the British government's Global Conflict Prevention Pool.

### **C030040 Caucasus United - Center of Social-Economic and Scientific Researches**

In order to facilitate the smooth integration with European and international standards, the governments of the South Caucasus countries have begun reforming the legislation and policies regulating information and communication technology (ICT). While the governments are the principals in this process, they have a pressing need for informed policy recommendations and advice. Caucasus United and its partners in Armenia, Azerbaijan and Georgia conducted an in-depth

analysis of ICT legislation in each country and evaluated the extent to which this legislation complies with standards set by the European Union, the Council of Europe and other international structures. In parallel with the analysis, the partners worked in close consultation with representatives of government, ICT businesses, and NGOs to produce policy recommendations for reforming ICT legislation. Caucasus United was successful in facilitating stakeholder discussions on ICT-related legislation, with a particular focus on cybercrime-related law. At the request of the Ministry of National Security, Caucasus United provided a much needed analysis of the Council of Europe's international convention on cybercrime. However, Azerbaijan has not yet joined this convention. Caucasus United also worked closely with its Azerbaijan partner Internews to promote the adoption of the law "On Electronic Signatures and Documents," which came into force in May 2004. The project was co-funded by the British government's Global Conflict Prevention Pool.

#### **B030057 Buta Children Humanitarian Foundation**

Schools in Azerbaijan have traditionally been considered as exclusively educational facilities and their interactions with local communities have been very limited. In order to utilize resources of both schools and communities to address issues of common concerns, this project introduced a Community Active School model in schools number 181, 189 and 220 in Baku. The concept of this model included involving parents and other community members to both improve the quality of education and address important issues faced by the local community. The project held 34 trainings on 12 topics such as "Civil Society," "School Management," "Basics of Journalism," "Healthy Life Style" and others for 220 students, 25 teachers and 20 parents from the local communities. The schools produced 300 copies of a school bulletin highlighting important issues in the schools and local communities and published 1000 copies of booklets highlighting the project's activities. In addition, 214 students participated in the Debate Olympics, which were followed by a TV-debate on the "Space" television channel and 34 round table discussions with the participation of schoolchildren, teachers, parents and municipality members. This project was one out of three community school pilot projects across the country and it was determined that implementation of this model is more challenging in urban areas as the sense of community in rural areas is much stronger. In general, the project revealed great opportunities for the development of the Community Active School model in Azerbaijan.

#### **B030065 Internews Azerbaijan**

Regional TV stations functioning in Azerbaijan do not have strong mechanisms for coordinating and sharing information with each other. In order to address this issue, the project established a program production network between the eight regional TV stations to facilitate the exchange of information among them and increased partnerships. The project organized the monthly production of at least 10 stories from each TV station and prepared joint programs called "Province." 20-30-minute weekly programs on current developments in various regions were broadcasted by the TV channels in "News" programs. 12 new packages on 86 video cassettes were disseminated among the regional TV stations to be included in their news programs. The project organized two roundtables for 31 administrators and production personnel of the TV stations to share their experience and discuss future joint activities. In addition, Internews-Azerbaijan held two-day training for 11 project participants with the participation of a representative of Internews-Russia and organized a seminar for 14 representatives of regional TV stations. The project revealed the importance of sharing information between regional TV stations, which can then be provided to citizens in their regions.

#### **B020061 Leader Women Social Union**

Former prisoners encounter different kinds of problems in their everyday life after being released. Their main problems include finding employment, housing and integrating themselves back into society. To address this issue and to promote the integration of former prisoners into their society, this project established a Rehabilitation Center for women released from prison. The project also hired lawyers to provide free legal assistance to women in both the Center and in the penitentiaries. Legal advice was also provided to the relatives of prisoners and seven monitoring missions were carried out to ensure that conditions in penitentiaries meet international standards and function according to new legislation. The monitoring results were submitted to relevant government bodies, mass media organizations and NGOs. Six bulletins and a book entitled The Rehabilitation Problems of Convicted Women were published and disseminated to women released from prison, their relatives and relevant governmental and non-governmental organizations. In order to help the women find employment, the project organized training courses for 36 women to teach them barbering, dressmaking and weaving skills, which resulted in 11 women successfully finding employment after their release from prison. Temporary housing was arranged for eight women for two months to provide support to them during their transitional period and to assist them in finding permanent

residence. The project revealed that assistance and legal advice for women released from prison during the transition period is critical for their integration into society.

**B030012 Ganja Regional Organization of Knowledge Society**

A majority of secondary and high schools in Azerbaijan play a very limited role in the life of the communities they serve. Education has traditionally been the primary purpose of schools, and teachers and school administrators have done very little to develop outside of this function. In order to introduce the model of the Community Active School based on partnership, democratization and volunteerism and to develop the school's ability to act as a social and cultural center for the entire community, this project worked to engage both the school and local community members in activities jointly identified as priorities. The project introduced interactive teaching methodologies and leadership training to promote the active participation of students and community members in democratic processes, and created a community-school association to help improve the quality of education and address the community's needs. As a result of the project's activities, the Association raised \$2,000 from another international organization to fix the main road in the village, worked with local businesses and municipalities to provide more than 50 square meters of window glass and various materials for the school, and organized a civic education program for students and community members to promote democratic principles and volunteerism. In addition, students volunteered to plant over 2000 trees around the school and provided assistance to invalids and elderly people living alone. This pilot project revealed that active participation of the school's administration is critical for the success of the Community Active School Model, and this lesson learned will be combined with best practices for the expansion of the model to other areas of Azerbaijan.

**B030018 Lenkeran State University**

The majority of secondary and high schools in Azerbaijan have a limited role in the life of the broader communities they serve. Education has traditionally been the primary purpose of schools, and teachers and school administrators have done little to expand their activities outside of this function. In order to develop schools' ability to act as social and cultural centers for their entire community, the model of Community Active Schools based upon the triangular concept of partnership, democratization and volunteerism was introduced to engage both the school and local community members in activities jointly identified as priorities. Implemented in Lenkeran, the project held five presentations illustrating the Community Active School model and led two seminars titled "Community Active Schools Are an Important Factor of Society's Democratization," which were attended by approximately 720 teachers, students, parents and other community members. 3000 students from 12 Lenkeran schools participated in joint energy saving and environmental activities, which resulted in generating monthly savings of close to 25-30 MW of electrical energy and collecting and monetizing 500 kg of polyethylene waste. The project established the Lenkeran Community Active Schools network uniting 12 local schools. A "School - Community" association was established at school #10 and registered as a limited liability enterprise. The project revealed that the main problem in establishing and developing community active schools is a strict vertical school management system, absence of an adequate legal framework and lack of strong school management personnel.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$57,161.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$6,953</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>96</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>37</b>			<b>Media Products</b>	<b>1</b>



## Sample Outcome Statements

### **B020116 International Press Club**

Access to information regarding activities of state committees and ministries represents a challenge for journalists as they endeavor to highlight new developments in government programs. To address this issue, the project held 10 seminars for approximately 50 representatives of mass media and employees of state press services on topics addressing "Modern Methods of Collecting, Analyzing and Exchanging Information," "Development of Information Space in Azerbaijan," "Modern Public Relations Technology," and others. A "Handbook for Press Officers" was published and disseminated among relevant governmental and non-governmental organizations as well as among mass media organizations. In addition, one seminar entitled "Relations Between the Government and Mass Media Organizations" with participation of international organizations was held. For the first time, state press officers and local journalists had a chance to meet regularly to discuss problems of mutual concern and identify possible solutions. The project revealed that continuous contact between state press officers and local journalists is critical for nurturing constructive relationships and heightened levels of understanding between the two parties. The project received high appreciation from the Presidential Apparatus and USAID has begun to replicate the model in new areas of the country.

### **B020205 International Commercial Arbitration**

At present, there is no functioning alternative to the state court system in Azerbaijan. Although the Azerbaijani legislation makes provisions for commercial arbitration to serve as an alternative to resolve disputes between legal entities and individuals, the practical application of this law is very limited. To address this issue, the project established a working group comprised of well-known lawyers to develop the "Regulations of the International Commercial Arbitration Court" (ICAC) and "A Code of Ethics for Arbitrators," which were later discussed with representatives of governmental and non-governmental organizations, businesses, international organizations, judges and lawyers. The project also held trainings and organized seminars for 33 lawyers to serve as potential arbitrators. The seminars included topics such as "History of the Establishment, Goals and Objectives of Arbitration Courts," "Principles of Arbitration Courts," "Representation at Arbitration Processes" and "Termination of a Case at Arbitration Courts." 500 copies of a brochure entitled "Regulations of the International Commercial Arbitration Court" were published and distributed to the participants of seminars, relevant governmental and non-governmental organizations. The selected lawyers participated in two mock arbitration proceedings and further engaged in lobbying for positive changes in the legislation related to the commercial arbitration, which proved successful and these important changes were approved and introduced by the government. The project revealed great potential of commercial arbitration in Azerbaijan, although a lot of additional public awareness work is needed before citizens and businesses in Azerbaijan become familiar with its concept and recognize its benefits.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$64,251.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

#### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>18</b>	<b>Counterpart Funding</b>	<b>\$2,489</b>	<b>Jobs Created</b>	<b>2</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>29</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>31</b>			<b>Media Products</b>	<b>2</b>

## Sample Outcome Statements

### **B030050 Yeni Nesil - Union of Journalists of Azerbaijan**

As a result of recent tax reforms, the government of Azerbaijan has tightened its system of tax collection procedures and instituted a new policy that requires all tax-payers, including mass media organizations, to keep records of financing activities in accordance with procedures established by the legislation. To assist media outlets in complying with the new procedures, this project conducted a survey among 97 mass media organizations to identify problems related to the introduction of the new legislative requirements and organized seminars for 60 financial managers of mass media

organizations, which were led by the Tax Ministry, members of the Audit Chamber and independent experts. 1,000 copies of the book entitled Mass Media and the Tax Law were published and distributed to participants of the seminars, relevant governmental and non-governmental organizations and public libraries. Within the framework of this project, an Audit Center was established to assist mass media organizations in performing tax-related and accounting activities. 17 mass media organizations have applied to the Center since its opening and have received necessary information and recommendations. At its own expense, the Audit Center publishes a brochure entitled "Accounting and Law." The project revealed that the majority of tax violations by mass media organizations are resulting from a lack of awareness about new amendments to the Tax Code, making programs in this area for mass media organizations particularly important.

**B030078 Social-Strategic Research and Analytical Investigations Public Unit**

Analyses of Azerbaijan's municipal activities reveal that there are significant organizational and management challenges with this newly-created form of local self-government. Their coordination with government bodies is weak, their rights and responsibilities related to property are not clearly defined, and they lack access to modern technology. To conduct a comprehensive study related to these issues, this project organized two focus-group discussions with the participation of 18 experts in municipal governance who have experience in implementing similar scopes of sociological analysis. Over 1,200 municipal employees were interviewed and the data was analyzed according to sociological quantitative indicators. The analysis was included in the book Municipalities in Azerbaijan: First Experience, Main Problems and the Development Perspectives, 3,000 copies of which were published and disseminated to municipalities, governmental and non-governmental organizations, libraries, teachers and university students. In addition, the study was submitted to the commission of the Milli Mejlis dealing with municipal governance and created a significant resonance in the development community as the first comprehensive study of the municipal situation in Azerbaijan with a package of recommendations for future development. The study also revealed the critical importance of involving community members in the decision-making process at the municipal level.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$30,198.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$2,400</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**C030044 International Magazine Musiqi Dunyasi**

The transition to a more market-based economy in the South Caucasus countries has been very difficult for the crafts industry. Often sole proprietorships located in rural areas, crafts business owners have few opportunities to improve their skills in business management, marketing or financing. In addition, local markets for crafts are rather limited. As a result of these constraints, many crafts businesses are on the verge of disappearance. The "Musiqi Dunyasi" International Magazine and its partners in Armenia and Georgia developed a linkage proposal focused on developing the crafts industry in South Caucasus. The project proposed to advertise and sell crafts via the Internet. The project envisaged the establishment a region-wide e-portal, which would contain a database of craftsmen and their products, and allow their products to be sold to an international market online. The proposed project would lead to increased market access for crafts business owners and would establish a network of professional craftsmen working in the South Caucasus region. This linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion, but was not recommended for funding.

Azerbaijan  
2004

Total Amount of Grants \$131,206.00  
Number of Grants 14

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	1331	Counterpart Funding	\$91,154	Jobs Created	0
Female Beneficiaries	328	New Partnerships	11	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	1
Male Trainees	1453			Replications	
Female Trainees	613			Media Products	23

#### Sample Outcome Statements

##### **B030105 Yeni Inkishaf Ltd.**

Since the dissolution of the Soviet Union, handicapped people have been receiving minimal support from the government and their participation in the social and political life of the country has been very limited. Earlier surveys showed that physically challenged people, especially hearing and speech-impaired individuals, lack basic knowledge regarding their rights related to pension, labor, taxation, housing laws and others. To address this issue and to promote the integration of hearing and speech-impaired people into society, the project launched an awareness-raising campaign that included eight roundtables with the management of organizations uniting hearing and speech-impaired citizens in Baku, Ganja, Lankaran and Guba. The project also produced and disseminated educational video materials on CDs and collaborated with the local media to publish a series of articles highlighting problems of the hearing and speech-impaired and handicapped citizens in general. In addition, the project organized a fax "hotline" to promote the understanding of issues faced by the handicapped population and to mitigate conflicts between them and local authorities. Approximately 13 hearing and speech-impaired people received free consultations over the hotline to receive assistance in resolving their key issues of concern. The project revealed the importance of further activities geared towards the integration of disabled people into the local society.

##### **B040021 Independent Consulting Center "For the Sake of Civil Society"**

Creating a favorable environment for local philanthropy is critical in order to support increased collaborative relationships between the private and third sectors in Azerbaijan. There is currently a lack of governmental, public or private funds that allocate money for the civil society projects of local organizations. To address this issue, the project held a conference to discuss various aspects of the development of local philanthropy in Azerbaijan, which was attended by 70 representatives of local NGOs, legislative and executive committees, international organizations, business associations, mass media and independent experts. The final document entitled "Main Directions of the Development of Local Philanthropy in Azerbaijan" was published and distributed to relevant governmental and non-governmental organizations and the conference participants. The idea of creating a state body supporting the work of local NGOs was presented by representatives of the Presidential Administration at the conference and the concept of corporate social responsibility was also underlined as an important priority. The conference was an initial step in discussing local philanthropy and showed the necessity for developing strong strategies to involve businesses in its continued discussion.

##### **B040030 Democracy journal "III Sector"**

As youth aged 18-30 constitutes a significant part - 55% of the population, their participation in the elections plays an important role in making the electoral processes free and fair. Many young voters are not aware of their electoral rights and voting procedures, which created a challenge for the active participation of youth in the 2004 municipal elections. To address this issue, the project conducted a series of seminars for 152 young municipal candidates on how to design and manage an electoral campaign, as well as seminars for 400 young voters and election observers on how to support their selected candidates during the campaign process in Barda, Agdam, Agjabedi, Tartar, Goranboy and Yevlakh. 71 out of 152 young candidates were elected as a direct result of the project activities. Another result of the project was the establishment of an NGO "Research Center on Municipality Problems" comprised of the active participants of the project. The project revealed the great importance of awareness campaigns and training seminars aimed at active participation of youth in future elections.

#### **B040068 Care for the Children**

Municipalities in Azerbaijan rarely unite their efforts with governmental and non-governmental organizations for solving problems in their communities. With scarce resources and limited external support, most municipalities also lack the skills needed to build joint projects with their local communities. To address this problem, the project held two roundtable discussions and six training seminars for 64 people representing governmental and non-governmental organizations, municipalities and schools in Barda and Tar-Tar. Geared towards designing joint activities and promoting coordination with local organizations and citizens, the project resulted in municipal activities involving local communities that were aimed at local infrastructural and environmental improvements such as trash collection, waste management, tree planting and others. To share information regarding the project with youth in the target communities, all events were recorded on video tapes and shown in schools. The project revealed the importance of joint activities between municipalities and local governmental and non-governmental organizations as well as the critical need to involve local communities in the process. The project was funded jointly with the World Bank and the Open Society Institute.

#### **B040069 Towards Civil Society Center**

After more than four years of activities in Azerbaijan, municipalities are still facing challenges caused in part by shortcomings of existing legislation. Inconsistencies and lack of clarity regarding duties and rights of municipalities create difficulties in performing their functions. To address this issue, the project organized an expert analysis of existing laws and policies related to municipal activities, produced a package of recommendations and organized roundtable discussions of these recommendations with the Parliamentary Commission on Regional Issues, the Ministry of Justice and municipalities. At least three important suggestions related to municipal activities have been included in new legislation as a result of the project's activities. The project was funded jointly with the World Bank and the Open Society Institute.

#### **B040070 Union of Sumgait Students**

Municipalities and NGOs in Azerbaijan have had limited experience working together to serve the common needs of their communities. To address this issue, the project held 12 roundtables and 8 seminars for approximately 200 representatives of three municipalities and 18 NGOs operating in Sumgayit where the topics including "Problems in the Area of Cooperation Between Municipalities and NGOs," "Modern Mechanisms of Cooperation Between Municipalities and NGOs," "Role of Municipalities and NGOs in Solving Social Problems" and "Conditions of Cooperation Between Municipalities and NGOs in Sumgayit" were discussed. The project also established a center for coordinating the activities between municipalities and local NGOs that aim to tackle local social challenges. An information bulletin "Municipalities and NGOs - Towards Constructive Cooperation" was issued and distributed to municipalities and NGOs in Sumgayit and in the neighboring regions. A Declaration on Cooperation Between Municipalities and NGOs was developed under this project outlining the format for possible future collaboration. Thanks to the Center's efforts, a "Commission for Relations with NGOs and the Public" has been established in the Sumgayit municipality and is engaged in building and developing close relations between NGOs and their communities. The Center organized a number of meetings with the local municipality jointly with the Commission where future ways of cooperation between the municipality and NGOs were discussed. This project was funded jointly with the World Bank and the Open Society Institute.

#### **B040071 Public Association for Civil Society and Human Rights.**

Although local civil society groups together with international organizations carry out activities aimed at stimulating voters' activities and citizens' awareness regarding elections, voters, especially those outside of Baku, are still passive before and on the day of elections. To address this problem, the project held ten seminars for 300 people in Mingachevir on topics including "The Main Functions of Municipalities," "Municipalities' Property and Budget" and "The Right to Elect and Be Elected." In addition, five roundtables were held with the participation of representatives of political parties, NGOs and local election committees to discuss the results of the seminars. The project published and distributed to relevant organizations a brochure entitled "Towards Effective Municipalities - It Starts with Elections" and created a Web site of the project [www.ictimai.net](http://www.ictimai.net), which has been visited 259 times since it was launched under this project. Posters inviting citizens of Mingachevir to participate actively in the municipal elections were published and posted throughout the city. According to information received from the Mingachevir municipality, voter participation was increased during the municipal elections from 27% in 1999 to 48% in 2004. The project was funded jointly with the World Bank and the Open Society Institute under a joint competition. The project revealed the importance of voter education activities and the need to increase knowledge among the public about the political platforms of election candidates.

#### **B040072 Azerbaijani-American Youth Social Association**

Young people living in the regions outside of Baku often do not have clear ideas about local self-governance systems and are therefore not always active in solving the problems of their local communities. To increase youth involvement in local social and political activities, the project held 14 training seminars on topics including "The Importance of Self-Governance in Democracy," "Participatory Forms of Citizen Involvement in Local Self-Governance Processes," and "The Division of Responsibilities Between Government Organizations and Municipalities," for 343 representatives of youth, refugees and internally displaced people, governmental organizations and municipalities in the Fizuli region. The project also organized a roundtable for organizations working with youth to discuss the role of youth in municipal activities and municipal elections, which included governmental and non-governmental, international and local organizations as well as mass media. In addition, the project published and distributed to participants of the trainings and the roundtable a brochure entitled, "Participation in Municipal Work and Elections." The project was funded jointly with the World Bank and the Open Institute Society under a Small Grants Program. The project revealed a critical need for youth to be involved in addressing important needs of their communities. According to the Central Election Commission's statement, out of 149 municipal counselors elected in November 2004 in the Fizuli region, 13 were young people who were involved in these trainings.

#### **B040073 Union of Young Accountants**

Although municipalities have been functioning in Azerbaijan for over 5 years, their financial management skills have not been well developed. To address this issue, the project held nine seminars for more than 50 municipal staff members in Guba, Nabran and Khachmaz in the fields of finance, budgeting, accounting, expenditures and other matters related to responsible fiscal management. In addition, 200 copies of a book entitled "A System of Financial Management of Municipalities" were published and distributed to the participants of seminars and municipalities of the target and neighboring regions. As a result of the project, municipalities engaged in fundraising activities and some of them increased their budgets by providing services such as waste management for local private enterprises. The project was one of the awards made within a competition conducted jointly with the World Bank and the Open Society Institute.

#### **B030086 Gender and Human Rights Research Union**

As practice shows, in Azerbaijan men are usually more actively involved in electoral processes than women. This observation is even more obvious in the regions outside of the capital city. In order to increase women's participation in the municipal elections, the project organized training for 200 women in Ajigabul, Akhsu, Ali-Bayramly, Goychay, Gadabey, Divichi, Zakataly, Gakh, Salyany and Neftchala. The project also conducted a post-training survey to reveal participants' attitudes towards election-related issues and the importance of the seminars organized. Based on the survey results, 500 copies of the book entitled "Elections And The Gender Factor" were published and distributed to the training participants, relevant governmental and non-governmental organizations. The project revealed that voter education programs for women in remote areas are important in involving women in the electoral processes. According to the Central Election Commission's statement, out of 830 women elected in November 2004, 12 were involved in these trainings.

#### **B030144 Society of Juridical and Sociological Researches "Ziya"**

Since 2000, local governments have played an important role in the regional development of Azerbaijan. The legal framework of local government has been rapidly changing since its first establishment and there is a need for clarification of current rights and responsibilities of municipalities. In order to address this issue, the project established a Center for Legal Assistance to Municipalities to provide free consultations to the members and staff of local governments. The project organized training seminars for 300 municipal employees in Baku, Gandja, Naxichevan, Guba and Lenkoran. The project also published and distributed to municipalities a book entitled "Guidebook for municipal employees" and created a Web site [www.belediyye-az.org](http://www.belediyye-az.org) to provide ongoing support for municipal activities. In addition, the project developed a package of recommendations for legislative improvements, which was provided to relevant government bodies and the state parliament. The project revealed the importance of legislative and policy improvements for municipalities, which would allow municipalities to realize their full potential.

#### **B030146 International Law Association**

Since their establishment over 5 years ago, municipalities in Azerbaijan, with rare exceptions, have been ineffective at serving the needs of their communities and developing long-term strategies and financial plans. To address this issue, the project held trainings devoted to "Establishment of Local Self-Governance Bodies," "Essence of Local Economic Policy," "Regulation of Town Planning and Land Use" and "Financial Management and Budgeting" for 290 representatives of local

municipalities, executive committees, NGOs and governmental organizations in Agstafa, Gazakh, Taz, Shamkir, Mingachevir, Guba, Khachmaz and Lankaran. The project activities were on several occasions highlighted by the primary national TV channel AzTV1 and four regional TV stations. 3000 copies of a book entitled "Organization of Municipalities' Activities" were published and distributed to municipalities, relevant NGOs and public libraries. The project also established a Coordinating Council between Agstafa, Gazakh and Taz municipalities to share experiences and implement activities jointly with neighboring municipalities. During the implementation of this project, it became clear that participation of women in municipal activities should be specifically addressed in future municipal development programs and that special attention should be paid to providing training programs on financial management and budget transparency.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$49,624.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$17,960</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>38</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>22</b>			<b>Media Products</b>	<b>9</b>

### Sample Outcome Statements

#### **B030056 Society of Women of Azerbaijan for Peace and Democracy in Transcaucasus**

The lack of knowledge among women in Azerbaijan in regard to their legal and civil rights results in an increased risk for their exposure to domestic violence, property rights abuses, human trafficking and others. To address this problem, the project produced a series of documentary films demonstrating real-life situations and educating people on appropriate courses of action related to seven topics, including trafficking, family violence, division of marital property, conflicts at work and other topics related to important issues faced by women in the country. The films were broadcasted on eight regional TV channels and, with OSCE's financial support, on two national TV channels, Space and ANS. The project revealed that such educational documentary films could be one of the most effective mechanisms for raising citizens' awareness about their rights and empowering them to take action to improve their life.

#### **B030093 AzLegal Company**

Although a new labor code of Azerbaijan was adopted in July 1999, an effective public awareness campaign has not been generated to highlight practical aspects of its implementation and the code is not adequately taught at law universities, which results in the lack of specialists in this field. To address this issue, the project organized training courses entitled "Practical Aspects of Labor Legislation Application" for 60 young lawyers and law students and published a Practical Reference Book on Labor Legislation, which was distributed to the training participants, relevant NGOs, businesses and legal companies. To increase the number of project beneficiaries, an electronic version of the book was developed and placed on the Web site [www.ehr-az.org/azlegal](http://www.ehr-az.org/azlegal), which was visited by over 2000 people during the lifetime of this project. The project revealed that despite the existence of over 800 laws and legal acts in the country, inconsistencies between various pieces of legislation create problems in regulating labor relations and there is a drastic need to both improve existing laws and educate lawyers to cope with such challenges.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$2,214.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>1</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$3,883</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>141</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>14</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**B040026 Yasamal Municipality**

In 2004, Azerbaijan will have the second municipal elections in its history. As was noted by the observers of the first elections, there is a need for more active citizen participation during the pre-election campaign and the election itself, as well as increase overall awareness of general election procedures, correctly completing a ballot, etc. In order to address these issues critical for democratic development, the Yasamal Municipality of Baku city held a one-day seminar for 155 representatives of local governments from Baku, Sumgayit and Absheron to help them gather and train their voters, as well as plan and manage elections in 67 municipalities. Introducing effective ways of training voters on active participation and overall election procedures was an important theme of the seminar. As the last municipal elections showed, continuous work with voters, especially in regions is necessary for raising their awareness about voting procedures.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$1,035.00</b>
<b>2005</b>	<b>Number of Grants</b>	<b>1</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**C030059 AREAT Center for Contemporary Social Processes**

Local governments face many of the same problems across the South Caucasus region, including low investment rates and insufficient tax revenues to support local government activities. The Center for Contemporary Social Processes AREAT and its partners in Armenia and Georgia developed a linkage project proposal that focused on strengthening the capacity of local governments in five target regions in each country. In particular, the linkage project proposes to provide training to municipal government employees on identifying the economic priorities of their towns or cities and developing local government initiatives to attract investment. The project also would provide opportunities to establish cooperative links with the Congress of Local and Regional Authorities of the Council of Europe. This linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and now it is under consideration.

## Belarus

Belarus	<b>Total Amount of Grants</b>	<b>\$15,075.00</b>
2003	<b>Number of Grants</b>	<b>1</b>

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$7,078	Jobs Created	35
Female Beneficiaries	0	New Partnerships	6	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	3
Male Trainees	49			Replications	
Female Trainees	44			Media Products	21

### Sample Outcome Statements

#### **K030015 Public Union "Agro- and Ecotourism"**

Belarus's state-dominated rural economy is in desperate need of revitalization, but opportunities for private enterprise development are extremely limited. One such opportunity is through rural tourism, which has proven to stimulate economic development and small business growth. The grantee wanted to increase business in the tourist sector by improving professional skills of rural tourism providers and making better information available to potential clients. To improve professional skills, the project conducted six trainings for 93 business people, developed a business manual on rural tourism and organized a study trip to Lithuania. To increase the availability of information, the project published a series of five different tourist guides, developed a web-site visited by 7,000 clients, and conducted an information campaign resulting in more than 20 publications in national and local media. At the end of the 12-month project, these efforts helped more than 35 rural tourism providers start their work and brought nearly 1,000 new tourists to the region. In recognition of work done developing tourism in Belarus, the grantee received an award from the Belarus Ministry of Tourism and Sport.



## Georgia

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$27,566.67</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

### 2.1 Citizen Political/Economic Participation

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>132</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>132</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>17</b>

#### Sample Outcome Statements

#### **G026004 Euro-Caucasian Cooperation Association**

Combating corruption is one of the most important and compelling concerns facing Georgian society. Corruption impedes the economic development of the country and also reduces citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to reduce corruption and increase the transparency of local governance by strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and identifying specific mechanisms of public funds misuse and abuses of power. The project addressed these issues by focusing its efforts on increasing the transparency in the social welfare sphere, identifying specific mechanisms of misuse of public funds, abuses of power and general performance of local governmental bodies by monitoring of their activities and mobilizing public opinion in Zugdidi. Newspaper inserts, program on local TV station, radio programs, leaflets, consultations for population (264 persons) and one court hearing were carried out within the project. The NGO's efforts contributed to increase citizens' role in local decision-making, raised public awareness of transparent governance, reduced incidence of corruption and increased media interest in civic control over the government. The Competition was a joint initiative of the Eurasia Foundation and Open Society - Georgia Foundation (OSGF).

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$157,904.77</b>
<b>2001</b>	<b>Number of Grants</b>	<b>6</b>

### 2.1 Citizen Political/Economic Participation

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3067</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>2504</b>	<b>New Partnerships</b>	<b>5</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>21</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>45</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>25</b>			<b>Media Products</b>	<b>12</b>

#### Sample Outcome Statements

#### **C004013 International Civic Development Center**

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. The International Civic Development Center and its partner in Azerbaijan 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 the appropriate government bodies in their respective countries.

#### **G013002 Kutaisi TV and Radio Company**

Creating conditions for broad-based citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. With a grant awarded through the Eurasia Foundation's 2001 competition for "Live Regional TV Debates" 9th Wave TV Company aimed to address these issues. In the run-up to 2001 local government elections, 9th Wave TV organized the first live television debates in the city of Poti and adjacent regions on a wide range of topics, including energy problems, corruption and other burning social-economic issues. The TV was able to secure the participation of almost all candidates in the local elections. In total, 36 live debates were held, involving 2 candidates and 15 invited guests for each debate. Each debate included a call in segment, which allowed viewers to pose questions to candidates and voice their concerns about the region's problems. As a result, voters were much more informed about the candidates they voted for. The TV Company additionally produced 154 programs highlighting important local and regional news. Modern production equipment, provided through the grant, greatly increased the capacity of the 9th Wave TV to produce similar programs, during both the local election campaign and during the subsequent Parliamentary elections. The assistance of the experienced organization Internews to improve the design of the studio and format of live debate helped increase efficiency of the broadcasts.

#### **G013003 Mega TV**

Creating conditions for broad-based citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. With a grant awarded through the Eurasia Foundation's 2001 competition for "Live Regional TV Debates" MEGA-TV Company aimed to address these issues. With modern production equipment provided through the grant and a partnership with the experienced NGO "Internews" the MEGA-TV was able to broadcast 50 live TV debates between 30 candidates in local elections in the Khoni region. The talk-shows provided citizens in Khoni region the chance to learn about election candidates and their views on important issues, such as local governance transparency, and suggested solutions to the regions acute social-economic problems. Despite obstacles created by local authorities, the grantee was able to achieve the project's goals. The project contributed to increased citizen awareness of and participation in local election issues. The experienced organization Internews contributed to the project by assisting in the design of the studio for talk-shows and in formatting the live debate in a trustworthy for the public fashion. The news programs have become daily instead of twice a week in pre-grant period. The TV Company managed to generate more revenue from commercials.

#### **G013004 Trialeti, TV and Radio Company**

Abroad citizen participation in the local decision making, in electoral processes and civic control over the elected local government, represent one of the compelling concerns for the emerging local democracy along with strengthening capacity and independence of regional media. The purpose of the 2001 EFG-initiated competition "Civic forum on live debate in regional TVs" between the regional TV companies was to address these issues. The updating of the equipment of the TV company and partnership with the experienced NGO "Internews" made possible to broadcast 44 live and trustworthy TV debates about the burning problems of the region. The talk-shows provided higher citizens' involvement in the discussion of the ways of solutions to the problems together with the local officials and strengthened to certain extent civic oversight over the local government. Despite some obstacles created by local authorities the grantee has managed to address the goals of the project by organizing live TV debates on wide range of topics with participation of all stakeholders and facilitated thereby increased public awareness.

#### **G013005 Odishi Ltd.**

Creating conditions for broad-based citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. With a grant awarded through the Eurasia Foundation's 2001 competition for "Live Regional TV Debates" Odishi TV Company aimed to address these issues. In the run-up to 2001 local government elections, Odishi TV organized the first live television debates in Zugdidi region on a wide range of topics, including energy problems, corruption and other burning social-economic issues. Odishi TV was able to secure the participation of almost all candidates in the local elections. In total, 26

live debates were held, involving 52 candidates. Each debate included a call in segment, which allowed viewers to pose questions to candidates and voice their concerns about the region's problems. As a result, voters were much more informed about the candidates they voted for. Modern production equipment, provided through the grant, greatly increased the capacity of Odishi TV to produce similar programs, during both the local election campaign and during the subsequent Parliamentary elections. The assistance of the experienced organization Internews to improve the design of the studio and format of live debate helped to increase efficiency of the broadcasts.

**G013011 Ninth Wave Broadcasting Company**

Creating conditions for broad-based citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. With a grant awarded through the Eurasia Foundation's 2001 competition for "Live Regional TV Debates" 9th Wave TV Company aimed to address these issues. In the run-up to 2001 local government elections, 9th Wave TV organized the first live television debates in the city of Poti and adjacent regions on a wide range of topics, including energy problems, corruption and other burning social-economic issues. The TV was able to secure the participation of almost all candidates in the local elections. In total, 36 live debates were held, involving 2 candidates and 15 invited guests for each debate. Each debate included a call in segment, which allowed viewers to pose questions to candidates and voice their concerns about the region's problems. As a result, voters were much more informed about the candidates they voted for. The TV company produced additionally 154 programs highlighting important local and regional news. Modern production equipment, provided through the grant, greatly increased the capacity of the 9th Wave TV to produce similar programs, during both the local election campaign and during the subsequent Parliamentary elections. The assistance of the experienced organization Internews to improve the design of the studio and format of live debate helped to increase efficiency of the broadcasts.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$26,905.00</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>1</b>

**Sample Outcome Statements**

**G000167 State and Law Institute -- Georgian Academy of Sciences**

The years 1999 and 2000 were marked by significant changes in the legal system of Georgia, the adoption of new Civil and Criminal codes and a package of reform legislation. However, some of the legislation was controversial and created a large space for interpretation. The project aimed to support the implementation of legal and judicial reforms in Georgia through research of the most frequently encountered court cases related to the new Civil Code and the Law on Entrepreneurship. The court cases were evaluated in order to develop a book of commentaries. Two thousand copies of the book were disseminated within various universities and law schools, as well as courts. In addition to the development and dissemination of the book, legislative recommendations were developed and presented to the Parliament to facilitate relevant amendments to legislation.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$65,394.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>2</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>6</b>	<b>Counterpart Funding</b>	<b>\$229</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>4</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>239</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>107</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>122</b>			<b>Media Products</b>	<b>9</b>

**Sample Outcome Statements**

**G010035 Georgian Intellectual Property Association**

While the state patent office, Sakpatenti continued to function after the collapse of the Soviet Union, there was no mechanism for ensuring marketing and practical application of innovations patented in Georgia. The Georgian Intellectual Property Association (GePA) aimed to address this problem by creating an online transfer center for new innovations and technologies. As a part of the project, GePA standardized around 3000 innovations patented by Sakpatenti, translated them into Russian and English languages and posted them on the GePA web-site (<http://www.geip.ge>), which also includes over 100 proposals for technological improvements. Five seminars and roundtables on marketing innovations were conducted for representatives of research institutions and local businesses. In addition, a Group of Young Experts was created for young specialists working on the commercialization of innovations and GePA is assisting three innovators in commercialization of their technologies. The project will help to ensure that patented innovations in Georgia are recognized and utilized both nationally and internationally. GePA continues to develop contacts with international innovations centers.

**G024019 Studio Kvali**

The last few years demonstrated chaotic changes within the private sector. A number of businesses were opened and closed. Many of the failures are associated with the lack of understanding among Georgian entrepreneurs of the major principles of business operation, such as strategic planning, project financing, human resource management etc. The project aimed to address this problem through the set of educational films televised on a local TV channel. The grantee developed 8 30-minute films, including interviews with prominent American economists and managers of American companies, which have had experience of working in Georgia. The films discuss general principles of business operation as well as the problems of the Georgian business environment. In addition to the education of the general public the project addressed the lack of practical business cases at local educational institutions by distributing the films among the latter. The interest in the material was so great that additional 200 copies were developed. Junior Achievement - Georgia distributed the films among secondary schools, which have recently introduced Junior Achievement Applied Economics course. The films are used as a supplement to the Applied Economics textbooks and computerized games.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$164,767.65</b>
<b>2002</b>	<b>Number of Grants</b>	<b>5</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>710</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>636</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>837</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>10</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>15</b>			<b>Media Products</b>	<b>87</b>

## Sample Outcome Statements

### **C024012 Institute of Polling and Marketing**

The development of regional trade in the South Caucasus is hampered by a number of factors, including an unstable political situation, deficient legislation and administrative procedures, and corrupt custom and tax systems. These problems cannot be effectively resolved without active participation of independent expert groups representing business and civil society. With their partners from Armenia and Azerbaijan, the Institute for Polling and Marketing conducted a collaborative research focusing on constraints facing the cross-border trade of agricultural products. The partners undertook comprehensive sociological research on the current level of trade of agricultural products between the three countries. In addition, they analyzed the legislation and administrative procedures regulating agricultural trade. This research identified a number of specific obstacles hindering the development of a regional market for agricultural products in the South Caucasus. Based on these results, the partners formulated a series of policy recommendations for the consideration of their respective governments. These recommendations proposed key improvements of existing laws, methods for strengthening compliance, and steps that can be taken to improve free market mechanisms. As a result of the project, 500 copies of a Russian-language book entitled "The Market of Agricultural Products in the South Caucasus" were published and disseminated among major stakeholders.

### **G026006 Democratic Meskhs' Union**

Combating corruption is one of the most important and compelling concerns facing Georgian society. Corruption impedes the economic development of the country and also reduces citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to reduce corruption and increase the transparency of local governance by strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and identifying specific mechanisms of public funds misuse and abuses of power. The project addressed these issues by focusing its efforts on increasing transparency of local government's budgetary process, identifying specific mechanisms of misuse of public funds and abuses of power in the sphere of budget drafting and execution through monitoring government's activities and mobilizing public opinion in Akhaltsikhe. Several articles in local print media, programs on local TV stations, bulletins, leaflets and TV PSAs, consultations for population (450 persons) and 14 court hearings were carried out within the project. Hot Line and special Emergency Anti-Corruption car service was operating during the project. The NGO's efforts contributed to increase of the public's role in local decision-making, reduced incidence of corruption, and raised public awareness and media interest in transparent governance. The Competition was a joint initiative of the Eurasia Foundation and Open Society - Georgia Foundation (OSGF).

### **G026014 The Union of Democratic Development of Georgia (UDDG)**

Combating corruption is one of the most important and compelling concerns facing Georgian society. Corruption impedes the economic development of the country and also reduces citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to reduce corruption and increase the transparency of local governance by strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and identifying specific mechanisms of public funds misuse and abuses of power. The project addressed these issues by focusing its efforts on increasing transparency of local budget drafting and execution process and especially the use of social security funds by monitoring of activities of local government and mobilizing public opinion in Ozurgeti. Several articles in local print media, talk-shows on local TV stations, bulletins and TV PSAs, consultations for population (827 persons) and four court hearings were carried out within the project. The NGO's efforts contributed to increase of the public's role in local decision-making, reduced incidence of corruption, and raised public awareness and media interest in transparent governance. The Competition was a joint initiative of the Eurasia Foundation and Open Society - Georgia Foundation (OSGF).

### **G024183 Center for Strategic Research and Development of Georgia**

Combating corruption is one of the most challenging concerns of Georgian society. Corruption decreases citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to curb corruption in the local governance bodies by increasing their transparency and strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and

identifying specific mechanisms of misuse of public funds and abuses of power to make them subject of civic control. The grantee addressed these issues by providing liaison to the six NGO Watchdogs (in Akhaltsikhe, Gori, Kutaisi, Ozurgeti, Poti, and Zugdidi), raising their effectiveness and coordinating joint efforts through the established anti-corruption network. The project conducted sociological surveys, several trainings and workshops, published regular bulletins and brochures and created a web site. The NGO's efforts contributed to the institutional development and capacity of the regional anti-corruption NGO Watchdogs and raised public awareness of transparent governance country-wide.

### **G024187 The Institute of Georgian-Abkhazian Relations**

Access to unbiased information and the overcoming of an information vacuum in the post-conflict regions are important tools for creating a basis for peaceful developments and the reduction of ethnic tensions. The development and strengthening of the sole independent Abkhaz-language radio covering the breakaway region of Abkhazia contributed to a certain extent to the confidence building process. Ninety Abkhaz-language radio-broadcasts about various aspects of the Georgian-Abkhaz relations, and current political and economic processes in Georgia and Abkhazia improved the level of information of the Abkhazia-resident population and gave them access to a broad variety of information. The grant helped the radio station Khara provide news programs 4 times a week and create four new headings of radio programs aimed at analysis of dimensions of the conflict and ways of its settlement. The grantee also published and sent to Abkhazia 2 Abkhaz-language publications. The project resulted in creation of an initiative group in Sukhumi and a summer camp for children victims of war, receiving a wide coverage in the Georgian and the Abkhaz press. Through the project implementation the radio received additional assistance from the OSGF and the British Council. However, the sustainability of the project heavily depends on changeable political situation in Abkhazia and thus remains problematic.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$10,900.58</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

#### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>4</b>

### **Sample Outcome Statements**

#### **G024013 Georgian Institute of Public Affairs**

The project sought to support local governance reform in Georgia through facilitating the exchange of information between government bodies, NGOs and international donors. Within the framework of the project a website (www.lgic.info) was created in Georgian and English languages to serve as a comprehensive source of information regarding self-governance in the country, and three bulletins in Georgian were published and distributed in regions with limited internet access containing most interesting updates from the web. The website was submitted to all major search engines as well as to all Georgian internet directories, and links were created with a number of similar websites world-wide. Up-to-date, the number of unique hits on the page totals up to 5,000 out from around 14,000 total hits. The website became the main forum for local governance development process containing information on all new projects, donors, and emerging legislation.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$154,915.63</b>
<b>2003</b>	<b>Number of Grants</b>	<b>4</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>22</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>62</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>74</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>61</b>			<b>Media Products</b>	<b>15</b>

**Sample Outcome Statements**

**G030044 Georgian-French Joint Higher School "ESM-Tbilisi"**

The growth of the private sector in Georgia has created a demand for local managers with international management skills. European School of Management, which is one of the two leading business schools in Georgia, has been successful in addressing this demand by offering basic BBA and MBA programs to the first generations of local managers. However, in order to further develop, it was necessary for the school to address a number of institutional weaknesses, including scarce library resources, a shortage of elective courses, and a lack of international recognition. Through the grant, ESM expanded the school library with a subscription to Jones e-global library and through the purchase of 44 textbooks. The grant supported curricular reform through the introduction of a credit system that reflected the workload of each course. In addition, standardized codes and descriptions and detailed syllabi were developed for all classes. Elective courses were also introduced. The grant strengthened ESM's international partnerships by developing links with two American business schools, Bryant University and DuPree College of Management at Georgia Institute of Technology, during which consultants from each school assisted ESM in curricular reform. The project also aimed at positioning the school towards international accreditation through membership in Central and East European Management Development Association (CEEMAN). As a part of the accreditation process, ESM completed a self-assessment and underwent evaluation by CEEMAN experts. A significant achievement of the grant has been that ESM was granted CEEMAN accreditation as a result of this process.

**G024150 Union of Educational Cooperation and Development**

Corporate philanthropy in Georgia is currently in its nascent stages, and has been developing in parallel with Georgia's emergent private sector. The development of institutionalized philanthropy in Georgia has been stymied by a number of factors, primarily by the lack of a legal framework providing incentives for corporate charity. Additional obstacles to philanthropic development have stemmed from a poor understanding by Georgian businesses of the mechanics of philanthropy itself. The project aimed to address these needs through the creation of a venue for businessmen to promote legal changes conducive to philanthropy and to educate local businessmen on various philanthropy-related issues. Specifically, the project organized regular meetings between businessmen and NGO leaders; established an advocacy board comprised of prominent representatives of the private and non-profit sectors to promote legal changes on philanthropy; met with parliamentarians to lobby legislative changes; developed philanthropic-related draft legislation and a business code of conduct for philanthropic activity; and published and distributed a monthly newsletter as well as a handbook on philanthropy. The biggest achievement of the project is its contribution to the introduction of a clear incentive for charitable giving in the new Tax Code adopted in December 2005. The new Tax Code, which defined the status of charitable organizations and outlined charitable activities, for the first time exempted 8% of profit spent by business on philanthropy from taxes, a much higher exemption than was expected. Following the introduction of these legislative changes, the grantees are currently continuing their work through the development of ethical standards for philanthropy.

**G035001 Association of Business Consulting Organizations of Georgia - ABCO Georgia**

Limited access to credit has been identified as one of the major obstacles to the development of small and medium enterprises (SMEs) in Georgia. SME lending is hindered by the high credit risk that many SME borrowers represent. One of the main reasons that SMEs are high-risk borrowers is that they lack experience in managing loans, a problem which is particularly acute in the regions of Georgia. Entrepreneurs' lack of familiarity with bank policies and credit management in

the regions results from an underdeveloped relationship between SMEs and commercial banks, as well as limited access to business training and consultancies. The project implemented through the Eurasia Foundation Georgia Office Credit Facilitation Grants Competition addressed these problems by supporting a training and consultancy program for SME borrowers in the town of Gori. Representatives of 73 companies were trained in credit management and related business disciplines of financial management and accounting; legal aspects of credit; marketing strategies and business planning. One session devoted to bank policies and procedures was conducted by representatives of four banks as well as a microcredit institution. In addition, the participants received 'on-the-job' business consultancies for five days. The program has been highly regarded among SMEs, and local banks have also reported great value in capacity building of potential and actual bank clients.

### **G035002 Georgian Economic Development Institute - GEDI**

Limited access to credit has been identified as one of the major obstacles to the development of small and medium enterprises (SMEs) in Georgia. SME lending is hindered by the high credit risk that many SME borrowers represent. One of the main reasons that SMEs are high-risk borrowers is that they lack experience in managing loans, a problem which is particularly acute in the regions of Georgia. Entrepreneurs' lack of familiarity with bank policies and credit management in the regions results from an underdeveloped relationship between SMEs and commercial banks, as well as limited access to business training and consultancies. The project implemented through the Eurasia Foundation Georgia Office Credit Facilitation Grants Competition addressed these problems by supporting a training and consultancy program for SME borrowers in the town of Kutaisi. Representatives of 59 companies were trained in credit management and related business disciplines, such as business planning, financial management, accounting, and marketing. A ten-day intensive training course was split into three modules corresponding to the three phases of the credit application process: the pre-application stage, including analysis of credit needs and the applicant's potential to receive credit, the loan application process; and credit management. Representatives from five banks also conducted a training session explaining bank policies and procedures. The training materials, along with the most frequently-asked questions and answers, were published as a brochure, which was distributed among training participants, local banks, and to a local business assistance organization. In addition, participants received 'on-the-job' business consultancies for two days. The program has been highly regarded among SMEs, and local banks have also reported great value in capacity building of potential and actual bank clients.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$347,967.10</b>
<b>2003</b>	<b>Number of Grants</b>	<b>16</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>505</b>	<b>Counterpart Funding</b>	<b>\$16,081</b>	<b>Jobs Created</b>	<b>8</b>
<b>Female Beneficiaries</b>	<b>1287</b>	<b>New Partnerships</b>	<b>23</b>	<b>Businesses Formed</b>	<b>3</b>
<b>Organizational Beneficiaries</b>	<b>648</b>			<b>Innovation</b>	<b>12</b>
<b>Male Trainees</b>	<b>194</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>449</b>			<b>Media Products</b>	<b>227</b>

#### **Sample Outcome Statements**

### **C024022 Georgian Association of Seismic Protection**

The terrain of the capital cities of Baku, Tbilisi, and Yerevan is exposed to a high or extremely high seismic risk. This means that a significant earthquake would have devastating consequences for these cities in terms of the human and material loss. Given the depressed economies of the South Caucasus countries, increasing the level of preparedness of relevant governmental agencies, municipal services and general population to respond to an earthquake is the primary approach for diminishing the seismic risk in the capital cities. To address this need, the Georgian Association of Seismic Protection continued its successful partnership with its Armenian and Azerbaijani counterparts. Under their earlier project, the partners developed seismic emergency preparedness plans for the three capital cities. Through their present initiative, the three partners presented these plans to 12 municipal services in each capital city, and consolidated them into joint, coordinated action plans. The project also



provided intensive training to 50 staff members of municipal and governmental services on how to respond to emergency situations. The analytical and technical products of the project were consolidated in a training manual entitled "Organizing Seismic Protection Services," 1,000 copies of which were published by the Armenian partner. Copies of the text were made available at international seismic conferences, allowing the project partners to share their methodology with other specialists throughout the world.

#### **G024132 Chemi Kharagouli**

Corruption in Georgia remains a pressing concern, particularly in Georgia's regions, where lack of information and a low level of citizen mobilization decreases the local population's ability to effectively fight against corruption. One of the most important means of strengthening anti-corruption activities and citizen involvement is through capacity building of local media. EFG's grant to Chemi Kharagouli, the sole newspaper in Kharagouli in Western Georgia, successfully achieved its two major goals during its grant period, which were a) to strengthen the capacity of local media; and b) to increase anti-corruption monitoring activities in the region. As a result of the grant, Chemi Kharagouli increased its publication schedule from bi-monthly to weekly, further establishing itself as a fundamental source of information for local citizens without other channels for current and accurate information about Georgia at large. Chemi Kharagouli became a significant source of information on abuses of power and embezzlement of funds in the district's local government, publishing 38 special newspaper anti-corruption inserts, distributing 600 copies of anti-corruption brochures, and conducting seminars and roundtables in 20 district villages in order to educate the population in anti-corruption methods and local budget monitoring. The newspaper increased its editorial independence, improved its professional standards and successfully mobilized local citizens. The grant contributed to increasing the public's role in local decision-making and access to information, reduced the incidence and potential of corruption in the region, and strengthened the local media sector fundamental for sustainable anti-corruption activities.

#### **C024025 Georgian Association of Ecological and Biological Monitoring**

The transboundary nature of many of the world's water resources creates problems with management and ownership and is a potential source of conflict. To raise the public awareness of transboundary water resource issues in the South Caucasus, the Georgian Association of Ecological and Biological Monitoring and its Azerbaijani partner conducted a targeted survey of border-area water reservoirs on the Kura River in Georgia and Azerbaijan. Supported by an international expert, their survey sought to clarify the main sources of pollution and current system of water resource management. The partners utilized an electronic Geographic Informational System to gather and better organized the geographic and pollution-related data. To promote the survey findings, the partners published and distributed two brochures describing ecological, social, economic and legal issues of water usage on the Kura River. In addition, the partners created a website, <http://kurareservoirs.aznet.org>, which contains information on the primary geographic and qualitative aspects of water reservoirs in Kura River basin. A video film was also produced and distributed to mass media outlets. The partners' project helped to raise public awareness about water resource management and usage and attracted the positive attention of state institutions and international organizations focused on water-related issues.

#### **C024026 Caucasus Institute for Peace, Democracy and Development**

Due to political and economic barriers, the national mass media in the South Caucasus often lacks first-hand, objective coverage of events in neighboring countries. Working with its partners in Armenia and Azerbaijan, the Caucasus Institute for Peace, Democracy and Development established a cross-border information exchange network for journalists and editors in order to address this need. Using the project website ([www.caucasusjournalists.net](http://www.caucasusjournalists.net)) as the platform for their initiative, the network features an interview capability with newsmakers from neighboring countries; a regional market for analytical news articles; on-line forums on issues of professional and regional concern; and an on-line database containing information on journalists, mass media and related entities. The online interviews with newsmakers enjoyed the highest degree of interest from television and newspaper journalists; interviewees included the Armenian Minister of Foreign Affairs, leaders of political parties, and others. As a whole, the project facilitated the flow of news and information between the three countries by utilizing modern information technology.

### **C024029 CENN Network**

While political conflicts and the economic conditions divide the countries of the South Caucasus, water remains a key shared resource. All three countries are situated in the Kura-Araks river basin, and a number of rivers and tributaries in the region cross national or conflict boundaries. Working with their partners from Armenia and Azerbaijan, CENN sought to protect trans-boundary water systems from further pollution and mismanagement by raising public awareness about environmental and water protection issues. The partners' public awareness activities targeted the population and local governments in the Debet-Khrami subriver basin through a network of three Public Environmental Information Centers established in Akhtala (Armenia), Kazakh (Azerbaijan), and Bolnisi (Georgia). Over the course of the project, a series of seminars and roundtables were held at the Bolnisi Center for major stakeholders, including local government, NGOs, mass media, and international organizations. The roundtables provided a public forum for local government and officials from the Ministry of Environment to hear and respond to the concerns of the community. In addition, three region-wide seminars were organized by the partners in Georgia. These activities encouraged in-country partnerships between public, private, and government sectors, and developed cross-border venues for more open information exchange and cooperation.

### **G030033 60 Minutes - Union of Journalists**

One of the challenges to the emerging democracy in Georgia is the strengthening of independent media, particularly the media outlets involved in investigative journalism to fight corruption, increase public awareness and government's transparency and accountability. The project contributed to institutionalization of investigative journalism in Georgia to certain extent by creation of the independent school of investigative journalism "60 Minutes". The project helped the "60 Minutes" to acquire technical capacities and skills and make resonant journalistic investigations. The school of investigative journalism "60 Minutes" selected and trained 20 journalists out of 200 applicants. Most of the graduates were employed by various printed and electronic media, including regional media of Akhaltsikhe, Kutaisi, Batumi and Signaghi. Four graduates of the school started to teach investigation journalism at the regional universities. The project's main achievement is a group of professionally trained journalists-investigators, dissemination of knowledge and creation of additional resources for further development of investigative journalism. Sustainability of the project still depends on external funding and the grantee needs to improve management and fundraising to make the school of investigative journalism fully self-sufficient.

### **C034028 International Institute of Education Policy, Planning and Management**

The three South Caucasus countries are in the process of reforming the laws and policies regulating their tertiary education systems in order to bring these systems into line with international practice. While engaged in this reform process, the governments of the South Caucasus countries have a pressing need for sound policy recommendations and guidance. To meet this need, the International Institute for Education Policy, Planning and Management and its partners in Armenia and Azerbaijan analyzed the extent to which existing legislation and educational policies comply with the requirements of the 1997 Lisbon Convention on Higher Education. As part of their analysis, the Institute conducted a survey of stakeholders responsible for implementing the terms of the Lisbon Convention. The survey respondents included officials from the Ministry of Education, university administrators, and students who had studied abroad. Based upon the survey results and an analysis of the existing conditions, the Institute developed a comprehensive package of policy recommendations, which were distributed among the key stakeholders in Georgia. As a result of this work, the Institute was asked to assist the Ministry draft the law "On Higher Education," which was passed by the Parliament in December 2004. Many of the Institute's legislative recommendations are reflected in the new law. This project was co-funded by the British Government's Global Conflict Prevention Pool.

### **C034030 The Young lawyers Association**

In order to comply with the accession terms of the Council of Europe, the countries of the South Caucasus are in the process harmonizing their legislation and policies with internationally accepted norms, including those regulating mass media and freedom of speech. While the governments are the principals in this process, they have a pressing need for sound, well-researched policy recommendations and advice. The Georgian Young Lawyers Association and its partners examined the existing national legislation and regulations on mass media and freedom of speech, and conducted a comparative analysis to identify the extent to which this legislation complies with standards established by the Council of Europe and other international organizations. In addition, the partners also examined instances in which freedom of speech and the rights of journalists were violated following each country's accession into the Council of Europe. The results of the

analyses were used to formulate policy recommendations to bolster media and freedom of speech protections. In all the three countries, the partners were successful in facilitating stakeholder discussions on media-related legislation, drafting legislative changes and lobbying these changes with appropriate government and parliamentary representatives. In Georgia, the Young Lawyers Association introduced important changes to the law "On Freedom of Speech and Expression," which was subsequently passed by the Parliament in July 2004. Additionally, the project empowered a formal cross-border network of independent media advocacy organizations, which continues to monitor adherence to the principles of freedom of speech. The project was co-funded by the British government's Global Conflict Prevention Pool.

#### **G038013 Foundation for Development of Gymnasia #7**

The introduction of participatory pluralism and democratic methods of management in Georgian secondary schools are one of the key issues of the ongoing reforms in the national education system. Involvement of ordinary citizens in decision-making is one of the problems which Georgian schools have faced for years. The primary purpose of the competition launched jointly by EFG and OSGF was to increase financial transparency and establish participatory management of schools by active involvement of parents and pupils in decision-making, with ultimate goal to create a network of open community schools. The grantee basically implemented the project tasks and goals. For the first time the gymnasium #7 conducted elections of the school Trustees' Board and established the schoolchildren self-governance body, allocated and equipped a room for the board and created fully functional website with information about the school and the project, including quarterly reports on budget spending. As a result the school budget spending has become more transparent and accessible as compared to the pre-period. The project conducted survey of school staff, schoolchildren and parents to receive their inputs about desirable model of the school functioning. 40 parents and 10 school children participated in two seminars about fundraising and funds management. The brochure "School-Family-Society" was published and distributed. The School Code and school development strategy were adopted. Not every member of the board was sufficiently proactive in participating in the school management, advocating the interests and rights of pupils and monitoring the school activity. The project sustainability is problematic because of conflict of interests between the school headmaster and trustees' board.

#### **G038002 Association Legion of Democracy**

The introduction of the modern management in Georgian secondary schools and establishing of efficient school self-governance are key issues of the ongoing reforms of the national educational system. The competition - a joint initiative by EFG and OSGF aimed at assisting schools in the development of transparent and participatory management with ultimate goal to create an open community school network. The grantee addressed these issues on the basis of Tbilisi school # 44 by conducting 3 training and 7 seminars for the project beneficiaries (parents, teachers, pupils) to teach them all aspects of modern governance of school. Currently, the school has the properly trained and elected school trustees' board, parents are involved in the elaboration of the school development strategy, fundraising and have access to the information about the school budget. The grantee managed to improve the school board's access to information by developing a library and Internet in the school, publishing and distribution of 15 issues of monthly bulletins among the school board, other schools, Tbilisi city hall, and ministry of education and NGO community. The partnerships with various stakeholders have been established within the project.

#### **G038001 Association of Parents and Teachers**

The introduction of the modern management in Georgian secondary schools and establishing of efficient school self-governance are key issues of the ongoing reforms of the national educational system. The competition - a joint initiative by EFG and OSGF aimed at assisting schools in the development of transparent and participatory management with ultimate goal to create an open community school network. The grantee basically addressed these issues by creation of Trustees' Board comprised of parents. The board managed to increase to certain extent transparency of spending the donations to the school and got involved in the school management. Within the project 51 teachers, parents and school administration received training about organizational and financial management, strategy development, computer classes and essentials of trustees' board. The project published 15 issues of monthly newsletter "Open School" (2000 copies each), information leaflet about the school reform and distributed it in 9 local schools, NGO communities and newsstands. The newsletter contributed to the popularization of the educational reform. The grantee created room and facilities for smooth functioning of the school trustees' board. Other schools of Telavi have addressed the grantee to share experience and assist in establishing the open school principles. The open school network, however, needs consultative support and better cooperation with the school administration to fulfill its functions effectively.

### **G038009 Association of Parents and Teachers of Telavi Secondary School #1 "Patara Kakhi"**

The establishing of democratic methods of governance in Georgian secondary schools based on participatory pluralism involving parents and pupils in decision-making are one of the key components of the ongoing reforms in the national education system. The grantee was a winner of the competition announced by EFG and OSGF in order to create a network of open community schools. The grantee basically implemented the project tasks. The school #1 in the town of Telavi has the elected 11-member school Trustees' Board and elected board of pupils. As compared to the pre-grant period the cooperation and trust between the school administration, parents and pupils have significantly improved. The project polled 120 pupils and 20 teachers and revealed satisfactory level of information about educational reform. The main source of the information was 16 editions of the newspaper "Open School" (500 copies each) printed within the project and distributed in 9 schools of Telavi. The grantee conducted training and roundtables for parents and teachers about essentials of school management and education reforms. The training helped the board to eliminate the practice of compulsory donations, develop y pupil-friendly and participatory governance, resolve conflicts between pupils and teachers and increase to certain extent public control over the spending of donations to the school. The grantee trained 50 teachers, parents and pupils. The project received coverage by local TV Company. The project helped the school to receive additional resources for development and join the network of open schools.

### **G038004 Union of Parents - Physical and Mathematical Gymnazia of A. Razmadze "Tanadgoma"**

The introduction of the modern management in secondary schools of Georgia is one of the key issues of the ongoing educational reforms. The competition - a joint initiative by EFG and OSGF aimed at assisting schools in the development of transparent and participatory management with ultimate goal to create an open community school network. The grantee renovated and equipped the premises for the school board, which secured its smooth operation and enabled to become a viable body. The grantee organized election of the school trustees' board and trained the board (4 seminars with 75 participants) in modern methods of school management, including parents' participation and school strategy development. The opinion surveys have been conducted to define school priorities. The hot line for students and parents facilitated to gather feedback about school problems and provide information about the national examinations. As a result of the information campaign 64% of 350 representatives of the gymnasium which participated in the discussion of the new law on education supported the electivity of school headmaster. The grantee published and distributed newspaper "Open School" (18 issues) covering the project, and 5 brochures (1000 copies each) about education reforms, modern self-governance of school. The monitoring of the school budget was conducted by publicizing the spending in the information bulletins (800 copies). These publications improved public information and awareness of advantages of the open school model. The open school network, however, needs consultative support and better cooperation with the school administration to fulfill its functions effectively.

### **G039001 TV Company "Argo"**

An unbiased coverage of the parliamentary elections, and citizens' information and participation particularly in the regions with acute lack of information, are one of the compelling concerns for development of the local democracy. The equipping of the regional televisions with the modern technique in conjunction with trainings to allow live television pre-election debate about the most challenging issues in 2003 were to contribute to the increased transparency of the election campaign, involvement of all political players and facilitate fairness of the elections, active citizens' participation and increased citizens' awareness of their role in the elections and decision-making. The grantee addressed these issues only in part. After completing the first period, the TV company showed inability to manage the grant in accordance with EF regulations. The competition was a joint initiative of the Eurasia Foundation Georgia Office, Open Society Georgia Foundation- Mass Media Support Program and IREX Media Innovation Program. It was financed by the US Agency for International Development and OSGF.

### **G030065 Akhali Gazeti**

Creating conditions for broad-based and better informed citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. With a grant awarded through the Eurasia Foundation, IREX and OSGF 2003 competition "For improving coverage of elections related news in regional newspapers of Georgia" the "Akhali Gazeti" newspaper aimed to address these issues. After receiving a special training in the coverage of elections, the newspaper commissioned survey in three regions (Samtredia, Tskhaltubo Terjola) to determine public awareness of the voters' rights. On the basis of the survey, special newspaper inserts explaining voters' rights were published. The newspaper participated in the monitoring of ballot and

coverage of exit polls and developed articles covering election process. The new equipment allowed the newspaper to support the articles with photo evidences about violations during the ballot. In total 18 election-related articles devoted to the 2003 parliamentary elections and their follow-up were published. The activities within the grant contributed to the increased public awareness, which resulted in a public protest against vote rigging during the 2003 elections and the fair elections in 2004.

**G030072 Radio Company "Dzveli Qalaqi"**

Creating conditions for broad-based citizen participation in electoral processes and strengthening capacity and independence of regional media represent compelling concerns for emerging local democracy in Georgia. The involvement of regional radio stations in the broadcasting of live debates about the most challenging regional problems and the election-related issues was particularly important because television in the Georgian regions is frequently inaccessible due to persistent energy shortages. The competition - a joint initiative by the Eurasia Foundation, Open Society Georgia Foundation and USAID/IREX Media Innovation Program in 2003 aimed at addressing these issues. The radio station Dzveli Kalaki was one of the free-wheeling media outlets in Imereti region where suppression of freedom of information was high and the radio-station's equipment was damaged after assault. Despite problems in the run-up to parliamentary elections the grantee organized 25 live debates in the city of Kutaisi on a wide range of burning social-economic issues and secured the participation of 6 political parties, independent candidates, independent experts and ordinary citizens. The radio station produced the election-related news releases, which contributed to the increased public awareness of their role in the elections and informed decision-making during the ballot. The radio station enhanced the area of coverage, quality of broadcast and continues to operate with increased capacity.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$34,826.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>4</b>

**Sample Outcome Statements**

**C024032 Little Town**

In the South Caucasus, as in much of the former Soviet Union, the legislation regulating the protection, use and management of water resources is unclear, outdated and inconsistent with international standards. Through this project, the Little Town Union and their partners in Armenia and Azerbaijan focused on promoting reform of water-related legislation in the South Caucasus. The partners conducted a comparative analysis of water resource legislation in Armenia, Azerbaijan, and Georgia and evaluated the extent to which this legislation complies with international standards, especially those contained in European Union water management directives. Based on their research and analysis, the partners then developed a set of recommendations for policymakers. The recommendations were published in a booklet and 200 copies were distributed to members of parliament, the ministries of environment and other policy stakeholders. In addition, the partners held two national and three region-wide workshops for lawmakers and interested individuals from civil society organizations. As part of the project, Little Town Union received consultations from a TACIS-funded water expert, who assisted the partners formulate their cross-border comparative analysis and also assisted in facilitating the regional stakeholder events. In order to provide public access to the project results, the partners created a joint website, which contains information on the project, water-related legislation and relevant recommendations for all three countries, as well as a list of water-related projects active in the South Caucasus.

Georgia  
2003

Total Amount of Grants \$252,400.72  
Number of Grants 9

### 2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	3102	Counterpart Funding	\$0.00	Jobs Created	12
Female Beneficiaries	2444	New Partnerships	8	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	1
Male Trainees	19			Replications	
Female Trainees	18			Media Products	120

#### Sample Outcome Statements

##### **G036005 Information Centre of Kutaisi**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the Kutaisi Information center was to establish an effective, transparent and professional system of local governance in the city of Kutaisi (Imereti region), to foster citizen participation in decision-making processes, facilitate equal access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to achieve the indicated goals, the grantee developed a demand driven comprehensive database, organized 6 public meetings on the issues of local budget, 17 trainings for NGO representatives, provided relevant social and economic information to the local government officials and citizens, developed and distributed 18 monthly information bulletins. Up to 1450 citizens received requested information in the center during the project. The center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

##### **G036008 Rustavi Civil Education Centre**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the Rustavi Information center was to establish an effective, transparent and professional system of local governance in the city of Rustavi, to foster citizen participation in decision-making processes, facilitate equal access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to achieve the indicated goals, the grantee developed a demand driven comprehensive database, organized open public meetings, provided relevant social and economic information to the local government officials and citizens, developed and distributed 15 monthly information bulletins. Up to 1150 citizens received requested information in the center during the project. The center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

##### **G036009 Gori Information Centre**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the project was to establish an effective, transparent and professional

system of local governance in the city of Gori, to foster citizen participation in decision-making processes, to facilitate access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to achieve the indicated goals, the Gori information Center developed a demand driven comprehensive database, organized open public meetings, provided relevant social and economic information to the local government officials and citizens, developed and distributed monthly information bulletins. Up to 900 citizens received requested information in the center during the project. The Center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

#### **G036010 Association of Local Governments of Racha-Lechkhumi and Kvemo Svaneti**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the project was to establish an effective, transparent and professional system of local governance in the region of Racha-Lechkhumi, to foster citizen participation in decision-making processes, facilitate equal access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to achieve the indicated goals, the grantee developed a demand driven comprehensive database, organized 7 public meetings on the issues of budget, unemployment, and healthcare, provided relevant social and economic information to the local government officials and citizens, developed and distributed 16 monthly information bulletins. Up to 450 citizens received requested information in the center during the project. The center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

#### **G036016 Telavi Information Centre**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the Telavi Information center was to establish an effective, transparent and professional system of local governance in Telavi (Kakheti region), to foster citizen participation in decision-making processes, facilitate equal access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to achieve the indicated goals, the grantee developed a demand driven comprehensive database, organized open public meetings, provided relevant social and economic information to the local government officials and citizens, developed and distributed 18 monthly information bulletins. Up to 650 citizens received requested information in the center during the project. The Center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

#### **G036017 Lagodekhi Information Centre**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. There are various difficulties faced by local governments in Georgia, in particular, the lack of transparency, the shortage of professionalism, skills and knowledge of LG members and staff that limit their ability to perform duties in an efficient manner. The competition "In Support of Local Government in Georgia" was announced by the EFG in 2003 to establish local information centers in various regions of Georgia. The competition was co-financed by the USAID and Swiss Development and Cooperation Agency. The aim of the Lagodekhi Information center was to establish an effective, transparent and professional system of local governance in Lagodekhi (Kakheti region), to foster citizen participation in decision-making processes, facilitate equal access to information resources for both local government and citizens, and enable local government bodies to better realize community needs. In order to

achieve the indicated goals, the grantee developed a demand driven comprehensive database, organized public meetings on local budget issues, provided relevant social and economic information to the local government officials and citizens, developed and distributed 18 monthly information bulletins. Up to 350 citizens received requested information in the center during the project. The center later became a part of Network of Local Information Centers established by LGIC linkage project, the Partnership for Social Initiatives. The Network unites nine information centers throughout Georgia.

**G030052 Civil Society Institute, Tbilisi**

The main goal of the project was to facilitate the advancement of public policy and administration in Georgia by improving the qualifications of public servants. Within the project the Georgian School of Public Policy was established. During the project duration, three cycles of trainings have been conducted for more than 60 participants from different ministries, Georgian parliament and other governmental structures. The trainers, who have specially elaborated courses on public policy, used as training materials, were highly qualified specialists possessing degrees in public administration or relevant fields. Upon completion of the trainings, the trainees were awarded special certificates. The majority of the trainees have remained on their positions besides considerable reductions at governmental agencies caused by reforms, and a number of ministries have approached the CSI requesting to train their staff. As these trainings are short-term, public servants are having a possibility to participate without being deprived from their jobs. As a result of the project, professionalism of public servants, involved in the project, has improved, allowing better policy formation and decision making processes at public policy structures.

**G036020 Partnership for Social Initiatives**

The process of local government development and decentralization is a relatively new experience in transitional Georgia. Among the various difficulties faced by local governments in the country are the lack of transparency, demonstrated by the limited access to public records, the shortage of professionalism of LG members and staff. The competition for the Local government Information Centers (LGIC) and the subsequent tender for the linkage grant aimed to address these issues. The grantee developed a linkage program for nine LGIC's throughout Georgia, the recipients of the grants. The grantee built a common information database for LGIC and a website, promoted coordination between the centers establishing access to electronic communication system, developed LGICs capacity through trainings, seminars and various joint activities. In addition, the grantee facilitated creation of the Network of Local Information Centers (NLIC) consisting of all LGICs and also became its member. The grant was a joint effort of the EFG and Swiss Development Agency in Caucasus (SDC).

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$68,419.38</b>
<b>2004</b>	<b>Number of Grants</b>	<b>4</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$11,980</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>5</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>22</b>			<b>Media Products</b>	<b>5</b>

**Sample Outcome Statements**

**C034025 Union New Art**

Like many other sectors in the economies of the South Caucasus, the market for fine art and other cultural products faces significant constraints. A lack of professional skills among art dealers and gallery owners and weak business connections are among the deficiencies hampering the formation of an effective regional art market. Working with its partners from Armenia and Azerbaijan, New Art Union sought to further the development of the contemporary visual art market by addressing these weak points. The partners conducted a series of activities that paved the way to the region's first art exhibition entitled "Caucasus Art Expo 2004." Their activities included conducting marketing



research on the art market in the region, providing a series of marketing training for art sector professionals, and creating a database of contemporary visual art and crafts. Additionally, the partners promoted the art expo by publishing a catalog and launching a website. Through these activities and the Expo itself, more than 1,200 art works were exhibited and more than 15,000 people took part in the event. The partners' initiative strengthened the knowledge of the cultural professionals and furthered the integration of the region's fine art market.

#### **C034044 Georgian Foundation of Culture and Art**

The transition to a more market-based economy in the South Caucasus has been very difficult for the crafts industry. Often sole proprietorships located in rural areas, crafts business owners have few opportunities to improve their skills in business management, marketing or financing. In addition, local markets for crafts are rather limited. As a result of these constraints, many crafts businesses are on the verge of disappearance. The Georgian Foundation of Culture and Art and its partners in Armenia and Azerbaijan developed a linkage proposal focused on developing the crafts industry in South Caucasus. The project proposed to advertise and sell crafts via the Internet. The project envisaged establishing a region-wide e-portal, which would contain a database of craftsmen and their products, and allow their products to be sold to an international market online. The proposed project would lead to increased market access for crafts business owners and would establish a network of professional craftsmen working in the South Caucasus region. This linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion, but was not recommended for funding.

#### **G040019 Civil Society Support Center**

The small business sector in Georgia suffers from a lack of training, access to financing and institutional support. While international organizations have offered discreet trainings and short-term consultancies to the SME sector, there are few institutionalized mechanisms for supporting small business in Georgia. Business incubators, which are widely used to provide hands-on management, access to financing and technical support to start-ups and early-stage small companies, have not been yet introduced in Georgia. The grantee aimed to fill this gap in the small business assistance market by developing an operational framework for a business incubator based on the study of the needs of local entrepreneurs. The project co-funded by World Bank Information for Development Fund included a qualitative and quantitative survey of the needs of Georgian small businesses for incubation-type assistance, which served as the basis for the development of a detailed operational framework, an incubator business plan and related promotional activities. The project prepared the groundwork for the establishment of a business incubator in Georgia. Currently the grantee is working with Tbilisi Municipality to secure an office space for a business incubator. A fundraising campaign targeting governmental agencies and international organizations is being carried out to cover the costs associated with the establishment of an incubator.

#### **G040045 Business Initiative for Reforms in Georgia (BGR)**

For many years the policies led by the Georgian government were flawed by the lack of adequate economic analysis. The new government brought to power through the revolutionary change has expressed its determination to shift to informed policy-making. The project sought to meet the need for an analytical base for economic reforms through the research of the quality of microeconomic environment, public institutions and technologies in the framework of the World Economic Forum Global Competitiveness Report. The grantee conducted a survey of top executives of Georgian businesses. The results of the survey together with the hard data were analyzed by Global Economic Forum experts. The analysis was incorporated in the 2004-2005 Global Competitiveness Report. The grantee organized a national release of the report through the presentation attended by top representatives of the government and the private sector. A special presentation of the report was held at the Business Council established at the Prime Minister's Office. From this year onwards similar surveys and analyses of the Georgian business environment will be conducted annually at the expense of the World Economic Forum. It will provide the basis for the assessment of the effectiveness of different policies led by the Georgian government.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$92,326.45</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>164</b>	<b>Counterpart Funding</b>	<b>\$18,758</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>506</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>6</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>3</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>36</b>			<b>Media Products</b>	<b>26</b>

**Sample Outcome Statements**

**G030088 Sociological Research Center**

The parliamentary election in Georgia on November 2, 2003 had a decisive role in defining the democratic perspectives of the country for its foreseeable future. It was important to ensure that the Georgian voters to make well-informed decisions, at the same time they would keep the vote calculation procedures open, transparent and reliable. The project envisaged fair information coverage of 2003 parliamentary and 2004 presidential elections in Georgia and to establish the real picture of the elections in Georgia through conducting of nation-wide public opinion research polling, nation-wide exit polling during the election days and regular and timely publicizing of the results through independent TV companies. The peaceful protest of people of Georgia - the Rose Revolution was a consequence of distrust of voters in the election results and articulated claims based on the exit polls, parallel voters' tabulation and civil observation of the election process. The project involved cooperation of different parties and donors both Georgian and international. The project envisaged participation of an expert for Global Strategy Group (US) and training and adoption of international standards and methods regarding exit polls. This contributed to increase of public trust in the results of the exit poll results and facilitate public discussion about the election process itself. Additionally the project contributed to development of local capacity to conduct impartial and quality researches regarding the election processes. The project was a result of cooperation of Center for Sociological Research (CSR), Global Strategy Group (GSG, USA), Institute of Polling and Marketing - Georgia (IPM), Business Consulting Group (BCG), TV Company Rustavi 2 and is financed by the Eurasia Foundation (U.S. Agency for International Development (USAID), Open Society - Georgia Foundation, Swiss Development Agency (SDC) and British Council.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$32,253.53</b>
<b>2004</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>1</b>

**Sample Outcome Statements**

**G040061 Georgian Young Lawyers Association**

Among the institutional challenges that Georgia faces, the lack of a centralized system of citizens' registration has been perceived as one of the most compelling. Corruption and lack of transparency in the registration field have left numerous local residents without new ID's and passports; have impeded fair elections, and fair distribution of social assistance. To respond to the problem, the Georgian Young Lawyers association, in cooperation with the Ministry of Justice of Georgia developed an appropriate model to be used to set up Georgia's first centralized civil registry. GYLA conducted comparative research on public registration in Baltic States and analysed legislation in Georgia. In addition, GYLA elaborated the

recommendations for improving the legislative framework and defined the consecutive steps for creating the civil registry. As result of the project, a transparent and non-expensive process of registration and issuance of personal documents has been launched and the development of the electronic civil registry has been initiated.

## Kazakhstan

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$39,960.00</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

### 1.4 Competitive Responsive Financial Sector

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>0</b>

#### Sample Outcome Statements

#### **W000080 Small Enterprise Assistance Funds**

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$133,024.53</b>
<b>2002</b>	<b>Number of Grants</b>	<b>4</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>21</b>	<b>Counterpart Funding</b>	<b>\$12,920</b>	<b>Jobs Created</b>	<b>36</b>
<b>Female Beneficiaries</b>	<b>79</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>6</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>132</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>264</b>			<b>Media Products</b>	<b>3</b>

#### Sample Outcome Statements

#### **A010274 Kazakhstan Credit Loan Fund**

Despite the expansion of lending services in Kazakhstan, commercial banks do not reach micro-entrepreneurs, who often cannot provide collateral to meet banks' lending requirements. The grantee, which provides small loans to micro-entrepreneurs who don't have collateral, is one of the country's leading non-bank lending institutions. The project supported the development of small businesses through the expansion of access to micro-credit and also provided training seminars for the owners of new businesses. The grant also covered operating expenses for the Almaty branch, allowing it to open an additional branch. The grantee also gave trainings for 147 specialists in micro lending from Central Asia. The Almaty branch has given 78 micro-loans to new business owners. In total 38 new businesses were created and another 877 more received assistance during the grant. Following this grant, the Kazakhstan Loan Fund continued to expand its branches, and the Fund is now the most prolific non-bank lending institution in the country.

**W010152 Aid to Artisans, Inc.**

Central Asia is legendary for its skilled craftspeople, yet they have very little access to interested consumers. This problem has been compounded by the general decline in worldwide travel after September 11, 2001 and the ensuing conflict in neighboring Afghanistan, which resulted in a halt to almost all tourist travel in Central Asia. To address this problem, Aid to Artisans received a grant to assist its partner, the Central Asia Craft Support Association (CACSA), in expanding the access of local artisans to external markets. Together, they established an infrastructure for export, exposed the work of local artisans to international trade shows in the US and Europe, and increased local sales opportunities. A total of \$211,395 in FOB and local retail sales were generated over the course of the grant, representing a US retail equivalent of approximately \$1.2 million. While \$49,251 of these sales were local, export sales of \$153,174 were significant achievements, thus radically strengthening the link between makers of handicrafts and foreign markets. CACSA managed the majority of these export sales, thereby increasing its capacity to provide valuable services to its members. Membership in the organization grew 65% over the course of the grant, from 23 members in 2002 to 38 members in 2004.

**A020083 Farmer's Fund of Kazakhstan**

The dearth of readily available credit for rural dwellers is one of the pressing problems of agricultural development in Kazakhstan. A large portion of bank loans are inaccessible for small-scale farmers due to high collateral demands as well as slow and cumbersome application procedures. One option for improving the situation is to create rural credit unions using funds raised among the farmers themselves. At the time of this project, there did not exist a single model for creating rural credit unions in Kazakhstan. The main goals of this grant were to develop a mechanism for borrowing via credit unions, and to lay the legal and public awareness groundwork for the development of credit unions in Kazakhstan. Under the project the grantee held a round table entitled "Rural Credit Cooperatives in Kazakhstan: Potential and Paths of Development", which was attended by 62 representatives of microfinance institutions, rural associations, government agencies and other agriculture specialists. The grantee wrote and published 500 copies of "The Guide to Creating Agricultural Credit Cooperatives in Kazakhstan". Additionally, a film was made based on the results of the round table about the problems of access to capital in rural areas, which was broadcast on a leading local TV station. However, due to the closure of the grant ahead of schedule the long-term objectives of the project were not fully attained. The publication of brochures was supported by the Friedrich Ebert Foundation.

**A010251 Association of Industrialists and Entrepreneurs of Ekibastuz City**

The city of Ekibastuz is one of the largest centers of the coal industry in Kazakhstan. Ekibastuz is one of numerous cities in the country with a monosectoral economy: 92% of industrial production is generated by the coal mining and energy industries, which creates distortions in the region's employment demographics. One of the problems related to the city's atypical employment distribution is poorly developed infrastructure for small and medium business. This project aimed to create a mechanism of comprehensive support for entrepreneurship in the city of Ekibastuz, including education, information and consulting programs for small businesses. The grantee, the Ekibastuz Association of Manufacturers and Entrepreneurs (EAME), created a resource center providing the city's entrepreneurs with access to the Internet, business literature, and the law database "Lawyer". The center's professional staff conducted 14 seminars on business questions, at which 167 people received training. The resource center has continued to hold trainings after the conclusion of the grant, implementing contracts for the city administration. In October 2003, EAME was named best public organization of entrepreneurs in the oblast.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$34,804.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>8</b>	<b>Counterpart Funding</b>	<b>\$30,000</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>3</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>28</b>

### Sample Outcome Statements

#### **A020142 Tele-Radio Company 31 Channel Co., Ltd.**

During the period of the preparation and implementation of this grant, the situation concerning free speech in Kazakhstan reached a critical level. According to the data of Adil Soz, an NGO dedicated to the protection of free speech, in 2002, 11 Kazakhstani media outlets were shut down, five newspapers had their activity suspended by court ruling, 11 publications and media directors were fined, five internet sites were blocked, 26 attacks were made on journalists, and 266 media outlets were refused the right to broadcast information or receive proper accreditation. To draw the public's attention to free press issues and increase civil activism in this sphere, television outlet Channel 31 implemented a project to produce the talk show "The Press". Under this project the grantee produced and broadcast 28 shows, four times monthly, of which two were particularly popular and were rebroadcast. The broadcast of pilot programming on free speech in Kazakhstan did not immediately solve existing problems, which indeed was not one of the short-term project goals. However, this project helped to focus public attention on the issue of freedom of speech in Kazakhstan. This pilot project gave the grantee, and part of the Almaty media community, the unique opportunity to address freedom of speech and journalism issues, which has set a precedent and will assist in developing new ways of engaging the public in free speech issues in the future.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$92,481.89</b>
<b>2003</b>	<b>Number of Grants</b>	<b>7</b>

#### **1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>110</b>	<b>Counterpart Funding</b>	<b>\$57,165</b>	<b>Jobs Created</b>	<b>74</b>
<b>Female Beneficiaries</b>	<b>69</b>	<b>New Partnerships</b>	<b>6</b>	<b>Businesses Formed</b>	<b>4</b>
<b>Organizational Beneficiaries</b>	<b>292</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>63</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>86</b>			<b>Media Products</b>	<b>17</b>

### Sample Outcome Statements

#### **A030103 Association of Agricultural Producers Uigentas-Agro**

The local population in the Alakol district of Almaty region rarely benefited from the revenues that went to nearby tourist agencies, which contributed to a lack of a sense of ownership and, in many cases, neglect of their environment. The grantee renovated five guest houses, conducted environmental protection programs for local school children, and strengthened cooperation with the Lepsinsk nature reserve. The grantee also initiated business contact with other tourist agencies in Kazakhstan. Twenty local residents participated in training seminars that led to their involvement in entrepreneurial activities such as selling handicrafts and managing guest houses. Despite these efforts, the project suffered from low tourist volumes because the reserve is located in a restricted zone near the Chinese border. It takes more than three weeks to arrange proper documentation for a visit. An evaluation conducted by the Foundation for Integration of Environmental Culture revealed that there is potential to attract a greater flow of tourists if the grantee can improve the management of contracts, register local businesses and simplify the border pass documentation process. This project was co-funded by Shell Companies of Kazakhstan, the Organization for Security and Cooperation in Europe, and VSO, as part of the Eurasia Foundation's Kazakhstan Ecotourism Initiative.

#### **A030109 Youth Public Association Ecological and Tourist Center TEK**

International and domestic tourist-pilgrims consider Mount Belukha (East Kazakhstan) a powerful spiritual site. As a result of a high volume of visitor traffic along a single trail, though, the site needed a comprehensive, methodological approach to protecting Belukha's pristine surroundings. In order to address this need, the Eurasia Foundation helped the grantee establish tourist services to encourage visitors and stimulate economic growth under conditions that benefited the local population and protected the environment. The grantee coordinated the services of local residents - owners of guest houses, producers of food products, artists and tour service providers. The grantee also helped set up a civic initiatives committee to formulate steps to overcome the village's economic and ecological problems. The grantee organized environmental summer camps, ecology clubs, and a Green Patrol ecological brigade, attracting

dozens of schoolchildren and university students to the national park and increasing awareness of environmental issues. The grantee also developed six new trails to Belukha. This project was co-funded by Shell Companies of Kazakhstan, the Organization for Security and Cooperation in Europe, and VSO, as part of the Eurasia Foundation's Kazakhstan Ecotourism Development Initiative. The project was implemented with Shell's contribution with leveraged funding from the Eurasia Foundation (EF), the OSCE and VSO.

#### **A030108 Public Development Center Bars**

Local communities around the West-Altai state natural reserve in eastern Kazakhstan had never considered ecotourism for creating a sustainable source of income for locals or for fostering their appreciation of local natural resources. In order to encourage the local population to take part in ecotourism, the grantee built and renovated several trails and campsites and conducted two training seminars for 20 local residents on how to become involved in ecotourism. In order to expand its institutional links, the grantee participated in tourist fairs in Russia and Germany and established business contacts with tourist agencies in Novosibirsk and St. Petersburg, Russia and in Germany. The grantee encountered difficulty because of institutional obstruction from the park authorities. The grantee was unable to procure a license to bring tourists to the preserve. The grantee is still attempting to obtain a license and may be able to finish renovation on three trails within the coming months, which appears likely as their relationship with the reserve authorities has improved. This grant is part of the Eurasia Foundation's Kazakhstan Ecotourism Development Initiative, co-funded by Shell Companies of Kazakhstan, the Organization for Security and Cooperation in Europe, and VSO.

#### **M037120 Omsk Chamber of Trade and Commerce**

Russia and Kazakhstan share one of the longest borders of any of the countries in the CIS. Therefore, it is extremely important for the economies of both countries to develop effective and transparent cross-border relations, specifically simplified customs procedures for businesses. To increase cross-border cooperation, the project team created a special resource center for business people. The center provides consultation and technical assistance on various customs, tax, and logistics issues. The grantee also published four customs-related brochures, organized a cooperative business exchange for about 200 Russian and Kazakhstani entrepreneurs, and conducted three joint expert discussions on problems facing cross-border businesses. The recommendations (to simplify administrative procedures) were delivered to the State Customs Committee and the Tax Ministry. The project was implemented in close cooperation with the Northern Kazakhstan Chamber of Commerce and Industry, whose activities were funded by the Almaty Regional Office of the Eurasia Foundation. This grant was the first cooperative approach that resulted in concrete steps to solve business problems regarding customs regulations.

#### **A030101 Tulkubas Regional Ecological Society Wild Nature**

Ecotourism offers underserved segments of the population of the opportunity to participate both in nature preservation and income generation. To help promote ecotourism in Kazakhstan, the Eurasia Foundation supported the Aksu-Zhabagly Nature Preserve project in the South Kazakhstan oblast, the first nature park created in the Soviet Union. The grantee trained local residents in business and language skills, secured local government support through additional land allocation, and established collaborative relationships with state tourist agencies and other organizations. As a result, this project generated more than 1000 tourists in 2004 and more than \$20,000 in income for local residents, and it created more than 40 jobs. This project helped lead to the creation of an ecotourism network for NGOs. This project was co-funded by Shell Companies of Kazakhstan, the Organization for Security and Cooperation in Europe, and VSO, as part of the Eurasia Foundation's Kazakhstan Ecotourism Development Initiative.

#### **M037118 Saratov Chamber of Trade and Commerce**

Russia and Kazakhstan have one of the longest borders among the countries of the CIS. Therefore it is extremely important for the economies of both countries to develop effective and transparent relations, including simplified customs procedures for businesses. To facilitate cross-border cooperation, the project team developed the Internet site [www.bezgranic.ru](http://www.bezgranic.ru), gathered information on perspective investment projects, summarized customs, tax and logistics procedures, and made this information available to businesses in both countries. More than 20,000 people visited the Internet site. The grantee provided about 180 consultations, trained more than 60 people, and published

three brochures and a guidebook on customs regulations. Thanks to the grantee's efforts, simplified customs procedures were introduced in one of the Saratov Oblast customs offices, which decreased the paperwork for business people by 15-20 percent. The project was implemented in close cooperation with the Uralsk Small Business Center, whose activities were funded by the Almaty Regional Office of the Eurasia Foundation. This grant is the first such cooperation that resulted in concrete steps to solve small business problems in customs regulations.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$146,079.98</b>
<b>2003</b>	<b>Number of Grants</b>	<b>9</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>26</b>	<b>Counterpart Funding</b>	<b>\$3,731</b>	<b>Jobs Created</b>	<b>34</b>
<b>Female Beneficiaries</b>	<b>46</b>	<b>New Partnerships</b>	<b>67</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>20</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>195</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>215</b>			<b>Media Products</b>	<b>140</b>

**Sample Outcome Statements**

**A020186 Corporative Foundation Amanat**

Kazakhstani law defines four forms of orphan care, of which three function in Kazakhstan today. These three include adoption, institutional (orphanage) care, and guardianship. This project was designed develop foster care as an alternative form of orphan care involving the temporary placement of children in foster families, ideally paid for by government subsidies. Foster care requires the identification of families to take in orphans and to provide an atmosphere where a child can socially adapt to standard familial relationships and gain experience and self-confidence to function in society. In order to develop alternative forms of orphan care and to improve social attitudes towards orphans, the grantee developed a pilot project to implement foster care in the city of Almaty. The grantee successfully placed 96 children in foster families, where they spent over two months of their summer vacation. A careful selection of foster families and psychological training for them were conducted in advance. Careful interviews of the children by psychologists and social workers showed that the orphans' experiences were overwhelmingly positive. Additionally, as a result of the project, three children were adopted by their foster families.

The grantee also conducted a public awareness campaign to improve attitudes towards orphans. This campaign produced 18 articles published in print media, 29 video segments produced for television and information agencies, and two promotional advertisements for television. Unfortunately, the promotional videos where broadcast at night on cable television, which limited their viewership significantly. In all, the pilot foster care project successfully proved its value as a viable alternative form of orphan care in Kazakhstan by providing orphans with experience living in a family and the opportunity to gain experience in an array of social situations, helping them to adapt to life after the orphanage. This project served as a model for the expansion of foster care in five Kazakhstani regional cities in 2004. This project was supported by Philip Morris Kazakhstan and Kidsave International.

**A030077 Association of School Public Organizations**

The problem of insufficient government financing for state schools is reflected in schools' constant demands for additional funding from parents of schoolchildren. Many of these funds are raised through School Parent Committees (SPCs, similar to American PTAs). Under this project the grantee conducted a survey of parents to determine the degree of their engagement in the process of school budget implementation. Of the over 7,000 parents polled in several Kazakhstani cities, almost no parents were involved in the budget process. As part of the project, the grantee conducted a roundtable with representatives of the Ministry of Education to involve the government in the project. In order to identify and increase parental engagement in school budget implementation the grantee conducted seminars on holding public hearings and citizens' forums for representatives from 16 regions. As a result of these seminars, local SPCs conducted public hearings in the cities Rudnyi, Kokshetau, Almaty, Shymkent and Astana, at which Ministry of Education representatives not only took part, but also themselves conducted a review of school budget funding. All of the recommendations and findings of the grantee and participants of the hearings were



presented to the Ministry of Education and Science at a final meeting in Astana. The grantee's work together with the public hearings led to the development of mechanisms for parental engagement in the formation and implementation processes of school budgets, which are currently being reviewed by the ministry. Additionally, during and immediately after the project's implementation, the number of SPCs increased manifold, including in a majority of schools in the cities Rudnyi, Kostanai, Kyzylorda, Karaganda, and Temirtau. This project is part of the Kazakhstan Open Budget Initiative.

**A030068 Ust-Kamenogorsk City Public Association of Youth for Future of Kazakhstan**

In Kazakhstan, the processes of budget preparation and implementation are largely inaccessible to the public. The goal of this project was to increase transparency and citizen engagement in the development and implementation of the budget for youth programs in the city of Ust-Kamenogorsk. The grantee developed recommendations on the budget, which were presented at a meeting of NGOs, representatives from relevant government agencies, and city council members. Additionally, the grantee produced a synopsis of materials and experience deriving from project activity, and presented it together with a tested model of NGO participation in the budget preparation process at a conference dedicated to this issue. An independent evaluation showed that the efforts of youth organizations (including the grantee) led to the inclusion in the official city budget requisition of additional youth programs totaling approximately \$5,000.

**A020119 Oblast Universal Scientific Library Named After Sabit Mukanov**

In order to establish a civilized dialogue between regional government bodies, business, and civil society, this grant funded the creation of a press club in the city of Petropavlovsk. To assist regional media outlets, of which there are more than 100 in the oblast, the grantee held two seminars on coordinating cooperation between the press club and regional media. During the project period the press club held 19 press conferences. Additionally, the grantee launched an Internet chat room for journalists, which was supported by IREX. Now local journalists have greater access to information over the Internet from colleagues in other oblasts.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$110,255.64</b>
<b>2004</b>	<b>Number of Grants</b>	<b>10</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>66</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>14</b>
<b>Female Beneficiaries</b>	<b>126</b>	<b>New Partnerships</b>	<b>12</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>3</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>173</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>397</b>			<b>Media Products</b>	<b>55</b>

**Sample Outcome Statements**

**A040023 Zhambyl Branch of Public Association Republican Council of Women**

The Zhambul branch of the Republican Women's Council, located in the city of Taraz, implemented this project to increase civic participation in school budget planning in Baizak district of Zhambul oblast. To assess the degree of citizen activism regarding local school budget planning, the grantee conducted a survey that revealed that almost no one participated in or was even aware of the budget formation process. This fact, juxtaposed with the abject condition of the schools, prompted the grantee to analyze the budgets of 42 district schools. The grantee's study indicated that the main reason for poor instruction in schools was imbalanced budgets: for several years hardly any funding had been allocated to the physical upkeep of district schools. The grantee then monitored government funding allocations to schools and organized public hearings on the topic. The project activity catalyzed a series of positive changes in Baizak district. After 15 years of inaction, local authorities allocated funding to complete construction of a Kazakh school in one of the towns of the district. Additionally, the poor performance of schools led to a reevaluation of school management throughout the district, as a result of which five directors were fired and

four more were placed on provisional contracts. Now in the district it has become common practice to invite school representatives to sessions of the budget planning committees devoted to school issues. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

#### **A040028 Center of Justice**

In Kazakhstan, the processes of budget preparation and implementation and information on them are largely inaccessible to the public, lack of mechanisms for measuring results, and consequently often do not address the needs and desires of constituents. The Center of Justice's project was designed to increase citizen participation in the monitoring of government programs nationwide through media exposure and engagement of government officials. The grantee developed and conducted a training seminar for representatives of the media and awarded prizes for articles containing the most informative and incisive objective reporting on government budgets. The project increased media coverage of government budgets and promoted citizen participation in the municipal budgetary process. The most significant result was bringing the opacity of the budget process to the attention of the government itself as well as to the general population. For instance, during the Center of Justice's September 28 round table held in Temirtau, the issue of municipal funding of dairy products for newborns was raised. To the surprise of the parliamentarians and city councilors present, they discovered that funding had not been allocated for such purposes in the municipal budget. At that very round table, participants vowed to raise the issue of funding for dairy products for newborns during 2005 budget hearings and the department of health was charged with preparing a budget requisition. Additionally, the Center of Justice was able to attract so many NGOs from across Kazakhstan to its training in large part thanks to contacts made with NGOs during the Open Budget training held earlier in the year by EF in Almaty. Thus, the grant recipient was able to build on earlier work conducted under the Open Budget Initiative. This grant was co-funded by the British Government under the 2004 Kazakhstan Open Budget Initiative.

#### **A040038 Institute of State and Local Administration**

In the Iliyskiy area of Almaty, administrative budgets do not properly reflect the needs or expectations of the citizens. For example, restoration of an administration building is not a priority according to the population, whereas repairing roads should be. This project was designed to increase the accountability of executive governments in Kazakhstan for the planning and implementation of state budgets at the local level. The grantee conducted a series of activities in one suburban-rural district to increase citizen participation in and government accountability on the maintenance and improvement of public places. A manual on alternative budget formulation was created and areas in need of administrative funding or repair were identified and prioritized. One hundred twenty-four civil servants were trained in the budget process. However, the cooperative alternative budget was submitted too late to be included in the current year's budget plan, meaning that the recommendations it contained were archived for use in following fiscal year. Nevertheless, the success of the grassroots review process prompted the secretary of the district council to recommend conducting a similar public review of all budgetary expenditures. This grant was part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development

#### **A040083 Public Association Center for Initiative Support**

According to the results of a study conducted by the Women's League of Creative Initiative, the number of orphans in Kazakhstan grows steadily from year to year, most of them winding up in often overcrowded orphanages. To address this urgent problem, a number of alternative forms of orphan care have recently been introduced in Kazakhstan; the Eurasia Foundation and Philip Morris Kazakhstan have jointly launched a five-city program to promote foster care, including this project in the city of Shymkent. The program's key component consists of placing children in foster families for a predetermined period to enable them to enjoy family life and mature socially and emotionally. The grantee conducted a public awareness campaign to improve popular attitudes towards orphans, including round tables and seminars with journalists held at Orphanage No. 3. Then the grantee conducted a meticulous psychological review of potential foster families and children from orphanages to participate in a foster care program lasting the summer months and fall holidays. Through this program 31 orphans lived with 23 foster families. Despite the fact that at the end of the project none of the children had been adopted, the program was considered a success because all parents developed close relationships with their foster children that continued after the orphans' return to their orphanages. At the end of the project a psychological study demonstrated that the foster children's behavior changed in a positive manner-the children became more gregarious,

less guarded, and more self-assured in social situations. The grantee also continuously holds social events for the children and parents designed to make the relationships between them more durable and long-lasting. These events included the creation of a social club Dostar Alemi, which helped children organize social events, like a trip to an amusement park and a New Year's celebration. Based on the success of this project, the Eurasia Foundation and Philip Morris Kazakhstan decided to continue and broaden support of the foster care program in five cities in Kazakhstan in 2005.

#### **A040084 Public Association Women Club Tomiris**

According to the results of a study conducted by the Women's League of Creative Initiative, the number of orphans in Kazakhstan grows steadily from year to year, most of them winding up in often overcrowded orphanages. To address this urgent problem, a number of alternative forms of orphan care have recently been introduced in Kazakhstan; the Eurasia Foundation and Philip Morris Kazakhstan have jointly launched a five-city program to promote foster care, including this project in the city of Pavlodar. The program's key component consists of placing children in foster families for a predetermined period to enable them to enjoy family life and mature socially and emotionally. The grantee conducted a public awareness campaign to improve popular attitudes towards orphans, including round tables and seminars with journalists held at Orphanages No. 4, 13, and 25. Then the grantee conducted a meticulous psychological review of potential foster families and children from orphanages to participate in a foster care program lasting the summer months and fall holidays. Through this program 20 orphans lived seven weeks in 12 foster families. Despite the fact that at the end of the project none of the children had been adopted, nevertheless the program was considered a success because all parents developed close relationships with their foster children that prevailed after the orphans' return to their orphanages. At the end of the project a psychological study demonstrated that the foster children's behavior changed in a positive manner-the children became more gregarious, less guarded, and more self-assured in social situations. The grantee also continuously holds social events for the children and parents designed to make the relationships between them more durable and long-lasting. These events included a stroll on the River Irtysh, a trip to the circus, a birthday party, regular home economics classes, and trips to an amusement park, the ballet and an opera festival. Based on the success of this project, the Eurasia Foundation and Philip Morris Kazakhstan decided to continue and broaden support of the foster care program in five cities in Kazakhstan in 2005.

## Kyrgyzstan

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$39,960.00</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

### 1.4 Competitive Responsive Financial Sector

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>0</b>

#### Sample Outcome Statements

#### **W000080 Small Enterprise Assistance Funds**

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$20,000.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>10</b>	<b>Counterpart Funding</b>	<b>\$12,920</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>60</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>1</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>21</b>			<b>Media Products</b>	<b>0</b>

#### Sample Outcome Statements

#### **W010152 Aid to Artisans, Inc.**

Central Asia is legendary for its skilled craftspeople, yet they have very little access to interested consumers. This problem has been compounded by the general decline in worldwide travel after September 11, 2001 and the ensuing conflict in neighboring Afghanistan, which resulted in a halt to almost all tourist travel in Central Asia. To address this problem, Aid to Artisans received a grant to assist its partner, the Central Asia Craft Support Association (CACSA), in expanding the access of local artisans to external markets. Together, they established an infrastructure for export, exposed the work of local artisans to international trade shows in the US and Europe, and increased local sales opportunities. A total of \$211,395 in FOB and local retail sales were generated over the course of the grant, representing a US retail equivalent of approximately \$1.2 million. While \$49,251 of these sales were local, export sales of \$153,174 were significant achievements, thus radically strengthening the link between makers of handicrafts and foreign markets. CACSA managed the majority of these export sales, thereby increasing its capacity to provide valuable services to its members. Membership in the organization grew 65% over the course of the grant, from 23 members in 2002 to 38 members in 2004.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$15,267.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>181</b>	<b>Counterpart Funding</b>	<b>\$15,134</b>	<b>Jobs Created</b>	<b>230</b>
<b>Female Beneficiaries</b>	<b>49</b>	<b>New Partnerships</b>	<b>23</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>18</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>21</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**A027119 Association of Public Associations of the Refugees, Migrants and Ethnic Kyrgyz "Intersheriktesh"**

There has been significant migration from Tajikistan to the Kyrgyz Republic since 1993, as a result of the civil war in Tajikistan and of the resultant socio-political crisis. In 2002, the Department of Migrant Services of the Kyrgyz Republic estimated that over 8,000 refugees and 30,000 migrants from Tajikistan were living in Kyrgyzstan. Ninety percent of refugees are unemployed or hold only temporary work. In order to raise the standard of living among migrants and refugees from Tajikistan, the Eurasia Foundation (EF) awarded a grant to Intersheriktesh with financial and organizational support from Development Cooperation in Central Asia (DCCA). Grant activities led to the formation of 22 self-help groups that double as microcredit unions to develop ties, mobilize resources, and seek answers to migrants' and refugees' social problems. As a result of education and consulting funded under the grant, 269 group members and 1327 members were empowered to improve their own lives and the lives of close friends and family by raising their economic self-sufficiency. . The self-help groups formed a microloan portfolio with seed capital from DCCA, providing group members with access to credit. As a result, more than 80% of the members' families were able to rent over 300 hectares of farmland for agricultural and livestock businesses. In addition, group members opened two grocery stores, a pasta-making facility, an auto service center, a photo shop, and a cobbler's workshop. Another key result of the project was the foundation of the credit organization GSP Credit, now licensed by the National Bank of the Kyrgyz Republic, to offer additional microloans to migrants and refugees. The project also contributed to the integration into society of migrants and refugees. Upon completion of the project, the grantee Intersheriktesh, an NGO created by refugees, received a follow-up grant from EF and DCCA to form a similar group dedicated to promoting and defending migrants' and refugees' collective legal rights reflecting the grantee's institutional growth.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$184,665.02</b>
<b>2003</b>	<b>Number of Grants</b>	<b>10</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1226</b>	<b>Counterpart Funding</b>	<b>\$134,120</b>	<b>Jobs Created</b>	<b>184</b>
<b>Female Beneficiaries</b>	<b>2497</b>	<b>New Partnerships</b>	<b>13</b>	<b>Businesses Formed</b>	<b>13</b>
<b>Organizational Beneficiaries</b>	<b>378</b>			<b>Innovation</b>	<b>10</b>
<b>Male Trainees</b>	<b>251</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>1040</b>			<b>Media Products</b>	<b>62</b>

**Sample Outcome Statements**

**H030022 Economic Faculty of the KNU**

No fewer than 40 universities in the Kyrgyz Republic offer courses on finance as part of their banking, finance, or credit programs. However, until recently the only finance textbook available was published in Russia and is based on the Russian system, and therefore does not conform to Kyrgyz rules. To provide students with a more relevant text, the grantee commissioned three specialists to write a finance textbook that reflects the economic and financial reality in the Kyrgyz Republic. Eight hundred textbooks were published in Russian, five hundred in Kyrgyz. The grantee distributed the books

free of charge to 46 educational institutions, 4 libraries and 4 authors' collectives throughout the Kyrgyz Republic. According to a group of experts who gave an official assessment of the text, it could be successfully used as the main text for introductory finance courses. The text, which has been approved by the Ministry of Education for use in Kyrgyz Universities, has already been introduced and is actively used by several universities.

#### **H030024 Zaria**

In Naryn Oblast, one of the poorest regions of the Kyrgyz Republic, the unemployment rate is high and per capita income of the population is low. To address this problem, Public Association Zaria launched this project to transfer knowledge and technology to local artisans, in order to raise their incomes. As part of the project, ten artisans' workshops were created in the Naryn region. As a result of improved product quality and modern marketing methods, Zaria's income in 2004 was over \$5200, compared to 2003, when their income was \$1,000. In addition, Zaria sent two employees to the Association of Organizations Supporting Handicrafts Development in Central Asia (AOPRRCA) to be trained as consultants. These consultants later prepared an educational program entitled "Manufacturing Products for Export" for master artisans in Naryn Oblast and conducted training for 100 other artisans. Zaria created a catalog of their products, 325 copies of which were given to crafts distributors and artisans, which is posted on AOPRRCA's website. As a result, Zaria has already received several large orders from abroad.

#### **H030031 Bishkek State Institute of Economics and Commerce**

Tourism is an important industry in the Kyrgyz Republic and the principle source of income for many people. Yet at the start of this project there were neither high-quality training courses nor materials available to tourism-industry employees. To solve this problem, the grantee created a study program and textbook, which was subsequently approved by the Ministry of Education to be part of the state education curriculum. Now a number of university-level hospitality, tourism and hotel management programs use the materials and program methodology as part of their curriculum. As part of the project, the grantee also founded the Center for Ecotourism Growth to inform the general public about ecotourism. To this end, the Center held a roundtable discussion and a conference entitled "Perspectives for the Growth of Ecotourism in the Kyrgyz Republic", where 37 representatives of the tourism industry, international organizations, government agencies and universities were present. The roundtable produced a resolution on systematizing data collection, addressing professional training of tourism specialists, and coordinating the activity of donor organizations. The resolution and other ecotourism information was made available on the Center's website. In the near future the grantee will expand the Center's activities, with the goal of improving mechanisms for job placement for budding tourism professionals and practical training for tourism-industry workers.

#### **H020060 Association of the Consulting Companies**

The market for consulting services in the Kyrgyz Republic is a relatively new. At present, there are more than 100 consulting companies, but demand for their services has not yet developed. To support the growth and improvement of consulting companies in the Kyrgyz Republic, the grantee developed a study program and manual for local consultants. The grantee also held a series of 11 training sessions on topics such as consulting company development, marketing consulting services, project development, project monitoring and evaluation, marketing services and financial management. The trainings were attended by 134 consulting industry employees. For clients, a reference book was published with information on finding and selecting business consulting services.

#### **A027132 Congress of the Women of Kyrgyz Republic**

Lack of monetary resources, office space, and business know-how on the part of entrepreneurs are some of the formidable and widespread obstacles to small business development today in the Kyrgyz Republic. To support small- and medium-business growth in the Chui Valley, the Congress of Women of the Kyrgyz Republic founded a business incubator. The grantee trained 517 people on credit issues and 74 on how a business incubator works, 35 of whom later became clients of the incubator. Fifteen entrepreneurs trained by the grantee submitted business projects to loan institutions, and 6 companies were founded as internal clients of the incubator. These business incubator clients received access to office equipment, consulting services and training programs. Eighteen people are now employed in these new companies. Local businesses and government agencies made an important contribution by donating the use of a building and writing off a part of the incubator's expenses. Including this building, the project attracted over \$120,000 worth of outside funding. As part of the project, the grantee also organized an international

conference on business incubation, in which 316 people from 10 countries took part. The grantee, along with four other organizations dedicated to the growth of small business in Kyrgyzstan, founded the Union of Business Incubators and Innovation Centers. This Union, which is comprised of organizations involved in the development of business incubation throughout the country, in turn received a grant for \$150,000 from the World Bank's InfoDev Program.

#### **A027146 Consulting Company "Mekon"**

Eight universities in Kyrgyzstan currently offer degree programs in banking, finance and credit, most of which include courses on commercial banking. However, the only textbook on commercial banking used in Kyrgyzstan at the start of the project was one published in Russia and based on the Russian banking system, and therefore often not relevant to the Kyrgyz Republic. To provide students at Kyrgyz universities with a better alternative, this grant funded the development of a new textbook. A group of seven specialists from both the private sector and academic circles share authorship. Four hundred copies of the book were printed and given free of charge to 22 universities throughout the Kyrgyz Republic, 3 libraries and 3 commercial banks. According to experts who reviewed the text, it can be successfully used as a primary textbook for students in first-year university economics programs. The Ministry of Education of the Kyrgyz Republic has approved the text for use by universities. Financial institutions are also using the text as a reference while conducting business analyses.

#### **A027145 Felt-Art Studio**

Many of the hundreds of artisans in rural Kyrgyzstan cannot provide for their families because they do not know how to reach their potential customers. At the same time, marketing of crafts has proven to be one of the most promising engines of economic growth in rural areas of Kyrgyzstan. To support artisans in the rural Issyk-Kul Oblast, the grantee purchased much-needed modern equipment and trained 37 local artisans in craft production techniques and marketing. The grantee also produced original felt craft training manuals, the first of their kind in the Kyrgyz language, which will be available to artisans throughout the region. Forty new jobs were created at the Felt-Art Studio workshop and its partner shop Altyn Oimok in the Tonski region. New employees were paid competitive wages to make felt handicrafts for sale in both local and foreign markets. Successful marketing and higher quality goods enabled the grantee to fill large orders from abroad-including a large order from Germany for over \$4,000-and overall sales revenues increased 30%. The grantee also created a regional database of designer-trainers and a crafts catalog, which will allow craftsmen to more effectively promote their products. The success of Felt-Art Studio in newly developing international markets has benefited those outside the artisan community as well; increased sales mean that the studio is purchasing more wool from local producers. The grantee is also committed to protecting the environment, experimenting with natural dyes and modern, environmentally friendly wool processing technology.

#### **H030050 Public Union Business Incubator Naryn**

Business development is especially important in the Naryn Oblast, which remains one of the poorest in the Kyrgyz Republic. To support small- and medium- business growth in the region, the grantee expanded the new business-creation capabilities of two existing business incubators created with the support of EuroAid. As part of the grant, business incubator employees gave consultations to 555 clients, held seminars and trainings for 45 small entrepreneurs, and offered support and equipment to internal clients of the business incubators in order to aid their business' growth. As a result of the project, the two incubators increased their client base from 7 to 14 businesses, in which 36 new jobs were created. Additionally, the business incubator helped 26 small businesspeople receive microloans and lease equipment necessary for the growth of their business. The business incubator's web site, a source of information for local businesses, was also created as a part of the project.

#### **H030106 Public Union of Youth Initiatives TSeONIS**

Unemployment rates among youth in the Kyrgyz Republic are especially high in the densely populated southern Osh Oblast. To help young people aged 16-35 in this region find work, the Public Association of Youth Initiatives TSeONIS provided informational support and job placement assistance to young job seekers. The grantee held monthly job fairs, including on university and vocational school campuses. The grantee improved a job search website where job seekers can find information about available vacancies or post their resumes for employers to view. The grantee also published two informational texts and a series of brochures on job searching techniques

aimed at young people. Throughout the project, the grantee provided direct assistance to at least 2448 young people: they placed 513 in jobs, and gave employment consultations to an additional 1935. In addition, more than 200 employers benefited when they filled those vacancies. This project also became the model and starting point for a network of youth labor registries throughout the country, so that job searching and career services are now available to youth in other regions as well.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$125,146.81</b>
<b>2003</b>	<b>Number of Grants</b>	<b>5</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>5878</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>7417</b>	<b>New Partnerships</b>	<b>5</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>172</b>			<b>Innovation</b>	<b>7</b>
<b>Male Trainees</b>	<b>46</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>100</b>			<b>Media Products</b>	<b>658</b>

### **Sample Outcome Statements**

#### **H030099 Public Association Osh Resource Centre of Mass Media (ORC SMI)**

In the Ferghana Valley, there is an informational divide between residents of the Kyrgyz Republic, Uzbekistan, and Tajikistan, and little or no comprehensive regional media coverage available. To meet this need, the grantee established a media center where journalists from all three countries deliver objective information and different points of view region-wide. During the course of the one-year project, the grantee published 647 articles on 22 relevant topics including 77 weekly news bulletins and 570 daily news bulletins. The grantee established itself as a source of objective information; over 5,000 visitors to the grantee's website were recorded monthly.

#### **A027181 Tokmok Adult Training Center**

In the Kyrgyz Republic, secondary school economics education suffers because of a lack of qualified teachers and a lack of teaching resources and materials. To address this problem, the grantee created training courses for teachers in applied economics, basic computer skills and interactive teaching methods. The grantee opened a resource center in the city of Tokmok for teachers where they trained four trainers, three in applied economics and one to hold special events such as school Olympiads and economics fairs. These trainees then trained 116 local teachers. The grantee also held eight trainings on basic skills for teaching unemployed youth, new businessmen and local government representatives. The grantee also distributed applied economics textbooks in Russian and Kyrgyz to 107 schools in northern Kyrgyzstan. Over 12,000 students in grades 9-11 and 205 others including unemployed youth, local government representatives, entrepreneurs and university students learned about economics as part of the project. The geographic scope of the project has also been expanded: trainers went on to train teachers in applied economics in the Uzgen and Karakol regions, and consulted an adult training center in Osh about replicating the project activities in the southern Kyrgyz Republic.

#### **H020902 Public Association The Union of Protection of the Consumers Rights of the Osh Oblast**

Many low-income residents in the Ferghana Valley purchase goods and services without a basic understanding of product labels, expiration dates or whether they have even been properly refrigerated. To meet this need, three organizations jointly created a pilot project for consumer education. The grantee partners trained 60 teachers (20 from Kyrgyzstan, 20 from Uzbekistan, 20 from Tajikistan) and 15 teacher trainers (5 from each country) and also implemented a 56-hour course entitled "Basics of Consumer Knowledge" in 20 schools in each country, in which more than 1200 students participated. As a result of this course they published and distributed more than 1200 copies of the textbook "Basics of Consumer Knowledge" and 96 copies of a methodological reference book for teachers who will be teaching the subject. The grantees held a contest between schools in all three countries entitled "The Competent Consumer." A panel of judges chose the student winners based on their demonstrated knowledge of consumer rights. A student from Tajikistan said, "Learning about this subject made me more confident at the market. Where before the only way I knew how to assert myself was through shouts and threats, now I know how to correctly, tactfully and politely return defective goods." The grantees also



widely distributed information about their educational campaign through local, regional, and national mass-media throughout the Ferghana Valley.

**Kyrgyzstan  
2003**

**Total Amount of Grants \$20,569.60  
Number of Grants 2**

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>207</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>258</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>1844</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>78</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>94</b>			<b>Media Products</b>	<b>18</b>

**Sample Outcome Statements**

**H020914 United Youth Union Golden Goal**

In Kyrgyzstan and Uzbekistan, contracts between universities and students who pay their own tuition vary greatly from school to school and are explained to students poorly, if at all. As a result, students enter into these contracts with very little knowledge of their rights, and are easily taken advantage of. Students often cannot obtain a copy of the contract, and universities change their fees from year to year or tack on additional fees after the contract is signed. In some cases, universities even use students for forced labor. With the university's responsibilities outlined only vaguely, no clear regulation of rights and responsibilities of either party, no payment system in place and no provisions for unforeseen circumstances in contracts, students' rights are often violated. The two grantee organizations designed and implemented this cooperative project to address these problems. The grantees first conducted research at 13 universities in the Ferghana Valley (eight in the Kyrgyz Republic and five in Uzbekistan) on the quality of services universities provide to their contract students. Based on the results of their research, the grantee organizations then opened two centers, one in Kyrgyzstan and one in Uzbekistan, where they offered consultations to students on how to protect their rights. One hundred sixty-eight students visited the Kyrgyz center seeking information and assistance, and 212 visited the center in Uzbekistan; of this total, 154 were contract students who were given legal advice. The grantees developed a single prototype of a new contract between universities and students for both countries, which takes both students' and universities' interests into consideration. The grantee organizations conducted a major joint advocacy campaign to promote these new contracts and inform students about their services, which included distributing over 2,500 informational bulletins, establishing an informational website, collecting over 2,500 student signatures in support of their efforts, and holding four roundtable discussions (two in each country) with students, university representatives, and experts from the Kyrgyz and Uzbek Ministries of Education, after which recommendations were sent to the parliaments of Kyrgyzstan and Uzbekistan. The grantees also received considerable media coverage: ten television reports, four radio reports, and 16 newspaper articles were written about the project activities and broadcast and printed in local, regional, and national media. Sixteen universities in the Kyrgyz Republic have expressed interest in using the new contracts. Spurred by meetings with the grantee, the Ministry of Education of the Kyrgyz Republic also plans to introduce the new contract prototype in universities in both northern and southern Kyrgyzstan.

**H030012 Kyrgyz State Patent-Technical Library**

Kyrgyz State Patent-Technical Library is the only institution in the country that provides small and medium business specialists with normative-technical documentation to help produce qualitative products that meet IS. Because of insufficient funding, there were no acquisitions of normative and technical volumes from 1992 to the present. The grant helped enrich the stock of the Expo Center of the State Patent-Technical Library with latest and reprinted standards amounted in 759 deficient normative-technical volumes. The main outcome of the project was the opportunity of access to the information in SPTL and in regional libraries by e-mail. Now the Expo Center of SPTL is able to provide quality consultations and information based on the recent acquisition of normative-technical documentation. On the whole, to date 1,920 clients (1832 legal entities and 85 individuals) have been provided with information. As a result, SPTL generated income to be later reinvested to further enrich the library stock.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$22,953.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>4</b>
<b>Female Beneficiaries</b>	<b>3</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>47</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>12</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>12</b>			<b>Media Products</b>	<b>5</b>

#### Sample Outcome Statements

#### **H040086 Association of Organizations Supporting Handcrafts Development in Central Asia (AOPRRCA)**

The fast development of the Central Asian Crafts Support Association (CACSA), as the leading business association in Central Asia uniting more than 42 organizations of the entire Central-Asian region created organizational problems associated with rapid growth. As a result of completion of the project, an organizational analysis of CACSA was carried out, and on its basis a development strategy to remove bottlenecks in its organizational structure, membership procedures, management and marketing was developed. According to CACSA's development strategy, the organizational structure and systems of organizations management improved. CACSA now plans to open a Regional resource centre in Bishkek, and also to review its membership procedures.

#### **H030213 Bishkek Academy of Finance and Economics**

Issyk kul valley is the center of tourism in republic and takes biggest risk of pollution of the environment. In order to solve ecological problems there were 5 enterprises selected from the northern cost of the lake in order to test and work out the system for implementation of ecological management methods. As a result of introducing the methods of ecological management into the activity of enterprises conditions are created for expanding the attractiveness of the Issyk-Kul region. By creation and introducing the model of ecological management in the enterprises it is hotel - tourist industry is reduced the risk of action on the environment with retention and increase in the incomes from the attraction of the larger number of tourists. This project was co-funded by DFID and USAID.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$187,546.19</b>
<b>2004</b>	<b>Number of Grants</b>	<b>4</b>

### 2.1 Citizen Political/Economic Participation

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>742</b>	<b>Counterpart Funding</b>	<b>\$6,308</b>	<b>Jobs Created</b>	<b>10</b>
<b>Female Beneficiaries</b>	<b>692</b>	<b>New Partnerships</b>	<b>9</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>16</b>			<b>Innovation</b>	<b>13</b>
<b>Male Trainees</b>	<b>23</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>128</b>			<b>Media Products</b>	<b>17</b>

#### Sample Outcome Statements

#### **H030128 Association Library-information consortium**

Libraries in rural Kyrgyzstan have severely limited resources and yet lack the technical capability to exchange information with other libraries. Under a previous EF grant, an electronic catalog for the National Library of the Kyrgyz Republic was created using the IRBIS Library Automation System. To increase the resources available to library patrons in the regions, the grantee greatly expanded this electronic catalogue by adding a number of new libraries to its database. Available online or on CD-ROM, the electronic catalog now includes over 16,000 books from libraries throughout the Republic. The grantee held 6 trainings, attended by more than 100 librarians from throughout the country, on the use of the catalog and its capabilities. The grantee also developed a regulatory base for creating a catalog which would include the resources of all

libraries in Kyrgyzstan. The project gave readers from one region access to the library resources of other regions, and paved the way for the formation of an electronic library network nationwide. This project also marks the first time that libraries throughout the Kyrgyz Republic have truly worked together cooperatively. The Kyrgyz Government is currently developing a concept paper which outlines goals for library services expansion by the year 2010, among which is a comprehensive electronic catalog. As a result of this project, the consortium will play a key role in carrying out the government's goals to that end.

#### **H040105 The Higher Education Academy "TeachEx"**

In the Kyrgyz Republic there is a strong demand for highly qualified teachers at universities and other educational institutions, but few are able to attend needed courses, which often come at a cost to the teachers themselves. To improve the quality of economics and business faculty members at universities in the Kyrgyz Republic, the grantee trained 104 teachers from 26 Kyrgyz universities on market theory, econometrics, statistics, and game theory; as a result of completing the courses, 73 teachers received certificates and 50 received licenses to teach these subjects. After participating in the project, 18 teachers from 9 different universities reported that they improved their teaching methods by reworking their lesson plans and incorporating new methods and materials in to their classrooms.

#### **H030214 CIMERA**

In the multi-ethnic Ferghana Valley, linguistic barriers between ethnic groups remain, which can exacerbate tension. To prevent conflict in the Ferghana Valley through the integration of ethnic groups at the primary school level, the grantee introduced the concept of multi-lingual education (MLE) to 43 pilot classes in primary schools and kindergartens in Southern Kyrgyzstan and Tajikistan. The grantee conducted baseline research on the ethnic breakdown and language instruction in the target areas, created a textbook on MLE methodology, held trainings for teachers and school administrators, and introduced an MLE course for pedagogical students at three universities in southern Kyrgyzstan. The grantee also held institutional development trainings for three local MLE NGOs which are part of an association created by the grantee prior to the project to establish local MLE capacity. In order to increase public awareness of MLE in the Ferghana Valley, the grantee published a number of informational materials in four languages including brochures, an MLE journal, and a number of articles in local and regional newspapers. The project was co-funded by the Royal Netherlands Embassy in Almaty.

<b>Kyrgyzstan</b>		<b>Total Amount of Grants</b>	<b>\$79,000.00</b>		
<b>2004</b>		<b>Number of Grants</b>	<b>3</b>		
<b>2.2 Improved Legal Systems</b>					
<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>2040</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>12</b>
<b>Female Beneficiaries</b>	<b>1654</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>12</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>31</b>

#### **Sample Outcome Statements**

#### **H030187 Ferghana Valley Lawyers Without Borders**

Among traders, migrants and other members of the Ferghana Valley population who cross the region's borders frequently, there is a widespread lack of understanding of border rules and regulations. The situation is exacerbated by arbitrary abuse from border guards and customs officials. The grantee established six legal information centers staffed by twelve professional lawyers, where the local population can receive legal advice and consultations free of charge. The grantee also conducted a number of outreach activities targeting the local population including 18 informational meetings, 11 different informational leaflets in local languages about the laws governing border crossings and transporting goods across the border, eight articles in local newspapers, and 12 radio broadcasts in local languages. Customs and border officials also benefited from the project; in order to assist them in enforcing border laws fairly, the grantee provided local officials with information about the changing customs code, relevant agreements and laws. In a continuation of the project, the grantee will continue to provide legal consulting services, conduct monitoring on the enforcement of international agreements, and

on the basis of this monitoring will come up with practical recommendations for the Consultative commission of customs services of the Kyrgyz Republic. The project was co-funded by the Canadian government's Department of Foreign Affairs and International Trade (DFAIT).

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$62,247.34</b>
<b>2005</b>	<b>Number of Grants</b>	<b>3</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>80</b>	<b>Counterpart Funding</b>	<b>\$18,305</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>171</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>204</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>11</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>22</b>			<b>Media Products</b>	<b>10</b>

### **Sample Outcome Statements**

#### **H050005 SIAR-Bishkek Ltd.**

In order to work toward more open and democratic elections in the Kyrgyz Republic in 2005, three research organizations conducted the country's first-ever exit poll during parliamentary elections. The pilot poll was conducted at 80 polling stations in 10 electoral districts located in the capital city and in four geographically diverse oblasts. Consultants from Ukraine and Kazakhstan provided assistance in developing methodology and strategy. The exit poll was conducted via confidential interviews of a random sample of voters on their way out of polling stations. More than 12,000 voter responses were collected during two rounds of voting. The results of the poll were posted on the consortium's website, [www.kyrgyzpoll.org](http://www.kyrgyzpoll.org) every four hours on Election Day, and preliminary results were available on the website by 10:00 pm. In order to inform the public about exit polling methods, the grantees also held press conferences, issued press releases, and published several articles in local and regional newspapers. The grantees published 590 copies of the detailed results of the exit poll in Russian and English and distributed them among candidates and political parties, members of the Central Election Commission, and local and international non-governmental organizations. The positive experience of this pilot project led to an exit poll during presidential elections on July 10, 2005. The project was co-financed by a coalition of donors including the British and Dutch Embassies in Almaty, the Swiss Embassy in Tashkent, the Department for International Development (DFID) and USAID.

#### **H050006 Consulting Company M-Vector**

Before the 2005 parliamentary elections, exit polls were an unfamiliar and unused electoral tool in the Kyrgyz Republic. In order to carry out the country's first-ever exit poll effectively, the grantee organized two trainings for three independent sociological research groups on exit polling methodology. With the help of a consultant from the Razumkov Center in Ukraine, the trainees developed a methodology and strategy for carrying out the poll. The grantee also trained fourteen trainers to carry out regional trainings for exit poll interviewers. These trainings were an important first step toward the successful implementation of an exit poll during parliamentary elections. The project was co-funded by the Academy for Educational Development (AED/USAID).

#### **H050013 Media Consulting Development Foundation in CA**

There is no specialized legal reference for media in the Kyrgyz Republic which includes up-to-date laws and regulations governing media. For media outlets and journalists, the risk of encountering conflicts with the government while conducting their work during the 2005 parliamentary and presidential election seasons heightens the need for a clear guide to relevant law. To fill this need, the grantee published and distributed 500 copies of a guide of laws relevant to media in the Kyrgyz Republic and distributed it free of charge to media outlets, journalists, local and international NGOs, press service centers, universities, and libraries. The grantee also provided five consultations on the manual's contents or other legal questions to the manual's recipients. Excerpts from the manual are available to the public on the Kyrgyz legal resource website [www.media.in.law.kg](http://www.media.in.law.kg) and will soon be part of the electronic library on the Russian journalism resource website <http://www.cjes.ru/lib/>. Feedback from the manual's recipients was overwhelmingly positive, with a number of journalists and other members of its wider audience noting that it was useful, and its release before parliamentary elections timely.

## Moldova

Moldova	Total Amount of Grants	\$48,540.00
2003	Number of Grants	3

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	99	Counterpart Funding	\$67,540	Jobs Created	10
Female Beneficiaries	148	New Partnerships	0	Businesses Formed	23
Organizational Beneficiaries	0			Innovation	1
Male Trainees	370			Replications	
Female Trainees	552			Media Products	6

### Sample Outcome Statements

#### **K030005 Moldova Microfinance Alliance**

Poor access to microloans is one of the main factors impeding small business development in Moldova. Moldovan legislation allows for a type of credit union, called Savings and Credit Associations SCAs, to provide small loans to its members. However, the leaders of these SCAs do not possess the skills required to make strategic decisions in a challenging and changing environment. As a result, SCAs do not function as well as they might. The grantee addressed this issue by conducting a comprehensive training program for SCA leaders. The grantee conducted 19 training sessions to senior members of 210 SCAs on financial planning, risk management, internal control procedures, accounting, and credit analysis. The grantee also produced a series of manuals to accompany the training and conducted two research projects. The first project was an in depth market analysis of clients needs. The second determined the most important factors for a successful SCA. Partially due to these trainings, there have been some positive results in the sector. Five new SCAs have been created employing 10 people. SCAs have increased membership and experienced a 3.33% increase in return on equity.

#### **K030091 Union of Inventors and Rationalizers "Inovatorul"**

Eighty new patents and inventions are registered in Moldova annually. However, the invention industry is relatively dormant as there is a gap between science and business in Moldova. Identified barriers include poor understanding of the skills required for basic business management, poor enforcement of property rights protection laws, and opaque procedures for registering new inventions. The grantee addressed this issue by organizing a national center for assisting inventors. The grantee provided trainings and consultations to close to 600 inventors and other interested people on business administration, legislation on inventions and registration of inventions, bookkeeping and taxation, and access to credit. About 150 additional people used the Center's facilities or received advice on inventions and business skills. At least eighteen enterprises were created and one new invention was registered as a result of the project. Although the effects of the project have been modest and precise statistics are not available, experts note growth in this market, with a positive outlook for boosting profits in the future.

#### **K020210 Center of Development and Implementation of Economic Reforms**

Different interest groups and civic organizations that make up the fabric of civil society need professional skills. One of the most frequent problems encountered by non-governmental organizations (NGOs) is a lack of practical skills in accounting and financial reporting. As regulations are often unclear and always changing, it is a challenge for shoe-string grass roots organizations to keep up with the latest standards. To address this issue, the grantee developed and launched a website aimed at assisting NGOs in clarifying the taxation regulations regarding the NGO sector. The grantee also provided feedback on inquiries posted on the website's forum, submitted by e-mail, or phoned in. During the grant period over a hundred NGOs were supported. Client feedback was overall very positive. Unfortunately, the web site is no longer operational. However, the grantee is trying to find new ways to continue to provide professional services to NGOs.

**Moldova  
2003**

**Total Amount of Grants \$61,195.00  
Number of Grants 3**

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>509</b>	<b>Counterpart Funding</b>	<b>\$19,235</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>586</b>	<b>New Partnerships</b>	<b>15</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>3</b>
<b>Male Trainees</b>	<b>137</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>235</b>			<b>Media Products</b>	<b>180</b>

**Sample Outcome Statements**

**K020342 NGO Rural and Social Initiative**

Moldova's state-run system of social service provision is bankrupt and ineffective, especially in rural areas of the republic. Reforms have been slow and there are poor linkages between the bureaucracy and the needs expressed by citizens. The grantee conducted two trainings for 29 people in innovative methods for providing social assistance and organizing social partnerships. Likewise, the grantee organized a series of six networking events attended by 226 people from community organizations, local governments, and social services organizations. The activities provided a platform for better cooperation in providing more tailored and better quality social services to vulnerable populations. Partially due to project activities, three local organizations trained by the grantee successfully garnered support for new programs for at-risk children and preventing domestic violence from local officials and international donors. Eight new organizations were also registered.

**K020115 Association of Independent-Professional Attorneys of the Republic of Moldova**

One of the most fundamental forms of human rights expression is the right of a consumer to get a quality product for the right price. Although legislation exists, in practice Moldova does not have effective methods for ensuring consumer rights protection. Citizens normally are not aware of their rights, or how to defend them. The Independent Professional Attorneys Association is one of a few national organizations working in this area in Moldova. Under the grant, the association initiated an information and advocacy campaign. The information campaign consisted of organizing three seminars on consumer rights, providing more than 1,000 individual consultations and disseminating a brochure on protecting consumer rights. The advocacy campaign consisted of two parts: 1, lawyers affiliated with the grantee filed lawsuits aimed at protecting consumer rights. 2, the grantee urged communal service providers to be more customer-driven by providing individual contracts. Both campaigns were effective. The information campaign created a strong resonance in the local print media and 126 articles were published in local newspapers. Most of the advocacy campaign's court cases are still ongoing but it is possible they will be resolved in favor of consumers, creating precedents for future cases. In addition, the parliamentary commission for budget and finance adopted the grantee's recommended customer-driven policies.

**K030047 OWH TV Studio**

The obstacles facing media development in Moldova are immense, including self-censorship, weak managerial capacities of TV and radio channels, lack of equipment, low program quality, and lack of adequate training opportunities for media workers. The grantee addressed some of these issues by training media employees and journalism students by opening an independent training facility. The grantee offered a series of four courses, called "Media Laboratory - 2003" to 64 early-career journalists. The grantee also organized internships at Romanian TV companies for eight of the best trainees and conducted a final round table to review project results. The project not only enhanced the participant's professional standards but also increased the likelihood that the Media Lab will be sustainable.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$27,175.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>229</b>	<b>Counterpart Funding</b>	<b>\$6,807</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>119</b>	<b>New Partnerships</b>	<b>40</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>65</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>30</b>			<b>Media Products</b>	<b>2</b>

**Sample Outcome Statements**

**K030007 Institute for Development and Social Initiatives "Viitorul"**

Due to a lack of clear policies for local government reform, local government institutions remain weak and have little capacity to manage their own resources and deliver quality public services. A centralized approach resulted in a limited cooperation between central and local governments. Efforts to lobby for change have not been proactive or productive. The grantee addressed these issues by attempting to improve the regulatory framework for local government and to build capacity in implementing local government reforms. Three regional workshops were held to define and prioritize an agenda for local government reform followed by two strategic planning sessions designed to increase internal management effectiveness of existing local government associations. The grantee produced a report on domestic legislative compliance with the European Charter on Local Self-Government, distributing it to more than 60 international and national institutions. A new resource center for representatives of local governments, NGOs, state officials and students was established. This information clearinghouse served more than 300 people during the project and continues to be a reliable source of information on local government reform. Although the legal environment for public administration reform remains underdeveloped, a new platform has been created for local governments to discuss reform with the central government. For example, the Committee of Mayors will provide local officials with tools for promoting their legislative priorities and has reached preliminary agreements for further strategic cooperation.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$50,120.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>500</b>	<b>Counterpart Funding</b>	<b>\$16,535</b>	<b>Jobs Created</b>	<b>1</b>
<b>Female Beneficiaries</b>	<b>575</b>	<b>New Partnerships</b>	<b>67</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>462</b>			<b>Innovation</b>	<b>6</b>
<b>Male Trainees</b>	<b>256</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>328</b>			<b>Media Products</b>	<b>17</b>

**Sample Outcome Statements**

**K030124 Transparency International**

Large-scale corruption prevention is a distinctive phenomenon of all the countries in transition. Despite a rather strict legal framework in place for almost four years, corruption in Moldova is on a permanent rise as indicted in many international reports and studies. A more holistic and complex approach is needed, focusing on systematic corruption rather than on separate individuals involved in corruption, and emphasizing preventive measures rather than purely punitive or moralistic campaigns. Accordingly, the grantee initiated a program to set up a network of local NGOs and build on their capacities to act as anti-corruption watchdogs. In the first stage the grantee trained more than 200 representatives of local and regional NGOs and mass media on methods of detecting and preventing local-government corruption. From that group, the grantee identified 7 local NGOs and continued to provide focused technical assistance in this field. During the project, the grantee organized an anti-corruption public awareness campaign. According to an outside evaluation, the program helped change



people's attitudes to the problem of corruption and reduce tolerance of corruption among state employees. It also helped create a local partnership network for further work in this area.

**K020182 Center of Public Administration Consolidation**

Moldova's rural communities have been the hardest hit by the collapse of the Soviet Union's social and economic infrastructure. This dramatic decline in living standards, combined with the lack of skills or resources to address these issues, results in a vicious cycle of poverty for most of Moldova's rural population. Such rural communities can solve many of their most acute problems without significant outside investment simply by mobilizing existing resources effectively. In order for this mobilization to occur, there need to be effective mechanisms in place for citizens to be a part of the local government's decision-making process. The grantee introduced participatory strategic planning methods as a tool to encourage such cooperation and participation. Under this grant, 99 community activists from 60 rural communities were trained on strategic management and planning issues. As a follow-up to training, two-day strategic planning meetings were organized in 10 selected communities from across Moldova. Overall 239 community members participated in those workshops. Ten strategic plans were developed and approved by the local councils. The grantee also produced a strategic planning guidebook. After the grant ended, 93 small-scale projects were implemented using the target communities' strategic plans as a basis. Projects ranged from road reconstruction to establishing garbage collectors, to parking and forestry projects, water purification systems and opening of museums. To help implement the projects, more than \$450,000 in funds and in kind contributions were raised from the members of local communities, local businesses, government and international donors.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$63,200.49</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1382</b>	<b>Counterpart Funding</b>	<b>\$25,332</b>	<b>Jobs Created</b>	<b>8</b>
<b>Female Beneficiaries</b>	<b>664</b>	<b>New Partnerships</b>	<b>5</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>32</b>

**Sample Outcome Statements**

**K030183 UniAgroProtect**

Moldova's government routinely makes new laws and regulations in secret, with few opportunities for citizen involvement. Laws made without citizen input or interests in mind are often flawed and have less chance of being fully implemented. This problem is especially acute in the agricultural sector, the main source of income for much of Moldova's population. To address this issue, the grantee initiated a program to encourage an open dialogue between agricultural producers and the state. The grantee developed 14 regional and 1 national policy books, and shared them through 42 roundtables, involving more than 1,000 agricultural producers. The grantee's policy books were a resource for the government in drafting policy on state procurement of wheat. They also acted as the basis for the state concept on agricultural subsidies and social insurance. Although only a few of the grantee's proposals are being used by the government, the activities carried out under the grant strengthened the grantee's ability to conduct constructive advocacy campaigns.

**K030303 National Center of Business Transparency in Moldova "Transpa-Res"**

The mass privatizations of 1993-95 allowed many Moldavians to own shares in their places of employment and other enterprises. Unfortunately, almost all these shareholders had no experience owning private property or securities. As a result, many enterprise directors and well-connected officials were able to illegally buy back shares or break fundamental corporate governance laws. Those that kept their shares were not sure about their rights and responsibilities as minority shareholders. To help increase the transparency and efficiency of the Moldovan stock market the grantee provided comprehensive services for small and medium shareholders of Moldovan stock companies and investment funds. The grantee opened and operated a telephone hot-line to provide more than 600 people advice on the stock market. On the legislative front, the grantee was able to defeat three regulations which could have further restricted shareholder rights. The

grantee also published and disseminated information on stock market in its weekly bulletin, on its website and via its on-line database on stock market and stock companies. While the stock market remains a weak financial institution, the grant allowed the grantee to strengthen its institutional position in this field and is now a voice at the table protecting minority shareholders' interests.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$30,024.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>3</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>53</b>	<b>Counterpart Funding</b>	<b>\$25,107</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>95</b>	<b>New Partnerships</b>	<b>12</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>7</b>
<b>Male Trainees</b>	<b>158</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>252</b>			<b>Media Products</b>	<b>4</b>

### **Sample Outcome Statements**

#### **K030125 Resource Center of Moldovan Human Rights NGOs (CReDO)**

In general, Moldova's civil society sector suffers from poor coordination among different organizations. As a result, different advocacy groups tend to work in isolation when lobbying for social change, missing out on opportunities to create synergies or build broad constituencies. As a result, civil society organizations tend to have limited impact. The grantee addressed this issue by developing an advanced training program in advocacy and social change, the first ever of its kind in Moldova. Eighteen training sessions were conducted for 28 activists from 20 advocacy and lobbying organizations. Training topics included partnership and networking, monitoring and reporting, public relations and other topics of major interest for the NGO community. As a result of the project, five new partnerships were established in such areas as human rights protection and anti-trafficking. The coalitions successfully worked together to draft suggested legislation and submitted to the parliament several legislative initiatives. One particular draft law, the law on trafficking in persons, passed in parliament's first reading. After the end of the grant, the grantee continued offering the course, recovering approximately half of the cost through participant fees. With support received from other donors, the course is now available on-line for distance learning.

#### **K040143 Association of Young Lawyers-Researchers**

Corruption is one of the strongest impediments to the democratic, social and economic development of the Republic of Moldova. Local governments seem particularly susceptible to this wide spread phenomenon. In most cases, civil servants lack even the very basic understanding of how corruption can be defined, despite a rather strict legal framework already in place for almost four years. To raise awareness among public officials and change the culture of corruption, the grantee developed a unique and specialized training course on anti-corruption for civil servants, organizing a series of five trainings involving 82 officials from five Moldovan municipalities. According to an outside evaluation, the project had an impact on attitudes toward corruption by reducing participants' tolerance toward it. If replicated and complemented by other similar actions such projects could potentially add to other corruption prevention efforts undertaken by state bodies and civil society in Moldova.

#### **K040147 Public Association "Soarta"**

Large-scale corruption is a distinctive phenomenon of countries in transition. Despite a rather strict legal framework in place for almost four years, corruption in Moldova has continued to rise according to numerous studies. Addressing the issue will require both broad interventions from the government as well as community-based solutions. The grantee addressed corruption at the community level. The grantee's campaign targeted those considered most vulnerable to corruption: youth and pensioners, who make up about a half of local population in the town of Soroca. To address the issues of corruption the grantee organized an information campaign. The grantee organized ten day-long seminars for youth and pensioners on anti-corruption topics, involving 300 people. The grantee also provided legal advice on how to address corruption. The grantee used several unique ways of getting out information on corruption, including using a billboard, developing and disseminating a total of 5000 information bulletins and a website. The grantee also produced two talk

shows on local TV. As a part of the Anti-Corruption Network program, the grantee's actions increased community interest in resolving corruption-related issues. A basis for further, more systematic solutions now exists.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$36,315.50</b>
<b>2004</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$4,205</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>74</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>57</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>241</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>131</b>			<b>Media Products</b>	<b>2</b>

### Sample Outcome Statements

#### **K030182 Agency for Support the Juridical Education and the Law Authorities "Ex Lege"**

A major impediment to development in Moldova is lack of rule of law. One of the many reasons why the rule of law remains out of reach is the complex and often contradictory legal framework. An acute example is the law regulating the administrative courts, set up in 2001 to protect citizens from abuse of power. Although functioning for four years, the courts continue receive an increasing number of complaints. The grantee wanted to train government and court officials on how to follow the law on administrative courts. A vast information campaign on court rules and procedures was conducted, including eight regional seminars and two seminars in the capital. In all, 372 government representatives attended these seminars. The grantee also conducted an opinion survey and published a guide for state employees on administrative court. Moldovan media covered the information campaign during the project period broadly. It is too early to see whether the grantee has had an effect on the administrative courts; however, general awareness of this important issue has been raised, and the grantee strengthened its position as source of independent expertise.

<b>Moldova</b>	<b>Total Amount of Grants</b>	<b>\$25,401.87</b>
<b>2005</b>	<b>Number of Grants</b>	<b>3</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>5512</b>	<b>Counterpart Funding</b>	<b>\$10,070</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>3202</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>400</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>294</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>208</b>			<b>Media Products</b>	<b>6</b>

### Sample Outcome Statements

#### **K040304 National High School Debate League**

Various monitoring reports developed by local and international organizations showed serious irregularities during the last 2003 local elections in Moldova. Accordingly, most of the electoral stakeholders repeatedly casted their doubt on government's ability to ensure a fair and free electoral process for 2005 parliamentary elections. In this context, civil society organizations in Moldova have decided to create a civic coalition for fair and free elections. They have developed the Coalition Charter and Strategy to be implemented jointly through specific projects. In support of one of the Coalition's objectives – to encourage increased turnout during the 2005 parliamentary elections - the National High School Debate League organized a series of civic debates in Moldova's regions. First, the grantee trained 46 facilitators responsible for maintaining a balanced and fair debate format. Targeting younger voters, the grantee conducted 201 debates throughout the country. Over 8,000 people participated in the grantee's debates. The grantee's monitoring reports showed the debates may

have helped inject a civic spirit into the participants. 82% of those that participated in the debates voted, compared to an overall turnout of 65%.

**K050003 Freedom of Expression and Access to Information Promotion Center "Access-info"**

Despite a relatively good history of adhering to international standards in organizing elections, Moldova under Communist rule had seen some serious setbacks and irregularities during the 2003 local elections. Accordingly, many Moldovan advocacy organizations and expert groups had feared that 2005 parliamentary elections could be subject to further manipulation and fraud. In this context, in March 2004, an initiative group of civil society organizations formed a Coalition for Free and Fair Elections. With membership reaching close to 200 organizations, the coalition developed a strategy to help ensure that elections would be conducted more freely and fairly. In support of one of the coalition's objectives - to ensure a fair and balanced coverage of the campaign and elections - Access-info conducted a training and information campaign. During the campaign, the grantee organized 10 regional and one national seminar on election-related legislation, attended by 431 media professionals. The grantee also published and disseminated a guide on most frequent questions on media regulations and provided ad hoc legal advice on particular issues to approximately 400 clients. Although some irregularities were noted during the election and its coverage in mass media, many journalists and heads of mass-media outlets strengthened their skills in providing balanced information. The results of media monitoring showed some positive trends in coverage, despite tremendous pressure from the government.

## Russia

Russia	Total Amount of Grants	\$25,733.00
2000	Number of Grants	1

### 1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	0			Replications	
Female Trainees	0			Media Products	1

#### Sample Outcome Statements

#### M000351 Omsk Regional Public Organization, Anti-Fascist Youth Action

The grant was awarded to improve the housing maintenance in Omsk and neighborhood regions by increasing the number of local small businesses in bidding on government contracts. The grantee conducted five seminars and two round tables on issues of housing and communal services reform.

Russia	Total Amount of Grants	\$23,951.11
2000	Number of Grants	2

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$12,544	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	2
Male Trainees	25			Replications	
Female Trainees	5			Media Products	1

#### Sample Outcome Statements

#### M000435 Innovative Management Center Joint Stock Company

Small innovative business is still in its beginning stage in Russia so it is useful to experiment with many new and different mechanisms for SME development. The grant was awarded to support the development of a venture capital industry in Russia by creating professional training programs for the managers of start-up and existing venture capital funds. The grantee analyzed the existing international practices of venture industries and detected elements that correspond to Russian legislation. The grantee developed and conducted the seminar, "Introduction to the Management of Venture Capital," where 30 people were trained. The grantee would have conducted another seminar for an advanced target group of venture fund managers, had this target group been available. This grant revealed that Russian specialists are not ready to accept and use venture mechanisms.

Russia	Total Amount of Grants	\$28,706.37
2000	Number of Grants	1

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0

<b>Male Trainees</b>	<b>0</b>	<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>	<b>Media Products</b>	<b>1</b>

**Sample Outcome Statements**

**M000666 Private Company, Adapt (Research Group, TSIRKON)**

Understanding the lasting effects of a program is as important as the program itself, especially in Russia, where many programs are unique and do not have a history of implementation or lessons learned. The project was aimed to develop methodology on how to evaluate the effectiveness of educational and training programs, using three programs for this learning purpose. The methodology developed in the framework of the project was compiled onto CDs, which were distributed to the NGOs involved into educational activity and made available to other interested organizations.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$34,976.00</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>

**1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$29,234</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>3</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>2</b>

**Sample Outcome Statements**

**M000936 Center for Information Research**

To increase transparency in financial policy-making and in the use of public funds at the federal and regional levels. An Internet site (www.budgetrf.ru) was created to provide access to regulations on budgeting, draft laws, federal and regional budget data, reports by government agencies, analytical and research materials and publications covering budgetary issues. Site users benefit from on-line consultations and commentary on budgetary information provided by the project team. The Internet site ranks among the most used online resources on financial policy and attracts an average of 1,000 visitors per day. The site has become an independent business and is an important step towards increasing transparency in Russian budgetary policy.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$69,236.42</b>
<b>2001</b>	<b>Number of Grants</b>	<b>3</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>259</b>	<b>Counterpart Funding</b>	<b>\$15,819</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>181</b>	<b>New Partnerships</b>	<b>7</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>34</b>			<b>Innovation</b>	<b>6</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>20</b>

**Sample Outcome Statements**

**M010190 Institute of Professional Auditors**

Currently, Russia is going through an important reform process of accounting, financial and auditing standards in order to keep in accordance with international practices. The grantee is one of the professional associations that plays key role in such a transformation. The project team worked out and introduced standards for auditing companies, as well as quality principles and procedures. During the grant life, the Quality Committee constantly monitored the observance of these rules in member organizations. As a result, 34 companies were awarded with quality certificates that proved their high

professional standards in relationship with clients. The project results were widely disseminated in a series of conferences and round tables, and on an Internet site [www.ipar-quality.ru](http://www.ipar-quality.ru). This proposal represents another step towards Russia's integration into world financial markets.

**M010515 Internet Payment Systems Group. Joint Stock Company**

The project set out to accelerate the development of e-commerce among small businesses by improving the quality of services provided. The grantee developed an Internet-Trade Ethics Code as an additional instrument of consumer-rights protection for goods and services provided through the Internet. The Internet-Trade Ethics Code was popularized through Internet forums, conferences "Internet 2002" and "RIF 2003", as well as grantee's website ([www.etika.ru](http://www.etika.ru)). Unfortunately, the grantee demonstrated inability to establish an effective partnership with the Internet business community - only 5 Internet stores joined the Ethics Code. The objective of the project was not fully realized.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$34,990.00</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>

**1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$45,982</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>3</b>

**Sample Outcome Statements**

**M010580 Working Center for Economic Reform - Liberal Alternative**

As a result of the project, to improve access SME to credit and increased access to financing for Russian SME through the improvement of banking services to small business. The recommendations, which were developed for regional banks and the Russian government, were published in a brochure. And all materials were published on the websites: <http://www.wcer.ru>; <http://www.ipssa.ru>; <http://www.rcsme.ru>. These recommendations were presented and discussed on two all-Russian conferences - III All Russian SME Conference "The effective resource support for SME development" and the IV all Russian conference "Capital formation in Russian economy: regional aspect" organized by Association of regional banks of Russian Federation. As a result CCI RF and ARB grounding on these recommendations started working with Central Bank of RF to improve the existing banking legislation in favor of creating better opportunities for SME to access credits.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$127,152.51</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>1</b>

**Sample Outcome Statements**

**W000094 University of Pittsburgh**

Over the past ten years, many international organizations, including the Eurasia Foundation, have been striving to improve government efficacy and open the policy making process to citizen participation in Russia. Unfortunately, while political

commitment to these reforms may have been genuine, the skills of civil servants responsible for the implementation were lacking, and the training programs provided to address their professional development did not



seem to be adequately solving the problem. This, ultimately, was undermining the sustainability of these reforms. To address this, the Foundation gave a grant to the University of Pittsburgh to conduct an in-depth survey and analysis of local government reform and public administration graduate and in-service training capacity in three Russian cities. The resulting report provides suggestions on how to improve the standard curriculum for local government employees so they learn to cooperate more systematically with public organizations.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$102,461.32</b>
<b>2002</b>	<b>Number of Grants</b>	<b>3</b>

### **1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>34</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>6</b>
<b>Female Beneficiaries</b>	<b>213</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>5</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>50</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>132</b>			<b>Media Products</b>	<b>4</b>

### **Sample Outcome Statements**

#### **M020230 Central Region, Information Center**

Public utility management is being restructured along market principles in conjunction with Russia's ongoing housing utility reform. To secure proper housing and utility conditions and to coordinate the work of different organizations involved in housing maintenance in the central federal region, the grantee, the regional information center Central Region, developed a new integrated software package for managing requests, complaints and plans and for tracking and documenting processes relevant to the operation of public housing facilities. This new software allows utilities and municipalities to better monitor and control the amount and quality of services rendered, while also improving the efficiency of operations and the provision of timely service to customers. The grantee faced municipalities' low interest in the implementation of its automated system and started to distribute information on the system among the potential users. Project results were presented and discussed at three workshops attended by 149 federal and municipal officers, public facility managers and other specialists. Free copies of this software were distributed among municipal and non-commercial organizations responsible for housing reform in order to promote and stimulate its implementation. The system was implemented in three cities and the grantee also provided technical support and consulting.

#### **M020464 Periodical Print Media Editors Guild**

To create a center for the professional training of publishing managers, under the aegis of the Periodical Publishers' Guild, that would help alleviate the deficit of professional media managers, particularly in the regions. Nominally, such a center was organized, but its only real tangible result was to raise the professional qualifications of the managers of several Moscow newspapers. Moreover, the project did not become self-sufficient, as had been envisaged in the initial proposal.

#### **M020563 Association of Independent Journalists of the North**

The project aimed to boost the advertising base of participating regional publications, help them bolster their financial stability and help them cut their costs, by creating an "advertorial" insert for a network of regional newspapers. A common insert was created for five regional publications in the Murmansk oblast, a focus group was held with potential advertisers, 12 participants received advertising training, and five seminars were conducted on-site at participating newspapers. In addition, an Internet site was launched, containing an archive of the insert's materials. The grant led to the creation of four jobs, including for a staff journalist. In the period December-September, the insert attracted 459,321 rubles in ad revenue, from 58 contracts. However, the project did not prove the usefulness of such inserts in general, as participants turned out not to be entirely independent, and the project as a whole became wholly commercial.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$724,759.48</b>
<b>2002</b>	<b>Number of Grants</b>	<b>21</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3748</b>	<b>Counterpart Funding</b>	<b>\$280,865</b>	<b>Jobs Created</b>	<b>37</b>
<b>Female Beneficiaries</b>	<b>3106</b>	<b>New Partnerships</b>	<b>27</b>	<b>Businesses Formed</b>	<b>11</b>
<b>Organizational Beneficiaries</b>	<b>1153</b>			<b>Innovation</b>	<b>26</b>
<b>Male Trainees</b>	<b>644</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>849</b>			<b>Media Products</b>	<b>339</b>

**Sample Outcome Statements**

**S010308 Saratov State Social and Economic University**

Business education in Russia includes more theory than practice; students do not receive enough managerial skills to work as managers. The grant was awarded to support business development through follow-up activities intended to address the serious lack of practical training for future managers in the predominantly academic curricula of business schools. The grantee taught 230 college teachers from the Volga Region how to use active teaching methods; 54 of these teachers later received certificates. The grantee distributed, promoted and built on their experience that included case-studies, video case presentations and computerized business simulations. The grantee trained 242 students using active methods that assisted graduates in minimalizing the negative consequences and extra costs incurred by small businesses seeking to hire them. Also, the grant helped to disseminate active methods of education among Volga Region universities.

**M020064 Agrotex, Limited Private Company**

Over the past several years, the rural credit cooperative movement in Russia has demonstrated significant growth. The number of rural credit coops increased from 230 in 2002 to 639 in 2005, uniting more than 60,000 farmers and business entrepreneurs from rural areas. Rural credit cooperatives are often the only sources of financing to farming and small rural business communities. However, cooperatives lack accessible information on accounting principles, taxation, adequate loan procedures, new services, new loan products, etc. Thanks to funding from the Eurasia Foundation, the grantee tried to fill this information gap through publications launched in a monthly Rural Credit Journal. As a result, eight issues of the journal, with a monthly circulation of 1,000, were distributed among cooperatives, their associations and unions, as well as among members of the Ministry of Agriculture and Russian legislative authorities. This attracted public and professional attention to rural credit cooperatives. The grantee covered 70% of their publication expenses and is planning to further widen the audience and increase the number of subscribers using new marketing and promotional strategies.

**M010844 Institute of Entrepreneurship and Investments**

Small business owners rarely have the opportunity to interact in a cooperative setting. This grant was to support the growth of small and medium-sized enterprises through the development of Russian entrepreneurial associations. The project team developed an Internet site, including a database of more than 400 Russian entrepreneurial unions, and published 3 newsletters with an overall circulation of 1,500. More than 3,000 visitors viewed the website over a period of several months. The website, created and administered by the grantee, is the only specialized resource designed to meet the needs of entrepreneurial unions.

**M010845 Russian Small Business Resource Center Fund**

The project supported growth of the private sector through the development of information resources for small businesses. The project team created an on-line library of analytical and research materials and textbooks on entrepreneurial development. The library also was published on 1,500 CD-ROMs and was distributed to regional business organizations and government agencies. More than 1,100 business organizations are actively using the website.

**M020262Kaskad**

One of the obstacles to systemic development and policy making in the area of small business is the lack of reliable, analytical information. The grantee, together with partner companies, gathered business-related information in 11 regions of the North-West Federal District, and learned companies' needs in accounting, legal, financial and business aspects. The research results and a database of regulatory legislation were placed on [www.predprinimatel.org](http://www.predprinimatel.org) and 1,000 copies of the results were distributed throughout the district. These findings were also used by a specialized business information center in preparing a concept paper for entrepreneurs and civil servants. The grantee plans to open a business center in conjunction with the newspaper "St. Petersburg Entrepreneur". On the whole, the project increased the level of information distribution and filled a gap on business issues in the district.

**M020483 Academy of the National Economy (Center for Commercialization of Technologies)**

One of the obvious obstacles to strengthening Russian R&D institutions is the lack of a business approach to the commercialization of their technologies and developments. The grantee launched this program to consolidate existing experience and to help R&D institutions acquire the necessary promotional skills. Using best practices, round table discussions and interviews with the most advanced institutions, the project team worked out a commercialization model scheme, which was introduced in one of the participating institutions and disseminated among forty more institutions. The final results were compiled into methodological materials, published in print and placed on the Internet site [www.intb.ru](http://www.intb.ru). This grant is one in the series of EF funded projects aimed at fostering technological business development. Results of this program serve as a template for improvement of business expertise in R&D.

**M020330 St. Petersburg Fund for Small and Medium-Sized Business Development**

One of the fundamental factors in developing regional strategies for SME support is the assessment of small business conditions. The grant was awarded to facilitate the improvement of the enabling environment for private sector growth by monitoring SME development and the business climate in the North-West Federal District. The grantee together with Leontiev's Center developed monitoring methodology and criteria for assessment of small business present conditions. Using new methodology, the grantee analyzed the state of the SME sector in the District's 11 regions. The results were discussed with government officials and business support organizations, publish them in a brochure and disseminated among municipal, regional, district and federal government bodies. Nowadays, 5 Russian regions start using the methodology.

**V020147 Makon Business Support Center**

In the Baikal region, like in many other regions of the RFE, legal and regulatory barriers hamper the development of business. Business associations can improve the situation by proposing practice steps to reduce the legal and regulatory obstacles to business development and serve as mediators in the dialogue between administrative organs and entrepreneurs. The team proposed a project to improve the advocacy skills and capacity of business associations in presenting their interests before local and regional administrative bodies in three cities around Lake Baikal. They trained and consulted over 200 entrepreneurs and business association representatives on effective methods for protecting their rights. During four roundtables and at a final interregional conference, local authorities and businessmen: 1) discussed the problems of administrative barriers, 2) reviewed legislative documents, 3) proposed recommendations to streamline procedures for registering and licensing businesses, and 4) methods for defending investors' rights. The recommendations were submitted to the local and regional administrations for further review. As a result of the grant, the Ulan-Ude City Administration adopted changes in existing regulations to reduce the time period and number of documents necessary for opening a new business. They were also able to eliminate a number of the duplicating functions of oversight agencies. The grant helped to increase the number of business associations in the region and to strength their influence on decisions affecting small and medium enterprises.

**M020571 Working Center for Economic Reform - Liberal Alternative**

This project aimed to improve small businesses' access to loan financing, which is almost non-existent in the target regions. The project is part of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to develop small businesses and energize local communities. The grantee identified key problems faced by existing credit programs in the target regions and suggested ways to improve their effectiveness. The grantee also developed strategies for broadening the clientele of

local credit programs. Project activities and priorities for the second stage of the Program were determined based on the results of the research grant.

#### **M020572 Institute of Social and Economic Analysis and Entrepreneurship Development**

The first stage of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to support small business development and energize local communities included a baseline assessment of the small business climate and development of potential small businesses in the target regions. Through interviews with local authorities, business support organizations and over three-hundred businesses, the grantee identified significant problems in loan financing that were hampering the development of small business in the cities of Angarsk and Nefteyugansk. To address these problems the grantee developed and distributed strategies to strengthen the local business support infrastructure and published the results of the project. During the second stage of the Partnership Initiative, the grant defined business sectors that need improvement.

#### **M020561 INVEST IN.RU, Company**

Administrative barriers in Russia hamper the development of small business and significantly complicate cooperation with international partners. This project aims to improve the investment climate in the Kaliningrad Oblast, specifically in the five regions that share a border with Lithuania and Poland, by researching administrative barriers to cross-border trade and publishing a reference book for entrepreneurs detailing all bureaucratic procedures in both English and Russian. The grantee trained representatives of five local administrations in how to conduct research on administrative barriers and presented methods of attracting investments to the region. The grantee conducted a survey on 500 local entrepreneurs and developed reference books for entrepreneurs in each of the five regions. The grantee analyzed local legislation and suggested ways it could be improved in order to help boost business and attract investment. The grant's results were widely disseminated on the regional and federal levels as well as published on grantee's site. The project helped to increase the transparency of administrative procedures faced by entrepreneurs doing business in the border region.

#### **V020234 Pervy Dalnevostochny Consumers' Credit Cooperative**

While credit cooperatives remain an alternative to banks when it comes to the financing of local entrepreneurs and consumer needs, Russian Far East (RFE) credit unions are still underdeveloped. There are approximately 50 credit unions (these account for approx. 16 % of the Russian total) in the RFE and they are in constant need of staff training and unification of accounting and financial control procedures. Opportunities for such training in the Region are rare. A two-year, institutional-development grant was awarded to strengthen the credit union movement region-wide by strengthening the operations of the movement's strongest member, Pervy Dalnevostochny Consumers' Credit Cooperative. The project helped the grantee to raise its professional qualifications, create special software for financial analysis by all credit unions, improve technical capabilities, and develop new services for clients. As a result, the organization improved its financial stability, enlarged the number of its members and the net amount of credit funds available to clients. Moreover, the grantee improved methodological and informational support to credit unions in the region and strengthened cooperation among them.

#### **M020584 Institute of Social and Economic Analysis and Entrepreneurship Development**

The project is part of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to develop small businesses and energize local communities. This project aimed to improve small businesses' access to loan financing in the target regions. The grantee identified the key problems of existing credit programs in the target regions and suggested ways to improve their effectiveness. The grantee also developed strategies for broadening the clientele of local credit programs. Project activities and priorities for the second stage of the Program were determined based on the results of the research grant.

#### **M010857 Technoconsult**

The majority of Russian research and development (R&D) institutes suffer from decreasing governmental funding. Under such conditions, many of the R&D institutes are looking for alternative finance sources including commercialization of their technologies and developments by introducing effective commercial and marketing principles into their activities. The grantee offered an intensive training and consulting program on the managerial, legal and organizational issues involved in commercialization to 11 R&D institutes and two innovation centers. The project team summarized the project's results and published 130 copies of the final report. The participants of 12 seminars used new techniques to establish marketing

departments and small enterprises in their institutes. As a result, eight new jobs were created. The project results and grantee's expertise may be replicated among a wide audience of R&D and scientific institutes.

**W010126 Volkov, Dmitri**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of these fellowships, eight new textbooks were developed and updated annually for courses at the undergraduate and graduate level.

**W010127 Raskov, Nikolai**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, five new textbooks were developed and updated annually for courses at the undergraduate and graduate level, as well as four articles or papers that were distributed to all course participants.

**W010128 Blagov, Yuri**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, five new textbooks were developed and updated annually for courses at the undergraduate and graduate level and six articles were published.

**W010130 Soltitskaya, Tatyana**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, ten new textbooks or manuals were developed and updated annually for courses at the undergraduate and graduate level.

**W010131 Fedotov, Yuri**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, 7 new

textbooks were developed and updated annually for courses at the undergraduate and graduate level and two articles were published.

**S010381 Saratov State Technical University**

Russian business and economic education is highly theoretical and usually students and graduates do not acquire practical skills. The university implemented this project to improve the professional experience and education of future managers in the private sector by incorporating the Lexis-Nexis financial and economic database into the curriculum. Thanks to this grant, one third of the university training program was completely updated, 18 professors improved their qualifications, and more than 330 of students in their final year used the Lexis-Nexis data for their thesis, course papers and scientific research. This provided them with a significant competitive advantage in their job search and employment. The university is the only academic institution in the Saratov region to understand the benefits of having access to the database and now has an annual subscription. The project team is open to sharing the experience gained under the grant with any interested universities and professors.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$54,055.39</b>
<b>2002</b>	<b>Number of Grants</b>	<b>2</b>

**1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>33</b>	<b>Counterpart Funding</b>	<b>\$161,088</b>	<b>Jobs Created</b>	<b>32</b>
<b>Female Beneficiaries</b>	<b>34</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>9</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>15</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>37</b>			<b>Media Products</b>	<b>3</b>

**Sample Outcome Statements**

**M020056 Credit Consumer Cooperative, Sodeistvie**

Small business growth in the Evenki Autonomous Okrug is slow. This grant was awarded to facilitate small business growth through the development of a micro-finance program, along with a series of training and consulting services for business people, potential entrepreneurs and municipal workers in the Evenki Autonomous Okrug. The region, completely lacking any sustainable business support programs and infrastructure, was one of the pilot territories under a joint Eurasia Foundation-Yukos program. The implementing team made the very first efforts to activate entrepreneurial initiatives, which resulted in the creation of nine micro businesses and thirty-two new jobs. However, their attempts to launch a micro-finance program on a systemic basis failed due to insufficient funding and the unwillingness of financial institutions to operate in the region. Nevertheless, the project demonstrated the obvious potential for small business development in this region.

**M020039 Zarechny Technopark**

Access to capital for developing small businesses is hard to come by. This program focused on providing small businesses with access to affordable financing methods. At current, very few businesses are eligible for bank loans, mainly due to complicated loan procedures and strict bank requirements regarding collateral. Both of these factors significantly impede SME development throughout Russia. This particular grantee established a loan guarantee fund comprised of assets and capital from within the fund. With the Zarechny Branch of UralVneshTorgBank acting as its partner, the grantee assisted 15 businesses in obtaining bank loans totaling \$142,000 by serving as these businesses' guarantor. The project team conducted three training seminars for 35 businessmen and provided about 200 consultations to borrowers. Thanks to the grant, a sustainable guarantee mechanism was launched, which can be replicated amongst similar business support structures.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$701,950.24</b>
<b>2002</b>	<b>Number of Grants</b>	<b>17</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>844</b>	<b>Counterpart Funding</b>	<b>\$407,969</b>	<b>Jobs Created</b>	<b>21</b>
<b>Female Beneficiaries</b>	<b>946</b>	<b>New Partnerships</b>	<b>90</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>247</b>			<b>Innovation</b>	<b>27</b>
<b>Male Trainees</b>	<b>2592</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>2464</b>			<b>Media Products</b>	<b>2972</b>

**Sample Outcome Statements**

**M010625 Urban Development Reforms Foundation**

The project aimed to stimulate the exchange of best practices between Russian and Eastern European NGO resource centers. Over the last decade, NGO resource centers in these countries accumulated extensive experience in solving various social problems and providing assistance to their clients, non-profit organizations. However, very few tools were employed to build a systematic translation of successful practices from one country to another and to share best practices. To address the problem, the grantee, Urban Development Reform Foundation, collected and analyzed numerous materials demonstrating progress reached in the area of social partnership and community-based initiatives in different countries and describing effective mechanisms developed in the course of this work. The materials were translated in Russian and English, published and distributed among resource centers both in Russia and through the "Orpheus Network" in Eastern Europe as a collection of materials entitled "NGO resources centers as an important mechanism of civil society development in Russia and Eastern Europe".

**M010947 Sreda Center for Mass Media Research**

Low professional standards among Russian media executives has led to lackluster business development for their organizations. The project aimed to improve the financial sustainability of independent media by improving the professional standards of media executives. By receiving its fourth grant from the Eurasia Foundation, the trade journal "Sreda" enhanced the quality of its articles, specifically the educational "Management" column, and created a website "www.sreda-mag.ru" that included an on-line consultation system. Through this open-access tool, over 300 online consultations were provided to media professionals from many Russian regions. Media managers from any region can access this unique Internet resource on mass-media management in Russia. The articles from the "Management" column were summarized into a booklet titled "Media Enterprise Management" and 148 electronic copies were sold. The number of paying subscribers to the journal's print version increased twofold and reached a distribution of 500. The website attracted over 25,000 new visitors. In the framework of the project, a marketing expert developed for them a business plan. As a result, the grantee's own profits increased significantly and constituted 37,7% of their annual budget, therefore helping them further down the path toward institutional development.

**M020180 Foundation for Independent Radio Broadcasting (FNR)**

The project aimed to create a content exchange system for regional independent radio stations to enrich the content of regional radio, raise employees' professional standards, and generally boost the informational openness of broadcast media in Russia. Eighty radio stations pooled their best informational content segments and shared ideas for potential broadcast projects. The network was launched successfully and in full accordance with Russian intellectual property laws. In addition, ten trainers and 70 radio professionals were trained in various aspects of syndication. (Full information on the project activities can be found at www.raen.net.) As a result of the project, the ratings - and, in many cases, incomes - of participating radio stations increased.

**M020184 Leontiev Center, International Center for Social & Economic Research**

In 2002, more than 200 cities and towns in Russia used strategic planning principles to advance development of their territories. At the same time, only 15% of them were able to do it effectively and appropriately. The project aimed to increase the effectiveness of community-based strategic planning by creating a nation-wide resource center. In the

framework of the grantee's project, Leontief Center has accumulated various planning techniques and best practices both Russian and Western and as a result it has become a leading national resource center in the area of strategic planning in Russia. More than 800 documents related to strategic planning issues were posted on the grantee's website at [www.citystrategy.leontief.ru](http://www.citystrategy.leontief.ru) which was visited by 85,514 site users. The project united 79 Russian municipalities in a Club of City-Strategists, which, with the grantee's assistance, are able to share their experiences and exchange best practices on a regular basis. Club members were introduced to innovative techniques, including methods for self-evaluation on the effectiveness of strategic plans. Additionally, over the course of the project the Leontief Center developed a new marketing strategy for itself, expanded its range of services provided to clients, ensured the continued training of its experts, and built a regional network of consultants.

#### **M020438 Obninsk City Fund for Scientific, Technical, Innovative and Creative Activity of Youth**

Non-Soviet strategic planning is critical to the success of communities across Russia. The grant was awarded to ensure the effective implementation of community-based strategic plans and programs. In the framework of the grant, four textbooks were developed and published on how to design and implement strategic plans. Thirty-two officials from 11 pilot cities, who had already developed strategic plans, were instructed on methods of eliciting civic involvement in the implementation of those plans. The three best programs--from Valday, Stavropol and Yaroslavl--were selected for implementation. The implementation of the Valday program on the development of family hotel business models was successful and three family hotels opened in Valday city. As a result, a non-commercial partnership ("Territorial development and innovative economics") was established to ensure the participation of all local stakeholders in the implementation of strategic plans. Reports on the project's activities were published in the local mainstream media and posted on the Internet site: [www.citystrategy.leontief.net](http://www.citystrategy.leontief.net), which is operated by an inter-city association group.

#### **M020495 Partnership Center**

To support the development of effective interaction between socially active schools, local authorities and businesses in Siberia. Practical methods of interaction were presented to the target audiences at a conference. Eight panel discussions were held in various Siberian regions to adapt these methods to local conditions. The results of the conference and the panel discussions were published and more than 700 copies were distributed. At the end of the project, a forum was held to evaluate the effects of implementing the new methods in the regions. The project had a positive impact on the development of socially active schools in Siberia: 3 out of 8 regions will be hosting conferences next year, project activity evaluation methods were developed and implemented, and the grantee was able to raise 100,000 rubles to organize a competition for small projects.

#### **M020525 Association of Housing Proprietors Organizations**

Russia's utilities sector is among those areas still untouched by market-oriented reforms. To foster competition in the municipal utilities market and to reduce budget subsidies which city residents receive for utilities, a City Condominium Support Center was founded in Syktyvkar. A group of local instructors was trained in assisting local initiative groups who were willing to form apartment-owners' unions and condominiums. Seven new condominiums were established and extensive work completed by the citizens to promote the idea of residential self-government. The Center published and distributed 500 issues of the book "Practice in Noncommercial Management of the Utilities Sector."

#### **M020550 Public Fund, Sodruzhestvo**

The project aimed to improve public awareness and strengthen public efforts in reducing corruption. A conference was organized to discuss NGO strategies aimed at promoting accountability among local officials and consolidating the corruption prevention efforts of community stakeholders. This project resulted in a three-day conference, during which a final memorandum was prepared on the anti-corruption program and strategy. More than 110 participants took part in the conference. As a result, 52 NGOs from Russia and the former Soviet Union supported the final memorandum and organized an anti-corruption coalition. Another important result of the project is launching the domain [read.info](http://read.info).

#### **M010929 Institute of Public and Humanitarian Initiatives**

The project provided for the creation of a sustainable system of local self-government in Arkhangelskaya oblast by developing a mechanism of stable governmental and municipal support for activities of Partnerships of Home Owners (PHO). A base for social partnership was laid and developed through regional competition of rural PHO projects. In the framework of the project 22 projects of rural PHO were realized and regional administration provided support for the



competition exceeding 45,000\$. The project activities included an informational and education campaign, the establishment of new Partnerships of Home Owners, and the development of regional legislation regulating the local self-government system and the competitive disbursement of budget funds allocated for social projects and programs

#### **M020261 Association of Non-profit Organizations for Electors Rights Protection GOLOS**

The local parliamentary voting system is not transparent because deputies are not obliged to identify themselves when voting. This nurtures a lack of personal responsibility on the part of deputies for decisions made, and does not allow for citizen participation or control in the legislative system. The grant aimed to raise public awareness of this issue and drafted recommendations to change the voting law. The grantee conducted a public awareness campaign, including media coverage, roundtables and open forums, and involved more than 3,500 citizens and 114 deputies in discussions on the issue. Recommendations were drafted and sent to 14 Russian regions, but only the Yaroslavl local parliament voted on the recommendation and the motion did not pass. Although the law remained unchanged, the grantee developed an effective public awareness campaign that can be used in future projects to promote democracy in the country.

#### **M020556 Obninsk Public Fund**

The realization of the project provided for the development of social partnership in the city of Obninsk by creating a model for resolving local social problems through community activism. The model was presented as a Council of Assisting NGOs, which united efforts of the NGOs working with the elderly people. The project team initiated elaboration of the city program on elderly people, based on preliminary conducted needs assessment, started a fundraising campaign and opened a special bank account, organized a competition of projects aimed to provide assistance for the elderly people. The grantees raised more than 170,000 rubles for the realization of the project both from the local administration and from citizens' donations and involved more than 100 volunteers in the project events.

#### **M020399 Innovation Support Center**

The project aimed to support the social and political activity of women in the Komi Republic. The grantee organized and facilitated a number of educational seminars, conferences, roundtables and media events to improve employment opportunities and local government representation for women. The grantee conducted training in career planning and job searches (for 113 participants), particularly targeted at putting women in positions in governmental organizations, legislative bodies and executive power structures that require developed decision-making skills. In major towns more than 80 women successfully defended their projects. Within the framework of the project five public organizations (new clubs and a NGO) were also created to involve more people in these activities. The project organized a wide awareness campaign to destroy the negative attitude toward women leaders (three TV program were produced and there were more than 50 publications in the local and regional mass media). As a result, many more women now own their own businesses and are active in the local government administration. The project also monitored the implementation of legislation granting equal rights to women, and made recommendations to authorities to ensure that practical measures are taken to eliminate all forms of gender-based discrimination.

#### **V020227 Living Arctic**

The grant was awarded to create a community development foundation as a way of promoting transparency in the financing of social projects. The project team built upon the successful experiences of the Togliatti Fund and the former Eurasia grantee "Soglasie" (Concord) Fund of Blagoveschensk to promote the concept of a local charitable fund. Local government officials, businesses and NGOs were invited to a series of educational meetings, seminars and round tables on the concept of a community development foundation in order to attract potential founders and donors. As a result, the Magadan Public Council was founded to support community development actions. The Council's first grant competition directed toward NGOs interested in community social development was for \$5000.

#### **M027050 Noncommercial Partnership - Economical Consultations**

Non profit organizations in Saratov would benefit from more standardized financial systems in order to make their work more efficient. The project aims to develop a system of accounting and consulting support for NGOs and other organizations that conduct non-commercial projects. Over one hundred participants received training at four seminars. A revised version of the handbook, "Accounting in NGOs," was published with a circulation of one hundred and fifty issues. The grantee provided more than ninety individual consultations on accounting and budgeting practices. During the project's final stages, NGOs were provided with a newly created electronic database containing contacts and expert advice on

accounting and taxation. Newly trained NGO workers confirm that the risks associated with sanctions that arise due to mistakes in accounting have decreased significantly.

**M027023 Constellation-2000, Saratov Regional Public Fund**

Comprehensive evaluations of projects involving a variety of donors are hard to come by. The grant was awarded to improve the effectiveness of social projects financed by local governments, community foundations, and various donor organizations through the introduction of professional evaluation systems. The grantee developed methods to appraise donor goals, formed a regional expert group of aspiring evaluators, and provided them with modern training. The trainees conducted evaluations of 40 social projects Saratov, Volgograd, Penza. The grantee also educated six trainers who continued giving seminars for evaluators. The grantee distributed the trainees' contact information to foundations and municipalities, evaluated the result of the training program itself, and developed recommendations to improve it in the future and as a replication project. Information on the project was published in five local media mediums.

**M027056 Trade Union of Entrepreneurs**

The grant was awarded to promote small business development in the Saratov region by strengthening the most active entrepreneurial union in the city. Nearly all the entrepreneurial unions and business associations lack basic practical skills in management, marketing and finance; few of them think over their long-term strategy and membership. These factors hamper the development of such organizations as representatives of small business interests. This grant failed to achieve the project goal due to a number of reasons. Poor project design, internal organizational contradictions, authoritarian management style, and the union's unpreparedness to adopt changes forced the Eurasia Foundation to terminate this institutional development grant. However the very first attempts made under the grant to regulate the union's activities, and to draft strategic, operation and marketing plans hopefully laid the foundation for future organizational growth, on the condition that all the active members of the union share a common vision on the organization's development and its role in the local business community.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$162,478.88</b>
<b>2002</b>	<b>Number of Grants</b>	<b>5</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1270</b>	<b>Counterpart Funding</b>	<b>\$86,752</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>1846</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>28</b>			<b>Innovation</b>	<b>5</b>
<b>Male Trainees</b>	<b>382</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>429</b>			<b>Media Products</b>	<b>27</b>

**Sample Outcome Statements**

**M010343 Moscow Public Science Foundation**

The project was aimed to increase the effectiveness of training and retraining programs for municipal employees by transforming existing programs into distance learning courses. A training course on community-based strategic planning was converted into distance learning and introduced at 28 training centers. Managers and trainers at the centers were taught how to teach distance learning courses, and the project team provided them with e-mail consultations and site visits during the course of the project. More than 50 training centers specializing in the public administration sector showed their interest in the distance learning course and declared their intention to cooperate with the grantee.

**V010188 Investments Development Center, Ltd.**

Regional legislation that is not in harmony with federal norms, and an undeveloped investment policy make Primorsky Krai less attractive for the domestic and foreign investor. To make Primorsky Krai "friendlier" for investors, the grantee, replicating the experience of several other Russian regions, and working together with governmental officials, legislators, and public and private-sector leaders, developed strategies and mechanisms for increasing the investment climate in the region. They made specific recommendations for revising existing local legislation, drafted two legislative acts and a

strategy for the investment development of the region. These documents were presented to regional legislative bodies for further review. According to the grantee's final reporting, with the exception of the strategy, the documents have yet to be approved. The draft laws were postponed until the new regional law entitled "About State Support of Investment Activity in Primorsky Krai" ,overseen by the Primorsky Krai Administration, is adopted. In addition, the project team founded the Far Eastern Investment Agency, which conducted seminars and follow-up consultations on investment legislation, business planning, and fundraising for managers of private companies. According to official statistics, in 2003 the investment in the Primorsky Krai economy increased 61% in comparison with 2002, but the project director failed to proof the connection between this achievement and the program.

#### **M020004 Fund for Development of Local Self-Government**

The organization of residential units is a problem in many parts of Siberia. This project aimed at increasing civic involvement in housing reform in seven Siberian towns. A public council consisting of experts from municipal self-governing organizations, as well as mass-media, was created to provide public expertise on municipal housing programs. The best practices were summarized and published. More than five hundred specialists received training on competitive bidding for housing services and journalists were trained in media coverage of housing reform issues. This led to a decrease in the costs of the utilities sector and improvement in the quality of services provided in the pilot towns.

#### **M020267 Arkhangelsk Green Cross**

To protect and insure residents of the Arkhangelsk region against environmental hazards. The project analyzed and disseminated information on ecological risk factors throughout the region and developed legislation to provide residents with insurance and financial compensation in case of exposure to environmental hazards. The project conducted significant research and created an Internet web site for sharing ecological information with regional citizens (www.arkheco.ru). Based on this research, local environmental insurance regulations were created and sent to the local parliament.

#### **M020179 International Development Center - Zheleznogorsk**

The project sought to optimize the expenditure of budgetary and extra-budgetary funds allotted for social projects and programs. The project team developed legislation to regulate municipal bidding, promoted a competitive social environment and inculcated transparent mechanisms for distributing funds. Two competitions of social projects took place in the grant period and attracted a consolidated budget of 900 thousand Rubles (over \$30.000). The NGO's, municipal entities, and private persons enjoyed equal rights and had the opportunity to participate in these competitions. As a result, 26 social projects received financing. The NGO's were able to provide more services and of greater quality to the community. On top of that, the community joined forces with the city administration and developed a social development program for 2004-2008.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$171,665.70</b>
<b>Russia</b>	<b>Number of Grants</b>	<b>6</b>

#### **1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>145</b>	<b>Counterpart Funding</b>	<b>\$129,900</b>	<b>Jobs Created</b>	<b>6</b>
<b>Female Beneficiaries</b>	<b>402</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>2</b>
<b>Organizational Beneficiaries</b>	<b>7</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>130</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>444</b>			<b>Media Products</b>	<b>36</b>

#### **Sample Outcome Statements**

#### **V010140 Amurnet Far Eastern Project Management Association**

Developing local philanthropy in the Russian Far East (RFE) is a slow process. The main goal of the project was to develop local philanthropy in RFE by disseminating the experience of successful community foundations. The grantee, a founder of the "Soglasie" (Concord) Foundation in Blagoveschensk, cooperated with model foundations from Togliatti and Tyumen to provide training and consultations for organizations interested in developing social partnerships and promoting charitable giving in RFE regions. As a result of the interregional seminar on local philanthropy entitled "New Technologies of

Charitable Activities in Russian Far East", two Community Foundations were created and registered in the Amur Oblast and the Jewish Republic and two informal charitable groups were organized in Vladivostok and Yuzhno-Sakhalinsk. The project established a communications network for those organizations interested in establishing community foundations as well for those interested in future development of their foundations in the RFE.

#### **M020681 Press Development Institute**

The aim of this grant was to create an Internet-based, interactive professional resource for newspaper designers, photographers, editors and others responsible for newspapers' look and feel ([www.newsdesign.mvf.ru](http://www.newsdesign.mvf.ru)). A site was created, and a number of materials on newspaper design were posted, but these materials are not updated regularly and the amount of traffic is not high. As a result, the site has not become the platform for nationwide professional interaction that it was intended to be.

#### **M020827 Society of the Graduates of the Faculty of Journalism of the Moscow State University**

To create a Media Careers Center at the practical journalism division of the journalism department of Moscow State University. The project succeeded in launching a full-scale, fully functional Internet portal for young journalists ([www.mmcc.ru](http://www.mmcc.ru)). The site contains regularly updated information on vacancies for young journalists, advice for job- and internship-seekers, and a forum. The project also organized a competition for young journalists. However, no fully-fledged career center akin to that found at Western universities was created. The project's only real achievement was the above-mentioned Internet portal.

#### **M020832 Osipiyan Foundation**

To support Kvant, a magazine for youth interested in physics and mathematics; co-funded by the Eurasia Foundation and the Dynastia Foundation. The project conducted marketing research on how to effectively develop a magazine by adjusting its pricing, advertising and distribution strategies. A web site was created to increase the magazine's audience and advertisements were sold in the magazine to increase its profit ([www.kvant.info](http://www.kvant.info)). An alternative distribution method was also approved.

#### **M030254 Russian Union of Social and Economic Reform**

The project promoted reduction of legal barriers to implementation of international technical and humanitarian programs in Russia and contributed to a better legal environment for social and charitable activities. The grantee held a series of expert meetings and discussions of the issues related to technical and humanitarian aid together with the Federation Council and ministries. Representatives of various NGOs, international organizations and experts discussed problems, constraints, difficulties and regulatory documents that need to be changed. 1,000 copies of the Handbook on technical and humanitarian aid legislation (two volumes, 300 pages each) were published and distributed among project beneficiaries (international and Russian organizations and foundations, federal and regional government offices and experts). The handbook includes the main laws and regulatory documents on technical assistance and humanitarian aid, articles on international experience in this field, and expert comments on how to apply the above documents. The project contributed to better and uniform understanding of Russian legislation by Russian officials and international donors.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$1,108,734.38</b>
<b>2003</b>	<b>Number of Grants</b>	<b>34</b>

#### **1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>5732</b>	<b>Counterpart Funding</b>	<b>\$340,689</b>	<b>Jobs Created</b>	<b>242</b>
<b>Female Beneficiaries</b>	<b>2450</b>	<b>New Partnerships</b>	<b>37</b>	<b>Businesses Formed</b>	<b>40</b>
<b>Organizational Beneficiaries</b>	<b>2058</b>			<b>Innovation</b>	<b>93</b>
<b>Male Trainees</b>	<b>1723</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>2140</b>			<b>Media Products</b>	<b>522</b>

## Sample Outcome Statements

### **M020934 Business Support Structures Foundation**

To improve the quality of educational support for Russian SMEs by implementing new methods of evaluating the quality of short-term training programs. The grantee uncovered problems faced by educational structures in creating and evaluating short-term training courses for SME employees and developed a new approach to analyzing their effectiveness. These new procedures were tested by four experienced SME support structures and fine-tuned based on their feedback. The resulting materials were distributed to 500 educational and SME support organizations and published on the Internet.

### **M037001 Bryansk Chamber of Trade and Commerce**

This grant aimed to reduce legal and regulatory barriers to small and medium business development in Central Russia by developing an interregional network of offices under the most successful local private arbitration court. The project team conducted 4 seminars, 2 case studies and a final conference for 328 businessmen and specialists in ADR. The grantee provided 738 legal consultations to lawyers and businessmen from five regions on the benefits of solving business conflicts through private arbitration. Acquired lessons and practices were summarized in a manual and 2 booklets, and distributed throughout Russian arbitration courts. The existing private arbitration courts improved their judges' skills and procedures. As a result, the grant helped Russian businesses avoid lengthy, expensive court battles.

### **M030149 Runet Product, Company**

Communication between participants regarding a program's goals, activities and results is rarely adequate. The project aimed to improve the effectiveness of the SME support processes initiated by the EF-YUKOS Oil Company target program, by facilitating ongoing information exchange between program participants. The grantee developed procedures to gather, analyze and disseminate information about project activities (and results) in four target regions of the program. In addition, the project team provided organizational and informational support to program grantees by highlighting the most significant events, such as the establishment of Business Development Centers in Neftejugansk and Strezhevoy. Intermediate and final projectX results were discussed by all program grantees at regional roundtables and at the final conference. Additionally, the results were presented at the Fourth All-Russian Conference of SME Representatives in April 2003. All information was posted on a web site. The project helped maximize the benefits of the EF-YUKOS program and improved the environment for its follow-up development.

### **M030336 Angarsk Women Public Organization "Contemporaries"**

This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities to improve consumer services in the city of Angarsk. Adequate consumer services are lacking in Russia's regions. The grantee researched the demand for inexpensive consumer services among 250 customers and issued a brochure with recommendations for more effective growth in the sector. 323 start-ups and small companies already experienced in the consumer services market benefited from six training seminars and consultations. The twenty most active participants received individual expert support in developing marketing strategies and reported broadening the range of their services and increasing their clientele. The grant created 63 new jobs and 12 new small businesses. Grantee leaders are now in the process of creating an Association for Customer Service to SMEs. The Association will be registered in the fall of 2004 and currently it has 25 active members.

### **V030006 Narodny Credit, Credit Consumer Cooperative**

In the Jewish Autonomous Oblast (JAO) the opportunities for individual entrepreneurs to receive micro loans within regional programs financed by local administrations or banks are very limited. The system of credit consumer cooperatives is also underdeveloped as there is only one credit union officially registered in Birobidjan, the capital of JAO. To promote the concept of credit unions as non-banking resources available to entrepreneurs and consumers in this region where credit options are few, the project team proposed an informational and consulting program. Together with the Interregional Association of Baikal Area and the Far East Credit Unions (a successful Eurasia Foundation multiple grantee from Khabarovsk), the grantee conducted a training program on the creation and management of credit unions in three JAO territories. Approximately 100 government officials, businessmen and NGO leaders participated in the seminars and discussed different ways to finance small businesses through credit unions. The project specialists provided consultations to new groups willing to join or to create their own credit consumer cooperatives. Also, in order to attract young people to

the credit movement in the region, the project team developed and implemented an optional course on credit unions for students of the Birobidjan State Pedagogical Institute (BSPI). The course was presented to 35 students as a pilot program. Subsequently, the opportunity to make the course part of the curriculum is being reviewed by the BSPI management. As a whole, the grant helped to popularize the concept of credit unions with the local population, increase the number of credit union members and make loan funds accessible to borrowers. Inspired by the achievement of the main grant i.e., the creation of a new credit consumer cooperative in Leninskoye villiage , the project team plans to continue its educational and consulting efforts after the grant ends.

#### **M020781 Kaluga Training Center for Management and Entrepreneurship**

Small business development in Russian national parks and nature reserves is hindered by the lack of a business support infrastructure or stimulating tourism programs. To facilitate private sector growth in the Ugra National Park (Kaluga Oblast), the grantee launched a pilot program in five municipalities for park managers, local public servants and entrepreneurs. One hundred and twenty participants were trained in the creation of effective local SME support programs, fundraising techniques and legal aspects of a business run in nature reserves. Four of five municipalities adopted local SME support programs by the end of the grant period, and all of the municipalities developed and adopted the inter-municipal SME support program, totaling about 4 million rubles. Seven new businesses were established over the course of the grant, and about 55 potential guesthouses (not legally registered) were discovered. The results of the program were summarized and published on a CD-rom and distributed to national park officials from seven regions of Central Russia. The grant demonstrates the potential to become a model for further replication.

#### **M020775 Union of Employers of Republic of Karelia**

The grant was awarded to improve mechanisms promoting investment projects of small enterprises in Karelian territories adjacent to the state border. The project helped to increase the investment potential of small businesses and improve the investment climate in five Korelian regions bordering Finland. The grantee developed a database featuring local small businesses' investment projects and makes it available in printed and electronic format. In addition, consultations were provided to 99 entrepreneurs As a result, number of individual entrepreneurs in five bordering regions increased to 34,6% in comparison with 2003.

#### **M030009 Tatarstan Marketing Society**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, aimed to provide small businesses in Neftejugansk with access to training and consulting services. The project was a pilot initiative for the territory where SME support infrastructure was completely undeveloped. With active support from the local Administration, the grantee formed three mixed training groups of 237 college students, the unemployed and small business managers. 496 hours of training and 250 hours of consultations allowed the trainees to improve their basic business skills, which led to the creation of 60 new jobs and to a 10% increase in SME production. Most creative trainees were recommended for consultancy vacancies at the Neftejugansk Business Development Center. However considerable additional human and financial resources will be needed to establish long-term business training programs in the region.

#### **M020579 Peko-Center Fund**

The production of bread is a necessity in Komi, just as it is in many other parts of the world. Inefficient systems have led the bakery industry to waste ingredients and create poor products. The project developed the baking industry in the Komi Republic. The grantee conducted 30 seminars and 784 consultations for managers of small bakeries in seven regions of the Komi Republic. The grantee created a database of small bakeries in order to further cooperation in the industry.

#### **M037005 Armavir Interregional Chamber of Trade and Commerce**

Legal and regulatory barriers are widespread regarding SME development in the Northern Caucasus. This grant aimed to reduce legal and regulatory barriers to the development of SMEs in the Northern Caucasus by developing a regional branch network of the most successful local private arbitration court. The grantee conducted 15 seminars for 527 lawyers and businessmen from five regions on the benefits of solving commercial conflicts through private arbitration. Acquired lessons and practices were summarized in a manual and booklet and distributed throughout Russian arbitration courts. The private arbitration court set up 2 new offices, improved judges' skills and refined procedures. The grant helped businesses avoid lengthy, expensive court battles.

#### **M037154 Sochi Business Development Center**

The project aimed to create a tourism business community by consolidating the services of businesses and business associations involved in tourism in Sochi and by encouraging the local administration to participate in a dialogue on tourism development. The grantee trained 450 entrepreneurs and 20 municipal managers on cooperation between business and government, transforming corporate culture, and adopting the business tourism practices of more advanced markets. As a result of the project, local entrepreneurs and municipal officials began to collaborate and created a coordination council, which initiated a city program for SME development and support. The city administration created a special department with the appropriate staff and budget to ensure the coordination council's continued existence. The grantee summarized and disseminated best practices among other municipalities and SMEs in the region. The resulting recommendations were published in four printed brochures and five informational leaflets. Despite these promising achievements, the Eurasia Foundation came across a number of problems working with the grantee. Poor quality and late analytical and financial reporting are the key reasons why EF will not continue to collaborate with the project team.

#### **M030344 NalogInform, Company**

This project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. Funding supported the improvement of legal skills within small enterprises in Achinsk by providing staff with free access to information and advice on accounting and taxation. The grantee published and distributed six issues of the "Taxation informer," 18,000 copies in all, to SMEs free of charge. The grant also published and distributed 3,000 copies of the "Entrepreneurs' guide," which addresses current legislative issues and practical business topics. 160 local SMEs also benefited from participation in two group consultations on accounting and taxation issues. Project results were covered by a large range of local TV and radio media outlets. The grantee will continue to distribute these publications for a small fee to small and medium business micro-entrepreneurs beyond the project period.

#### **M030346 Novosoft - Zheleznogorsk, Company**

The project is part of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to support small business development and energize local communities. The grant aimed to facilitate interaction between small businesses and municipal authorities by organizing a virtual office for the Achinsk Administration. Website visitors average 1000 people per month, and over 100 SMEs report having received feedback to their questions. This website incorporated expert recommendations from the local administration as well as business incubators, information about municipal tenders and legal materials. The success of this project presents many prospects for replication which were highlighted in regional and local media. Upon completion of the grant, virtual office activities will be financed from the municipal budget.

#### **M030305 Regional Customs Brokers Association "North - West"**

Entrepreneurs in Russia's northern capital suffer from an array of challenges. The project improved the environment for small business development by lowering administrative barriers in custom regulations and increasing the bargaining power of businesses in dialogue with government agencies. The project team developed a draft program and designed the guidelines for a guarantee organization, which addressed customs brokers' liabilities to custom authorities. This organization was guided by the project team and involved customs brokers throughout northwest Russia. The project result was presented to the State Customs Committee of the Russian Federation, whose comments allowed the grantee to develop more effective self-regulation processes and to amend their charter to reflect the requirements inherent to this process.

**M020776 New Economic School**

To promote economic education and the development of western-trained economists in Russia through continued support for the two-year graduate program in economics at the New Economic School (NES). The grant funded the continued operation of the NES's teaching program and the introduction of new programs. Through the new system of student financial support, 30 students received educational loans for 2003-2004. A new system of automatic financial flow and documents circulation management was acquired and introduced. The NES hired five Russian professors with Ph.D.'s from leading U.S. and European universities and thus continues to provide economic education in Russia that meets the highest international standards.

**M020791 State Fund for Small Business Development of Murmansk Oblast**

The grant was awarded to increase access to capital for SME in Murmansk region. The grantee organized seminar for twenty credit officers from four cities on business plan assessment of micro-loans. As a result, thirteen micro-loans were granted by Murmansk state fund for small entrepreneurship development in amount of \$300K. The credit reimbursement at the project end was as of 97%.

**M030281 Non-Commercial Partnership of Pharmaceutical Enterprises, Partner**

Russian business associations and professional guilds are at an early stage of development and have not yet acquired a reputation as self-regulating institutions and representatives of their members' interests. This project set out to increase the efficiency of the Partnership of Pharmaceutical Enterprises, allowing it to become both a self-regulating organization of small businesses and a constructive forum for discussion in the Nizhny Novgorod pharmaceutical market between the government, businesses and citizens. The project team researched the private drugstore network in the city, developed recommendations to improve applicable legislation, created the Web site [www.farmpartner.nnov.ru](http://www.farmpartner.nnov.ru), published a brochure and eight newsletters, and discussed findings at a series of roundtables and in the press. In addition, the partnership addressed the pharmaceutical enterprises in the region in an open letter, challenging them to refuse to sell low quality products. A code of ethics was developed and adopted by each member of the partnership. This grant not only improved the effectiveness of the partnership itself, but also improved the quality of services to drugstore customers.

**M030284 Nizhny Novgorod Guild of Bakers and Confectioners**

Russian business associations and professional guilds are at an early stage of development and have not yet acquired a reputation as self-regulating institutions and representatives of their members' interests. The grantee implemented a project to increase small business efficiency in the baking industry. The project team worked out technical, certification and quality standards for members, and created and registered a collective trademark so that all the members can use it to promote their products. The guild significantly expanded the number of services for members, including technical assistance and conflict resolution committee services. Members received more than 600 consultations and discussed their problems at two roundtables. The project team actively cooperated with the regional administration and consumer protection societies to decrease administrative barriers to the industry. The activities and grant results were summarized and widely disseminated in the local press and on the Internet. This grant is an example of the initial attempts to develop self-regulating mechanisms for small business in Nizhny Novgorod.

**M030295 Union of Entrepreneurs of Pestovo District**

Entrepreneurs in Russia often lack supportive business development infrastructure. This project aimed to develop business advocacy mechanisms through support of the Pestovo Union of Entrepreneurs. The grant created a favorable environment for small business development in the Pestovo District of Novgorod Oblast. The grantee conducted 17 seminars, 4 round tables, and 10 'hot line' discussions among business people with civil servants and representatives of control agencies. Moreover, the project team participated in six sessions of the public administrative council and promoted the establishment of a Committee to Overcome Administrative Barriers. As a result, the strategic cooperation agreement about small business development in the District was prepared. The grant also helped develop a regular column for entrepreneurs in the local newspaper "Pestovskaya Pravda" where the advisory and legal materials were published. Thanks to this action, the circulation of the newspaper increased to 2,000 issues and is now distributed in all zones of the Pestovo District. On the whole, the program laid the basis for a constructive dialogue between start-up businesses, their communities and local administrators.



**M037120 Omsk Chamber of Trade and Commerce**

Russia and Kazakhstan share one of the longest borders of any of the countries in the CIS. Therefore, it is extremely important for the economies of both countries to develop effective and transparent cross-border relations, specifically simplified customs procedures for businesses. To increase cross-border cooperation, the project team created a special resource center for business people. The center provides consultation and technical assistance on various customs, tax, and logistics issues. The grantee also published four customs-related brochures, organized a cooperative business exchange for about 200 Russian and Kazakhstani entrepreneurs, and conducted three joint expert discussions on problems facing cross-border businesses. The recommendations (to simplify administrative procedures) were delivered to the State Customs Committee and the Tax Ministry. The project was implemented in close cooperation with the Northern Kazakhstan Chamber of Commerce and Industry, whose activities were funded by the Almaty Regional Office of the Eurasia Foundation. This grant was the first cooperative approach that resulted in concrete steps to solve business problems regarding customs regulations.

**V020233 Vladivostok Center for Cooperative Entrepreneurship**

To broaden perspectives for developing and funding innovative projects, the grantee proposed a program to stimulate innovative business activity in the region by developing technical and non-technical communications networks among innovation experts, businessmen, and scientists. Based on ideas from opinion surveys of entrepreneurs, the project team, together with Moscow and St. Petersburg experts, developed and conducted a new educational program to train over 150 innovative managers. It was expected that the program graduates would be capable of launching innovative projects or creating their own innovative businesses. The Eurasia Foundation did not receive a report about the long-term results of the grant owing to the fact that the project implementers failed to follow through with the project in its second period. In the process of implementing the grant events, they reached the conclusion that providing practical assistance for the development of innovative business projects and seeking funds for their realization is of greater necessity and in more demand by entrepreneurs and investors than organizing an educational program for young managers or conducting discussions devoted to problems business innovation. As a result, the project team did not attempt to retune their grant activities to the entrepreneurs' needs and chose not to continue the program.

**M037008 Center for Democratic Initiatives and Economical Technologies**

The lack of youth support programs at the regional and federal levels negatively influences social stability in almost all of Russia's regions. Limited career opportunities force students and university graduates to seek alternative means of self-employment. Many young people are interested in starting-up their own businesses. To promote the development of youth entrepreneurship in the Rostov Oblast, the grantee conducted seven seminars and roundtables with the active involvement of businesspeople and micro-finance organizations and provided roughly 400 consultations in preparation and promotion of students' business plans. Some 100 young entrepreneurs were selected from 5th year at the university, 46 of which were chosen for a second round of activities, acquired the skills necessary to launch and run a business. Three out of ten business plans have the potential to receive financing after the close of the grant. The program demonstrated the effectiveness and popularity of business-oriented training, however it also pointed out the challenge of obtaining start-up capital at the entry level.

**M020825 Center for Business Ethics and Corporate Governance**

To help Russian companies successfully adopt the new Russian corporate governance code, that was approved in April 2002 as a draft model to increase Russian shareholder companies' transparency. The Center for Business Ethics (CBE) researched fifty-five public companies to determine their training needs and their capacity to develop and introduce their own corporate governance codes. The project also addressed existing barriers to the code's implementation. The CBE published an in-depth analytical report of current corporate governance and business ethics practices to help companies develop a suitable training strategy for corporate governance reform. The project aroused interest in the business community and, as a result, 20 companies will continue their training programs and 13 companies are planning to develop their own corporate governance codes.

#### **M030292 Merchant Club of St. Petersburg**

The project supported private enterprise development by creating effective mechanisms of cooperation between small business people and the government. The grantee, the Merchant Club of St. Petersburg, established a consulting center and encouraged broad discussion on the problems hindering the development of entrepreneurship. The project consulted 386 entrepreneurs on a broad array of topics, conducted 13 training seminars and 2 roundtables, and aired 10 specialized TV programs entitled "Big town, small business". The project's success enabled the consulting center to become a profitable business, open three branches and increase the number of Merchant Club members by 80 people.

#### **M030300 Bureau of Irreproachable Business of St.Petersburg**

Russian businesses are at a stage of development when they need efficient mechanisms for self-regulating and business advocacy. Many of the business and professional associations are beginning to develop professional and ethics codes and standards and introduce them into relations with partners and customers. Under this grant the project team worked out a "Code of Irreproachable Business", which is being used by 27 association members. The grantee also created a system of extrajudicial conflict resolution between businesses and their clients. The grantee gathered a database on customer complaints and business partners with excellent reputations. The project results were discussed at round tables, seminars, and two conferences with more than 280 participants. These materials are presented on the Web site [www.etica.ru](http://www.etica.ru) and in the local press. The project is a promising step toward a civilized business climate in Saint Petersburg.

#### **M037118 Saratov Chamber of Trade and Commerce**

Russia and Kazakhstan have one of the longest borders among the countries of the CIS. Therefore it is extremely important for the economies of both countries to develop effective and transparent relations, including simplified customs procedures for businesses. To facilitate cross-border cooperation, the project team developed the Internet site [www.bezgranic.ru](http://www.bezgranic.ru), gathered information on perspective investment projects, summarized customs, tax and logistics procedures, and made this information available to businesses in both countries. More than 20,000 people visited the Internet site. The grantee provided about 180 consultations, trained more than 60 people, and published three brochures and a guidebook on customs regulations. Thanks to the grantee's efforts, simplified customs procedures were introduced in one of the Saratov Oblast customs offices, which decreased the paperwork for business people by 15-20 percent. The project was implemented in close cooperation with the Uralsk Small Business Center, whose activities were funded by the Almaty Regional Office of the Eurasia Foundation. This grant is the first such cooperation that resulted in concrete steps to solve small business problems in customs regulations.

#### **M030287 Trade Union of Entrepreneurs of Tomsk Oblast**

The grant was awarded to increase small business development in the Tomsk region. The project helped the Tomsk Trade Union of Entrepreneurs to expand its activities into the small city of Seversk. In project frame over 115 business people from Seversk were united into a Seversk union branch. The project team also helped the newly established branch to develop contacts in the regional administration, and provided monitoring of entrepreneurs legislative base. As a result, seven recommendations were drafted for improvement of regional law. The grantee provided consultations to over 500 entrepreneurs and the internal web-site: [www.trud.tomsk.ru/pred](http://www.trud.tomsk.ru/pred) was created.

#### **M030294 Tomsk Regional Organization "Women in Business"**

The grant was awarded to support private enterprise development through expanding the role of the association "Women in Business," which fosters favorable conditions for small business development. The grantee provided 316 hours consultations and trained 24 women-entrepreneurs that helped them to create seven new businesses. Despite, 14 women expanded the existing businesses. Sixteen women participated at the competition "The best woman-director in the year". The project results were covered in the three local media outlets. No other activity was undertaken by the Association.

### **M030349 Fund for Development of Marketing and Human Resources**

This project is a part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. A business club for local entrepreneurs was created to revitalize the small business community in Nefteyugansk. Under the YUKOS-Eurasia Foundation partnership program for small business support and community development, the grantee united entrepreneurs and provided them with practical business support. Round tables addressing small-business problems helped establish dialog between business and administrative structures. The grant helped strengthen small businesses and create favorable conditions for the formation of a union of entrepreneurs.

### **M020711 Interregional Marketing Center Udmurtiya - Moscow**

Businesses in Russia's regions often do not properly publicize their products. The project aimed to boost the sustainability of small and medium-sized businesses by improving their marketing skills. The grantee carried out 3 marketing training seminars for 160 representatives of 100 SMEs in the Udmurt Republic. Those companies most proactive in implementing marketing as part of their development programs received free assistance in developing their marketing plans. The project promotes marketing as a basic tool for SMEs.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$148,616.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>5</b>

#### **1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>836</b>	<b>Counterpart Funding</b>	<b>\$213,127</b>	<b>Jobs Created</b>	<b>148</b>
<b>Female Beneficiaries</b>	<b>896</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>3</b>
<b>Organizational Beneficiaries</b>	<b>11</b>			<b>Innovation</b>	<b>11</b>
<b>Male Trainees</b>	<b>301</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>284</b>			<b>Media Products</b>	<b>33</b>

#### **Sample Outcome Statements**

### **M037031 Stimulus Rural Credit Cooperative**

The number of rural credit cooperatives has significantly grown in the last few years. Nearly all of these cooperatives use inappropriate accounting software programs as special software for rural credit co-ops does not exist, and employees do much of their accounting work by hand. To improve the work of cooperatives, the grantee, together with a number of partner cooperatives and a computer firm, developed and tested an additional accounting program module to augment one of the most popular accounting program used by a number of rural credit cooperatives in Russia. This new module greatly simplified the loan and taxation accounting process for credit cooperatives. Seven cooperatives purchased, installed and verified this module's efficiency. All the cooperatives that already used the program will receive a free update including the module. Based on the project results, the Russian Foundation for Development of Rural Credit Cooperatives installed this module and trained its accounting staff. Information on the project results was widely disseminated at seven workshops for more than 200 people. This grant contributed to the sustainability of rural credit cooperatives and improved their financial and accounting management and procedures.

### **M030216 Foundation for Support of Mutual Finance Organizations**

The number of non-banking microfinance organizations in Russia has been growing rapidly in the last years. This tendency requires a proactive approach in two obvious directions: a favorable legal environment at the federal level and various training programs for cooperative staff. The grantee, a leading organization in this area, together with a number of pioneering cooperatives, developed a system of operating standards, a number of changes to the existing regulatory legislations, conducted six seminars for more than 150 people, and distributed nine issues of a professional leaflet. The results of the project were presented at the 3rd Russia-wide microfinance conference and at the Russian Credit Unions Forum. Thanks to this grant, the cooperative movement received a significant stimulus for further development as a reliable source of finance for small business people.

### **M030177 Irkutsk Oblast Fund for Small Business Support**

Small entrepreneurs in Russia have practically no access to financial resources to develop their business. The most popular and affordable sources are personal funds and loans from family and friends. Currently, microfinance organizations are the only institutions that systematically provide loans to businesses. Under this grant, the grantee improved the existing microfinance scheme, developed and introduced three new credit products, and trained key personnel in loan and delinquency management. The project team conducted eight training seminars for 211 business people and one student conference. The regional media and the Internet covered the project results extensively. The grantee disbursed 369 microloans and helped create 62 jobs. The grantee also attracted more than \$52,000 from the DAI Technical Assistance Program and the Irkutsk City Administration to increase its loan portfolio. This grant definitely proved the efficiency of microfinance programs for small businesses and intensified the organizational potential for further expansion.

### **M027108 Garant Rural Credit Cooperative**

Russia's a developing agricultural sector is currently 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 in order to improve the sustainability of agricultural coops by widening the services they offer. The grantee studied best practices in 5 regions, created and introduced 5 new methods for more effective operation of the guarantee fund for its members and other coops from different regions. Outside experts involved in the project helped the team develop regional standards and criteria for the guarantee fund. The grantee published 8 articles in 3 newspapers and magazines, organized 7 seminars and provided 96 consultations on creating guarantee funds for 387 coop members. As a result, the grantee increased its membership by 71%, its joint coops raised their capital by \$90,000 and enlarged the guarantee fund to \$7,500. This stabilized the coop environment in the region, increased their shareholders's trust, and made them more attractive to the banking sector. During the grant period, new methods were adopted by coops in the Astrakhan Oblast and the Republic of Chuvashia.

### **M037063 Sodruzhestvo Volgograd Oblast Rural Credit Cooperative**

The project promoted the existing rural credit co-op network in the Volgograd Oblast, a network that needed a boost of assistance to become more effective. The project helped rural credit co-ops actively expand their clientele, meeting the short-term financing needs of SMEs by improving business practices. The grantee developed guidelines for savings and loans, assisted co-ops in setting interest rates on various types of loans, and conducted a series of seminars for 33 credit co-ops in the Oblast. The results and best practices were presented at a conference of co-ops from 10 other Russian regions and published in the nationwide Rural Credit Magazine. As a result, the grantee doubled its branches and the number of entrepreneurs increased by 2,000.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$1,232,900</b>
<b>2003</b>	<b>Number of Grants</b>	<b>41</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>5226</b>	<b>Counterpart Funding</b>	<b>\$515,046</b>	<b>Jobs Created</b>	<b>35</b>
<b>Female Beneficiaries</b>	<b>7049</b>	<b>New Partnerships</b>	<b>110</b>	<b>Businesses Formed</b>	<b>4</b>
<b>Organizational Beneficiaries</b>	<b>2345</b>			<b>Innovation</b>	<b>44</b>
<b>Male Trainees</b>	<b>1701</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>3081</b>			<b>Media Products</b>	<b>578</b>

## Sample Outcome Statements

### **M030074 Novosibirsk State University**

The grant was awarded to increase the sophistication of university courses on Internet-based media. The grantee developed a new training course for students studying Internet media and journalism, based on practical examples of Internet-based publications. The course covered five topics, from streaming-video technology to Internet newspaper management, and was later presented on the following web site: [www.journalism.ru](http://www.journalism.ru). In addition, the grantee created five CD programs and trained approximately fifty journalists. This course was not introduced into the new media curricula at the Communications Department of Novosibirsk State University due to a conflict with the University Administration. (Also, because of this, the grantee was not able to publish the textbooks as originally planned.

### **M020219 Community Foundation Tyumen**

Investment and management of social programs are not common skills. The grant was awarded to support the institutional development and program activities of the Tyumen Community Foundation. A new strategic policy was developed that made organizational and financial management more efficient and a grant-making strategy was tailored to the needs of the local community. Two new local charitable foundations were established and new donors recruited. Three small-grant competitions were designed and implemented. In turn, the Foundation's public image was lifted to 17% and a draft law on philanthropy was developed. The number of local contributions made by local donors in 2004 increased to 265, a 23% increase compared to 2002.

### **M020529 Biodiversity Conservation Center**

The project was aimed to provide the third sector with information on western and Russian grant-making organizations by publishing a book entitled *How to Ask for Money*. This was the third edition of the book. The two previous editions were also supported by the Eurasia Foundation and were enthusiastically received and widely used in the NGO community. The book included information on existing donors and their current strategic priorities, as well as current proposal requirements. 20,000 copies were distributed among the main grant-making organizations and Russian NGO resource centers.

### **M020667 European Roma Rights Center**

To improve ethnic tolerance in the regions with large Roma communities by supporting the development of Roma NGOs in Russia. Under the project, activists from Roma NGOs were trained in human rights monitoring techniques and the use of political advocacy. The grant promoted the strengthening of interaction between Roma NGO representatives and remedial organizations.

### **M020668 Charitable Processing Center**

Philanthropy in Russia at the community level is rare. The grant was awarded to promote indigenous support for community problem-solving initiatives by introducing a new Internet-based fundraising mechanism. The grantee established a non-profit processing center and developed a web site: [www.e-donate.ru](http://www.e-donate.ru) that supports charitable giving via Internet payment systems such as Assist. The grantee undertook no other activity in frame of the project. It was decided not to finance the project after the first tranche and terminate the grant due to poor organizational management and non-adequate understanding of the project goals and objectives. Based on the lessons learned, in the future, it is strongly recommended to complete all due diligence actions prior to signing of a grant agreement.

### **M020773 INDEM Foundation**

The project aimed to increase the accountability of Russian legislators by supporting a nationwide Internet-based public oversight network. Within the framework of the project the grantee collected information on deputies' voting records and posted it on the Web site: <http://www.indem.ru/FSMonitor/frussian.asp>. The grantee attempted to consolidate a corresponding network for monitoring deputies' performance by training 27 people. Unfortunately, the network's activity was not really successful. About 30 drafts law were discussed on the Web site. The project results were published in the press and online.

### **M030181 Information Systems and Communications**

Local TV stations in Russia are often unable to provide quality, educational programs due to a lack of funds. The project provided legal and financial support to independent television production companies in Russia's regions for the development of documentary projects. The grantee analyzed international best practices in syndication and co-production and created the first Russian on-line database ([www.tvdata.ru](http://www.tvdata.ru)) containing information on funding sources and samples and reviews of 200 documentaries produced by regional studios. The database also includes case studies of successful Russian co-production projects. In addition, 40 representatives of regional independent TV companies were trained on marketing television shows, primarily documentaries. Also, three typical co-production agreements were developed for actual use. As a result, three co-production projects were launched between Russian TV companies and partners from Great Britain, Turkey, New Zealand.

### **M030261 For Civil Society Foundation**

The project set out to increase the effectiveness of human rights organizations by readapting their strategies to today's challenging environment. The grantee conducted research of the forms and methods employed by human rights organizations in Russia (with over 70 respondents) and identified the current trends and factors promoting or impeding their development. The research results were published and 2,000 copies were distributed. The grantee also prepared an Alternative Report on Russian NGOs on social, economic and cultural rights in Russia and sent it to the UN. The report received official UN document status and was widely covered in the media. Fifty activists from Russian NGOs were trained in the international mechanisms of rights protection during three seminars. The project demonstrated that Russian NGO representatives have little knowledge of the possibilities of international mechanisms and that further seminars are indispensable.

### **M030325 Fulcrum Foundation for Support of Civil Society and Human Rights**

The project aimed to increase effectiveness and financial sustainability of non-profit organizations in 3 Russian regions by training NGO leaders on coalition building and effective consolidation of uncoordinated efforts in pursuit of common goals. Representatives of 55 NGOs from Central region, the Urals and the Northwest Russia were trained on organizational and financial aspects of coalition work, team building and project design and marketing. To apply the skills and knowledge they received in the course of the education the trainees developed and implemented 6 small-scale partnership projects aimed at solving effectively socially important issues that affects their communities such as women's unemployment, improvement of legal services for migrants and promotion of tolerance among the youth.

### **V020238 Amur Regional Branch of Youth Lawyers Union**

The most significant obstacles delaying the development of entrepreneurship in the Amur Oblast are the result of the lack of participation of small and medium enterprises (SME) in the discussion of the SME-related issues and insufficient legal regulation in this area. To involve governing bodies and the business community in strengthening a weak business development environment, the Amur Regional Branch of Youth Lawyers Union organized an opinion poll and a series of joint round-tables to better define the legal and administrative problems affecting SME operations. The negotiating techniques developed during the course of these discussions were then incorporated by the Entrepreneurs' Council at the Amur Oblast Administration. The creation of this new public body, as well as the discussion of its decree, was led by the grantee. Another part of this project was devoted to SME information and consulting services on how to protect SME rights. As a result of these activities, the three non-governmental organizations created to advocate SME interests in different fields were officially registered. In addition, the project specialists analyzed legislation of several Russian regions related to SME taxation and protection of economic rights and drafted suggestions on simplification of tax procedures. The Amur Oblast Legislative Council plans to integrate these recommendations into the new regional laws that deal with investments and innovative activities.

### **V020261 Youth Against Drugs Public Organization**

School facilities are excellent and highly underused resources for fostering community initiatives. The grant was awarded to more actively involve citizens in their communities by broadening the role of the school as a local resource center. The Sotrudnichestvo ("Cooperation") Center employees from Krasnoyarsk assisted the grantee in providing consultations, trainings and round tables for school administrators, secondary school teachers and local authorities in Blagoveschensk, Svobodny and Tynda on how to make use of the community school model. A local team of 20 trainers was created within

the project and 3 centers for promoting this new model were launched. After introducing the concept of community active schools at educational institutions in the Amur Oblast, 13 schools adopted the model and began their activities. Additional \$9,140 was raised by the grantee for the implementation of the project. Moreover, 20 charity events were realized by school teachers and students to help solve community problems in the region.

#### **V030018 Art-Video, Ltd.**

In the Amur Oblast the number of civic initiatives is very limited owing to the fact that the local population and mass media are indifferent to the social problems of their communities. Regional mass media could influence public opinion on such problems but due to their own indifference and lack of commercial benefits from socially active stories, they do very little. This is compounded by the fact that local TV and radio stations do not know how to make socially oriented TV and radio programs interesting for their audiences and they have very little opportunity to learn how to do so. To inspire greater interest in social issues by radio and TV broadcasters in the region, the project team from Art-Video, together with media experts from Moscow, Nizhny Novgorod, Veliky Novgorod, and Birobidjan, conducted three intensive trainings to enhance the professional skills of local journalists in creating socially-oriented programs and to develop projects with non-profits. A number of implemented project events such as a round table, a mass media festival and competition, and a regional conference, helped to heighten the journalists' and general public's awareness of community problems. Because of an internal conflict within the grantee's organization, a full report on grant outcomes was not submitted to the Eurasia Foundation. Notwithstanding this fact, the project director reported that the grant succeeded in improving the professional level of local journalists, was responsible for instigating several cooperative projects between local mass media companies and public organizations and increased the number of TV and radio programs dealing with social issues.

#### **V030021 Image, Amur Oblast Public Organization**

A lack of decent employment opportunities in parts of Russia allows young adults to leave their home cities in search of promising careers. The grant was awarded to encourage bright, educated, young people to stay in the region by improving their chances of finding good jobs. The grantee organized a round table, completed training for educational specialists as well as for graduate students, and held a regional conference in which experts from Siberia and the Russian Far East territories participated. These events stimulated the creation of 9 graduate career centers at educational establishments in the Amur Oblast. In addition, a special course on how to job search was developed and implemented in 20 schools. The trainings and consultations provided helped students develop their career skills and increased the number of job placements for graduates by 7.1% in comparison with previous years.

#### **V030051 Amur Oblast Public Organization "Press-Club"**

This grant was awarded to promote a more open and objective mass media by strengthening journalists' knowledge of their rights. The grantee made journalists aware of general legal guidelines, monitored and recorded violations of their rights, and educated them in the principles of legal advocacy. The journalists from different towns of Amur Oblast received extensive training on how to defend themselves in courts. Professional discussions and the distribution of a newsletter "Defending the Professional Reputation of Journalists" formed a framework for dialogue between the mass media and the government, decreased the number of lawsuits against journalists by 70%, and inspired more articles on socially important issues.

#### **V030041 Khabarovsk State Academy for Economics and Law**

The main idea of the project was to assist municipalities in the Russian Far East (RFE) to implement a new Federal Law "About Basic Principles of Local Self-Governance in Russia" that was adopted by the Russia State Duma in November 2003. The project team of the Khabarovsk State Academy for Economics and Law developed a package of sample by-laws designed to facilitate citizen participation in decision-making on the municipal level. The grantee also put together recommendations on methodology and distributed a series of brochures and sample bills on public hearings, opinion polls, public access to information and citizens' participation in law-making. These activities were reinforced by targeted workshops, conferences and consultations that attracted specialists of local governing bodies from several RFE regions. As a result, the Amur Oblast Department of the Ministry of Justice examined the sample by-laws and officially recommended them for the regional municipalities. Additionally, the legislative body of Birobidjan, the principal city of the Jewish Autonomous Oblast, conducted a review of the two new decrees based on the samples provided by the project team. However, the most evident success was achieved in the city of Nakhodka, Primorsky Krai where in September 2004, due to

its participation in the above project, the legislative body of this municipality adopted three by-laws broadening citizen involvement in governing their territory.

#### **M030401 Public Charity Movement of St. Petersburg "Golden Pelican"**

The north-western region of Russia lacks awareness of corporate giving in social programs. The grant sought to encourage businesses in becoming more socially responsible when defining their corporate strategies. The grantee conducted five roundtable discussions with companies all across St. Petersburg on how to become more aware of society's needs, using as guidance principles taught in the West. The discussions sought to increase awareness of corporate giving and analyze its current conditions among local businesses. Additionally, the grantee worked with local media to improve the public's perception of socially responsible businesses. The local newspapers published 30 articles on this topic. Information on the social responsibilities of a business enterprise, in addition to various other analytical materials, were issued in a special brochure and distributed among various companies, NGOs, media, and local authorities. As a result, five other business enterprises joined the 'corporate giving' movement.

#### **V020289 Union of Journalists of Buryat Republic**

The grant was awarded to strengthen the role of the rural mass media as an instrument and shaper of local public opinion by training editors and journalists in the areas of legislation, management, advertising and journalistic ethics. The project team, together with journalism experts from Moscow and Novosibirsk, conducted several practical seminars for the staff of rural newspapers and organized three competitions among the trainees for the best photograph, the best newspaper article, and the best newspaper. Moreover, newspaper editors, journalists, non-profits and local authorities participated in Round Tables to discuss current problems of rural mass media. During the implementation of the grant, the project team created and distributed a catalogue aimed at generating advertising revenues from businesses interested in rural districts. As a result, advertising revenues increased by 12% and newspapers circulation by 3.32%.

#### **V020291 Chita Regional Center for Public Initiatives Support**

The Chita Regional Center for the Support of Public Initiatives has dedicated six years to the promotion of transparency and models for public participation in local decision-making in Chita. Building on previous grants and opportunities opened up by the new Federal Law "On Basic Principles of Organizing Self-Government in the Russian Federation", the Center focused its efforts on testing models for public hearings/discussions and developing respective statutory provisions. To realize these tasks, the implementer organized seminars and consultations that increased public awareness about transparency models and the budgeting process. A City Forum gave citizens an opportunity to articulate their ideas and their vision of local needs. As a result, the local authorities approved a 50% transportation discount for pensioners and other vulnerable groups. Follow-up public budget meetings at the Chita City Duma (legislative body) resulted in the incorporation of citizen-proposed amendments into the city's 2005 budget. Most notably, the final 2005 budget saw a reduction of 200 million rubles in administrative costs, which, in turn, led to a 20% increase for the vaccination program. The deputies also went on record with a decision that any unforeseen increase in budget revenue should be expended on housing and health needs. In addition to this constructive cooperation with local legislators, the Center and its various sector partners expect that the new legal regulations developed by the working group of local specialists will make public budget hearings a regular practice. According to the City Duma work plan, the new decrees will be adopted by the end of FY 2005.

#### **M030211 Kaliningrad Center for Civic Initiatives Support**

The project aimed to forge new models of cross-border cooperation through a new target initiative the Eurasia Foundation was planning to launch between the Kaliningrad region and neighboring countries. As a result of the project, a booklet highlighting cross-border projects was published after an exhibition of social projects and disseminated among interested organizations. The program on cross-border cooperation was developed and presented to the Civic Chamber of the Kaliningradskaya oblast. Additionally, the project created a network between NGO resource centers in Kaliningrad, Kurgan, Saint Petersburg, Kaunas (Lithuania), Elblong and Warsaw (Poland) and Hamburg (Germany), through which NGOs from these countries could exchange information about 28 potential partnership projects.

#### **M020902 Initiative, Karelian Regional Fund for Self-Government Development**

This project is a follow-up to the successful project "Public Internet forum of the Petrozavodsk administration," which created a virtual public forum on the Petrozavodsk administration's official Web site. The current project aims to increase



the efficiency of local governments by enabling citizen participation in the decision-making process. Within the framework of the project virtual public forums were created on the official government Web sites of the Kondopozhsky, Pryazhinsky and Prionezhsky districts of Karelia. Virtual public forums were combined to the joint information Internet portal [www.prigorod.karelia.ru](http://www.prigorod.karelia.ru). More than 130 people were trained to operate the virtual public forums. The project helped to facilitate more active interaction between the districts and to make information about the activities of local administrations more accessible to the public.

#### **V020245 Far Eastern Legal Resources**

Interaction between local authorities and non-profit organizations in addressing issues related to neglected children is rare. The grant was awarded to improve interaction between authorities and non-profit organizations in order to foster active attention on homeless youth and neglected children. The project team created and introduced a new model involving public discussion of new regulations developed for the Khabarovsk City Administration. The pilot project was launched and monitored at public institutions for neglected children in two districts of the city in the fall of 2003. The same procedure was implemented in some regional districts as well. According to the results, in the first half of 2004, the number of homeless children in the region was decreased by 39% in comparison with the first half of 2003. During the implementation period, the number of foster families increased from 2 to 15 in the city of Khabarovsk.

#### **V020284 Zelyony Dom**

The grant was awarded to support the development of social partnerships between the non-profit and the private sector in Khabarovsk, which lacked the knowledge and experience to work together. The grantee created a virtual training center to provide education and training on project development and fundraising for non-profit and commercial organizations. Six trainings and seminars were held during the project in addition to the Round Table discussion, "Professional development and training of NGOs and small business in Khabarovsk Krai and Khabarovsk City". Fifty different cooperative social initiatives were developed by the NGOs and businesses for addressing social problems in the region and 14 of them were funded launched.

#### **M020597 Consumer Cooperative, International Resources**

The project aimed to stimulate corporate philanthropy through an information campaign. During the project period, the grantee surveyed the business community's attitude towards philanthropy in five regions and draft recommendations were produced for businesses involved in corporate philanthropy. In addition, three roundtables were organized to discuss how corporate philanthropy can raise regional credit ratings and materials resulting from the roundtables were published. The project increased to four the number of companies with long-term philanthropic programs, and also created the necessary prerequisites for improving corporate philanthropy legislation in Russia.

#### **M020947 Youth PR Center "Crystal Orange"**

In Russia, many NGOs have trouble raising sustainable funds partially because they lack public relations abilities. This project aimed to use effective PR-campaigns to increase the financial stability of NGOs. As a result, 63 people (students and teachers from universities of Moscow, Voronezh and Tver) were trained in the specifics of NGO public relations. Students drafted 28 NGO public relations projects. Sixteen of these projects were successfully implemented. The grant permitted the grantee to improve their organizational capacity and to continue developing educational programs for NGO leaders and staff.

#### **M030139 Dubna International University of Nature, Society and Man**

The project aimed to provide analytical environmental information to the city authorities and the local community in Dubna, a town known in Russia and abroad as a scientific city due to the Joint Institute for Nuclear Research, which is located there. The grantee studied, collected and systemized existing resources on environmental data into a unified database containing different environmental variables for the Moscow region. The team also created a Web site at [www.ecodubna.ru](http://www.ecodubna.ru) that provides different categories of users, including scientists, public administrators and ordinary citizens, with updated ecological information relevant to their needs and interests. More than 60 inhabitants of Dubna and other towns attended a special seminar and received training in use of the new database. These activities created a more nurturing environment for the local community, especially among young people, who actively participated in the seminar, and increased the effectiveness of city administration's environmental activities.

**M030215 Network Initiatives Support Fund**

Some of the most able citizens in certain parts of Russia leave their home towns to pursue opportunities in other cities. The project aimed to preserve intellectual capital in Dubna and prevent a further "brain drain" by building a strong and stable community of young specialists. The grantee, Network Initiative Support Fund compiled an on-line database of young scientists, professionals and university graduates residing in Dubna, fostered communication within that community and provided information on local job openings, on-line consultations and off-line training on topics including project management, business planning and information technology essential to research and development programs currently underway in the city. In addition, the project team worked closely with the local government and local chamber of commerce to boost the project's impact on the local community. As a result of these activities a new generation of scientists and professionals were provided with the skills and resources they need to build a productive future in their home city.

**M020793 Nizhny Novgorod Volunteers Service**

The grant was awarded to develop the social activities of local businesses in Nizhniy Novgorod by informing local business structures of the advantages of cooperating with NGOs in the realization of social initiatives. A group of sixty trained charity program managers recruited from economic faculties was formed. The project included a series of seminars and two round tables for local businesses, training for charity program managers, as well as two special charity events. As a result, 43 social projects were developed and \$35K from local sources attracted. The project results were published in five local media outlets and broadcasted over local TV programs.

**M020774 Institute of Nongovernment Sector**

To promote the establishment self-governing territorial agencies (TOS) in Novosibirsk, the grantee published specialized literature and consultation results. A series of training seminars were conducted, with 524 participants. The project helped TOS members to receive support from local authorities, to administer socially significant projects, and to awaken people's interest. Current reformation of local governments allows enterprising citizens to take part in solving local problems. This project played a large role not only in making citizens more responsible, but also in allowing them to succeed in managing these new assignments.

**M030404 Novosibirsk Mass Media Center**

Although numerous companies in Siberia have significant experience in funding social-oriented programs, the strategies they approach to increase their civic involvement need major improvement. The grant sought to increase social involvement among various local companies in order to meet the public's needs. The grantee developed evaluation methods for social programs, evaluated 32 social programs initiated by various Siberian companies, organized a competition for social projects and helped launch three other new programs focused on increasing civic awareness among business enterprises. The project led to the creation of a community council, which provided twenty recommendations on how to improve legislative acts in the Siberian region. A round-table discourse took place to examine the results of the project. Additionally, the following website: [www.ossr.ru](http://www.ossr.ru) was launched in order to assist other companies interested in becoming more civic minded. The grantee also published a brochure and a catalogue containing elaborate information on this issue. The grantee also provided consultations to more than fifty companies.

**M027154 Civil Union, Penza Regional Public Charitable Foundation**

To support the NGO sector and boost civic initiatives by implementing an NGO development mechanism in Penza. The Civic Union educated 28 trainers from local NGOs and publicized its goals to local business, media, NGOs, government bodies and citizens at large through publications, leaflets and PR events. The grant project created an effective, permanent mechanism to support the development of local NGOs with participation from all sectors of society, while increasing financial support for NGOs from local businesses and government agencies. The Civic Union was able to raise \$16,800 from 12 local donors and with these funds support 29 innovative social projects in the region. NGOs became more active in the region, some of them established cooperation with the TACIS program, participated in the local Civic Forum, and founded the Public Chamber of the Penza oblast.

### **M030006 SKAT TV Company**

Public participation in debates around topical social issues organized by independent media is an important tool for democracy. Skat TV Company put on the air 15 television broadcasts that highlighted various problems like access to education, charity, payment system for telephone services, quality of highways and roads, etc. The broadcasts were also transmitted in Penza Oblast. Regional authorities and relevant agencies analyzed peoples' inquires and presented their viewpoints on the topics raised. As a result of the debate on payment system for telephone services, the local telecommunication company agreed to provide access to the Internet for the Samara public organization of disabled people for free.

### **V020246 Vladivostok Triumphal Arch**

The renovation of historical and cultural buildings and monuments in Vladivostok is hampered by a limited city budget and the apathy of business and the local population. The project team designed a program to increase private contributions for city development by adapting tsarist-era philanthropic traditions to modern times. They conducted a series of seminars, discussions, and Internet forums to focus attention on the reconstruction of the Vladivostok Triumphal Arch thereby giving entrepreneurs a sense of their social mission, and providing them with ways to participate in charitable activities. The project helped to attract an additional \$64,000 in private donations for the reconstruction of the Arch even though the project director did not officially announce it. The project also strove to create a circle of local donors, business companies and citizens, in addition to creating a list of new cultural and social projects and initiatives that could be financed from local resources. Regrettably, the project team was much more interested in the organizing project events than in developing a concrete list of project ideas. According to the final report, the team intends to maintain communications with the experts and other project participants, but the expected outcomes are vague.

### **V030131 Asia-Pacific School**

Though a joint effort by the Eurasia Foundation and the Western Union Foundation, the concept of socially active schools was introduced to Russia's Far East Maritime province. The success of socially active schools in Krasnoyarsk and Southern Russia was imparted to teachers, administrators, and parents in a number of selected secondary schools in and around Vladivostok. This project included not only formal training and instruction for these groups, but the testing of a model intended to attract more resources to solve community problems. Outcomes of this pilot program were presented and discussed at a regional conference. As a result of this project, 13 educational establishments began employing the model of socially active school in their activities and a number of their initiatives were supported by local businesses in the amount of approximately \$17, 850.

### **M030312 St. Petersburg NGO Development Center**

The project promoted social partnerships between public organizations and the local government through more effective municipal programs targeted to meet social needs. The grantee organized an expert group and trained it in a new model of public social expertise. Experts prepared 13 analytical papers and recommended to the city administration how to implement the program more effectively. A brochure described the idea of public social expertise, of which 500 copies were printed and placed on the Web site [www.ndc.org.ru](http://www.ndc.org.ru). The concept was presented to NGOs and resource centers in various Russian cities. The principle of public social expertise was also introduced to the workshop participants. More than 50 people received hands-on training in public social expertise. The project results could be implemented to solve other social problems in different cities of Russia.

### **V020206 Sakhalin Regional Branch of the Union of Russian Journalists**

Accountability and accepting responsibility is often lacking among administrators in Russia. The grant was awarded to increase public oversight of local government activities by improving media oversight of the same. In cooperation with Moscow and St. Petersburg journalist colleagues, the grantee organized joint legal and public relations training for journalists and employees of press-centers. Discussions on internal regulations and ethical norms for governmental press-centers were organized within the project so as to more closely approximate the function of public relations departments. As a result, statutes governing press-centers and press-secretariats were developed and forwarded to the Commission for Informational Policy. Subsequently, in April 2004, the law "About Economic Support of Regional (city) Mass Media" was adopted by the Sakhalin Oblast.

### **M037054 Volga Regional Women's Association**

The project stimulated volunteerism in the Samara oblast by creating a network of volunteer centers. The project team organized two seminars and trained 43 volunteers and 33 managers and coordinators in volunteer work. Three volunteer centers were created in regional towns. The grantee raised the public profile of volunteer work through a media campaign, press conferences and roundtables. 80 new volunteers became involved in the local centers' activities and they helped conduct seven local events. At the end of the project 300 people from local businesses, NGOs and the government participated in a volunteer forum. The project also encouraged cooperation between these three sectors in the cities of Ulyanovsk and Nizhni Novgorod.

### **M037011 Center for Strategic Planning of Saratov Oblast**

The project aimed to increase the effectiveness of municipal government in the Saratov oblast by introducing strategic planning methods. Community resources were pooled in order to find a common solution to regional problems. A Committee of Experts was formed with 70 members from local government, businesses, NGOs and citizens. To boost active public participation in strategic planning and implementation, the grantee conducted a sociological survey and an international conference, trained over 150 people during six seminars, provided 100 hours of consultations, and published an insightful brochure on Saratov's identity. The project proved to be a local success and also attracted attention from the international community. The project eliminated some of the problems impeding the city's strategic development. The Committee of Experts continues its work as a registered institution. Other towns became interested in the project and took part in a special forum to learn more. However, Saratov's strategic development is hindered by the city administration's lack of will to bring about serious change.

### **M030151 DANKO Vladimir Regional Public Organization**

To improve state support for the delivery of social services provided by non-governmental organizations in Vladimir. The Danko Public Organization developed draft legislation on social contracts, which the municipal legislative assembly approved. The legislation established the organizational structure for social contract tenders, including bidding procedures, quality requirements, participant profiles and documentation of formal acceptance at the contract's completion. The grantee organized five workshops for the city administration and potential bidding participants and ran a model tender. The grantee monitored how the contracts were fulfilled and analyzed the results together with municipal officials. The project results were published in a brochure and 500 copies were distributed.

<b>Russia</b>		<b>Total Amount of Grants</b>	<b>\$155,638.33</b>		
<b>2003</b>		<b>Number of Grants</b>	<b>3</b>		
<b>2.2 Improved Legal Systems</b>					
<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>571</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>292</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>179</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>31</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>17</b>			<b>Media Products</b>	<b>58</b>

### **Sample Outcome Statements**

### **M030107 Agency for Social Information**

The grant was awarded to promote an enabling legal and fiscal environment for corporate philanthropy in Russia by facilitating the transfer of knowledge, skills and experience from western NGOs. The grantee worked in partnership with the Social Economy and Law (SEAL) Project of the European Foundation Centre. The grantee translated, published and distributed three issues of a Russian edition of the SEAL journal and organized a conference on legal and organizational problems concerning the corporate philanthropy in Russia. Both the Russian publication of SEAL and the conference strengthened the Russian NGO efforts to advocate improved legislation on corporate philanthropy and related regulation.

### **M020906 European Foundation Centre**

The project promoted improvements in the legal and fiscal environment for corporate philanthropy and charities in Russia by facilitating the transfer of knowledge, skills and best practices from Western NGOs to the civil society sector in Russia. The grantee, together with the Russian partner, Agency of Social Information, coordinated publication of three issues of the Social Economy and Law (SEAL) journal in Russian. Two English issues of the journal carried 10 articles by Russian authors on corporate citizenship, its operating environment, and cooperation between public authorities and civil society organizations. The grantee coordinated organization of a conference on CSR held in Moscow by the Russian partner and provided seven international speakers from Central and Western Europe and the United States for the conference. EFC created a Web page, [www.efc.be/seal](http://www.efc.be/seal), to facilitate links between Western and Russian NGOs. The project strengthened Russian NGOs' efforts to advocate improved Philanthropy -related legislation in Russia.

### **M037009 Tatarstan Republic Chamber of Trade and Commerce**

Resolving business conflicts is a tortuous process in Kazan. The project strengthened the rule of law in the business sector by introducing and promoting alternative dispute resolution. The grantee educated lawyers and businessmen on the benefits of solving business conflicts through private arbitration courts and mediation using 6 seminars, 241 legal consultations, 30 publications in media, 6 TV programs and 5 radio broadcasts. The existing private arbitration court improved its judges' skills and procedures, educated 27 judges, conducted a case study trial and resolved 5 commercial disputes. The grantee trained 28 specialists in mediation. Acquired lessons and practices were summarized and distributed at a final conference. Alternative dispute resolution, including any means of settling disputes outside of the courtroom, the most common methods employed being arbitration and mediation, helped Russian businesses avoid lengthy, expensive court battles. 173 businesses used the services of ADR.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$409,556.30</b>
<b>2003</b>	<b>Number of Grants</b>	<b>13</b>

#### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>860</b>	<b>Counterpart Funding</b>	<b>\$179,758</b>	<b>Jobs Created</b>	<b>12</b>
<b>Female Beneficiaries</b>	<b>1302</b>	<b>New Partnerships</b>	<b>39</b>	<b>Businesses Formed</b>	<b>3</b>
<b>Organizational Beneficiaries</b>	<b>1241</b>			<b>Innovation</b>	<b>21</b>
<b>Male Trainees</b>	<b>407</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>638</b>			<b>Media Products</b>	<b>150</b>

#### **Sample Outcome Statements**

### **M020741 Petrozavodsk State University**

The project aimed to increase transparency in financial policy-making and in the use of public funds at the local level in the Northwest Federal District. To achieve this goal the grantee, Petrozavodsk State University, created an Internet-based resource at <http://localbudget.karelia.ru>, which contains budget data from 188 municipalities and has special tools to help the general public, NGO activists and local officials analyze budgetary data. Additionally, the grantee trained over one hundred local government finance officers from Northwest Russia to enhance their budgeting and financial management skills. As a result, the project laid the groundwork for creating the first unified information system of local-level budget monitoring in Russia. Additionally, it advanced the budget literacy of local public officials in Northwest Russia and encouraged the legislative body in Karelia to adopt more transparent procedures when deliberating the budget.

### **M020504 Archangelsk City Administration**

The project aimed to boost the efficiency of public spending through municipal bidding. The local legislative chamber discussed legislation on municipal tenders and passed amendments to adhere to federal law. In addition, the grantee developed new software to automate municipal tenders and trained more than 100 city employees in the new law and in the software. The grantee developed a web resource at [www.arhcity.ru](http://www.arhcity.ru) to provide for transparent tender conditions, procedures and results. In 2003 the number of municipal tenders increased from two to 14 and remained the same in 2004. Through the introduction of tenders, the municipality saved more than 14 million Rubles in 2003.

#### **V030069 JAO Regional Branch of All-Russia NGO Municipal Academy**

According to statistics, in 2003, there were a total of 145 territorial self-governing organs (TOS) registered in the capital (Birobidjan) of the Jewish Autonomous Oblast (JAO). However, according to these same statistics, there were no registered TOS's in the other districts. In order to disseminate a successful TOS model and improve on the best existing models, the project team proposed a program to launch a TOS school. With the help of experts from Western Russia, the grantee opened an educational center and developed training materials. About 200 TOS leaders and governmental and municipal officials were trained and provided consultations on the issues concerning the operation of TOS organizations and mechanisms of public participation in decision-making through these structures. Building on the best practices from a previous grant in Birobidjan, the project specialists drafted a number of legal documents regulating TOS activities in the JAO followed by round tables discussions of them and a final conference. Due to current reforms of TOS legislation at the federal level, the JAO representative organs postponed further review of these draft regulations and they were adopted only in three districts: Birobidjansky, Leninsky and Smidovichy. Notwithstanding this fact, the grant helped to create 20 new TOS organizations in the region in addition to increasing the effectiveness of existing ones.

#### **M037078 Non-Commercial Partnership Union of Housing Owners**

The project set out to increase business opportunities for housing cooperatives in four Russian regions, which were able to increase their ability to effectively execute commercial projects. The project shared housing cooperative experience in other regions to identify best practices. Twenty housing coop managers from the Penza, Saransk, Saratov, Kuznetsk and Voronezh regions received intensive training, while a further 135 representatives participated in five seminars. In addition, the grantee provided 141 consultations to housing cooperatives on developing business plans. A booklet on housing cooperative creation and management was published and distributed in the respective regions. As a result, five activists formed a group in Penza to develop a reform program for the utilities sector that will create conditions for more business opportunities for housing cooperatives in the future. The coop managers from Voronezh created a coordination center similar to the one in Penza.

#### **M020263 Nenets Regional Public Fund, Sotrudnichestvo**

Medical personnel in areas of Russia often lack professional hands-on training programs. The project aimed to improve the community's access to medical services by increasing the number of medical personnel at regional hospitals through the establishment of a nursing school. Before the project, there was a great shortage of qualified medical personnel and nurses in particular in the Nenets Autonomous Okrug, which resulted in limited access to medical services for local inhabitants. To address the problem the grantee, the Nenets Regional public fund Collaboration, designed a special educational program for medical personnel, recruited a group of medical instructors and professors, and trained 32 nurses for the region. Upon training completion, most of the trainees got jobs in local hospitals and medical aid-posts in remote villages in the Okrug, where they provided local population with timely and professional medical assistance.

#### **M030031 Siberian Academy of State Service**

The grant was awarded to boost the effectiveness of state and municipal government by introducing program evaluation techniques, which hardly exist. A group of eight trainers was instructed on program evaluation methods, which they then imparted to two pilot groups of evaluators. In turn, these evaluators reviewed six of ten social programs and submitted recommendations to relevant authorities on how to increase their effectiveness. Under these recommendations, a program on 'structure change' was approved by the Head of the Altay Administration. A framework law regulating the use of evaluations in the development and implementation of social programs was drafted, publicly debated at the conference and submitted for review to the Novosibirsk City Administration. The project's results were presented on the web site: [www.ocenka-programm.ru](http://www.ocenka-programm.ru). The value of good evaluation techniques helped the authorities with their work.

#### **M037042 Foundation for Local Self-Government Development**

The low volumes of the recently introduced municipal tenders in Penza hinder the efficient use of the city's budget. The project aimed to improve the delivery of social services by introducing competitive bidding for municipal housing services. The grantee developed regulations for municipal tenders, 15 civil servants were trained as certified

tender specialists, and 12 pilot tenders were conducted, with coverage in the media. Six hundred consultations on the participation in municipal tenders were provided to local SME's. Recommendations for increasing the role of competitive bidding for municipal services were published and distributed. As a result, the number of transaction made through open bidding increased by six times and constituted 123. The savings to the city's budget were equal to six million rubles, which was an increase of one million on the previous year.

**M037112 Non-Commercial Partnership Center for Entrepreneurship Development**

The project resulted in more active citizen participation in solving local problems in the public utilities sector by creating a partnership between local self-governing organizations, businesses and the municipal government in Penza. Local citizens, businessmen, NGO leaders, municipal officers, spokesmen and journalists created and registered a pilot self-governing organization, which identified and solved local problems. The organization advised over 170 citizens from other neighborhoods on how to work effectively with the municipal government. The grantee popularized regional self-governing organizations by conducting four seminars for more than 200 citizens and publishing over 20 articles in local newspapers. An expert council was created, with nine representatives from the local government, businesses and the community. The expert council, which meets on a regular basis, is an effective partnership tool for solving local problems in the utilities sector. The project provided the necessary conditions for spreading the model of regional self-governing organizations to other parts of town.

**M030183 Northwestern Branch of Russian Scientific Center of State and Municipal Administration**

To improve Pskov's strategic planning capacity and help the local administration balance budget spending to reflect the socio-economic needs of the region. The project team conducted a needs assessment and, based on the findings, made a number of practical recommendations on balancing the city's financial resources. Local government leaders, municipal officials and deputies took part in a series of working meetings and two training sessions in financial planning. The strategic balance of financial resources was recognized as a management tool and a social and economic development program was enacted, which was authorized by Pskov administration. A brochure on strategic financial planning in current conditions was published and distributed. The project's progress was covered in the local media.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$466,538.30</b>
<b>2004</b>	<b>Number of Grants</b>	<b>12</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1715</b>	<b>Counterpart Funding</b>	<b>\$127,882</b>	<b>Jobs Created</b>	<b>30</b>
<b>Female Beneficiaries</b>	<b>1385</b>	<b>New Partnerships</b>	<b>26</b>	<b>Businesses Formed</b>	<b>302</b>
<b>Organizational Beneficiaries</b>	<b>110</b>			<b>Innovation</b>	<b>18</b>
<b>Male Trainees</b>	<b>788</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>664</b>			<b>Media Products</b>	<b>75</b>

**Sample Outcome Statements**

**V040063 Far Eastern Institute of International Relations**

A nation-wide campaign to modernize and downsize the Russian military created an immense need to retrain former and retired servicemen by retooling their knowledge and skills to better serve the civilian work place. This need is especially vital to Russian Far East (RFE) owing to the large number of military personnel that had been stationed there to guard the extensive Sino-Russian border. In part, this issue had been addressed by the Far Eastern Institute of International Relations thanks to a previous grant from Eurasia to develop and test new intensive business development training for former and retired military men of Khabarovsk. The next step in dealing with this problem was the dissemination of their successful model in other areas of the RFE. The project team assisted in the creation of 4 training centers at the educational establishments in the Primorsky and Khabarovsk Krai, Sakhalin and Amur Oblasts. Additionally, it provided educational materials developed through a previous Eurasia grant, adopted them to the local economical situation of each region, and trained university staff in professional teaching methods. It is expected that the new centers will provide job placement services for former military men and assist them in starting-up their own businesses. Owing to internal necessity, Eurasia found it necessary to shorten the time period of grant monitoring; therefore, all results are presumed.

#### **V040075 Public organization Amur Regional Women Council**

For the last ten years, the Heiluidzjan Province of China has been a key international partner of the Amur Oblast in Russia. However, the majority of cooperative initiatives have been concentrated in the area of trade. In order to expand opportunities to other areas and broaden business contacts between Russian and Chinese stakeholders, the Amur Regional Women Council, with the support of its Chinese partner, attracted entrepreneurs from both sides of the Amur River to participate in training and business seminars in the capital cities of the respective territories - Blagoveschensk (Russia) and Heikhe (China). In addition, the project provided consultations for local entrepreneurs, especially women, interested in joint ventures. These activities helped to produce several agreements between Russian and Chinese partners who hope to establish a number of medical and cosmetological centers in Heikhe and a bean processing factory for the Chinese consumer. Two professional schools will run a special program focused on exchanging the "secrets" of Russian and Chinese cuisine. Taking into account the cultural and legal differences between Russia and China, the project can be viewed as a model of cross-border cooperation. Additionally, this project inspired two local enterprises interested in long-term cross-boarder relations with China to register an organization to promote the interests of Chinese citizens residing in the Amur Oblast.

#### **V040089 Baikal Learning Center,**

Although economic ties between the Buryat Republic and Mongolia have become closer, they could both benefit from a more dynamic commercial, economic and tourism cooperation policy. Unfortunately, present administrative barriers, complicated legal structures and antiquated custom practices obstruct such mutual cooperation. To address this state of affairs and to stimulate Buryat-Mongolian cooperation between custom officers, businessmen and leaders of non-governmental organization, the project team created an Informational Center. The Center provided a series of trainings and consultations in Ulan-Ude and Ulan-Bator on issues related the practice of custom law in both countries. A series of round tables and a regional conference helped Russian and Mongolian specialists discuss possible ideas for joint business projects and propose practical recommendations and law-making initiatives aimed at further expanding cross-border cooperation. Additionally, the project team developed bilingual educational training materials on Russian and Mongolian custom law. These programs were included into the curriculum of Ulan-Ude and Ulan-Bator educational establishments and it is expected that they will improve the quality of training custom specialists.

#### **M037038 Dagestan Republic Youth Business Incubator**

Being the first grant awarded by the Eurasia Foundation in this region, the project aimed to accelerate small- business development in the Dagestan Republic. With the help received from various bank officers, representatives of different business associations and local civil servants, the grantee conducted discourses on business planning and management and published a text-book on this subject for local entrepreneurs. Due to the grantee's lack of experience and poor organizational skills, no other activities, as projected by the grant proposal, took place. Hence, for future references, it is strongly recommended that the prospective grantee prepares successfully for the implementation of the proposed project prior to the signing of the grant agreement. .

#### **M040115 Institute of Management and Innovations - St. Petersburg**

Support for small business development in the Tymen region of Siberia is practically non-existent. The project aimed to enhance small business growth in the Neftejugansk region in the framework of the Eurasia Foundation-YUKOS Oil Company small business development partnership. With support from the National Cooperation of Business Incubators, the project contributed to the growth of a Business Development Center in the town of Neftejugansk. The grantee helped develop organizational and regulatory documents for the Center's micro-credit and security programs, as well as an electronic informational center (available on the Internet). Over the course of four seminars, 60 Center consultants and entrepreneurs were able to receive training. Nearly 400 hours of consultations were provided to SME's managers. The municipal Administration demonstrated support for the Business Development Center and allocated 2,5 million Rubles for its institutional growth. As a result, three other unions of small businesses emerged in the town, the number of SME's increased by 6%, whilst their tax revenues reached 20% of all tax revenues collected by the city.



### **M030517 Murmansk Regional Small and Medium Business Support Agency**

The grant was awarded to improve the management practices of small enterprises by developing e-commerce in the Murmansk Oblast. The grantee conducted e-business training for small businessmen, and provided consulting services at the preliminary stages of implementation of their Internet projects. A monitoring group was chosen and tasked with tracking the development of e-business in the region, and a Murmansk Oblast e-commerce website was created.

### **V030138 Konny Matros**

The Hanka Lake Nature Reserve is known in Russia and abroad for its bio-diversity and pristine and varied nature. Such resources are especially conducive to eco-tourism, which, if developed properly, could do much to improve the economic and social conditions of the local population. However, in this region, not only the infrastructure of the tourism industry is weak, but the local population does not exploit existing opportunities. To address this issue, the Konny Matros Public Organization, through research and a poll, defined existing tour resources and identified almost 200 local residents interested in setting up a Bed and Breakfast or other types of small businesses related to tourism. Based on the above, the project team organized discussions and elaborated suggestions for local authorities on how to stimulate tourism development at the local level. Additionally, the research and poll results were posted on the Internet and presented at a series of round-tables and conferences to local governments, private companies, mass media and the general public. In addition, the grantee organized a Center that provided technical assistance and information and "Bed & Breakfast" trainings for local residents including the unemployed. As a result, 299 individuals have registered small private companies. Thanks to further technical assistance and information support, they created a network of mini-hotels, established contacts with the Hanka Lake Reserve and a number of tour operators in Vladivostok and Ussuriysk - the largest cities in Primorsky Krai.

### **M030309 Center for Development and Support of Entrepreneurship in the City of Strezhevoi**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities received funding for the creation of the Business Development Center in the town of Strezhevoi. Leading SME support institutions participated, providing the grantee with expert advice and methods on how to bolster SME support infrastructure. The Center added a business library, a website, and developed a software package. This project's success and prospects for replication was highlighted in regional and local media. The Center created the clients's database with over 160 entrees and prompted the emergence of 30 new businesses.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$61,243.28</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

#### **1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>6</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>11</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>71</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>126</b>			<b>Media Products</b>	<b>2</b>

#### **Sample Outcome Statements**

### **M040085 Rural Credit Cooperative, Vzaimopomosch - Orel**

Few financial borrowing options are available to people and businesses in the countryside, especially those involved in agriculture. The grant was awarded to increase access to financial capital for farmers and rural business people in the Orel Oblast. The grantee developed sustainable models of collateral-free loan making, savings and rural insurance in two pilot regions. Over 70 people gained access to credit to use for business purposes. Moreover, the grantee organized two other rural credit cooperatives. The project results were presented in three articles in local newspapers and newsletters. This grant was another step towards developing alternative sources of capital for rural Russian businesses. Few financial borrowing options are available to people and businesses in the countryside,

especially those involved in agriculture. The grant was awarded to increase access to financial capital for farmers and rural business people in the Orel Oblast. The grantee developed sustainable models of collateral-free loan making, savings and rural insurance in two pilot regions. Over 70 people gained access to credit to use for business purposes. Moreover, the grantee organized two other rural credit cooperatives. The project results were presented in three articles in local newspapers and newsletters. This grant was another step towards developing alternative sources of capital for rural Russian businesses.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$742,573.21</b>
<b>2004</b>	<b>Number of Grants</b>	<b>57</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3527</b>	<b>Counterpart Funding</b>	<b>\$429,558</b>	<b>Jobs Created</b>	<b>31</b>
<b>Female Beneficiaries</b>	<b>5242</b>	<b>New Partnerships</b>	<b>225</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>1843</b>			<b>Innovation</b>	<b>51</b>
<b>Male Trainees</b>	<b>1733</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>3127</b>			<b>Media Products</b>	<b>474</b>

### **Sample Outcome Statements**

#### **M030435 Inter-regional Public Organization "Association of Managers"**

To increase the effectiveness of corporate charitable programs by developing the Russian Index of Corporate Responsibility. The Association of Managers, a leading business association, designed a questionnaire that was filled out by more than 100 representatives of Russian companies, and organized a meeting of experts on the transparency and disclosure of CSR information. Based on the results of the questionnaire and the expert meeting, the grantee considered further project activities as inexpedient due to the current state of the financial accountability and the political situation in Russia. The results of the first project stage were summarized and distributed as a newsletter and a brochure among nearly 5,000 people through the Association of Managers.

#### **M030477 Non-Commercial partnership "Deaf People TV"**

Hearing-impaired people in the region of Nizhni Novgorod suffer from a lack of knowledge and assistance programs that could help them lead satisfactory lives. The project's goal was to improve the quality of life for deaf people in the oblast by providing them with direct access to analytical and informational programs on local television. The grantee, the "Television of the Deaf", researched the informational needs of deaf people in 7 cities, made 22 trips for program footage and then created sixteen 20-minute television programs. Seven of these were aired on local television stations during the grant period. Five employees of the "Television of the Deaf" were able to attend training and increase their qualifications. The reviews of experts and feedback from viewers confirmed the popularity and value of these programs for many in the region. Furthermore, the grant facilitated for the grantee's institutional growth, which will lead to more and improved social assistance TV programming.

#### **M030485 Kirovsky Interdepartmental Scientific and Practical Center of Social Pedagogic**

The project created an informational network that increased access to information for youth in the Republic of Mordovia. The project opened four information bureaus in the republic and conducted a training seminar for the bureau staff. One hundred young people from villages and towns of the republic were trained in how to work with the new informational network and they began to help the network as volunteers. The grantee created a Web site, <http://newmiam.narod.ru>, launched the exchange of information in the republic, and disseminated 20 informational leaflets to regional youth.

#### **M030539 Educational Fund - DIALOGUE**

The project increased citizen trust and perception of socially responsible business. The grantee has produced 60 radio broadcasts and aired them on two radio channels. All radio programs focus on the issues of social and charitable giving and philanthropy and aim to improve public perception of CSR and philanthropy in Russia. Programs are made in the format of interviews with Russian philanthropists, case studies and experts' comments on issues like the motives of charitable giving, problems, difficulties, etc. The feedback received about the radio broadcasts have been very positive, judging by the 500

letters and 600 phone calls received from 38 Russian cities. A roundtable for experts, NGOs and government officials to discuss CSR and philanthropy in Russia was held. Twenty-five people took part in it. The discussion contributed to a better understanding of the need to unite efforts of all people and organizations involved in social and philanthropic activities to increase the population's trust. A book "Business, philanthropy and public opinion" was published and distributed among journalists in order to improve editorial policy towards philanthropists. Shifts and developments in corporate giving were presented at the final press conference. The project contributed to more favorable environment for corporate philanthropy.

#### **M040051 Center for Strategic Research of Privolzhsky Federal Okrug**

Universities in different regions of the Russian Federation would benefit from increased coordination and interactivity. The project aimed to develop a regional university network. A four-day seminar was held within the scope of the project to define the capacity of regional universities and train university representatives in strategic planning and project implementation in social partnership development. Twenty-one representatives from 15 regional universities took part in the four-day seminar. The project resulted with the formulation of a number of growth and cooperation plans that regional universities could develop in partnership with local authorities, businesses and their local communities.

#### **M040052 Moscow High School of Social and Economics Science**

Universities often lack cooperative and well-rounded strategic plans. The project aimed to develop regional university networks and in-service training of regional university representatives. A four-day seminar was held within the scope of the project to train participants in strategic planning, fundraising, social partnership and university corporate ethics. Representatives of 15 regional universities (21 people) took part in the seminar. As a result, project participants developed guidelines within the scope of their own university projects aimed at strengthening regional universities' role as a center of local community

#### **M040127 Network Institute of Public Innovations**

The grant was awarded to create a database of realized projects that increased interaction between Russian universities and the regional community. The grantee developed the database of 463 realized projects and introduced on the [www.cioi.ru/unicom](http://www.cioi.ru/unicom) web-site, that promoted partnerships between 123 regional universities, local authorities, business and NGOs in 77 Russian cities and established horizontal links between Russian universities to increase their role as a resource center in the country's regions, promote innovative education management models and implement regional social educational policy. The project results were presented in the issued brochure and in local media outlets.

#### **M030490 Committee of Territorial Self-Governing**

The goal of the project was to engage youth in the city of Arzamas in the implementation of community development projects. The project assisted 111 young people from disadvantaged families in finding temporary employment. Roundtables and meetings were organized for teenagers and their parents. A group of teenagers learned how to develop and implement their own social initiatives. Parents and their children helped organize 37 cultural, educational and recreational events. The grantee attracted an additional 18,500 rubles from local donors. At the end of the project the grantee conducted a seminar for the employees of the town's self-governance committees and published the booklet "My district. Family and Teenager". The project's implementation encouraged youth to become more active and to spread their positive experience to neighboring districts.

#### **M030502 Gimnasium #3, Perm**

Young adults interested in doing social volunteer work often lack information technology (IT) and fundraising skills. This project set out to increase the involvement of teenagers in social activities and projects. During the project, 350 high-school students from 7 schools of the Volga district were trained in information technologies and fundraising methods. As a result, 22 projects with a focus on disabled children, pensioners, and troubled families were designed and implemented by students in the respective regions. Furthermore, using their new skills, students raised 32,000 rubles (over \$1,000) for their projects.

#### **V040072 Community Foundation "Soglasie"**

Based on an analysis of civic activities in the Amur Oblast during the past few years, the Soglasie Fund, the first community foundation established in the Russian Far East, concluded that non-governmental organizations (NGOs) and governing bodies in the region are not aware of cooperative opportunities in the social area, and do not have the capacity to organize and support civic and grassroots initiatives. To address these issues, the project specialists organized a series of joint seminars for 150 NGO leaders and government officials on project development and grant competition techniques. Follow-up consultations were also given. Additionally, they provided valuable information on the best practices of Russian and foreign community development foundations and partnerships between civic organizations and governments. To demonstrate social partnership perspectives, the Soglasie Fund organized a small grant competition (\$20,000) funded by the regional administration to support 22 socially-oriented successful project proposals. The new findings were summarized and presented at the Amur Oblast Civic Forum and a cross-regional conference named "Charity Development in the Russian Far East" (Blagoveschensk, April 2005). As a result, the Amur Oblast governing bodies allocated additional funding to support NGO initiatives in FY 2005 and 10 organizations created a Far Eastern Alliance to promote case studies in the civic sector and facilitate the application of the best partnership models.

#### **V040104 Youth Against Drugs Public Organization**

Based on Eurasia experience in the Russian Far East (RFE), youth volunteer movements are viewed throughout the region as a resource for solving community social problems. In the Amur Oblast, however, such movements are scarce and inadequately supported by the education and government administration. Those local non-commercial organizations that exist are interested in other areas of development where young leaders are involved only on a sporadic basis and the resource of youth volunteerism is not a factor. To address this situation, the project team conducted a number of seminars and meetings on the different aspects and importance of youth-volunteer initiatives. Over 120 students, teachers and managers of four socially active schools created by a previous Eurasia Foundation grant participated in brainstorming sessions and develop eight youth-volunteer social projects. With the support from the education departments of the Blagoveschensk City Administration and the Amur Oblast Administration these initiatives were successfully implemented at four Blagoveschensk schools. The project results were written up in the local mass media, presented at a final regional conference, and on a web-site created by the project team. It is expected that the grant will help popularize the concept of youth volunteerism and enlarge the number of successful youth-volunteer social projects. Owing to internal necessity, Eurasia found it necessary to shorten the time period of grant monitoring; therefore, all results are presumed.

#### **M030164 White Sea Council**

The project aimed to contribute to the development of the White Sea area and foster dialogue between those who are interested in improving the social and economic situation in the region. To achieve the goal, the grantee organized a one-day conference in Arkhangelsk, which brought together representatives from 8 municipalities located along the White Sea coast including deputy mayors, community leaders and representatives of local business communities. The participants presented their experience, shared different approaches to municipal development and strategic planning and discussed the possibility of a joint project on territorial development.

#### **M030475 Samara City Association "Health and Family Planning"**

Substance abuse is a widespread problem in Russia's industrial heartland. The project aimed to decrease alcoholism and substance abuse among teenagers in the Samara region. The grantee, the Samara association "Family", developed and distributed preventive work models during a five-day conference in Samara. Fifteen specialists from Samara and 25 specialists from six regions of the Volga district participated. As a result, all participants were equipped with field-tested methodologies to implement substance abuse reduction projects in their home districts. Furthermore, the conference fostered the exchange of practical experiences and created a network of organizations implementing substance-abuse prevention programs in the region.

#### **M030488 Business - Incubator Plus**

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 was organized, where 79 teens were taught the basics of government, business and society relations through special courses and role play. 10 new courses of economic, political, legal and business education were developed and introduced to Volga

district teachers at specially organized seminars. The Committee for Educational Development of the Kirov district decided to use the summer camp as a basis for a regional target program to update the high school subjects of economics, politics and sociology.

#### **M030489 The Union of Children and Teenagers Associations of Yoshkar-Ola City "Raduga"**

The project was aimed to involve youth of the Volga region in the creation and implementation of social projects. In the framework of the project 10 regional coordinators were trained in social projects planning and management and regional competitions for social projects developed by teen-agers were conducted in 6 districts of the Volga region. 4015 young people were involved in implementation of 141 projects, which benefited more than 72 000 people. 18 best projects were presented at the Annual Summer Camp for the Finno-Ugor people.

#### **V030133 Akuna Matata, Youth Public Organization**

In the last five years, in addition to the general decline in the living standards of the Buryat Republic, there has been a marked increase in youth alcoholism and drug addiction. To address this issue, the Akuna-Matata Youth Organization concentrated its attention and energy on increasing the role of secondary schools in local communities and, in particular, in promoting a healthy lifestyle. The project team invited leading Russian specialists in the area of community based education to train the representatives of 30 schools on how to apply the socially active school model in their communities. This seminar and the subsequent dissemination of education materials, multiple trainings and regular consultations for more than 400 school administrators, teachers and parents encouraged a wide range of community-based events, such as: charity fairs, sports competitions, concerts and holiday events whose main idea was to involve youth in the local community and provide an alternative to drugs and alcohol. Owing to the success of these events, several schools, with the assistance of local businesses and government, were able to establish sport and hobby clubs on their premises or incorporate a special course on Healthy Lifestyles into their school curriculum. One of the most successful of these schools, School 13, succeeded in organizing its own student government, creating a volunteer group and establishing and registering a special fund for school development. As a result, five other schools requested the project specialists to assist them in writing charters for similar structures and getting them registered. Additionally, the grantee organized a Leadership School, which, to date, has attracted more than 20 active students. Further dissemination of the socially active school model will be carried out by Akuna-Matata in partnership with the regional Education Department in accordance with a jointly developed work plan.

#### **V040115 Baikal Charity Fund**

In Ulan-Ude, as in other Russian Far East regions, NGO projects and socially oriented initiatives are inadequately supported by local administrations and businesses. In order to help change this situation, the grantee proposed the creation of an independent and sustainable regional resource for financing, on a permanent basis, important social projects aimed at solving local community problems. Drawing on the experience of other regions (Togliatty, Penza and Blagoveschensk), the project team organized an information campaign, conducted a series of meetings, surveys and round tables with local officials, businessmen and NGOs leaders to explore the possibility of establishing a community foundation and to define its priorities. Over a hundred local NGOs and business companies expressed their interest in the creation of such an organization. The most significant achievement of the Eurasia Foundation (EF) grant was the official registration of a community foundation in Ulan-Ude. According to the final narrative report, the foundation began its operation with a small grants competition. To assist those applying, it held a proposal-writing seminar and published educational materials for grant-seekers. The results of this competition are still pending. Owing to the fact that Eurasia has found it necessary to shorten the time period of grant implementation and monitoring, it is not possible to present them here. However, it is presumed that the newly created foundation in Ulan-Ude will help attract local funds that will be subsequently awarded to social projects important to the region.

#### **V040122 Red Cross of Chukotka**

Over the last ten years, the socio-economic situation in the Chukot Autonomous Okrug has deteriorated. This has led to a rise in unemployment, and dramatic increases in alcoholism and depression that can only be characterized as a social disaster for this northern-most territory of the Russian Far East. To help defend Chukotka's young people from alcoholism and other social diseases and give them the necessary tools to actively participate in the future development of Chukotka, the Red Cross of Chukotka created and promoted a youth volunteer initiative as a means to involve young people in community-oriented activities and provide them with the necessary information to make healthy lifestyle choices. As part

of this project, a wide variety of seminars, trainings and discussions for about 500 students and more than 100 representatives of non-profit and private organizations, governing bodies and mass media were organized in the fall and the spring. As a result, more than ten social projects and events created by the young participants to promote healthy lifestyle and support socially vulnerable children living in the capital city and villages of Chukotka received local support. This inspired the young volunteers to establish a Club so that they might continue to advance more ideas and champion more projects. To give a hand to this developing youth movement, the project specialists provided regular consultations, additional leadership training, and seminars on HIV/AIDs and alcoholism prevention. This, in turn, resulted in six follow-up health protection trainings given by Club members in local communities. The Red Cross described the socio-economic effect of the volunteers' activities at a Round-Table and presented recommendations for future local support of youth initiatives. Consequently, the regional government issued a special decree recognizing the recommendations of the Red Cross and allocating \$21,818 of budget funds to support further social projects for youth during the remainder of FY2005.

#### **M030005 Mari State University**

Graduates of orphanages have limited access to higher education and highly paid work because they don't have skills that are on demand in the market, such as computer literacy. The Mary State University helped three orphanages of the Mary El Republic to open computer classes and provided training to 150 children and 23 teachers in order to make the education system working.

#### **M030482 Public Organization "Mari El Teacher"**

The absence of multi-lingual teachers and programs in state run schools in multi-ethnic communities often hampers the ability of people to trust each other on all levels as they mature within their communities. The grant was awarded in order to further tolerance and multicultural diversity efforts in the national educational system using new models of bi-lingual educational programs. The grantee conducted a series of seminars and masters-level classes on bi-lingual education for 161 teachers. During the course of the grant, three manuals on bilingual education for preliminary schoolteachers was developed and disseminated among the beneficiaries. One more manual is currently being developed. The final stage of the project was completed by holding a conference for 73 participants from 6 republics of the Volga district (a region known for its ethnic diversity). As a result of the grant, the Ministry of Education of the Mari El republic gave the green light for the creation of the 'Inter-regional Center for Development of Bi-lingual Educational Programs.' The grant helped to attract 9 educational institutions from two other Republics (Udmurtia and Mordovia) to start implementing similar developed programs in their curriculums.

#### **M030504 Municipal Institution of General Education - Gymnasia No 8 - Chuvashia**

The project aimed to help solve the social problems of local youth in the town of Shumerlya. The grantee constructed an outside sports center and organized regular sports events, 12 of which took place in the grant period. By involving children in sports, the grantee integrated young people into the town's social life. Young people began demonstrating more interest in other local social initiatives. One thousand people benefited from the project. The project also helped decrease the crime rate significantly. In September 2003, three teenagers were under the district police supervision, while by August 2004 there were none.

#### **M030544 Federation of Internet Education**

Openness, democratic values, creativity and social support are of the utmost importance for civil society development. The project aimed to develop positive social patterns and norms of tolerance through internet-based communications, contributing to active life attitudes and preventing aggressive or negative attitudes in society. The project was implemented by building the capacity of professional community members to develop and implement tolerance-oriented IT-based learning programs. Informational support systems, open dialogue and conflict resolution mechanisms was developed via internet communications. As a result, thirty tutors were trained (instead of five) and over fifty non-profit organizations were involved in the project's implementation in the South of Russia.

**V040077 Model United Nations of the Russian Far East, Non-Commercial Partnership**

The main goal of the grant was to stimulate youth leadership development by improving the democratic decision-making and debate and civic skills of university and high school students. The project team organized an extended summer conference to discuss the most crucial regional, social, and economic issues and provided leadership training to young people including 20 outstanding participants from regional UN clubs whose expenses were covered from by grant funds. At follow-up meetings, conference participants developed and discussed strategies for their regions for coming year. This fostered a regional network of future leaders and motivated more young people to participate in civic initiatives through the creation of an additional UN Club in 8 regions of the Russian Far East.

**V030124 Bibliophiles, Information and Cultural Center**

The idea of the project was to help the remote Khabarovsk Krai community of Nikolayevsk-on-Amur in the Nikolayevsky District, to better address its problems by means of the socially-active education model. The project team invited experienced specialists from Krasnoyarsk to teach a group of local trainers and share the best Russian practices on socially active education. The resultant three-day seminar was attended by some 50 community leaders, schools administrators, teachers and heads of local and district youth recreation and hobby organizations. Subsequently, the local trainers developed a program named "Five Components of Socially Oriented Education" which they promoted during a series of five interrelated seminars and follow-up consultations. To test and apply new knowledge, the grantee convinced the representatives of schools, governing bodies and non-profit organizations to work as a team within the Clean Town and The Fall Marathon community actions. These activities involved more than 200 young people in a community-oriented and health protecting activities, and inspired a number schools and organizations to develop their own similar projects. A final conference, held in same community in December, 2004, divulged these new experiences and stressed the innovative social role secondary schools can play in their local communities.

**M030507 Editorial Board of Municipal Television and Broadcasting of Balezinsky Raiyon**

The project aimed to support ethnic tolerance and multicultural development among ethnic minorities living in the Republic of Udmurtiya. The project created and aired 19 programs on a local TV station, each 15 to 20 minutes long. The series highlighted village life and showcased the traditions and cultural differences of nationalities living in the republic. The program was translated into several national languages. The grantee participated in five competitions for electronic media and won four prizes with this TV program.

**M030497 Department of Education and Sciences of Komi - Permyak Autonomous Okrug Administration**

The project set out to engage youth in the Komi-Permyatsky Autonomous district in implementing socially important projects to address drug addiction and AIDS awareness. 36 high school students were given training on project planning and management, and, together with peers and teachers, developed their own social projects. Results of the projects were summarized and analyzed during a summer camp. Participating youth developed six projects at the end of the grant period and submitted them to a grant competition. The project helped decrease the number of youth addicted to drugs and alcohol.

**M030474 Samara Youth Union**

The project set out to further promote the development of socially active schools in the region. The grantee trained 178 administrators, teachers, parents and children on how to become socially active. The initiative groups defined pressing social problems and designed and implemented projects to deal with them. The grantee provided consultations to the schools, helped them to create nonprofit school foundations, and shared the project results and successes with other schools and NGOs through a bulletin and at a final conference. Six socially active schools started the process of registering their own school foundations.

**M030495 GU "Mordovian Republic Youth Center"**

The project created an informational network that increased access to information for youth in the Republic of Mordovia. The project opened four information bureaus in the republic and conducted a training seminar for the bureau staff. One hundred young people from villages and towns of the republic were trained in how to work with the new informational network and they began to help the network as volunteers. The grantee created a Web site, <http://newmiam.narod.ru>, launched the exchange of information in the republic, and disseminated 20 informational leaflets to regional youth.

**M030503 Mordovian Republican Children and Young People Public Movement "Istoki"**

The project aimed to involve Mordovian youth in social activity by organizing their participation in social projects during specially organized summer camps. In the framework of the project, 69 tutors for the camps were selected and trained at three seminars and programs were conducted in 23 camps of the Republic of Mordovia. A competition between the camps was conducted, after which the winners went to the Russian camp Orlyonok, where they won the second place. The system of summer camps was well supported by the local administration and has become a tradition in the Republic of Mordovia.

**M030473 Practice, Training Center for Regional Television Companies Specialists**

The project aimed to create positive public opinion towards youth and youth issues and to destroy the stereotypical thinking of youth as of a problem. In the framework of the project, ten documentary films about gifted children of the Volga district were created and aired on television channels in five regions of that district. The grantee also conducted a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues.

**M030496 Nizhny Novgorod Regional Foundation of the Social Partnership of Power and Business**

The project was aimed to create and develop alternative mechanisms of social service delivery in Nizhny Novgorod. The grantee created a "Ded Moroz" (Santa Claus) service in the city, which was run by a newly established volunteer center. The volunteers received more than 5,000 childrens' letters to Ded Moroz, and established contacts with more than 25 regional companies, which provided donations to the project of 1,000,000 rubles. The Ded Moroz service organized 6 special events for regional children and provided social assistance to more than 600 families in need.

**M030498 Arzamas Secondary School # 13**

The project was aimed to develop a model for rehabilitation, adaptation and socialization for teenagers with substance-abuse problems. A support group for former drug-addicts was formed on the basis of a school-class at a secondary school was formed, where teenagers were provided with a series of lectures and consultations for them and their parents. The model was well-received by the health care and educational departments of local administration, which agreed to create a rehabilitation center for drug- and substance addicts. The experience received in the framework of the project was presented at the interregional seminar in Nizhny Novgorod to the interested organizations of the Volga district.

**M030501 Non-Commercial Trustee Fund for Development of Secondary Municipal School No 30**

Teenagers in the region of Nizhni Novgorod rarely participate in leadership capacities in social projects. The project sought to involve teenagers in social activities by educating them on how to implement social projects. With the help of 10 professional trainers, over 150 children from four schools were trained in teamwork and social project management skills. The children developed four projects and presented them at a final conference. However, the projects, which were approved, were not implemented due to a lack of financing. The Oblast Duma was made aware of this project and expressed its readiness to provide support to the teenager's initiatives. Consequently, the projects attracted public attention and were covered in the media.

**M030508 Nizhny Novgorod Center of Economic Education**

The project helped to provide youth in remote districts of Nizhegorodskaya oblast with access to quality economics education by creating an online economics course. The course developed in the framework of the project was well accepted by teachers of economics not only in high school but also in colleges and vocational schools. The course was also used to raise qualification of the teachers of economics in the regions. During the project 139 high-school students were trained in economic disciplines and participated in an internet competition. Two winners of the competition became students of the faculties of economics without entering exams.



**M030509 Nizhny Novgorod Oblast Correction Boarding School for Poor Eyesight Children**

The project provided for integration of disabled children into society. The children with poor vision were trained to work on the computer using the special programs, which allowed them to participate in net projects. The specialized computer center was created on the basis of the Correction Boarding School, where special events with participation of the children from regular schools were organized. Participation of the disabled children in the net projects via internet as well as in specially organized events helped to bring together disabled children and children from regular schools, which provided the increase of public tolerance towards people with disabilities.

**M030487 The Union of Parental Community**

To support social partnerships between schools in Orenburg and the local community. Initiative groups from five local schools, which included teachers, parents and local community representatives, were trained in legal educational issues, methods of working with volunteers, and fundraising basics. As a result of the project, each group formed a team of volunteers at their schools and started working on its own social projects.

**M030491 Municipal Unitary Enterprise "TV Studio "Bouzouluk"**

Local television stations in the Orenburg oblast fail to provide objective, professional and socially-conscious programs to the public. The project aimed to support the development of civil society through improved media coverage of social life events in the oblast. The grantee organized advanced learning and training sessions for teams from five regional TV companies. The grantee sent 30 newsletters and published 500 booklets containing information about the project to the local mass media. The professional level of the employees of the regional TV stations significantly improved. The grantee presented one of the programs at the National Media Festival, which won a prize for "Best Work by a Journalist" and was named "The Year's Best Regional TV Company". However, due to internal reforms of the company, the translation of the TV programs and further dissemination of newsletters had to be cancelled.

**M030505 Tyulganskaya Secondary School #1**

The project aimed to involve the youth of the city of Tulgan in social activity by encouraging them to find solutions for their communities' social problems. During the project more than 100 students from two local schools were trained in building social partnerships and helped to construct a youth activity center. The city administration actively participated in these events and upon the project's completion commissioned the grantee with the design and construction of playgrounds in the city.

**M030506 Municipal Institution of General Education - Multiple-Discipline Gymnasia No 13 - Penza**

The project aimed to involve Penza youth in social activity in the city by creating a youth union "Future Civilization". In the framework of the project high-school students were trained in economics disciplines and organized a business-simulation game. As a result of the game the project participants established relations with 5 organizations and enterprises of the city and raised 16 734 roubles which were further reinvested into social projects. The projects were focused at disadvantaged children and low-income families of the city.

**M030486 Young Naturalists Station, City of Chaikovsky, Perm Oblast**

Children with health problems rarely receive innovative treatments in Russia. This project aimed to rehabilitate and re-socialize at-risk young people with Down Syndrome through horseback riding (hippotherapy). The project activities included a seminar for over 80 representatives of organizations working with at-risk children. The project also created and launched a volunteer center and disseminated information about hippo therapy methods. As a result, over 200 children at-risk and 44 disabled children benefited from the hippo therapy courses.

**M030500 Department of Education of Administration of Cherdynskiy Rayon**

The project was aimed to raise social involvement of the youth in Komi-Permyatsky Autonomy District. In the framework of the project the youth participated in gathering data and historical materials in the former GULAG villages and in providing assistance on a regular basis to 50 elderly people, former GULAG prisoners.. About one thousand people benefited from the project through participating in meetings, historic expeditions and concerts. The project results were analyzed and presented to local media and during the All-Russia Conference "A Man in Russian History - XX century". The project helped to develop social skills of youth and stimulated their interest for Russia's history.

**M030484 Complex Center of Social Service, Motovilikhinsky District, Perm**

Quality of social services in Perm are lacking. The project aimed to improve the quality of social services in Perm by raising the professionalism of social workers. In the framework of the project, 30 social workers received professional training in social work practice and theory and shared the acquired knowledge among their colleagues. Centers of Social Services report that the volume of services provided rose, due to their increased effectiveness. Additionally, 100 methodological booklets were published and disseminated.

**V040027 NGO Ecological Fund "Sikhote-Alin"**

The Bikin River basin is a unique area located in the Sikhote-Alin Mountains of the Russian Far East. The taiga area of the Bikin Valley is such a delicate one that even a minor development of the forest industry can have a major impact on the ecology of the taiga and subsequently on the indigenous people whose traditional economic activities are based on the taiga. To balance ethnic, economic and ecological interests in this territory, the Sikhote-Alin Ecological Fund implemented a project focused on involving the Udege people in a discussion of factors influencing their life at local level. The project specialists analyzed information related to the socio-economic and ecological situation of the Bikin Valley and presented several options for development to the general public and local authorities at working groups, through regular informational meetings and in articles published in the mass media. The information collected by the project team was also compiled in a book entitled "Bikin: Taiga and People" and then disseminated among all local libraries, schools, governing bodies and public organizations. These activities resulted in the official registration of a cross-regional non-governmental organization in which ten local leaders joined forces and organized public ecological monitoring in the Bikin area and consultations with indigenous groups on how to revive tribal communities and run ecologically-sound businesses. In addition, the Coordinating Committee For Saving Wild Bikin Forests - one more partnership created during the project - organized a public expertise and issued a written appeal to the President and Government of Russia asking for a moratorium on tree harvesting and forest processing in the Bikin Valley. More than 2,700 local people joined this public campaign and gave their vote of confidence in its goals by signing the appeal.

**M030480 Medvedevo Regional Branch of Mari-El Republic Organization of All-Russia Society of Disabled**

The project aimed to support civil society development by engaging young invalids in solving local community problems. The project created four support groups for young invalids in the villages of Mary El, conducted three roundtables with local administrations to discuss social problems, and held a series of special events in partnership with organizations from neighboring regions. As a result, 25 invalids found jobs and 75 were trained in computer skills. People from neighboring villages became interested in the project and created similar support groups in their communities.

**M030481 Samara Regional Institute of Improving and Retraining Employees in the Field of Education**

Mentally and physically disadvantaged children in the Samara region experience serious social and academic problems while attending school. The project sought to create conditions for more effective adaptation and socialization of these children into the educational system. The grantee trained nearly 200 administrators and teachers on how to better integrate these children into regular schools. The grantee conducted a series of round table events, which were participated by high-ranking administration officials. As a result, the region's schools were better equipped to help disadvantaged children academically and socially within their public school system. The grantee released recommendations for use by other school administrators and teachers showing how to better integrate disadvantaged children in and out of their classrooms.

**M030479 GUK "Saratov Puppet-Theatre "Teremok"**

The project aimed to involve Saratov oblast youth in discussions on national and regional politics by creating and airing a regular humorous TV program on a local Saratov channel. The grantee created 32 programs and aired them once a week at prime time. Local university students helped to produce the programs as volunteers. A Web site was created to promote the project at [www.kvn-tv.overta.ru](http://www.kvn-tv.overta.ru). The project fostered young people's interest in social and political issues.

**M030494 Municipal Institution of General Education "Humanitarian lyceum" - Izhevsk**

Intra-community interaction is a key factor for the development of cooperative societies. The grant was awarded 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 at large. The grantee introduced a business simulation game to strengthen public involvement in the decision-making process. The grantee set up a support system through a web-site (www.shishkinstreet.narod.ru) and developed draft strategies for improving the public education system in sync with the municipal system. The project results were published in three local media outlets.

**M030476 Department of Education of Administration of Zheleznodorozhny Raiyon, Ulyanovsk**

The grant was awarded in order to create united information field of the youth unions of Ulyanovsk through developing the interschool newspaper "Generation NEXT" in the frames of VOLGA competition. During the grant implementation all the youth press centers based in the schools of Zheleznodorozhny raion of the Ulyanovsk were united in one press center "Nord-West". The newly created organization developed a training course for schoolchildren on the basics of journalism. Also, the social service was created, which made several series of questioning and received results were published in 4 editions of newspaper "Generation Next". The grant implementers organized a competition of youth journalists where 35 children presented their articles. The grant resulted in attracting attention of the local authorities, which helped in publishing one of the further editions of the interschool newspaper.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$30,787.63</b>
<b>2004</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>408</b>	<b>Counterpart Funding</b>	<b>\$3,750</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>194</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>182</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>22</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>16</b>			<b>Media Products</b>	<b>5</b>

**Sample Outcome Statements****V040092 Vladivostok Center of Legal Initiatives, NGO**

At the end of FY 2003, the Justice Department of Primorsky Krai conducted its annual inspection of 215 non-governmental organizations (NGOs). The results of this investigation were not encouraging. It issued 17 infringement reports, 106 warnings and called for 79 NGOs to be processed and legally closed by the Court. In other words, only 10% of the non-profit organizations demonstrated a capacity to operate legitimately in a quickly developing and mercurial legal environment. In order to compensate for this gap in the NGO legal culture, the Vladivostok Center of Legal Initiatives (an organization that has dealt with problems of NGOs for five years) organized a regular monitoring of violations of NGO legal rights by the State, provided more than 500 legal consultations for civic organizations and a major training on how to create, run, properly document and report on NGO activities to State agencies. As a result, more than 100 of the Center's clients increased their knowledge of legal advocacy principles, proper tax procedures, correct activity reporting and how to avoid procedural obstacles in the registration of a new non-profit. In general, this grant reversed the growth of complaints filed by the State against local non-profits. Additionally, it increased the capacity of NGOs to protect their rights. The project team presented these results at a regional conference on Civil Society Strengthening attended by some 50 NGO leaders and representatives of other sectors of society. Further plans of the organization include the dissemination of legal information via the Internet, as well the continuation of its advising services with the support of local partners.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$280,508.50</b>
<b>2004</b>	<b>Number of Grants</b>	<b>11</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>493</b>	<b>Counterpart Funding</b>	<b>\$182,047</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>639</b>	<b>New Partnerships</b>	<b>13</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>687</b>			<b>Innovation</b>	<b>70</b>
<b>Male Trainees</b>	<b>219</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>319</b>			<b>Media Products</b>	<b>20</b>

**Sample Outcome Statements**

**M030434 Center for Legal Support of Local Self-Government**

Project is aimed to adjust municipal legislation to the new federal law on local self-governance in the Russian Federation. The current federal legislation that regulates municipal activities (200 legislative acts) was analyzed, a comprehensive list of all issues regulated by a municipality was developed. The six normative legal acts that can be used as a model by any municipality were developed. The methodological recommendations were developed and distributed among 300 municipalities. The information campaign took place to conduct needs assessment at municipal level, to illuminate intermediate results, to involve stakeholders in discussion. The project results were presented at twelve events (seminars, round tables, expanded sessions, inter-regional scientific-practical conference), at the local and federal media and specialized editions, at the grantee's Internet web-site. Several municipalities have already adapted model legal acts developed in the project.

**M030463 OST-EURO – Municipal**

The project set out to improve effectiveness and accountability of local self-governments and to support private enterprise development in Russia. The grantee developed recommendations on improving the legislation on self-government regarding economic activities. The recommendations were discussed in two pilot regions and in the committee on self-government of the Russian Parliament. In addition, the grantee trained thirty-three municipal managers on how to stimulate private enterprise development. As a result, the pilot municipalities implemented the developed recommendations by working out and approving strategies on how to effectively organize municipal services; developing privatization programs and conducting several tenders among private businesses that involved several private companies as providers of municipal services. The final conference presented the project results to sixty-seven regional and municipal managers, experts and entrepreneurs. Two thousand copies of a brochure were distributed among local self-governments and expert community.

**V030073 Legal Information Center for Aircraft Industry Employees**

The grant was awarded to institutionalize the structure and function of territorial self-governing organs (TOS) in the Russian Far East (RFE). The project was aimed at improving the professional skills and interactions between NGO leaders and municipal and government officials involved in TOS activities. TOS experts from Moscow along with local trainers developed a curriculum and organized an intensive 3-level schooling program for the Eurasia Foundation grantees, representatives of regional TOS and local administrations. The goal of this event was to consolidate the efforts of these groups in building local self-governance in the RFE regions. As a result the level of awareness about TOS activities in the region increased significantly.

**V040043 East-Siberian Innovation Center**

The bulk of the Buryat Republic's budget come as a as subsidy from federal resources. The largest part of the Buryat budget is allocated for the acquisition of goods and services related to the social sector. A shortage in federal funds would impact on the regional budget. To insure maximum usage of federal funds, regional budget procedures, especially at the planning stage, needed to be addressed. To respond to this situation, the grantee proposed a program to raise the quality and transparency of local budget policies by improving the bidding procedures for socially oriented municipal organizations. Based on a previous, successful, Eurasia Foundation grant, the grantee, using computer techniques, developed a software program that applied the principle of cost estimation to budget planning. This software was followed by the development

of instructive documents on how to calculating expenses for the acquisition of goods and services. Both the software and educational documents were discussed at round-tables and then presented to local authorities and budget organizations at six workshops in three pilot regions of the republic. As a result, the municipal administrations successfully installed the software and began using it in their budget procedures. It is expected that the new budget planning approach will raise the efficiency of budget process that in turn, will improve the level and quality of social services available to the general public. However, it should be noted that this outcome the presumed one. Owing to necessity, Eurasia shortened the period of grant monitoring. An unexpected additional result was that the educational materials developed were used at a number of regional universities.

**M040133 Center of Management and Staff Retraining**

The project's goal was to stimulate economic development in 36 municipalities of the Saratov oblast by initiating municipal investment programs managed jointly by municipalities and local businesses. The grantee developed an educational program, created municipal investment planning groups, conducted two workshops and provided 42 consultations to municipal officials. The municipalities evaluated the investment climate and growth opportunities and developed 32 investment programs. The grant created conditions for the implementation of municipal investment programs.

**M030440 Development Agency of the Tomsk Region**

The project aimed to enhance the professional capacity of public administrators, local experts and community representatives in monitoring and evaluation. With assistance from leading Russian specialists, the grantee carried out advanced training for 30 local experts, increasing their skills and knowledge in program evaluation. In addition, 189 representatives of local and regional authorities from Tomsk and Western Siberia gathered at the regional conference to share their experience and discuss evaluation's role and potential for social and economical development in the region. To summarize the lessons learned and practical methods developed in the course of the project, the grantee published a brochure on evaluation methodology for public administrations. As a result of the project, monitoring and evaluation mechanisms are now being used to enhance effectiveness of the Social and Economic Development Program for Tomsk Oblast. The project also laid the ground for forming a community of local professional evaluators in Western Siberia.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$2,993.00</b>
<b>2005</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>	<b>Organizational Level Indicators</b>	<b>Social Level Indicators</b>
<b>Male Beneficiaries</b>	<b>Counterpart Funding</b> <b>\$0.00</b>	<b>Jobs Created</b> <b>0</b>
<b>Female Beneficiaries</b>	<b>New Partnerships</b> <b>0</b>	<b>Businesses Formed</b> <b>0</b>
<b>Organizational Beneficiaries</b>		<b>Innovation</b> <b>1</b>
<b>Male Trainees</b>		<b>Replications</b>
<b>Female Trainees</b>		<b>Media Products</b> <b>0</b>

**Sample Outcome Statements**

**M040219 Administration of the Kemj Area**

Alcohol consumption issues can be prevalent among women. The grant was awarded to support the initiative of the local administration from the city of Kemjin Karelia for the improvement of its socio-economic situation through mobilization of the local authorities and the community to combat female alcohol abuse in the region. The grantee created a database and specialized on the topic. The project implementation helped to promote the introduction of best Russian practices and the creation of a permanent social education and support structure to prevent the development of this dangerous ailment in the region.

## Tajikistan

Tajikistan 2000	Total Amount of Grants Number of Grants	\$39,960.00 1
--------------------	--	------------------

### 1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	0			Replications	
Female Trainees	0			Media Products	0

#### Sample Outcome Statements

#### W000080 Small Enterprise Assistance Funds

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

Tajikistan 2001	Total Amount of Grants Number of Grants	\$17,413.00 1
--------------------	--	------------------

### 2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	4	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	1	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	5			Innovation	0
Male Trainees	150			Replications	
Female Trainees	50			Media Products	0

#### Sample Outcome Statements

#### T010091 Public Training Center

Business development in Tajikistan lags behind that of other former Soviet republics, because of the country's civil war and geographic remoteness. The grantee conducted a study of small business development and developed recommendations for legislative improvements. It then presented its findings at a conference and other events, where it sought to enlist the support of government, political parties, NGOs and media. The project contributed to the passage of several pro-business government acts, helping liberalize, for example, micro-finance.

<b>Tajikistan</b>	<b>Total Amount of Grants</b>	<b>\$20,000.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>10</b>	<b>Counterpart Funding</b>	<b>\$12,920</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>60</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>1</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>21</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**W010152 Aid to Artisans, Inc.**

Central Asia is legendary for its skilled craftspeople, yet they have very little access to interested consumers. This problem has been compounded by the general decline in worldwide travel after September 11, 2001 and the ensuing conflict in neighboring Afghanistan, which resulted in a halt to almost all tourist travel in Central Asia. To address this problem, Aid to Artisans received a grant to assist its partner, the Central Asia Craft Support Association (CACSA), in expanding the access of local artisans to external markets. Together, they established an infrastructure for export, exposed the work of local artisans to international trade shows in the US and Europe, and increased local sales opportunities. A total of \$211,395 in FOB and local retail sales were generated over the course of the grant, representing a US retail equivalent of approximately \$1.2 million. While \$49,251 of these sales were local, export sales of \$153,174 were significant achievements, thus radically strengthening the link between makers of handicrafts and foreign markets. CACSA managed the majority of these export sales, thereby increasing its capacity to provide valuable services to its members. Membership in the organization grew 65% over the course of the grant, from 23 members in 2002 to 38 members in 2004.

<b>Tajikistan</b>	<b>Total Amount of Grants</b>	<b>\$26,617.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>2</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>68</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>43</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>20</b>			<b>Media Products</b>	<b>6</b>

**Sample Outcome Statements**

**T020283 NGO Oshtii Milli**

Legislation has provided greater autonomy for local village councils, Jamoats, but the government has not provided adequate education of Jamoat officials to realize their potential. The grantee first prepared five trainers at the Center for Retraining Municipal Managers in Khujand. The grantee then opened a resource center in Garm, where the trainers conducted courses on the social and economic principles of local self-governance for 63 Jamoat officials from the surrounding Rasht Valley. The grantee also published six editions of a newsletter in Tajik for Jamoat officials to further assist them. As a result, Jamoat officials developed 12 projects to be implemented in cooperation with NGOs. Three of these, to supply water to remote villages, were successfully carried out during the grant period.

<b>Tajikistan</b>	<b>Total Amount of Grants</b>	<b>\$25,818.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>2</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>20</b>
<b>Female Beneficiaries</b>	<b>3</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>5</b>
<b>Organizational Beneficiaries</b>	<b>5</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>59</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>21</b>			<b>Media Products</b>	<b>0</b>

**Sample Outcome Statements**

**T030091 Murgab**

Yak herding is a main occupation in Murgab, deep in the Pamir mountains. Murgab's inaccessibility limits opportunities for business training which could help herders increase their income. The grantee, the first local NGO in Murgab, prepared five trainers with a Dushanbe-based business NGO. These trainers then passed their acquired knowledge to 20 yak herders, and helped them organize two cooperatives for storing feed. As a result, two yak farms employing 10 people were registered, and they received microcredit to buy feed from the French NGO ACTED, which has a branch in Murgab. The grantee also began selling Yak products to the Dushanbe-based crafts association Haft Paykar.

<b>Tajikistan</b>	<b>Total Amount of Grants</b>	<b>\$70,345.27</b>
<b>2003</b>	<b>Number of Grants</b>	<b>3</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>186</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>232</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>47</b>			<b>Innovation</b>	<b>6</b>
<b>Male Trainees</b>	<b>11</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>16</b>			<b>Media Products</b>	<b>6</b>

**Sample Outcome Statements**

**T021902 Union of Consumers**

Many low-income residents in the Ferghana Valley purchase goods and services without a basic understanding of product labels, expiration dates or whether they have even been properly refrigerated. To meet this need, three organizations jointly created a pilot project for consumer education. The grantee partners trained 60 teachers (20 from Kyrgyzstan, 20 from Uzbekistan, 20 from Tajikistan) and 15 teacher trainers (5 from each country) and also implemented a 56-hour course entitled "Basics of Consumer Knowledge" in 20 schools in each country, in which more than 1200 students participated. As a result of this course they published and distributed more than 1200 copies of the textbook "Basics of Consumer Knowledge" and 96 copies of a methodological reference book for teachers who will be teaching the subject. The grantees held a contest between schools in all three countries entitled "The Competent Consumer." A panel of judges chose the student winners based on their demonstrated knowledge of consumer rights. A student from Tajikistan said, "Learning about this subject made me more confident at the market. Where before the only way I knew how to assert myself was through shouts and threats, now I know how to correctly, tactfully and politely return defective goods." The grantees also widely distributed information about their educational campaign through local, regional, and national mass-media throughout the Ferghana Valley.



Tajikistan  
2004

Total Amount of Grants \$74,238.00  
Number of Grants 1

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	117	<b>Counterpart Funding</b>	\$0.00	<b>Jobs Created</b>	0
<b>Female Beneficiaries</b>	53	<b>New Partnerships</b>	5	<b>Businesses Formed</b>	0
<b>Organizational Beneficiaries</b>	0			<b>Innovation</b>	0
<b>Male Trainees</b>	8			<b>Replications</b>	
<b>Female Trainees</b>	3			<b>Media Products</b>	6

**Sample Outcome Statements**

**W030024 Bay Area Council for Jewish Rescue & Renewal**

The nations of Central Asia are plagued by ethnic and religious tensions and by instability within and outside their borders. In order to encourage multi-ethnic and multi-religious tolerance within this volatile region, the Bay Area Council was awarded a grant to establish a Climate of Trust tolerance program in communities throughout Tajikistan. This support allowed a small group from Tajikistan to participate in an intensive training program in San Francisco that involved an exchange of information, techniques and strategies among Tajik and American law enforcement professionals, city administrators, educators, and community representatives. Following this training, a delegation from the San Francisco law enforcement and judicial systems flew to Dushanbe to conduct more training and assist in the establishment of a permanent Council of Tolerance. This Council, located in Dushanbe, will bring together different segments of society to address the problem of hate crimes through a series of regional seminars and community-specific programs.

## Turkmenistan

<b>Turkmenistan</b>	<b>Total Amount of Grants</b>	<b>\$39,960.00</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

### 1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	0			Replications	
Female Trainees	0			Media Products	0

#### Sample Outcome Statements

#### **W000080 Small Enterprise Assistance Funds**

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

<b>Turkmenistan</b>	<b>Total Amount of Grants</b>	<b>\$20,000.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	10	Counterpart Funding	\$12,920	Jobs Created	0
Female Beneficiaries	60	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	1			Replications	
Female Trainees	21			Media Products	0

#### Sample Outcome Statements

#### **W010152 Aid to Artisans, Inc.**

Central Asia is legendary for its skilled craftspeople, yet they have very little access to interested consumers. This problem has been compounded by the general decline in worldwide travel after September 11, 2001 and the ensuing conflict in neighboring Afghanistan, which resulted in a halt to almost all tourist travel in Central Asia. To address this problem, Aid to Artisans received a grant to assist its partner, the Central Asia Craft Support Association (CACSA), in expanding the access of local artisans to external markets. Together, they established an infrastructure for export, exposed the work of local artisans to international trade shows in the US and Europe, and increased local sales opportunities. A total of \$211,395 in FOB and local retail sales were generated over the course of the grant, representing a US retail equivalent of approximately \$1.2 million. While \$49,251 of these sales were local, export sales of \$153,174 were significant achievements, thus radically strengthening the link between makers of handicrafts and foreign markets. CACSA managed the majority of these export sales, thereby increasing its capacity to provide valuable services to its members. Membership in the organization grew 65% over the course of the grant, from 23 members in 2002 to 38 members in 2004.

<b>Turkmenistan</b>	<b>Total Amount of Grants</b>	<b>\$16,088.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>37</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>1</b>

#### **Sample Outcome Statements**

#### **T010189 Union of Economists of Turkmenistan**

The Turkmen language is being rapidly introduced in official documents and the education system. However, as documents and books are translated from Russian or English, and sometimes back again, meaning is often distorted. Moreover, many educators and businesspeople must improve their grasp of the Turkmen language. To address these problems, the grantee wrote and published 1,000 copies of a Russian-English-Turkmen dictionary of economic terms, and distributed it among 37 state, public, educational and international organizations. Based on a positive response, the grantee will publish a second print run of 400 copies, at a sale price of \$3.50, a positive indication of the project's sustainability.

<b>Turkmenistan</b>	<b>Total Amount of Grants</b>	<b>\$19,484.21</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

### **1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>68</b>	<b>Counterpart Funding</b>	<b>\$17,549</b>	<b>Jobs Created</b>	<b>84</b>
<b>Female Beneficiaries</b>	<b>29</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>10</b>			<b>Innovation</b>	<b>25</b>
<b>Male Trainees</b>	<b>1135</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>371</b>			<b>Media Products</b>	<b>68</b>

#### **Sample Outcome Statements**

#### **T020063 Turkmen Agricultural University**

Wishing to stimulate the farm sector, the government of Turkmenistan decided to provide parcels of land to individuals, creating a new class of private farmers. To strengthen this sector, the grantee provided a wide range of extension services, including opening agricultural laboratories and publishing how-to manuals, and worked on a regular basis with more than 200 farmers. This helped farmers introduce a range of crops other than cotton and wheat, boosting their profitability, and providing new foods for local consumers. The grantee's achievements were recognized by the government, which is supporting its work.

#### **T020064 Agzamov Jemshit**

Lack of legal protection slows the development of private farms. The grantee intended to open training and consulting center for farmers. However, the grantee's bank would not process grant payments and the grantee himself had personal problems. As a result, the project activities were on the whole not completed. Foundation staff tried to visit the grantee to help him put the project back on track, but was unable due to travel restrictions. Based on the combination of difficulties, foundation staff decided to close the grant.

## Ukraine

Ukraine	Total Amount of Grants	\$53,384.47
2002	Number of Grants	2

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	8519	Counterpart Funding	\$8,038	Jobs Created	2
Female Beneficiaries	5456	New Partnerships	6	Businesses Formed	0
Organizational Beneficiaries	8			Innovation	4
Male Trainees	127			Replications	
Female Trainees	88			Media Products	27

### Sample Outcome Statements

#### **K020029 Association Lviv Tourist Board**

Previously dependent on inefficient massive state-owned enterprises, people in Ukraine's more remote regions need to find innovative ways to diversify their local economies. One such method is tourism, which has proven to stimulate economic development and small business growth. The Lviv region, with its plentiful but underdeveloped historical and recreational resources, has the potential to become a tourist center but lacks high-quality services and promotional support. The grantee addressed this issue by conducting an information and networking campaign among businesses involved in the tourist industry. To increase availability of information, the project updated a database of regional tourist businesses and published a series of five different tourist guides. It established a Tourist Information Point in the municipal airport, visited by 35-40 people per day. A sign of the project's success is increased contributions from the business community and government. The grantee has received to date \$20,000 from local businesses through membership fees and through direct financing from the city budget. In addition, the project developed the tourist sector in the region, helping increase the number of tourists by 20% and increase tourism-related business activity by 25%.

#### **K020089 Podilia Pershyi Association**

Previously dependent on the largess of giant state-owned companies, the Khmelnytska oblast's rural economies have not undergone the necessary transformation and diversification, leaving many jobless and with no new opportunities in sight. The grantee wanted to help revive the oblast's hardest hit areas by developing a clustered and participatory approach to local economic development. The grantee helped form a cross-sector strategic planning working group in each of the oblast's seven most depressed regions. These groups held three meetings on strategic planning, one regional conference, and a final seminar. Based on a SWOT analysis for their respective communities, the groups developed a joint strategic plan for the development of the clustered region, called Stara Volyn. As a result, an informal network of five local economic development agencies was established. According to statistical reports, there has been a marked improvement in social and economic indicators in all seven participating regions (indicators include economic growth in different sectors, amount of investment, new jobs created, and a lower crime rate) in 2003 compared to previous years. These regions are now seen as leading examples for other regions of the oblast. Sustainability has been achieved in the grantee's ability to function after the external funding. The local governments are working with local business to develop region-wide business clusters in other areas - such as agrotourism and construction materials industries.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$6,584.07</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$8,664</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>19</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>15</b>			<b>Media Products</b>	<b>1</b>

**Sample Outcome Statements**

**M020550 Public Fund, Sodruzhestvo**

The project aimed to improve public awareness and strengthen public efforts in reducing corruption. A conference was organized to discuss NGO strategies aimed at promoting accountability among local officials and consolidating the corruption prevention efforts of community stakeholders. This project resulted in a three-day conference, during which a final memorandum was prepared on the anti-corruption program and strategy. More than 110 participants took part in the conference. As a result, 52 NGOs from Russia and the former Soviet Union supported the final memorandum and organized an anti-corruption coalition. Another important result of the project is launching the domain read.info.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$90,936.07</b>
<b>2003</b>	<b>Number of Grants</b>	<b>5</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>4061</b>	<b>Counterpart Funding</b>	<b>\$26,509</b>	<b>Jobs Created</b>	<b>7</b>
<b>Female Beneficiaries</b>	<b>5739</b>	<b>New Partnerships</b>	<b>49</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>3847</b>			<b>Innovation</b>	<b>6</b>
<b>Male Trainees</b>	<b>750</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>707</b>			<b>Media Products</b>	<b>26</b>

**Sample Outcome Statements**

**K030144 International Charitable Organization "Center for Ukrainian Reform Education"**

According to the public opinion poll carried out in April 2003 by the USAID-funded Partnership for Transparent Society Program, 73% of interviewees believed that it was impossible to do business in Ukraine without paying bribes. In cooperation with this program, the Center for Ukrainian Reform Education addressed this problem by organizing a conference to share best practices. The conference brought together different organizations working in 11 different anti-corruption coalitions, most of which focused their activities on preventing corruption in regulating small and medium enterprises. Under this grant, the grantee selected 16 different feature stories to highlight the most successful of the coalitions' strategies in combating corruption by public officials at the local level. Those stories were included into a brochure titled Real Stories: How Entrepreneurs Defend Their Rights and distributed to 3,817 recipients. The project also produced three national TV programs featuring the success stories. The grant successfully complemented other activities carried out under the Partnership for Transparent Society Program. According to the program's staff, the demand for the brochure produced under the grant turned out to be much higher than expected. Also, the grantee and the staff of the program received positive feedback about the TV spots' quality and relevance.

**K030163 All-Ukrainian Public Youth Organization "Ukrainian National Union of Young Lawyers"**

Many regions of Ukraine, with their plentiful but underdeveloped historical and recreational resources, have the potential to become tourist destinations but lack resources to develop tourist infrastructure. In particular, the tourist industry lacks skills in preparing investment proposals and few investors are aware of prospectives in the tourism sector. The grantee addressed these issues by assisting tourism-related businesses and local governments develop investment proposals and

improve the information available to potential investors. To improve professional skills, the grantee conducted a series of trainings for 51 business people and local authorities, developed how-to materials on tourism-related investment proposals and followed up with legal support for investment process. To increase the availability of information, the project developed and published two analytical articles in the "Restaurant and Hotel Business" magazine, produced an Investment Proposal Book and conducted a presentation of the best investment proposals at the "Ukraine Hospitality 2003" international tourism exhibition. Even though the project did not result in any new investments to date, it did contribute to improving the professional standards of tourist sector operators.

#### **K020098 Society of Intellectual Property**

Ukraine has been identified by the US State Department as one of the major violators of intellectual property rights. In response, the Ukrainian parliament adopted a number of legislative acts aimed at protecting copyrights; however, the day-to-day implementation of those laws remains very weak. The grantee initiated a public information campaign in the Dnipropetrovska oblast aimed at raising awareness among stakeholders. The grantee organized 12 seminars and produced publications on the issue. It also provided consultations to interested beneficiaries, and developed a Web site on the issue. There are some slight improvements in this sector in the region, although it is hard to contribute those solely and directly to the project activities. For example, sales of licensed Microsoft products in the region increased in 2003 by almost 300% (also, enforcement increased). The Dnipropetrovsk city prosecutor's office stopped illegal CD pirating in one company.

#### **K030052 Junior Achievement Ukraine**

A market economy demands practical business skills. The Ukrainian system of education requires a lot of reform, despite a great degree of progress in general. To address this issue, the grantee translated and adapted two programs for Ukrainian schools: Enterprise in Action and International Marketplace. After receiving official approval from the Ministry of Education and Science, the grantee trained 100 Ukrainian teachers to teach economics to middle school students. As a result, the new curriculum was introduced to 100 schools, 400 packs of materials were distributed to teachers, and more than 9,000 pupils received the new training. The teachers trained under the program continue to use the materials, and schoolchildren have opportunities to develop the basic skills required for a market economy.

#### **K020348 Rivne Chamber of Commerce and Industry**

Small businesses represent the backbone of economic innovation, diversification, and growth. In Ukraine, although there has been some progress made in small business development over the last few years, the government's approach tends to be top down and state-driven, rarely providing the opportunity for smaller, regional projects to foster. Thus, a program tailored towards local needs and taking advantage of local opportunities has a higher chance of producing successful results. The grantee focused on supporting small business in the Rokitnyanskiy rayon (district) of the Rivne oblast, chosen because of its low level of small business development. Since about 75% of rayon SMEs conduct business in timber processing, the grantee designed a cluster model for the timber processing industry to increase productivity among multiple small businesses. The grantee conducted a targeted information campaign (including four information sessions and 12 issues of the professional newsletter "Service Contact") and organized two study trips for 35 stakeholders to similar clusters in the Khmelnytskiy oblast. The grantee also assisted enterprises in registering small business clusters and provided over 300 consultations on technology and marketing issues. The members of the project's cluster participated in three exhibitions and established new contacts with Ukrainian, Swedish, Polish, Hungarian and Moldovan businesses. Using this new approach, timber-processing enterprises contributed to a noticeable improvement in district-level economic indicators. Over the course of a year, gross regional product was up by 80% and local budget income from small businesses grew by 25%.

Ukraine  
2003

Total Amount of Grants \$184,714.89  
Number of Grants 7

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	819	Counterpart Funding	\$110,926	Jobs Created	22
Female Beneficiaries	1286	New Partnerships	64	Businesses Formed	2
Organizational Beneficiaries	54			Innovation	24
Male Trainees	524			Replications	
Female Trainees	918			Media Products	220

#### Sample Outcome Statements

##### **K020312 Ukrainian Newspaper Publishers Association**

Impeded access to information, inappropriate media legislation, and political pressure are key obstacles to media independence. Additional impediments include a shortage of relevant skills and poor understanding of existing legal and regulatory environment among media professionals, as well as weak joint efforts to advocate media interests. The grantee's strategy was to help media overcome these obstacles through legal assistance, training and informational support related to the right to information, as well as facilitating cooperation between publishers of non-governmental print media and state officials. The project published the results of regular monitoring of access to information about state authorities' activities; held two seminars for publishers on access to information; held three meetings with representatives of state entities to promote sector interests and lobby necessary legislation changes, and distributed 45 issues of the electronic newsletter "News of Ukrainian Print Media." More than 1,000 legal consultations were provided on two issues: (1) access to information and, (2) accounting and taxation. Association members were also assisted in court hearings. In addition, the grantee analyzed existing legislation and prepared draft regulations and recommendations to improve laws related to information about activities of state authorities that were submitted to parliamentary committees. Project activities helped newspapers improve their access to information on state authorities activities and to alleviate political pressure through better knowledge of existing legislation and strict adherence to existing norms while performing their professional responsibilities. The project also resulted in growth of the Association's influence in the field and its increased sustainability through a 35% raise in Association membership, a widened range of services provided and an improved level media advocacy.

##### **K030028 AHALAR Resource Center**

Non-governmental organizations (NGOs) worldwide play a key role in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." One of the grantee's in this program aimed to increase the number of services provided by their resource center and to improve the quality of services provided. Under the project, the grantee designed and conducted a series of trainings in strategy planning and organizational development for 434 community leaders representing the Chernihiv region. Some of these leaders organized a network of seven NGOs with the grantees support. This network was able to diversify its funding base by lobbying the city for \$3,000 and receiving \$453 worth of charitable donations from citizens. This money went to support 37 children requiring social assistance. The project also provided technical and information support to the Social and Psychological Rehabilitation Center and Legal Clinic. These efforts enabled the grantee and partners to expand their range of services, increasing the number of beneficiaries by 2.5 times. The project contributed to strengthening the grantee's institutional capacity. Even after the project's completion, the grantee continues to raise local funds and carry out its activities according to a realistic and planned strategy.

### **K030027 Western Ukrainian Resource Center**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is to set up a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a program called "NGO Resource Center Development: Building Institutional Capacity." One of this program's grantees aimed to increase the number of services provided by their resource center and to improve the quality of services offered. The grantee made improvements to a training series on community mobilization. Afterwards, they conducted these trainings for 305 community leaders and village mayors in the Carpathian region, providing regular follow-on support afterwards. The grantee also developed a distance-learning course on the topic. In addition, the grantee organized a community development competition among local university students and scholars, gathering 12 best practices and raising public awareness on the issue. The project helped leverage \$26,000 from state budget and local businesses to implement local community development projects. The grantee also introduced public hearings in 12 rural communities and supported 11 villages in adopting strategic plans. The project helped the grantee broaden its range of services to a wider clientele.

### **K020177 Educational Initiatives Center**

Western Ukraine has a history rich in community philanthropy and community mobilization. However, these traditions and approaches were lost during five decades of Communism. Even those citizens willing to assist others need skills in planning and managing charitable and non-profit projects. The grantee addressed this issue by organizing a "Forum for New Social Ideas," a network designed to connect Ukrainian social services NGOs. The grantee provided training and partnership-building opportunities to this network. As the result of the project, 199 participants took part in the projects activities, including a school for volunteers, a round table, regional trainings in Drohobych, Ternopil, Ivano-Frankivsk, and a final conference. Two brochures, "Social partnership" and "Effective methods of social ideas realizations," were distributed to 1,000 regional stakeholders. The cooperation between organizations that started under this project will contribute to more sustainable social service delivery in Ukraine. Thirty-four new partnerships and coalitions were established. For example, Donetsk's Kindness Foundation now provides community philanthropy trainings for the Lviv-based Institute of Non-Profit Management. Another success story is in Lviv city, where the Department of Social Services of Lviv Polytechnical University provides volunteer interns for a crisis hotline organized by the Teenager and Family Center NGO.

### **K030097 Ukrainian Center for Economic and Political Studies Named After O. Razumkov**

Independent policy institutes are an important part of governance in any open, democratic society. Despite the emergence and growth of such "think tanks" in Ukraine, the national government continues to make decisions in secret, seeking little, if any, advice from outside experts. The grantee wanted to offer suggestions to the Ukrainian government on how to work with think tanks. The project developed and published recommendations on the best methods of collaboration. To summarize the findings, the grantee organized a round table with more than 100 key Ukrainian officials, leading experts from national and international policy institutes, and nearly 40 representatives of national media outlets. In general, the project helped increase public awareness in the need for independent policy analysis. Unfortunately, the 2004 presidential elections disrupted any attempts to implement any of the recommendations at the national level. There is, however, still a chance that a new government may use the grantee's findings when developing its policies.

### **K030026 Kirovohrad Creative Initiatives Support Center**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." One of the grantees aimed to broaden and improve the services provided by its resource center. The project focused on providing information and methodological support to the third sector. The project developed an Internet-based platform ([www.soclab.org.ua](http://www.soclab.org.ua)) as a platform for discussing educational materials for the third sector, and continued to update three other web-resource ([www.presscat.org.ua](http://www.presscat.org.ua), [www.ngo.org.ua](http://www.ngo.org.ua),



www.ligarc.org.ua). These activities brought the number of visits to nearly 25,000 per year. The grantee's public relations campaign resulted in over 300 different instances of media coverage, and the grantee developed and distributed two manuals, "NGO Management," and "How to Establish Information and Methodology Networks for the Third Sector on the Regional Level." Additionally, the grantee conducted trainings and round tables for 710 local activists from 60 civic centers that provide the framework for creating and managing a local network of civic organizations. The grantee was able to broaden its range of services to a wider clientele. According to the grantee's estimates, these civic centers were able to raise \$30,000. The grantee also helped leverage nearly \$2,400 from local authorities for social projects.

**K030012 Local Self-Government Development Support Association**

With a history of restrictions on freedom of association, Ukraine still has very few legal options for citizens to organize themselves to address local issues. Territorial self-governing bodies (TSB) are among one of the few available methods for citizens to organize themselves. Before the beginning of the project implementation there were 29 such bodies in Luhansk with a combined membership of over 100,000. However, many of these organizations remained poorly organized in a poorly defined legal environment. The project approached this issue by strengthening the role of TSBs in local decision-making. The grantee set up an information and consulting center which held 14 training seminars for a total of 335 TSB leaders. A series of six round tables was used to make practical recommendations for improving relations with local government officials and amending local TSB regulations. The project achieved some measurable successes. Based on information received in the training, local activists organized six new TSBs. TSBs receive support from the city budget, receiving approximately \$15,000, and district councils started meeting with TSBs regularly to discuss local issues. The grantee's consulting center still operates and is on its way to becoming sustainable.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$74,707.76</b>
<b>2003</b>	<b>Number of Grants</b>	<b>3</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>364</b>	<b>Counterpart Funding</b>	<b>\$70,136</b>	<b>Jobs Created</b>	<b>1</b>
<b>Female Beneficiaries</b>	<b>432</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>43</b>			<b>Innovation</b>	<b>14</b>
<b>Male Trainees</b>	<b>180</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>266</b>			<b>Media Products</b>	<b>47</b>

**Sample Outcome Statements**

**K030031 Strategic Initiatives Center**

The state is the largest consumer and client of goods and services, often procured from the private sector. However, such state procurement is very susceptible to corruption, as back-room deals and skimming off of state contracts are all too common in countries like Ukraine. Small and medium businesses without connections or inside information are often excluded from government tenders. The grantee approached this problem by using technology to make the government tender process more transparent and accessible. After analyzing relevant legislation and procedures, the grantee developed special web-based government procurement procedures for the local administration. The web site contains current information on ongoing government tenders. The grantee also organized six seminars for 196 participants and conducted 15 presentations of the web resource. Furthermore, the grantee assisted local government officials and businesses in organizing and participating in public tenders. Finally, the grantee distributed 1,000 copies of a "how to" manual on submitting bids for local state procurement tenders. The project activities, co-implemented with local government bodies, led to the local government adopting more effective and transparent procurement procedures. After the web site was set up, more than 100 suppliers registered as permanent users, including an additional 20 small and medium businesses. Three of the newly-registered enterprises have already won public tenders for supplying goods such as computers, medication, and food products. In order to ensure project viability, the project partners set up a private enterprise to help continue and expand activities launched by the project in addition to maintaining the web site.

### **K020365 Charitable Foundation Civil Initiatives Center**

For the large part, citizens have little access or input into the local governance process in Ukraine, especially in rural areas. As a result, rural governments tend to make arbitrary decisions without considering the needs of their constituent communities. The grantee approached this issue by training 90 civic leaders in citizen participation techniques in 15 rural communities. The grantee also conducted 15 round tables (one in each target community) to jointly assess and prioritize community needs. The grantee also held nine public hearings in target communities. A closing conference summarized the results of the program. By offering the chance for citizens to provide input into their local government's decision making, the grantee helped strengthen community influence on local policies. For instance, citizens convinced the local government to support different initiatives in various villages. For example, one village cultural center was renovated and re-opened after 10 years of abandonment. Citizens and government worked together to provide natural gas to nine other villages. One village organized and cleaned the local garbage dump, and a group of concerned citizens in another village pooled their resources to renovate a kindergarten.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$227,420.98</b>
<b>2004</b>	<b>Number of Grants</b>	<b>10</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>288</b>	<b>Counterpart Funding</b>	<b>\$355,509</b>	<b>Jobs Created</b>	<b>51</b>
<b>Female Beneficiaries</b>	<b>278</b>	<b>New Partnerships</b>	<b>30</b>	<b>Businesses Formed</b>	<b>2</b>
<b>Organizational Beneficiaries</b>	<b>339</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>379</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>126</b>			<b>Media Products</b>	<b>247</b>

#### **Sample Outcome Statements**

### **K040130 Internews - Ukraine**

Even before the 2004 presidential election campaign started, researches conducted by media NGOs made clear that the content of the major television channels and radio networks was controlled by biased political forces. Some niches for distribution of accurate information remained only on the regional level. As the public's free access to balanced information is one of the factors ensuring a free and fair electoral process, the grantee decided to help regional broadcasters in providing balanced information to the public leading up to and during the presidential elections. Over the course of project implementation, 29 weekly election-related analytical television programs were produced and aired via satellite. Thirty-five regional and national broadcasters retransmitted the program. Viewer Sample suggests that the programs were of high quality and well balanced. High ratings suggest that the audience found the materials useful and important. The project resulted in heightened information about election issues and the Presidential elections themselves. Participating TV stations also improved the quality of their own newscasts based on the grantee's examples.

### **K040131 Independent Broadcasters Association**

In Ukraine, during the run-up to the 2005 presidential elections, the media was under extreme official and unofficial pressure. Legal assistance is one way to make sure that the media is not subject to such harassment. The grantee assisted broadcasters in legal issues by setting up a legal-support hotline. Hotline lawyers advised 1,293 different requests from over 280 regional broadcasters. The association also organized consultations and legal training for 64 representatives of regional media at five regional seminars and posted answers to frequently asked questions on-line. Every TV or radio company that received consultation reported that harassment had stopped. The project, therefore, indirectly increased public access to information during the 2004 election period.

### **K040203 "Rozmay" NGO**

In the run-up to the 2004 presidential elections, Ukrainian and international monitoring groups expressed strong concerns that the polling would be subject to manipulation by the authorities. Some of the top concerns included the risk of low voter turnout and poor awareness among citizens regarding their rights as voters. To mitigate these two risks, the grantee conducted an information campaign on two topics: get-out-the-vote and reporting voting procedure violations. Keeping a

non-partisan tone and focusing on younger voters, the grantee aired 8 TV spots more than 460 times on 9 national and about 30 regional TV channels. In addition, the grantee produced 10 radio spots, which aired 9,163 times on one national and 95 regional radio networks. The spots produced under the project helped to encourage eligible voters to exercise their civic rights during two rounds of the 2004 presidential elections. The grantee leveraged additional funding to rebroadcast the spots before the revote of the second round on December 26. The project, co-funded by the U.S. Embassy Democracy Commission, helped encourage the public, especially youth, to be actively involved in the pre-election and election processes. Even though the first two rounds of the election failed to meet international standards, OSCE reports praised the abilities of an active civil society to protect citizens' rights.

#### **K040205 Institute for Euro-Atlantic Cooperation (IEAC)**

According to various estimates, approximately seven million Ukrainian voters reside abroad temporarily. These voters faced numerous problems during the October 2004 presidential elections, including lack of access to information on their voting rights, lack of understanding of absentee voting procedures, and lack of information on the election campaign. To increase access to elections-related information and encourage Ukrainian citizens living abroad to vote, the project produced a variety of voter education materials specially designed for this audience. These materials were distributed to Ukrainian embassies and consulates, international Ukrainian communities, Western Union offices, travel agencies, and churches in the 17 foreign countries with the highest number of Ukrainian citizens. The project, co-funded by OSCE Project Coordinator in Ukraine, contributed to a two-fold increase in the total number of Ukrainian expatriates voting in this election compared to the 1999 presidential elections.

#### **K040204 Secretariat of the Freedom of Choice Coalition of Ukrainian NGOs**

Difficulties with the accuracy of voting lists have been problematic in almost all of Ukraine's previous national elections. Since there is no registry or comprehensive system of verification, local authorities use outdated and incomplete data to draw up lists of eligible voters for each district. As a result, lists may contain the names of deceased people, multiple entries of the same voter, misspelling of names, and omissions of voters, especially younger ones or those who recently moved to a new area. The grantee initiated the project to help ensure that the official lists of voters accurately reflected the correct grouping of eligible voters for the October 2004 presidential elections. Based on a sampling, the grantee verified official lists by independently counting eligible voters. When inaccuracies were found, the grantee assisted citizens and authorities to correct mistakes. Three press conferences conducted under the project and subsequent coverage in the media helped to raise public awareness of voting rights and encouraged mass verification of names on lists. At the beginning of the campaign, voter lists were in worse shape than expected. Despite this, monitoring reports suggest that the project, co-funded by the OSCE Project Co-coordinator in Ukraine and by the U.S. Embassy Democracy Commission, made a great effort to ensure that the election results are a true reflection of the intended number of votes made by eligible voters.

#### **K040216 Ukrainian Center for Economic and Political Studies Named After O. Razumkov**

In August 2004, a survey of public opinion conducted by a consortium of four polling organizations showed that 43% of respondents expected that the results of 2004 Presidential elections would be falsified. The grantee decided to address this issue by conducting an exit poll to verify the official results and counter potential fraud. The grantee partnered with the Kyiv International Institute of Sociology and performed a nation-wide exit poll during all three rounds of the election. The results of the poll were widely broadcast on independent media and reprinted in leaflets made by various voter education campaigns. Cited widely in international press, the exit poll provided independent evidence that the second round was heavily falsified. Public trust in the election process was restored when the grantee's third-round exit poll verified the official results. Independent policy support did not stop on Election Day. Such expertise is a valuable component of formulating national policy in any democratic society. Such expertise was provided under the grant's second component: policy recommendations for the new President's domestic agenda. The grantee organized a round table with more than 100 key Ukrainian officials, leading experts from national and international policy institutes, and representatives of national media outlets. Under this component, the project provided independent experts' input into the process of national policy-making.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$87,165.80</b>
<b>2004</b>	<b>Number of Grants</b>	<b>3</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>255</b>	<b>Counterpart Funding</b>	<b>\$57,738</b>	<b>Jobs Created</b>	<b>14</b>
<b>Female Beneficiaries</b>	<b>284</b>	<b>New Partnerships</b>	<b>64</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>72</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>72</b>			<b>Media Products</b>	<b>58</b>

**Sample Outcome Statements**

**K030195 Association for Economic Development of Kharkiv Oblast Communities**

In 2003, the first-ever National Conference on Regional and Local Economic Development was held in Ukraine. Participants of the conference noted that regional development agencies had been set up in most of Ukraine; however, many of these agencies lack skills and experience in conducting market-driven local economic development programs. In order to help resolve this problem, the grantee suggested introducing a system of peer learning among organizations involved in local economic development. The grantee developed an Internet site to share success stories and to facilitate regular discussions among Local Economic Development agencies. The grantee held ten different regional presentations of the website. The website was viewed by 28,166 visitors within the year, with an average daily hit count of 136 at the end of the project. The Internet site assisted in organizing six new regional development agencies. Also, higher-quality economic development strategies were developed in seven towns. More information is now available to assist future regional economic development efforts in Ukraine.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$5,891.00</b>
<b>2005</b>	<b>Number of Grants</b>	<b>3</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>70</b>	<b>Counterpart Funding</b>	<b>\$6,798</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>98</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>136</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>29</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>11</b>			<b>Media Products</b>	<b>285</b>

**Sample Outcome Statements**

**K040367 Ukrainian Miners Independent Trade Union**

International reports on the first two rounds of 2004 Ukrainian presidential elections confirmed that limited and biased information on the candidates was one of the main issues preventing a free and fair electoral process. The same reports mention that in Eastern Ukraine these problems were especially acute. To resolve this issue before the revote of the second round, the grantee, a free trade union of miners, organized a targeted information campaign among the miners of Eastern Ukraine and their communities. The grantee produced 100,000 copies of special edition of the Aspekt newspaper and 300 informational packages. Given the challenges facing distribution, the grantee provided the information through multiple networks: newspaper distribution network and hand delivery through ten teams in Donetsk, Dnipropetrovsk and Luhansk oblasts. The project materials contained non-partisan information on election-related issues. This information campaign helped voters to make an informed and deliberate choice during the December 26 revote of the second round of 2004 Presidential Elections. The December 26 revote was judged by domestic and international observers to be significantly more free and fair than the two previous rounds. The project was implemented in partnership with School for Policy Analysis and co-funded by the U.S. Embassy Democracy Commission.

**K040363 Donetsk Press Club**

International reports on the first two rounds of 2004 Ukrainian presidential elections confirmed that limited and biased information on the candidates was one of the main issues preventing a free and fair electoral process. The same reports mention that these problems were especially acute in Eastern and Southern Ukraine. To help provide fair and balanced election-related information to journalists and citizens of Donetsk, Luhansk and Zaporizhia oblasts, the grantee set up a press-center, produced and disseminated seven issues of a media digest, and conducted three press conferences. The project helped the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage helped voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine. The December 26 revote was judged by domestic and international observers to be significantly freer and fairer than the two previous rounds.

**K040362 Kharkiv Market Reforms Press Club**

International reports on the first two rounds of the 2004 Ukrainian presidential elections confirmed that limited and biased information on the candidates was one of the main issues preventing a free and fair electoral process. The same reports mention that these problems were especially acute in Eastern and Southern Ukraine. To help provide fair and balanced election-related information to journalists and citizens of Kharkiv, Dnipropetrovsk and Kherson oblasts, the grantee set up a press-center, produced and disseminated seven issues of a media digest, and conducted three press conferences. The project helped the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage helped voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine. The December 26 revote was judged by domestic and international observers to be significantly freer and fairer than the two previous rounds.

## Uzbekistan

Uzbekistan	Total Amount of Grants	\$39,960.00
2000	Number of Grants	1

### 1.4 Competitive Responsive Financial Sector

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0			Innovation	0
Male Trainees	0			Replications	
Female Trainees	0			Media Products	0

#### Sample Outcome Statements

#### W000080 Small Enterprise Assistance Funds

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

Uzbekistan	Total Amount of Grants	\$324,276.21
2002	Number of Grants	5

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	26	Counterpart Funding	\$178,133	Jobs Created	249
Female Beneficiaries	92	New Partnerships	4	Businesses Formed	24
Organizational Beneficiaries	2			Innovation	1
Male Trainees	561			Replications	
Female Trainees	324			Media Products	13

#### Sample Outcome Statements

#### T010358 Association of Teachers of Business Disciplines

Teachers and students of Economics in Uzbekistan do not have access to up-to-date knowledge on accounting. The grantee trained both teachers and students on financial reporting to provide the market with skilled specialists. The project achieved its short-term results and comprised all oblasts of Uzbekistan. A number of factors (such as the replacement of the Project Director and other implementers, as well as bad management) did not permit the achievement of further long-term aims. The Pragma Corporation contribution to this project is about \$8,000.

#### T010402 Andijan Business Incubator Business Imkon

The lack of knowledge on business running and legal aspects makes difficult the work of entrepreneurs. Grantee conducted a training course on educational program of International Labour Organization "start-up Own Business" and "Improve Business" for four types of trainees. Meetings with representatives of banks, tax inspection took place as well for resolving concrete problems of entrepreneurs. As a result, eighteen new businesses were formed, ten bank loans got, fifteen entrepreneurs defended. The project revealed the demand for training courses for entrepreneurs and this activity is continued.

**W010152 Aid to Artisans, Inc.**

Central Asia is legendary for its skilled craftspeople, yet they have very little access to interested consumers. This problem has been compounded by the general decline in worldwide travel after September 11, 2001 and the ensuing conflict in neighboring Afghanistan, which resulted in a halt to almost all tourist travel in Central Asia. To address this problem, Aid to Artisans received a grant to assist its partner, the Central Asia Craft Support Association (CACSA), in expanding the access of local artisans to external markets. Together, they established an infrastructure for export, exposed the work of local artisans to international trade shows in the US and Europe, and increased local sales opportunities. A total of \$211,395 in FOB and local retail sales were generated over the course of the grant, representing a US retail equivalent of approximately \$1.2 million. While \$49,251 of these sales were local, export sales of \$153,174 were significant achievements, thus radically strengthening the link between makers of handicrafts and foreign markets. CACSA managed the majority of these export sales, thereby increasing its capacity to provide valuable services to its members. Membership in the organization grew 65% over the course of the grant, from 23 members in 2002 to 38 members in 2004.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$32,516.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>2</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>329</b>	<b>Counterpart Funding</b>	<b>\$17,291</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>326</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>1</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>0</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>0</b>			<b>Media Products</b>	<b>11</b>

**Sample Outcome Statements****T020119 Training Center NAMUNA**

Apartments in Uzbekistan were privatized in 1993, followed by further reforms giving greater rights to apartment owners. However, apartment owners' associations have far from fulfilled their potential, owing to a lack of education and adherence to the Soviet command-economy system. The grantee gave management training to the heads of 118 apartment owners' associations and initiated a union of associations. As a result, apartment owners began to demand repairs and utilities owed to them, and the management of the associations improved.

**T020152 Logos**

Uzbekistani NGOs are largely reliant on foreign assistance. The lack of diversified funding hurts their sustainability. The grantee therefore set out to help NGOs develop income-generating activities. It researched the legal basis for non-profit organizations offering paid services and developed a handbook for NGOs. It held trainings for more than 100 NGO representatives and offered legislative recommendations that would ease the way for paid services. Given increasing restrictions on foreign assistance, this grant was particularly timely.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$211,475.20</b>
<b>2003</b>	<b>Number of Grants</b>	<b>11</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1330</b>	<b>Counterpart Funding</b>	<b>\$12,343</b>	<b>Jobs Created</b>	<b>380</b>
<b>Female Beneficiaries</b>	<b>1916</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>370</b>
<b>Organizational Beneficiaries</b>	<b>37</b>			<b>Innovation</b>	<b>4</b>
<b>Male Trainees</b>	<b>871</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>460</b>			<b>Media Products</b>	<b>12</b>

## Sample Outcome Statements

### **T010354 Training Consulting Center Nodira**

In the grant's target area, three regions of the Ferghana Oblast, one-third of businesses failed in 2001. Contributing to this was a lack of business skills and knowledge. The grantee prepared nine business trainers, opened information and consulting centers in donated space in each of the three regions, trained 72 entrepreneurs and issued a newsletter with important business information. This contributed to a growth in businesses during the project timeline. The organization, however, was itself unable to overcome bureaucratic hurdles and was unable to register its three centers, seriously hindering sustainability.

### **T010393 Business- Incubator of Shahrizabs**

Lack of legal and management knowledge impedes new Uzbek businesspeople, particularly outside Tashkent. To address this in the Shakrisabz region, the grantee created a support center for entrepreneurs staffed by four business trainers who themselves received training at the Tashkent-based Association of Business Incubators and Technoparks. There, 100 entrepreneurs received training in legal, marketing, finance, accounting and tax issues; 366 received consultations, and several meetings were organized between beginning businesspeople and government officials. Forty entrepreneurs who had sought help opened businesses, creating 220 workplaces; 32 received bank loans on the strength of business plans prepared with the grantee's help; and the dialogue between businesses and government was advanced. Demand for the grantee's assistance remains high and the grantee is prepared to begin offering its services on a paid basis.

### **T020116 Trans Eko Private Scientific Consulting Center**

Uzbekistan's slow approach to privatization leaves many state or quasi-state enterprises without competition, and hence without a stimulus to improve corporate management. The grantee sought to address this through education. It prepared training modules on corporate management and trained 123 managers in the spheres of transport and communications. It also held a conference on corporate management in a decentralizing economy. The teaching materials and library assembled under this grant are now used widely in universities. This grant contributed to increased interest among corporations in the OECD's corporate management guidelines, and in promoting timely dividend payments to shareholders.

### **T020105 NGO Fukarolik Tashabbusi**

Three-fourths of Kashkadariya Oblast's population are rural. As private farmsteads replace collective farms, farmers need better knowledge to make their businesses profitable. This project sought to institutionalize consulting and training provided under a prior grant by establishing an agricultural extension service. Twelve specialists themselves received training. These "mentors" then provided training and consulting for 60 farms on topics such as composting and livestock. Following the grant period, the extension service continues to provide services on a paid basis. It is also publishing brochures, co-producing television shows for farmers, and planning to open a farmers' credit union.

### **T010502 Samarkand Business Incubator**

Business people in rural areas have little access to consulting services. The grantee, therefore, prepared nine trainer-consultants who worked in rural areas. More than 250 people received training, which helped them open 35 new enterprises creating 83 jobs, and contributing to the overall growth of registered businesses in these areas. Having created demand for consulting, the grantee could continue on a paid basis.

### **T020255 Association of Surkhandarya Oblast Libraries**

Surkhandarya region is one of agrarian areas of Uzbekistan where farming enterprises make up 95 percent of a private sector. Absence of the functioning system to provide farmers with economic and legal information, vulnerability to arbitrariness of officials is among the most vital problems of farmers. To give assistance in development of farming enterprises six sites to provide the information and advisory services were established under the project. These sites offer farmers computer services, services of electronic communication, Internet connection to expand their outlook and receive new information. Moreover, 150 farmers were trained on the course "Organizational and financial activity of farmers and farming facilities" and got consultations. Publication of the monthly legal information newsletter "Tayanch" ("Support") with articles on problems of development of farming enterprises helped farmers in studying the legal and business issues of farming enterprises. The association of libraries of the Surkhandarya region has strengthened the communication between



regional sites and has expanded the range of services provided. Farmers independently started preparing business-plans, there are cases when they won legal disputes, attendance of libraries rose 4 times. The grant could not reach all of its goals because of refusal to provide financing by the decision of the bank commission (based on Resolution 56). This resulted in decreasing the number of consultations, developing an analytical report on farmers' problems, establishing constant links with local authorities, defending farmers in the courts.

**T020327 Surkhandarya Branch of Republican Universal Agriculture Commodity Exchange Ltd.**

When the grantee opened in 2001, commodities exchanges were virtually unknown in Uzbekistan. It therefore developed a training program for how to use the exchange and trained 254 farmers and businesspeople. Following these seminars, it ran three pilot auctions, attracting 156 farmers and manufacturers to sell their commodities. This significantly increased the volume of sales made through the exchange, allowing farmers and manufacturers to get the fair market value. The grantee earned a profit from these deals, which it donated to an orphanage. It has gone on to thrive and expanded trade to include buyers from Afghanistan.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$35,131.37</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1</b>	<b>Counterpart Funding</b>	<b>\$25,897</b>	<b>Jobs Created</b>	<b>97</b>
<b>Female Beneficiaries</b>	<b>754</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>43</b>
<b>Organizational Beneficiaries</b>	<b>5</b>			<b>Innovation</b>	<b>2</b>
<b>Male Trainees</b>	<b>43</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>123</b>			<b>Media Products</b>	<b>4</b>

**Sample Outcome Statements**

**T020440 Association of Pediatricians of Bukhara Oblast "Avicenna"**

Increase in the quantity of private medical enterprises was not followed by the support for development and improvement their work. Grantee conducted training for one hundred trainees, developed two manuals and published sixteen issues of the information bulletin. As a result, seven new private medical enterprises are opened and nineteen new jobs created. Training trip to Ukraine resulted in establishing a Credit Union "Avitsenna". Consulting services are continued after the grant period and can be obtained through web site [www.koaliciamed.boxmail.biz](http://www.koaliciamed.boxmail.biz). Manuals were in demand for medical institutions of Uzbekistan and the Project "Health - 1". A Federation of Private Practitioners was created in the end of the project implementation and combines 74 members.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$121,834.25</b>
<b>2003</b>	<b>Number of Grants</b>	<b>8</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>478</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>59</b>
<b>Female Beneficiaries</b>	<b>388</b>	<b>New Partnerships</b>	<b>33</b>	<b>Businesses Formed</b>	<b>21</b>
<b>Organizational Beneficiaries</b>	<b>37</b>			<b>Innovation</b>	<b>47</b>
<b>Male Trainees</b>	<b>289</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>205</b>			<b>Media Products</b>	<b>94</b>

**Sample Outcome Statements**

**T030055 Information and Social Marketing Research Center**

The lack of institute of evaluation in Uzbekistan makes difficult to monitor the effectiveness of social-oriented projects. The grantee trained 24 evaluators giving an opportunity to combine theoretical and practical work on ten projects. A brochure with the information on the results of the projects was developed and distributed among NGOs, donors and

governmental organizations. The high level of training allowed EF to hire local evaluators on three grants to conduct evaluation. Two trainees were hired by Future Groups. Two others served as interns with the Russian evaluators. Trainees' contacts placed at the EF website. The task on establishing a nationwide network of evaluators was stopped because of worsening climate for NGOs. Trainees use gained knowledge in developing projects, monitoring grants and training other NGOs, thus increasing the quantity of beneficiaries till forty-fifty NGOs in ten regions of Uzbekistan. Simultaneously with the grant implementation its evaluation was conducted. It the first experience of Tashkent Regional Office. To achieve worthwhile results on evaluation capacity building two points of view should be taken into account:

1. a project must be a part of the program;
2. a possibility to use new knowledge in practice must be given.

#### **T020310 Al Khorezmi Vambery International Scientific Society**

Khorezm Province has relatively few NGOs. The grantee set a goal of helping NGOs open in eight regions of the province where there had been none at all. The grantee first held a two-day seminar for 143 attendees on NGOs' role in society. From this, it selected 26 people for a series of six seminars on how to create and run NGOs, and offered consultations. As a result, 23 NGOs were registered and the grantee has established itself as the main consulting and training center for NGOs in the province.

#### **T020902 Namangan Branch of Consumers' Rights Protection Society**

Many low-income residents in the Ferghana Valley purchase goods and services without a basic understanding of product labels, expiration dates or whether they have even been properly refrigerated. To meet this need, three organizations jointly created a pilot project for consumer education. The grantee partners trained 60 teachers (20 from Kyrgyzstan, 20 from Uzbekistan, 20 from Tajikistan) and 15 teacher trainers (5 from each country) and also implemented a 56-hour course entitled "Basics of Consumer Knowledge" in 20 schools in each country, in which more than 1200 students participated. As a result of this course they published and distributed more than 1200 copies of the textbook "Basics of Consumer Knowledge" and 96 copies of a methodological reference book for teachers who will be teaching the subject. The grantees held a contest between schools in all three countries entitled "The Competent Consumer." A panel of judges chose the student winners based on their demonstrated knowledge of consumer rights. A student from Tajikistan said, "Learning about this subject made me more confident at the market. Where before the only way I knew how to assert myself was through shouts and threats, now I know how to correctly, tactfully and politely return defective goods." The grantees also widely distributed information about their educational campaign through local, regional, and national mass-media throughout the Ferghana Valley.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$13,077.08</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

#### **2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>162</b>	<b>Counterpart Funding</b>	<b>\$13,552</b>	<b>Jobs Created</b>	<b>4</b>
<b>Female Beneficiaries</b>	<b>226</b>	<b>New Partnerships</b>	<b>7</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>7</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>23</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>37</b>			<b>Media Products</b>	<b>9</b>

#### **Sample Outcome Statements**

#### **T020914 Legal clinic**

In Kyrgyzstan and Uzbekistan, contracts between universities and students who pay their own tuition vary greatly from school to school and are explained to students poorly, if at all. As a result, students enter into these contracts with very little knowledge of their rights, and are easily taken advantage of. Students often cannot obtain a copy of the contract, and universities change their fees from year to year or tack on additional fees after the contract is signed. In some cases, universities even use students for forced labor. With the university's responsibilities outlined only vaguely, no clear regulation of rights and responsibilities of either party, no payment system in place and no provisions for unforeseen circumstances in contracts, students' rights are often violated. The two grantee organizations designed and implemented this

cooperative project to address these problems. The grantees first conducted research at 13 universities in the Ferghana Valley (eight in the Kyrgyz Republic and five in Uzbekistan) on the quality of services universities provide to their contract students. Based on the results of their research, the grantee organizations then opened two centers, one in Kyrgyzstan and one in Uzbekistan, where they offered consultations to students on how to protect their rights. One hundred sixty-eight students visited the Kyrgyz center seeking information and assistance, and 212 visited the center in Uzbekistan; of this total, 154 were contract students who were given legal advice. The grantees developed a single prototype of a new contract between universities and students for both countries, which takes both students' and universities' interests into consideration. The grantee organizations conducted a major joint advocacy campaign to promote these new contracts and inform students about their services, which included distributing over 2,500 informational bulletins, establishing an informational website, collecting over 2,500 student signatures in support of their efforts, and holding four roundtable discussions (two in each country) with students, university representatives, and experts from the Kyrgyz and Uzbek Ministries of Education, after which recommendations were sent to the parliaments of Kyrgyzstan and Uzbekistan. The grantees also received considerable media coverage: ten television reports, four radio reports, and 16 newspaper articles were written about the project activities and broadcast and printed in local, regional, and national media. Sixteen universities in the Kyrgyz Republic have expressed interest in using the new contracts. Spurred by meetings with the grantee, the Ministry of Education of the Kyrgyz Republic also plans to introduce the new contract prototype in universities in both northern and southern Kyrgyzstan.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$33,004.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>3</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>2</b>
<b>Organizational Beneficiaries</b>	<b>0</b>			<b>Innovation</b>	<b>1</b>
<b>Male Trainees</b>	<b>260</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>62</b>			<b>Media Products</b>	<b>0</b>

### **Sample Outcome Statements**

#### **T020333 Tashkent State Economics University**

The lack of focus on studying regional economic development can hinder decentralization and sound policy-making. The grantee began preparing a curriculum in this field for government employees under a prior grant. This grant deepened that work. The university established a stand-alone municipal management school and developed and piloted short-term courses for 322 government employees from Tashkent, Samarkand, Bukhara and Djizzakh, for which it received fees. The grantee also developed a textbook on municipal management and economics and opened a master's degree program, enrolling 27 students in the first class.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$24,710.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>4</b>

### **1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>5</b>	<b>Counterpart Funding</b>	<b>\$16,000</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>13</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>7</b>			<b>Innovation</b>	<b>0</b>
<b>Male Trainees</b>	<b>30</b>			<b>Replications</b>	
<b>Female Trainees</b>	<b>4</b>			<b>Media Products</b>	<b>0</b>

### Sample Outcome Statements

**T041171 Karakalpak Republican Branch of the Business Women's Association Tadbirkor Ayol**

The organization was selected as a possible institutional-development grant recipient based on its experience and potential in aiding small-business people in an underdeveloped region. This grant funded a third-party organizational assessment, which found that the grantee should focus on fundraising, outreach and marketing in order to strengthen itself. Following this, the director was elected to parliament; and the organization did not present an institutional development proposal.

**T041173 Navoi Oblast Business Women's Association "Tadbirqor Ayol "**

Foundation staff identified the grantee as a potential institutional development grant recipient, since it had established one of Uzbekistan's top credit unions. A consulting firm analyzed the grantee's strengths, weaknesses, opportunities and threats, and found that the organization could benefit by expanding its services outside cities, increase its staff's skills, diversify services and develop a strategic plan. The consultant then helped the grantee prepare a plan to meet these objectives. Based on this, an institutional development grant, T04-1234, was awarded to expand and strengthen the grantee's credit union.

**T041158 Support Center for Disabled People "Khayot"**

Foundation staff identified the grantee as a potential institutional development grant recipient, based on its effective work assisting disabled people in Samarkand. A Kazakhstani consulting firm analyzed the grantee's strengths, weaknesses, opportunities and threats. This analysis showed that the grantee could benefit from strengthened management, diversified funding and a strategic plan. The consulting firm then assisted the grantee in preparing a plan to meet these objectives. Based on this, an institutional development grant, T04-1226, was awarded.

**T041050 Aid to Artisans, Inc. (ATA)**

Potters in Uzbekistan and in Afghanistan have much in common, though the former have developed better marketing while the latter have retained more traditional techniques. Therefore, the grantee determined that an exchange would be beneficial to both sides. Four Uzbek potters traveled to Istalif, Afghanistan, for a two-week workshop. In Kabul, the grantee organized a crafts exhibition, where they sold nearly \$1500 in crafts, including jointly-produced pottery. This demonstrated the potential for Central Asian craftspeople in Kabul's growing market. Cooperation should continue, with the potters from Afghanistan planning to visit Uzbekistan, and possibly enrolling in the Central Asia Crafts Association. The relationship serves as an example of friendship across a once turbulent border.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$13,884.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>3</b>

**2.1 Citizen Political/Economic Participation**

Individual Level Indicators	Organizational Level Indicators	Social Level Indicators
<b>Male Beneficiaries</b> 5	<b>Counterpart Funding</b> \$3,000	<b>Jobs Created</b> 0
<b>Female Beneficiaries</b> 7	<b>New Partnerships</b> 0	<b>Businesses Formed</b> 0
<b>Organizational Beneficiaries</b> 5		<b>Innovation</b> 1
<b>Male Trainees</b> 12		<b>Replications</b>
<b>Female Trainees</b> 37		<b>Media Products</b> 0

### Sample Outcome Statements

**T041179 Federation of Consumers' Rights Protection Societies of the Republic of Uzbekistan**

Based on the success of a prior grant to liberalize housing legislation, and its potential to aid a large segment of society, the organization was selected as a candidate for institutional development. This grant funded a third-party assessment of the organization's strengths, weaknesses, opportunities and threats, a necessary precursor to a development grant. The assessment concluded that the grantee should develop a three-year strategy, ethics code, clear organizational structure, and legal and information services. It also recommended the grantee focus on marketing, outreach and fund-raising. Based on this, the grantee prepared an institutional development project.





**Appendix D**  
**U.S. Government Grants by**  
**Country and Strategic Objective**





## **Armenia**

### **1.3 Private Enterprise Development**

#### **Armenian Branch of Art-Caucasus**

\$22,470

To further strengthen the region's contemporary art market and its integration into world culture through a second annual international exhibition. The project partners will improve the business skills of modern artists, gallery owners 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 hold an art exhibition entitled Art Caucasus 2005, conduct an international conference as part of the expo, create a database of the contemporary visual art, and produce an expo catalogue. Additionally, the partners will establish the first regional magazine "Art Caucasus Digest" and shoot a documentary film "Art Caucasus 2005" to popularize the event in each country. These activities will further promote the contemporary visual art market of the South Caucasus and further its integration into world art market.

#### ***Promotion of Alternative Dispute Resolution in Armenia***

*To improve the legal environment for Micro, Small and Medium (MSME) development in Armenia by promoting effective mechanisms for Alternative Dispute Resolution (ADR)*

#### **Defender of Rights Union**

\$25,476

The project will support promotion of Arbitration Court in Armenia through introduction of a learning course on arbitration in Higher Education Institutions of Armenia, conducting information campaign on role and functions of arbitration as well as through supporting current activities of Arbitration Court functioning within the organization. The project includes series of information and promotional events, such as presentations, round table discussions, conferences, TV debates and film demonstration, as well as preparation of specialists by including Arbitration in the learning course of HEIs of Armenia.

#### **Union of Builders of Armenia**

\$18,907

In support of formation of mediation institute in the construction sphere of Armenia. The project envisions achieving the following objectives: develop and accept a Charter that will regulate rules and mechanisms for commercial dispute resolution; organize a large information campaign promoting the Charter and Mediation among entrepreneurs working in the construction sphere. Commercial Dispute Resolution Center will be established within the organization, where specialists trained by the project will provide mediation services.

#### **Armenian Young Lawyers Association**

\$23,050

The project is aimed at promoting the mediation institute in Armenia. The project targets the following objectives: raising awareness of representatives of SMEs on mediation, professional development of mediators and establishment of mediation services throughout the country. During the project, a large information campaign, including seminars, publication and dissemination of information materials will be conducted in support of Mediation.

### ***Regional Business Development in Armenia***

*The purpose of this competition is to select regional Business Support Structures (BSS) type of organizations with real potential for organizational growth and strengthen them institutionally, helping to reach financial and organizational sustainability.*

#### **Ijevan Business Support Center LLC**

\$19,414

In support of development of Small and Medium Enterprise (SME) in the Ijevan district of the Tavush marz through strengthening of the local business support structures and education of entrepreneurs. The project includes training of entrepreneurs and farmers on financial management and accounting, consulting on management, business planning, marketing and legal aspects as well as distribution of information about products and services produced in the region through local business bulletin.

### **2.1 Citizen Political/Economic Participation**

#### **Environmental Survival**

\$40,845

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

#### **Media Support Internews**

\$48,701

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

**Regional Association of Kapan Women**

\$2,974

In support of development of Civil Society institutions in the remotest areas of Syunik region. As a result the project envisions a needs assessment report for development of Civil Society in Meghri and Kajaran. It is expected the at least one large project will be designed and implemented on a basis of the research and program developed.

**Center for Development of Civil Society**

\$18,116

In support of a current assessment of civil society development in Armenia. The research will be conducted in partnership with Civicus International, which is experienced in similar research in multiple countries. A national report, national conference and recommendations on further development of civil society in Armenia will be the main outputs of the project.

**Hakastver Law**

\$27,200

In support of civic monitoring of and better control over the implementation of the state anticorruption program. The project aims: to raise public awareness of the state anticorruption program and its implementation through a website and a brochure entitled "Journalists Against Corruption"; involve citizens in the fight against corruption by providing pertinent information through public information points in the regions; promote better investigative journalism through seminars and the publication of a guidebook for professionals; and help improve the state anticorruption program through the development of a recommendations package. As a result, the role of both the public at large and the mass media in the fight against corruption will be increased.

**Writers Union of Armenia**

\$2,995

In support of worldwide dissemination of information on Armenian literature and culture, as well as promotion of better Armenia-Diaspora cultural bridges, through the creation of an Internet portal of contemporary Armenian literature. In addition to literary links and a database of contemporary Armenian writers and their writings, the portal will feature news and announcements on a wide range of events in the spheres of culture and education. As a result, the populations of Armenia and the Diaspora will have online access to contemporary Armenian literature and cultural events, and more active contacts between Armenia and the Diaspora will be fostered.

**Center of Condominiums of Region Lori**

\$17,555

In support of development of condominiums of Lori region through establishment of a resource center and six model condominiums in small towns of Lori region, Stepanavan and Alalverdi. The project envisions a sizable information campaign consisting of meetings with public, trainings and seminars, TV programs, advertising, as well as provision of consulting services by the resource center. The project also includes the holding of a regional conference on condominium issues and publication of a brochure featuring a report of experience gained through the project, as well as information on condominium management. As a result, the number of condominiums in Lori region will be increased, and the process of sustainable organizational development of condominiums launched.

**The Union for the Protection of Consumers Rights**

\$40,655

The goal of this project is to protect the rights of public utility consumers throughout Armenia. In order to achieve this goal the project will establish an information and consulting center for citizens, will launch TV and radio information campaigns on the activity of the Center, and will distribute information materials on the activities of the Union. The organization will also monitor the quality of services provided by Armenia's utilities and the process of addressing citizens' complaints by these utilities. As a result of the project, consumers' rights in Armenia will be better protected.

**Unison NGO for Support of People with Special Needs**

\$23,640

To support the drafting and passage of a Law on a Barrierless Environment (draft title) for persons with limited capacities, guaranteeing their full integration into society. The project envisions monitoring of physical accessibility of public places, elaboration and lobbying of a draft law, conducting a PR campaign supporting the initiative and the development of an action plan for implementing and enforcing the law if passed.

***Strengthen and Expand the Existing Newspaper Distribution in Armenia***

*To establish an alternative distribution system for independent newspapers, the operations of which will be more easily monitored and more transparent than those of the current government-controlled Hye Mamoul system.*

**Agency Oda-Express Ltd**

\$29,277

To revive readers' interest in newspapers and magazines published in Armenia, which, in turn, will result in a growth of sales for social and political publications promoted within the framework of the project. The project will strengthen and expand the existing newspaper distribution systems in two districts of Yerevan-South-West and Nork 1-4 massifs. Two wholesale and retail sales points will be established in the mentioned districts and home delivery of newspapers organized. The project also aims at reviving reader interest in newspapers and magazines. To accomplish this, opinion polls will be conducted by the grantee to reveal reader preferences. Based on feedback analysis and in collaboration with editors of local publications, content of publications will be improved to comply with reader interests. This grant was co-funded by OSI.

**H.Simikyan LLC**

\$22,910

The goal of the project is to strengthen and expand the existing newspaper distribution system in Vanadzor through the introduction of subscription and home delivery mechanisms. The project presupposes renovation of post-boxes for new subscribers. The new system will promote the growth of newspaper sales and will help provide the population with better access to information

**Blitz Media LLC**

\$39,435

To increase the distribution of newspapers and to strengthen print media in five regions of Armenia - Kotayk, Aragatsotn, Ararat, Armavir and Tavush. Through the creation of press offices in the mentioned regions and the introduction of newspaper home delivery and subscription mechanisms, the project aims to provide the population of these regions with timely information. The project is co-funded by OSI.

**Center of Educational Development of Gyumri LLC**

\$16,786

To support strengthening of newspaper distribution in five regions of the Shirak marz - Ashotsk, Artik, Amasia, Akhuryan and Ani. Through the introduction of subscription and home delivery mechanisms, the project aims to provide the population of these regions with better access to information. The project is co-funded by OSI.

***Support of Public Policy Research and Legislative Recommendations  
for Intergration with Europe***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

**Community Finance Officers Association**

\$2,525

To support the development of effective and responsive systems of local self-governance in the countries of the South Caucasus. The partners will conduct preliminary research and develop a proposal for a linkage project that will include an analysis of national legislation on local self-governance and the extent to which this legislation complies with the provisions set by the European Charter of Local Self-Governance. Additionally, the future linkage project will include formation of national task-forces to produce high-quality policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

**Institute for Civil Society and Regional Development**

\$2,740

To support reform of the national higher education systems in the South Caucasus. The partners will conduct a preliminary analysis of the current legislation and draft laws regulating higher education in Armenia, Azerbaijan and Georgia, particularly as they relate to the Bologna Process for higher education. Using these analyses, the partners will develop a linkage proposal that will aim to integrate legislation on higher education in the South Caucasus with European standards as outlined in the Bologna Process. The future linkage project will include formation of national task-forces to produce policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

**Armenian Center for Political Studies and Training**

\$2,679

To improve the higher education systems in the South Caucasus and facilitate their integration into the wider European educational space. The partners will conduct research on the higher education systems and ongoing reforms in Georgia, Armenia and Azerbaijan and develop a linkage project to promote the adoption and implementation of major requirements of Bologna Process. In particular, the future linkage project will assess the degree to which higher education systems and legislation in the South Caucasus countries complies with the general principles stated in the main documents of the Bologna Process, and present relevant policy recommendations and strategies to national executive and legislative bodies in Armenia, Azerbaijan and Georgia.

**Areg Scientific Cultural Youth Association**

\$1,135

To facilitate the creation of a legal and social protection system for migrant workers in the South Caucasus. The project partners will conduct preliminary research on national and international standards and norms regulating migration issues. Using this research, the partners will jointly develop a linkage proposal that will aim to improve migration-related legislation in Armenia, Azerbaijan and Georgia in accordance with international standards. The linkage project will include more extensive research and recommendations to the legislative bodies in the South Caucasus on adopting national migration legislation that meets European standards and conventions.

**Center for Socio-Economic Researches and Analysis**

\$1,635

To support economic development in the South Caucasus by improving the environment for new businesses. The partners will conduct preliminary research and develop a proposal for a linkage project that will include a comparative analysis of national legislation and administrative procedures that regulate the formation of new businesses. The project will include formation of national taskforces, which will review the best international standards in business-related legislation, in particular, the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997). The taskforces will produce recommendations and advocate for their adoption by legislative and executive bodies in Armenia, Azerbaijan, and Georgia.

**International Center for Human Development**

\$32,315

To support the labor market reforms implementation process in South Caucasus countries by putting it on the track provided by the EU Employment and Social Policy Strategy. The partners will summarize key EU policy documents (green and white papers) in the focus field and identify the employment and labor policy inconsistencies in the South Caucasus countries. Providing appropriate information to the stakeholders and the community on the mentioned inconsistencies and activities will be undertaken. Additionally, the partners will conduct an information campaign to increase awareness of employment and labor policy issues among the public and government bodies. The partners will publish a book, conduct seminars, create a web site and organize a presentation of the project in Baku, Tbilisi and Yerevan. As a result of the project research-based action plan and policy recommendations for the three South Caucasus countries' policy-makers for adjusting the employment and labor policy with the key European Standards and Requirements will be developed.

**Center for Socio-Economic Research and Analysis**

\$34,440

To improve the business environment in the South Caucasus countries by approximating the legislation and administrative procedures regulating the entry of new businesses with best international practice. The partners will create national taskforces to conduct a comparative analysis of the legislation and administrative procedures that regulate the formation of new businesses, as well as prepare a review of the best international standards in business start-up legislation. The review will include the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997) and others. With support from OSCE offices in Baku, Tbilisi, and Yerevan, project partners will utilize the expertise of a widely known international expert in the area, hold an international conference in Tbilisi, and produce a White Paper entitled "Lessons Learned from Administrative Simplification in Developed Countries - Possible Implications for Armenia, Azerbaijan, and Georgia." The White Paper will include an indicative "reform-matrix" for each country and the partners will use it to advocate adoption of the project recommendations by the legislative and executive bodies in Armenia, Azerbaijan, and Georgia. The project will contribute to the simplification of business start-up legislation and administrative procedures and their approximation with international standards.

## **2.2 Improved Legal Systems**

### **Armenian Democratic Forum**

\$39,100

To reform penal legislation in South Caucasus and bring it into accordance with international standards by creating a framework for an alternative punishment system. Through sociological surveys the partners will research and diagnose the level of readiness of South Caucasus' societies and governments to accept the introduction of alternative punishment system. The partners will research and analyze various international alternative punishment systems and standards and develop recommendations for introducing appropriate systems in the South Caucasus. Additionally, the partners will conduct an information campaign to increase awareness of alternative punishment issues among the public and government bodies. The partners will publish a handbook, conduct a number of TV and radio broadcasts, create a web site and conduct a regional conference on alternative punishment in Tbilisi. The project will lay a foundation for the introduction of alternative punishment systems in the South Caucasus.

## **2.3 More Accountable Local Government**

### **Association for Education and Research Millennium**

\$925

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

### **Armenian-German Development Agency**

\$21,170

In support of expanding the role of local governments in the economic development of their communities through the creation of economic departments in three municipalities of the Armavir and Gegharkunik regions. The project envisions the establishment of economic departments at the municipal level, training of employees, experience exchange with representatives of the economic departments of the town of Zelle in Germany, launch of a website of Armenian municipal economic departments as well as development of three model projects of economic partnership. As a result, better local economic planning and development will be achieved through fully functioning economic departments at the municipal level.

### **Association of Communities of Armenia**

\$20,179

The goal of this project is to support free and fair local elections in Armenia. The project will accomplish this goal by informing the population about changes in the Electoral Code of Armenia. A guide describing changes in the Electoral Code of Armenia will be published and disseminated throughout Armenia by the applicant organization. Seminars explaining the Electoral Code will be held in communities throughout Armenia. At the end of the project the organization will conduct a survey to evaluate the project's impact. A decrease in the number of violations during the pre-election campaign and during elections is expected as a result of the project.

### ***Promotion of Inter-Municipal Networks and Cooperation***

*The program focuses on supporting partnerships and network to allow them to more efficiently deliver public services and optimally use local assets by combining efforts, resources and experience. To achieve this, project will be aimed at 1) increasing partnerships and cooperation among municipalities, 2) increasing capacities of municipal governments, and 3) create models of successful municipal networking*

#### **Aparan Intercommunity Union**

\$6,424

The goal of this project is to increase the efficacy of the tax accounting activities of the Aparan Inter-Community Union. In order to achieve this goal a unified data-base of community taxes will be created for use by members of the union. The project will also provide training to operators of the computer network and inform municipal employees of the tax legislation and tax policies of Armenia. As a result of the project, the effectiveness of tax accounting and collection in communities will improve.

#### **Martuni Municipality**

\$12,330

The goal of this project is to support the development of the seventeen communities of the Martuni Region. For this purpose an inter-community cooperation network and coordination center will be established. The coordination center will receive computer equipment and municipal management software, and Municipal employees will be trained in computer literacy and on using the new management software. In order to identify strategies for further collaboration between communities, a series of round table discussions will be held and a large mass media public awareness campaign covering the activities of the network will be launched. As a result of the project, a developed and technically equipped coordination center and an inter-community cooperation network will be functioning in the Martuni Region.

#### **Community Union of Noyemberyan**

\$13,673

The goal of this project is to improve the technical and organizational capacities of the local government bodies of the Noyemberyan Region. The project will support the purchase of technical equipment (computers, printer etc.) for several community members of the union, the introduction of municipal management software, and the training of specialists in municipal management and software use. The communities will also be linked to each other via an Intranet system. As a result of the project, the communities of the Noyemberyan Region will provide improved services to their citizenry.



**Masis Municipality**

\$11,032

The goal of this project is to increase the efficiency of local government bodies in the Masis Region. In order to achieve this goal budgeting and financial management software will be introduced to the communities of the Masis Region, and courses on budget legislation of the Republic of Armenia and the Law on Local Governance will be provided for municipal employees. A series of round table meetings will also be held to discuss ways for improving further cooperation among communities and public hearings will be organized to discuss the community budgets. Communities will be linked to each other through a computer network, which will enable them to exchange information and provide centralized, professional on-line consultations. As a result of the project, local government bodies of the Noyemberyan Region will function more effectively and will cooperate more actively.

**Sisian Municipality**

\$14,635

The goal of this project is to support the economic development of communities of the Sisian Region. In order to achieve this goal economic cooperation among local government bodies of the region will be improved. This project envisions the creation of an inter-municipal center for economic development with a large database on the regional economy. In order to provide background information for the economic development strategy of the region's five communities a detailed analysis of the local economy will also be conducted. As a result of the project, the economic development of communities in the Sisian Region will be accelerated.

**Ararat Intercommunity Communities Union**

\$14,445

The goal of this project is to support the more effective use of community resources and to stimulate collaboration among communities of the Ararat Region. In order to achieve this goal an intercommunity network with an Intranet system will be created. The inter-municipal network will conduct a series of seminars and trainings for improving the professional capacities of municipal employees. As a result of the project network members will cooperate more actively.

**Berdavan Municipality**

\$8,604

The goal of this project is to improve the operational efficiency of three municipalities of the Berdavan Region. The project will achieve this goal by creating an information network linking the three municipalities, by introducing specialized computer programs on municipal governance and by providing trainings for municipal personnel on resources management, participatory planning, fundraising and strategic planning. A strategic development plan for the three communities will also be developed. Local governance bodies, as well as residents of the communities will have access to free legal consultations. As a result of the project, the target municipalities will more effectively use their resources and provide improved services to their citizenry.

**Tumanyan Intercommunity Union**

\$11,332

The goal of this project is to improve cooperation among the communities of Lori Marz. This goal will be achieved by strengthening the capacities of the Inter-Community Union "Tumanian". The Union will coordinate the creation of a Forum which will serve as a consultative structure for developing an economic strategy for all communities of the region. As part of the project a series of round table discussions and seminars on strategic planning, project development and financial management will also be held in selected communities. As a result of the project, communities will have created their own economic development strategies and will have had an opportunity to participate in discussions of regional development problems.

**Vedi Municipality**

\$11,050

The goal of this project is to increase the efficiency of the sixteen municipalities, which are members of the "Vedi" Inter-Community Union. To accomplish this goal, the project will create an inter-municipal computer network, introduce municipal management software (like "Record Keeping" and "Population Register") and provide training to municipal employees on running the new software. In order to identify common problems and discuss networking activities regular meetings and round tables will be organized and the needs, capacities and resources of each community will be analyzed. A newly launched union web site and information bulletin will provide access to necessary information for the local population and will create feedback mechanisms for local government bodies. As a result of the project, the target communities will function more effectively and provide better services to their citizenry.

**Metsamor Municipality**

\$12,910

The goal of this project is to improve inter-municipal cooperation among the communities of the Metsamor Region. The project will accomplish this goal by introducing an inter-municipal computer network, municipal management software and Intranet system to the communities in the region. Municipal staff will also be trained in project design and computer use as well as in utilizing the new software. In order to guarantee the smooth exchange of information among communities, the Metsamor Municipality will hold regular meetings and periodically disseminate information bulletins. Communities will also enjoy free access to legal information and consultations. By the end of the project target communities will be able to operate in a more efficient manner and provide improved services to their citizenry.

# Azerbaijan

## **1.3 Private Enterprise Development**

### **Azerbaijan Economic Research Center**

\$34,945

To increase small and medium enterprises' access to capital through the utilization of the securities market. In order to support the development and expansion of enterprises in various regions of Azerbaijan, this project will train 80-100 local businesses on international standards and best practices in utilizing securities and will establish a consulting center to provide guidance to businesses engaging in this emerging market. The project will also organize a competition to identify one pilot company and provide technical assistance to them in their initial issuances of securities. Publications related to the issuing and marketing of securities will be developed and distributed to target businesses and relevant ministries and a Web site will be created to disseminate information on developing the securities market in Azerbaijan.

### **Sadaf-Impex Firm**

\$26,199

To support the creation of favorable conditions for local and foreign entrepreneurs, establishment of their direct contacts and the information exchange through the development of online resources and internet technology. The grantee will develop a comprehensive database on local and foreign businesses in Azerbaijan and create an electronic business catalog, which will be placed on a National Portal of the Internet in Azerbaijani, Russian and English languages. It will have a comprehensive search function allowing potential investors to access information on businesses according to their field of activity or geographic location, as well as information regarding legal regulations and an electronic forum for information exchange. A coordination center will be established to maintain the information placed on the portal and provide online business consultations to potential investors. The project will facilitate direct interactions and partnerships among businesses and will promote an improved business climate in the country.

### **Organizational & Technical Development Society**

\$33,400

To support the development of artisans' businesses and marketing of their products in the Guba-Khachmaz region. The project will employ a special mechanism of organizing and training artisans, which will include the formation of several groups of artisans based upon the type of their activities and providing these groups with practical tools for organizing their businesses and marketing their products. The project will set up a center in Guba for demonstration, advertisement and selling of artisans' products and organize a mobile trade fair to travel to tourist centers throughout these regions during the summer tourism season. A video film will also be created to demonstrate the best business practices of artisans. As a result of this project, the artisans will acquire practical business and marketing skills and increase their sales, which will further develop artisans' activities and business practices in the country.

**Igbal Foundation**

\$34,318

To further develop the capacity of local artisans to effectively market their products and increase their revenues through the establishment of a Coordination Center. The Center will cooperate with local and international tourism providers to organize craft tours to artists' workshops in the rural areas of the country. The Center will also organize the participation of Azerbaijani artisans in Uzbekistan's International Fair in order to both market their products and to establish connections with fair planners who might stimulate similar future activities in Azerbaijan. The project will provide legal assistance to artisans as necessary and will promote their activities by compiling a CD-ROM catalog of their products for dissemination to international organizations and foreign visitors and by producing a documentary film that illustrates the unique features of Azerbaijani national handicrafts.

**Azerbaijan Micro-Finance Association**

\$14,607

To support the development of the micro-finance sector in Azerbaijan. In collaboration with BP and UNDP, the Azerbaijan Micro-Finance Association (AMFA) will work with experts from the Micro-Financing Center in Warsaw to develop benchmarks that will be effective at measuring the sector's growth. They will then be trained on application of the benchmarks and will monitor the development of the sector over the course of the coming year. In addition, AMFA will organize an informational campaign throughout the country to promote increased access to sources of financing for small and medium entrepreneurs and will assist its members with their registrations to the MixMarket, a global network of micro-finance industries. As a result of this project, AMFA will increase its institutional ability to work on behalf of its member institutions in order to advocate for the positive development of private enterprise in Azerbaijan.

**Humanitarian and Social Support Center Umid 98**

\$15,000

To introduce new technologies and methods for rational and effective use of energy and to promote access to alternative energy sources for communities in the regions of Azerbaijan. In partnership with British Petroleum (BP) and the International Finance Corporation (IFC), the project will support a mobile unit outfitted with real-life demonstrations of alternative energy technologies in order to provide local communities with training on the practical application of potential energy-conservation and generation techniques. The mobile unit will visit approximately 140 communities in 6 regions of Azerbaijan; will plan to accommodate more than 14,000 visitors to the center. To further promote the possible cost-savings of energy conservation, the project will publish and disseminate over 40,000 informational brochures highlighting the efficient and safe usage of available energy resources. In addition to improving access to basic utilities, the project will strive to improve the economic development of targeted communities through the reinvestment of resources that would otherwise have been spent to purchase energy supplies.

**Aquaculture Scientific Industrial Center**

\$26,306

To support the development of fish farms in Azerbaijan through technical assistance, creation of a professional network and business advocacy activities. The grantee will utilize existing resources to launch a mobile unit to provide fish farms with young fish, while the project will provide fish farmers with hands-on training in order to cultivate quality products. The project will also identify farms from 30 regions with potential to develop into new fisheries, which will create a network of fish farms across the country. Specialized literature and training on the most effective methods of fish farming in developed countries will be provided to project participants. In addition, the project will provide consultations as well as scientific and legal advice to farmers and entrepreneurs engaged in fish farming to help them prepare business-plans to be submitted to financial institutions. As part of the project's business advocacy

activities, participants will cooperate with the relevant government bodies to adopt new decrees to regulate the development of fish farming in the country. This project, which is in line with the priorities of the State Program on Regional Development and Poverty Reduction, will open a pathway for the sustainable development of fish farming as a promising income-generating sector of the economy in the regions.

**National Confederation of Entrepreneurs (employers) Organizations of Azerbaijan Republic**

\$29,879

To promote a healthier business environment through the creation of a formal mechanism to combat corrupt practices towards businesses. The project will hold a survey among entrepreneurs of Baku, Ganja, Ali-Bayramli and Mingechar to reveal the most prevalent problems of corruption affecting local businesses. Based on the survey results, a package of recommendations for addressing corrupt practices that hinder the development of domestic business will be prepared for the Government Committee on Anti-corruption Issues. The project will hold seminars and roundtables for 80 entrepreneurs from the target regions with the participation of representatives of executive committees and the Parliament to discuss the results of the survey and recommendations prepared. The project will also create an Anti-corruption Center to serve as a "clearing house" to compile entrepreneurs' complaints and coordinate businesses' efforts in combating corruption. Towards the end of the project, a conference will be held to highlight the results of the project's activities and to present the package of legislative recommendations developed to assist in the strengthening of anti-corruption measures.

**Union of Artists of Azerbaijan**

\$17,438

To further strengthen the region's contemporary art market and its integration into world culture through a second annual international exhibition. The project partners will improve the business skills of modern artists, gallery owners 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 hold an art exhibition entitled Art Caucasus 2005, conduct an international conference as part of the expo, create a database of the contemporary visual art, and produce an expo catalogue. Additionally, the partners will establish the first regional magazine "Art Caucasus Digest" and shoot a documentary film "Art Caucasus 2005" to popularize the event in each country. These activities will further promote the contemporary visual art market of the South Caucasus and further its integration into world art market.

### ***Rural Micro-Enterprise Development through the Enhancement of Rural Green Tourism in Azerbaijan***

*The goal of the competition is to support rural micro-enterprises through the development of rural green tourism and capacity-building of rural green tourism providers. The program will introduce rural green tourism as a business to local communities and will develop skills and knowledge of rural green tourism providers. It will also stimulate the market of rural green tourism by launching an information campaign and promoting the concept of rural green tourism among the general public to encourage the use of rural green tourism services.*

### **Azerbaijan Agency for Business Development**

\$24,990

To support rural micro-enterprise development through the enhancement of rural green tourism in the northern regions of Azerbaijan. The project will hold a survey to identify 80 potential green tourism providers in Oguz and Gabala to be trained on the main principles of rural green tourism and appropriate service delivery. In order to assist the consumers of rural green tourism services, the project will also create a database of rural green tourism sites and promotional tools including CDs, brochures, a Web site and an atlas of the two northern targeted regions. In addition, the project will conduct a series of coordination meetings between rural green tourism providers and local government officials, country-wide tourism centers and tourism agencies to encourage stronger information sharing and service delivery linkages. This project is follow-on to an earlier successful pilot project and will introduce rural green tourism to new geographic areas.

### **Agro Meslehet**

\$25,000

To support rural micro-enterprise development through the enhancement of rural green tourism as a viable business in rural areas and the stimulation of the rural green tourism market in the regions. The project will organize seminars for local communities aimed at introducing the concept of rural green tourism and an interactive training to develop the skills and knowledge of tour guides. The project will publish a "Rural green tourism" bulletin and a brochure "Development of Community-based Tourism." A database on local owners of guest houses will be created. In addition, the project will develop an advertising CD on rural green tourism in the northern regions of Azerbaijan and prepare advertising booklets on two tourist routes. Information on guest houses and tour routes of northern regions will be placed on the Web site of the organization, [www.azruralgreentourism.org](http://www.azruralgreentourism.org), to promote public access to information on rural green tourism

## **1.4 Competitive Responsive Financial Sector**

### **Public Finance Monitoring Center**

\$24,270

To increase students' awareness and participation in the process of effective oil and gas revenue management and transparency of the state budget. The project will organize lectures for approximately 80 students from Azerbaijan State Economic University and Khazar University on the transparency of public finances and will hold two roundtables for students and foreign experts to exchange their knowledge and experience. This project is a part of a larger program entitled "Access to Information about Oil and Gas Revenues and Budget Transparency as a Pledge to Build Civil Society," funded jointly with the Open Society Institute offices in Azerbaijan and Hungary. This program will include research on the impact of oil and gas revenues on Azerbaijan's economy and will seek to raise public awareness regarding the policies and mechanisms for management of oil and gas revenues.

## **2.1 Citizen Political/Economic Participation**

### **Multimedia Center of Information Technologies and Information Systems**

\$16,689

To support the improved quality of educational processes through the introduction of modern information technology (IT) systems in schools. The project will introduce the software "AzSchool Information System," which will serve as an electronic tool to facilitate stronger school management and information exchange. The project will be based in school 282 of Baku and draw 50-60 administrators and teachers of information sciences from 30 schools in a one-week training course on effective use of the software. The training participants will also be involved in round tables and seminars where topics will be discussed, including "Introduction of IT in the Educational Process," "Introduction of IT in Educational Management" and working regulations and procedures for wide-spread use of the information system. An electronic informational network will be designed and installed in the pilot school and then later evaluated for possible replication in other participating regions of the country.

### **The Forum of Non-Governmental Organizations**

\$16,607

To support the strengthening of communications between non-governmental organizations and governmental and international bodies through the development of an online interactive database for more than 1000 NGOs. The database, which will be accessible through the internet and updated on a continual basis, will contain detailed information about local NGOs, and will have the capability to create searches to group organizations based upon specific areas of activities, regions of operation, sources of funding and other relevant information. The project will also prepare and publish 100 copies of an NGO Directory, which will be distributed among NGOs, municipalities and governmental bodies that do not have access to the online resources.

### **Saniya Humanitarian Informational-Analytical Agency**

\$10,620

To heighten the levels of youth awareness and civic responsibility in the field of anti-corruption. The project will hold information sessions and trainings for 160 high school and university students of 16-20 years of age in the target regions of Baku, Agdash, Mingachevir and Ujar. Electronic and hard copies of the bulletin "The Economic Costs of Corruption" will be developed and 2000 copies of calendars and booklets entitled "Youth Against Corruption" will be printed and distributed to youth groups, community members and media organizations. High school students and representatives of youth organizations will participate in an essay contest on anti-corruption and the winners will take part in a televised program sponsored jointly with "Leader" TV, thereby setting the stage for an interactive discussion of the role of society in fighting corruption. The project will also organize a conference on "Anti-Corruption and Country's Economic Recovery" to be held in Baku where representatives of governmental, non-governmental, youth and mass media organizations will participate.

**Leader Women Social Union**

\$27,978

To support the integration of incarcerated youth into society promoting their equal rights to educational opportunities. This project will organize preparatory university and computer courses for 20-25 imprisoned youth and, upon successful completion of these courses, will arrange for their entrance exams to be administered in the penitentiary by the State Committee on Students' Matriculation. The most successful participants of the program will become correspondent students of higher educational institutions and technical schools. To encourage the long-term impact of this project, Leader Women will also prepare and submit recommendations to appropriate ministries to solicit government subsidies towards preparatory courses targeting incarcerated youth entering higher educational institutions and technical schools.

**Azerbaijan Volunteers**

\$18,543

To develop the ability of young people and youth organizations to engage in advocacy and lobbying activities in order to promote their ideas and defend their interests. The project will select eight young people to participate in a "training of trainers" program, who will then lead further seminars on advocacy and lobbying for 80 young citizens in Bilasuvar, Davachi, Shamkir and Zakatala. The project will also publish a booklet entitled "Advocacy in Youth Work" and distribute it to the participants of trainings, relevant youth, governmental and non-governmental organizations. In addition, the project will hold two presentations at the beginning and final stages of the project to inform the public of its goals and objectives and report on the progress made. The project will be funded jointly with the Ministry of Youth, Sports and Tourism.

**Journalist Newspaper**

\$16,054

To support the development of public television in Azerbaijan through a practical educational program for young journalists. The project will hold interactive seminars for 50 young journalists from various local and national television stations and students of journalism faculties on topics including "Public TV Programming," "The Practice of Public TV in Developed Countries," "The Legal Basis of Public TV" and "Specificities of Public TV in the U.S. and Europe." The participants of the seminars will produce six video clips devoted to the issues related to public television, which will be further broadcast on the public channel in Azerbaijan. At the final stage of the project, a package of recommendations will be prepared and submitted to the Ministry of Education for including "Public Television" as part of the curriculum at the journalism faculties of various educational facilities in Azerbaijan.

**Association of Lawyers of Azerbaijan**

\$25,361

To support introduction of advocacy practice in Azerbaijan. To address this issue, the project will conduct 12 seminars for more than 350 young leaders, representatives of mass media, NGOs, municipalities in Baku, Ganja, Guba, Imishli, Masalli, Mingachevir and Saatli where topics including "Advocacy in the Elections Process," "Local Advocacy," "Advocacy in Mass Media" will be discussed. In addition, 500 copies of a book entitled "Advocacy in Azerbaijan" will be published and distributed to the participants of seminars, youth organizations, relevant governmental and non-governmental organizations.



**Garb Ltd.**

\$20,558

To increase the participation of women and youth from Agstafa, Gazakh, Gadabey, Shamkir and Tovuz in the 2005 parliamentary elections and to encourage the most active of them to become candidates in the upcoming elections. The project will launch an awareness campaign in the targeted regions and will hold training seminars for approximately 125 women and youth in order to increase their understanding about voting procedures and other important election-related issues. Seminar participants will then be responsible for disseminating their newly acquired information to their wider communities. By printing and disseminating materials related to voting procedures and parliamentary candidates, the grantee will help raise public awareness among women and youth in the regions of Azerbaijan about the upcoming elections.

**Gafgaz University**

\$2,800

To improve the quality of information technology (IT) classes in secondary schools in Sumgayit by developing the professional skills and knowledge of IT teachers in the fields of modern computer programming and contemporary teaching methodology. As a pilot initiative for possible future expansion to other regions, this project will lead an experiential training program for 100 teachers from 50 schools that will introduce them to practical applications of modern programming and assist them in the development of new curriculum and teaching methodologies to be adopted in the target schools. This project builds upon the 2005 Ministry of Education program working to equip every secondary school in the country with modern computer technologies.

**NAYORA - National Assembly of Youth Organizations**

\$19,013

To support the democratization processes in secondary schools through the introduction of a civic education training program for students. The project will hold one-day interactive seminars focusing on democracy-building, citizen participation in civic initiatives and human rights for 4000 senior students in 40 schools of Baku, Yevlakh, Shamakha, Gakh, and Mingachevir. Topics such as "The Main Principles of Democracy," "The History of Democratic Movements," "Children's Rights" and others will be included in the training program. The project will also publish 4000 copies of a brochure entitled "Democracy and Human Rights" and disseminate them among the participants of the seminars.

**Baladiyya Newspaper**

\$24,175

To support active participation of young people in the November parliamentary elections through an awareness-raising campaign for youth voting for the first time. The project will organize 10 training sessions for 250 students from Baku, Ganja and Sumgayit on voting procedures and presentation skills, who will then be responsible for conducting public awareness campaigns in their respective educational facilities. The project will also conduct a round table devoted to seeking new mechanisms of engaging young people voting for the first time in the parliamentary elections and will involve 25 representatives from the Ministry of Education, Ministry of Youth, Sports and Tourism, youth organizations and interested students. A special supplement to the "Baladiyya" (Municipality) newspaper devoted to election procedures will be produced and 18,000 copies of election-related publications and posters will be distributed. In addition, short TV trailers will be broadcasted by Space TV and regional TV-channels "Kapaz" in Ganja and "Dunya" in Sumgayit in order to increase young voters' activity.

**Internews Azerbaijan**

\$34,396

To promote public awareness about voting procedures and parliamentary candidates in relation

to the upcoming parliamentary elections through a series of radio debates and independent talk shows. In order to facilitate an open environment for pre-election campaigns, this project will broadcast weekly interviews beginning in July with election candidates and political activists and will produce informational programs to explain the importance of the parliamentary elections and voting procedures to citizens. The broadcast will be provided by Radio Liberty (MW/AM/CB 1530) during prime-time hours with an anticipated total coverage of 700,000 people in Azerbaijan.

**Nadjaf Nadjafov Fund**

\$35,970

To support free and fair parliamentary elections through independent monitoring of election coverage in television, radio and print media. Over the next eight months, the project will conduct a daily survey of coverage related to parliamentary candidates, election procedures and political advertisements produced by six central and seven regional television companies, as well as those covered among the majority of radio channels and the most widely circulated newspapers and news agencies. The results of the monitoring will be announced through monthly reports that will be made available through electronic and print media and the organization's Web site. After the conclusion of the elections, monitoring activities will continue through December to cover such issues as the counting of voting results in precincts and constituencies, announcements made by the Central Election Commission and the Constitutional Court, legal proceedings connected with controversial issues and opinions of local and international experts about the elections. A final analysis of the monitoring results will be conducted at the end of the project and recommendations will be shared with the Presidential Apparatus, Parliament, Central Election Commission, mass media outlets and political parties for enabling balanced and objective coverage of future elections activities in the media.

**Inkishaf Scientific Center**

\$23,476

To promote the development of national gender-sensitive legislation that provides equal opportunities for female participation in the political and social life of the country. The project will conduct an analysis of existing legislation on election procedures, mass media and education to study the balance of gender-related budget appropriations and to prepare a package of recommendations for improvements in the legislation, which will be presented to the national parliament and relevant governmental ministries. The project will also hold training seminars for 160 lawyers, economists, journalists and professors of law faculties in Baku, Ganja, Sheki, Nakhchivan, Lenkaran and Khachmaz to increase their gender awareness and ensure a gender-sensitive approach to the implementation of national policies in their respective communities. In addition, the project will organize a conference for close to 100 representatives of governmental and non-governmental organizations, mass media, lawyers and economists to present and discuss the project results. This project is funded jointly with United Nations Population Fund.

**Monitoring and Research Public Union Civilization**

\$18,099

To support balanced access of parliamentary candidates to TV programming opportunities. In order to promote parliamentary candidates' access to media, this project will coordinate the participation of approximately 150 candidates from 30 regions in televised debates at seven regional television stations. In addition, the project will launch a public awareness campaign to inform citizens about the televised debates to ensure that they take an active part in the parliamentary election process. This project will be implemented in close coordination with the IREX Pro-Media program.

**Union of Youth of Azerbaijan**

\$26,135

To promote the active participation of youth in Guba, Oguz and Salyan regions in anti-corruption initiatives through an innovative public awareness campaign and the cultivation of close relations between governmental, non governmental and mass media organizations. This project will employ interactive methods including mobile peer groups, live concerts and TV talk shows to stimulate youth advocacy in anti-corruption initiatives. The mobile groups will travel around the targeted regions in order to facilitate events and dialogue among students and schoolchildren aimed at fighting corruption. Similarly, live concerts will be staged, in which each singer will appeal to the audience to be actively engaged in anti-corruption initiatives. Finally, representatives of local youth, governmental and non-governmental organizations will participate in a live talk show on Guba's regional TV channel to discuss and develop a joint program targeting anti-corruption activities. It is expected that intensive, targeted activities in this area will increase the level of demand for anti-corruption activities among the youth in these regions.

**Khazar University**

\$2,989

To increase the policy analysis skills of selected government and public sector officials and university faculty members from Azerbaijan and Georgia and to create a network among these policy analysts. The project will provide a one-week intensive workshop for twenty dynamic individuals currently engaged in policy analysis and equip them with the essential tools to identify problems, analyze issues and formulate policy options for decision makers. Beryl Radin, Professor of Government and Public Affairs, University of Baltimore, will be the featured lecturer at the workshop. Additionally, the grantee will sponsor separate sessions to create a network of Azerbaijani and Georgian policy analysts. This pilot project will contribute to the development of the Public Policy and Public Administration field in Azerbaijan and prepare a select group of policy analysts for their future work.

**Leader Women Social Union**

\$4,900

To encourage marginalized voters to take an active role in the upcoming Parliamentary election. This project will conduct awareness-raising seminars and training sessions on voting procedures among approximately 300 imprisoned women in order to prepare them for participation in the upcoming Parliamentary elections. It is expected that the successful implementation of this project will help stimulate the interest of marginalized society members to participate in civic activities and will educate imprisoned women in Baku about practical aspects of the voting process. Organization is also planning to conduct the questioning of imprisoned women on their attitude and vision of upcoming elections and based on the obtained results prepare special report for the Ministry of Justice and Central Election Committee. It is also envisaged that during the Parliamentary elections project staff will have access to the prison to monitor the imprisoned women's participation in the process.

**International Media Bridge (Radio Space) Ltd.**

\$36,249

To facilitate regional cooperation and integration by supporting regular exchange of news and information between South Caucasus radio stations. Partner organizations will prepare and broadcast weekly cross-border radio programs entitled Radio Bridge that will allow experts from Armenia, Azerbaijan and Georgia to address issues of regional concern. Text summaries of the programs will be posted on the project's website. Additionally, each partner will create and broadcast daily news plug-ins about events in neighboring countries as part of their regular news programs. The partners will also arrange an exchange of journalists between the three radio stations and host a conference for the program's guests to discuss possibilities for new regional initiatives. This project will improve public awareness of current events throughout the region and it will also expand cross-border cooperation among journalists and representatives of other sectors.

**Society of Regional Studies of Azerbaijan**

\$41,819

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

***Anti-Corruption Open Competition***

*Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Central Russia and Siberia Regional Office and the Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion and oversight; and adoption and implementation of professional codes of ethics among public officials, businesspersons, journalists and teachers.*

**Parents Association of Mingachevir**

\$2,410

To support transparency in educational processes through the active participation of schools and communities in anti-corruption activities. The project will organize training of trainers for five selected teachers, who will conduct 20 seminars to introduce possible ways to fight corruption and discuss the Law of the President of Azerbaijan and the State Anti-corruption Program with 400 pupils, teachers and parents at 10 schools in Mingachevir. A network of these schools will be created to develop a joint action plan based on the information collected and ensure its practical application. A hotline will be established to document and respond to complaints of local communities. The project will publish two newspapers, one targeting parents' contributions entitled "The Voice of Parents" and another allowing school children to produce articles on anti-corruption issues, entitled "Gifts." In addition, the project will establish a system of "Open classes" for parents to observe their child's classes and will organize a parade of schools with the slogan, "We Say NO! to Corruption." A conference will be organized concluding the project. This project will be funded within a joint competition with the World Bank and Open Society Institute.

### **Organization of Youth of Azerbaijan**

\$5,450

To increase civic activism of youth through their involvement in anti-corruption activities. The project will organize seminars for 250 young people in Mingachevir, Barda, Goranboy, Yevlakh and Tar-Tar to discuss the existing situation related to corruption in their regions and identify possible solutions to current problems. The project will also organize round table discussion for 50 representatives of local authorities, municipalities, youth and non-governmental organizations in each region. Once a week, the project will organize open receptions to study citizens' attitude towards corruption and provide necessary legal assistance. 2500 copies of a book entitled "Achieving Transparency in the Activities of Organizations Financed from the State Budget" will be published and distributed to the participants of the seminars and round table discussions and to other relevant organizations. Finally, the project will hold a large public event with participation of executive committees, municipalities, NGOs and youth organizations from all target regions to develop a joint plan of anti-corruption activities. This project is funded jointly with the World Bank and Open Society Institute-Assistance Foundation under the Small Grants Program.

### **Azerbaijan Marketing Society**

\$11,188

To strengthen youth engagement in combating corruption in Azerbaijan. Within the framework of this project, a coalition will be formed among students from two state universities, the Economic Reform Center and volunteers from the "Generation of New Economists" youth organization in Baku, together with the Anti-Monopoly Department within the Ministry of Economic Development, to encourage the involvement of young people in anti-corruption activities. The project will organize a conference and hold trainings for 30 young leaders in Baku on possible mechanisms for youth participation in combating corruption. The project will also conduct a wide public awareness campaign to increase knowledge about problems related to corruption and about strategies to prevent its development. In addition, the project will produce a film devoted to anti-corruption activities, organize a "Hotline" to receive public complaints and conduct a survey measuring the quantitative and qualitative impact of corruption on citizens. The project will help increase youth awareness about corruption and create a sense of urgency in order to combat corrupt practices in the country.

### ***Community Active Schools Projects***

*To support activities aimed at the further development of the community active schools (CAS) model through the establishment and support of sustainable community-school organizations comprised of teachers, schoolchildren, parents, municipality members and other community stakeholders. These organizations can play a key role in implementing the vital components of the CAS model - democratization, partnership, and volunteerism.*

### **Children's Organization of Azerbaijan. Ganja Branch**

\$12,420

To introduce the Community Active School model based on democratization, partnership and volunteerism in the Samukh and Shamkir regions of Azerbaijan. This project will support the strengthening of collaboration between schools and communities in rural areas in order to improve the quality of education and address important issues faced by the target communities. The project will establish Community-School Associations, which will build upon existing Parent-Teacher Associations (PTA's) to include representatives from the school and wider community who are acting to mobilize local resources, develop transparent practices of resource allocation and ensure citizen participation in addressing community needs. The project will also include a civic education program for community members, teachers and students and strive to promote volunteerism and partnerships with local municipalities.

### **Reliable Future Youth Organization**

\$14,918

To support the development of democratic principles in educational institutions by introducing the Community Active School (CAS) program to promote an active level of collaboration between two secondary schools and their communities in Guba and Mingachevir. In order for schools to take an active part in the growth of civil society in the country, this project will expand the work of existing Parent-Teacher Associations (PTA's) to include not only parents and teachers but also representatives of municipalities, businesses, NGOs and other community members. The project will organize 15 public discussions to discuss community concerns, including priorities for improving the quality of education, the role of PTAs in school management and the development of Public Funds and volunteerism among community members in their respective regions. To increase the long-term impact of the project, a training of trainers program will be organized for 50 people from the target regions who will further hold round tables for community members in Guba and Mingachevir as well as neighboring regions on the issues such as improvement of the educational processes, community members' participation in educational development, the expansion of volunteerism and civil initiatives, etc. Public Funds created in the target schools and managed by the PTA's will help to augment school funds received from businesses, parents and other sources. Special attention will be paid to the transparency of the Funds by giving regular information to community members about Fund allocations, cash receipts and expenditures. Information about the project and its results will be broadcast through the local TV channels.

### ***Support of Public Policy Research and Legislative Recommendations for Integration with Europe***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

### **Internews Azerbaijan**

\$48,252

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

### **Independent Scientific Practical Legal Center**

\$2,581

To support the development of effective and responsive systems of local self-governance in the countries of the South Caucasus. The partners will conduct preliminary research and develop a proposal for a linkage project that will include an analysis of national legislation on local self-governance and the extent to which this legislation complies with the provisions set by the

European Charter of Local Self-Governance. Additionally, the future linkage project will include formation of national task-forces to produce high-quality policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

#### **International Center for Social Research**

\$2,591

To support reform of the national higher education systems in the South Caucasus. The partners will conduct a preliminary analysis of the current legislation and draft laws regulating higher education in Armenia, Azerbaijan and Georgia, particularly as they relate to the Bologna Process for higher education. Using these analyses, the partners will develop a linkage proposal that will aim to integrate legislation on higher education in the South Caucasus with European standards as outlined in the Bologna Process. The future linkage project will include formation of national task-forces to produce policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

#### **Center for Innovations in Education**

\$1,974

To improve the higher education systems in the South Caucasus and facilitate their integration into the wider European educational space. The partners will conduct research on the higher education systems and ongoing reforms in Georgia, Armenia and Azerbaijan and develop a linkage project to promote the adoption and implementation of major requirements of Bologna Process. In particular, the future linkage project will assess the degree to which higher education systems and legislation in the South Caucasus countries complies with the general principles stated in the main documents of the Bologna Process, and present relevant policy recommendations and strategies to national executive and legislative bodies in Armenia, Azerbaijan and Georgia.

#### **Caucasus United - Center of Social-Economic and Scientific Researches**

\$1,336

To facilitate the creation of a legal and social protection system for migrant workers in the South Caucasus. The project partners will conduct preliminary research on national and international standards and norms regulating migration issues. Using this research, the partners will jointly develop a linkage proposal that will aim to improve migration-related legislation in Armenia, Azerbaijan and Georgia in accordance with international standards. The linkage project will include more extensive research and recommendations to the legislative bodies in the South Caucasus on adopting national migration legislation that meets European standards and conventions.

#### **FAR Center for Economic and Political Researches**

\$1,932

To support economic development in the South Caucasus by improving the environment for new businesses. The partners will conduct preliminary research and develop a proposal for a linkage project that will include a comparative analysis of national legislation and administrative procedures that regulate the formation of new businesses. The project will include formation of national taskforces, which will review the best international standards in business-related legislation, in particular, the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997). The taskforces will produce recommendations and advocate for their adoption by legislative and executive bodies in Armenia, Azerbaijan, and Georgia.

#### **FAR Center for Economic and Political Researches**

\$31,424

To improve the business environment in the South Caucasus countries by approximating the legislation and administrative procedures regulating the entry of new businesses with best international practice. The partners will create national taskforces to conduct a comparative analysis of the legislation and administrative procedures that regulate the formation of new

businesses, as well as prepare a review the best international standards in business start-up legislation. The review will include the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997) and others. With support from OSCE offices in Baku, Tbilisi, and Yerevan, project partners will utilize the expertise of a widely known international expert in the area, hold an international conference in Tbilisi, and produce a White Paper entitled "Lessons Learned from Administrative Simplification in Developed Countries - Possible Implications for Armenia, Azerbaijan, and Georgia." The White Paper will include an indicative "reform-matrix" for each country and the partners will use it to advocate adoption of the project recommendations by the legislative and executive bodies in Armenia, Azerbaijan, and Georgia. The project will contribute to the simplification of business start-up legislation and administrative procedures and their approximation with international standards.

## **2.2 Improved Legal Systems**

### **Union of Young Lawyers of Azerbaijan**

\$22,499

To support increased public awareness about activities carried out under Azerbaijan's state anti-corruption program. Within the framework of this project, AYLU will organize five roundtable discussions with the participation of parliamentarians, governmental and non-governmental organizations, mass media and international organizations to analyze the current status and recommend improvement to the state anti-corruption program. Training modules developed within the framework of an OSCE-funded project will be employed to provide anti corruption training to 60 NGO representatives in Baku, Ganja and Khachmaz. The grantee will also provide recommendation to ten lawyers at the Legal Clinic on Human Rights, created with support from OSCE, to develop their institutional ability to render legal assistance for anti-corruption activities. The project will further encourage public discussion of anti-corruption initiatives through one TV talk show on Space TV and through the placement of social advertisements in local newspapers. AYLU's current Web site [www.anticorruption.az](http://www.anticorruption.az) will be regularly updated with legislative commentaries and recommendations throughout the project's activities.

### **Law and Order**

\$43,021

To reform penal legislation in South Caucasus and bring it into accordance with international standards by creating a framework for an alternative punishment system. Through sociological surveys the partners will research and diagnose the level of readiness of South Caucasus' societies and governments to accept the introduction of alternative punishment system. The partners will research and analyze various international alternative punishment systems and standards and develop recommendations for introducing appropriate systems in the South Caucasus. Additionally, the partners will conduct an information campaign to increase awareness of alternative punishment issues among the public and government bodies. The partners will publish a handbook, conduct a number of TV and radio broadcasts, create a web site and conduct a regional conference on alternative punishment in Tbilisi. The project will lay a foundation for the introduction of alternative punishment systems in the South Caucasus.

#### ***Anti-Corruption Open Competition***

*Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Central Russia and Siberia Regional Office and the Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion and oversight; and adoption and implementation of professional codes of ethics among public officials, businesspersons, journalists and teachers.*



### **Constitution Research Center**

\$9,620

To support raising Azerbaijani citizens' awareness about corruption, conditions that lead to its development and ways to prevent and protect oneself against corrupt practices. To address this issue, the project will produce and broadcast 16 weekly interactive radio programs on Antenn (FM 101) radio channel covering 16 corruption-related topics and highlighting possible prevention and protection measures. Two local experts will participate in each interactive broadcast, which will be also open for listener participation. At the final stage of the project, a package of recommendations for revisions to the Anti-Corruption Law and the relevant State Program will be developed by a group of experts based upon results of the radio programs and submitted to the Parliament. This project is supported within a competition funded jointly with the World Bank and Open Society Institute-Assistance Foundation.

### ***Support of Public Policy Research and Legislative Recommendations for Intergration with Europe***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

### **Organizational & Technical Development Society**

\$34,023

To support the labor market reform process in the South Caucasus countries by promoting the adoption of international best practice, with a focus on the European Employment Strategy. The partners will summarize key European policy documents and undertake a comparative analysis of the existing employment and labor policies of Armenia, Azerbaijan and Georgia. This analysis will be conducted with the assistance of an international expert and will utilize a comparative matrix to clearly present reform priorities. The partners will then develop an action plan for labor and employment policy development and approximation of national policies with the European Employment Strategy. To promote their findings, the partners will conduct an information campaign to increase awareness of employment and labor policy issues among the public and government stakeholders. The information campaign will include publishing a book, conducting occasional seminars, and presenting the project recommendations in Baku, Tbilisi and Yerevan. As a result of the project, a research-based action plan and labor policy recommendations will be developed for decision makers in each of the three South Caucasus countries.

## **2.3 More Accountable Local Government**

### **AREAT Center for Contemporary Social Processes**

\$1,035

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

### ***Anti-Corruption Open Competition***

*Within the framework of the Corruption Prevention Program funded through a special grant from USAID, the Central Russia and Siberia Regional Office and the Russian Far East Regional Office will conduct the fourth small grants competition to support citizen initiatives aimed at reducing corruption. Projects supported will aim at increasing citizen participation in local government; strengthening the role of journalists in anti-corruption efforts; increasing public access to information on local budgets and broader public participation in budget formation, discussion and oversight; and adoption and implementation of professional codes of ethics among public officials, businesspersons, journalists and teachers.*

### **AKTAM**

\$3,580

To support transparency in education through the involvement of youth in discussions and events addressing corruption in educational processes at different levels. The project will hold 12 seminars to discuss corruption in educational facilities and to increase dialogue about the Law of the President of Azerbaijan and the State Anti-corruption Program for approximately 600 students, teachers, parents and community members. In addition, 50 representatives of educational institutions, municipalities, governmental and non-governmental organizations will attend an introductory conference where the goals and objectives of the project will be presented. The project will establish an Anti-Corruption Club with a functioning "Hot line" receiving complaints from students and other concerned parties. 5000 copies of a bulletin entitled, "Your Role in Anti-Corruption" and 1000 copies of a manual entitled, "Corruption in Education and Ways of Its Elimination" will be published and distributed to participants of the seminars and the conference, as well as to local educational institutions. The project will also conduct a contest on the best anti-corruption drawing among students and Television programs entitled "We Started Fighting Corruption - And You?" will be broadcast on local TV stations. This project is funded jointly with the World Bank and Open Society Institute-Assistance Foundation under a Small Grants Program.

## **Belarus**

### **1.3 Private Enterprise Development**

#### **Belarusian Public Union Rest in the Village**

\$25,879

To increase the quality of rural green tourism services available in Belarus. The project will use a participatory process to design a certification system, train experts, certify tourism services providers, and issue a catalogue of certificated farmsteads. The project will help improve the profitability of businesses involved in rural tourism.

### **2.3 More Accountable Local Government**

#### **Economic Education and Research International Union**

\$30,847

To introduce European city administration standards to five small Belarusian towns. Using materials from Germany and Lithuania, the grantee will offer a series of seminars in municipal management and provide networking opportunities among the participating cities. Some of the participants will also take part in study tours to Lithuania. These activities will help promote good governance at the local level in Belarus.

#### **Information Society Republican Public Union**

\$30,000

To promote information technology as a tool for addressing social and economic issues in Belarus. Focusing on public administration issues, the grantee will conduct an information campaign the benefits of broader access to and increased use of information technology and create an on-line library of international and local best practices in public administration, including sample laws and acts. The library will be the first electronic database of Belarusian government documents available to the general public. The project will improve government transparency and encourage broader use of information technology in Belarus.

#### ***Ukrainian-Belarusian Partnership for Community Development***

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

#### **All-Ukrainian Union of Public Organizations Association of Regional Development Agencies**

\$49,629

To support community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. The grantee will help create five different working groups on the most important local development issues in Belarus. Selected members of these working groups will participate in a series of study tours to Ukraine. Study tour participants will return to Belarus and conduct local development projects under the grantee's technical supervision. Furthermore, participants will continue working with each other, perhaps forming nation-wide networks of experts on community development issues in Belarus. This project, a continuation of a program co-funded by the Charles Stewart Mott and International Renaissance Foundations, will improve the abilities of Belarusian community leaders to address local issues and reinforce proactive, systematic contacts between Ukrainian and Belarusian local development experts.

## **Georgia**

### **1.3 Private Enterprise Development**

#### **Georgian Federation of Professional Accountants and Auditors**

\$46,453

To promote reform in the fiscal sector through the support of the implementation of the newly-adopted Tax Code. A comprehensive manual including detailed explanations of the Tax Code will be published. The analysis of the Tax Code articles will be supported with practical examples, sample forms, and charts clarifying rules of calculation, declaration and payment of taxes. The manual will include a glossary including definitions of all terms applied in the Code. Out of 3,000 copies, 1,000 copies will be distributed among libraries, business associations, and universities. The remaining copies will be sold. The revenues from the book sales will be spent on subsequent editions of the manual. The book will assist businessmen, accountants, tax lawyers, tax inspectors, students, and professors in understanding the newly-adopted Tax Code. By enlightening current and future users of the Code, the manual will facilitate the implementation of the Tax Code and reduce the number of tax violations in Georgia.

#### **Art Caucasus Regional Association**

\$18,285

To further strengthen the region's contemporary art market and its integration into world culture through a second annual international exhibition. The project partners will improve the business skills of modern artists, gallery owners 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 hold an art exhibition entitled Art Caucasus 2005, conduct an international conference as part of the expo, create a database of the contemporary visual art, and produce an expo catalogue. Additionally, the partners will establish the first regional magazine "Art Caucasus Digest" and shoot a documentary film "Art Caucasus 2005" to popularize the event in each country. These activities will further promote the contemporary visual art market of the South Caucasus and further its integration into world art market.

### **2.1 Citizen Political/Economic Participation**

#### **Civil Society Institute, Tbilisi**

\$49,896

To support reforms in educational sphere through promotion of Georgian higher education system integration into the European higher education area. Specific objectives of the project include: ensuring the access to the main documents of the Bologna Process for teachers, scientists, students, and the society at large through translation of the documents, their dissemination, discussions and implementation. Civil Society Institute, in close cooperation with educational experts, the Ministry of Education and Science, higher education representatives, students and respective NGOs, will elaborate a concept paper including steps for involvement of Georgia in the Bologna process, thus approximating Georgian educational system to western standards.

#### **World Vision in Georgia**

\$39,055

To facilitate integration of disabled children in social life through provision of accessible low cost adaptive equipment, which will be produced locally in Georgia. The project envisages establishment and equipping of an adaptive equipment workshop (AEW), training of staff, establishment of cooperation with the stakeholders in the field and conduct of an assessment of disabled children in Georgia. As a result of one-year activities the support for the integration of

192 children with disabilities from four main cities of Georgia will be ensured. In a longer-term perspective 3,500 children will be served and the full sustainability of the project will be achieved.

### **Broadcasting Company Hereti**

\$44,313

To increase civic awareness and promote civic activities of youth and to involve it in educational reform process in Lagodekhi, Signaghi and Telavi cities of Kakheti region, East Georgia through establishing of network of young activists at school and university levels working in coordination with professional journalists and developing regular programs at independent Hereti radio station. The students will undergo special trainings on educational reform issues and journalism. They will cover 10 school and all higher education institutions in each of the respective cities and will study and reflect the problems and concerns of young people. The project will raise awareness of students and general population regarding the education reform issues, increase quality media coverage on reform processes and contribute to raise of civic activity of youth of Kakheti.

### **Georgian Regional Media Association**

\$46,846

To promote the educational reform through organization of country-wide media initiative, which will ensure public discussion and informed public involvement in decision-making. The Regional Media Association, in close cooperation with EFG grantees and partners acting in the related fields will carry out special trainings for journalists on reform issues, prepare newspaper supplements in Georgian, Armenian and Azerbaijani languages and establish a web resource for journalists and public. The project will raise awareness of media and general population regarding the education reform issues, increase quality media coverage of reform processes and consolidate efforts for promotion of the reform.

### **Studio Reporter**

\$34,482

To support the independence of Georgian media by strengthening investigative journalism in Georgia. The association Studio Reporter will produce two documentary films per month based on journalistic investigation of human rights abuses, corruption in state bodies, power abuse and persecution of businesses by government authorities. Studio Reporter will broadcast the films on Georgian television, to be followed by public discussion of the films, and will disseminate the films to regional television companies and to stakeholders. The project will stimulate civic awareness and public discussion on fundamental issues in Georgia, increasing government transparency and public oversight of government activity and reducing attempts of media censorship. The project will also increase the professionalism of Georgian journalists and will strengthen the institutions for sustainable investigative journalism in Georgia.

**Economic Policy Research Center**

\$19,615

To support continuous and effective public oversight over the government activity in the implementation of the state budget in order to prevent and/or reveal on time possible misappropriation of the budgetary funds by monitoring the budget revenue. The scrutiny of the state budget from the anti-corruption viewpoint by qualified experts and a wide publicity to the findings. The refined methods of state budget monthly analysis and monitoring will allow revealing one of the most veiled methods of corruption such as manipulation with specific taxes and "fund turning." The basic activity will be supported by wide-scale advocacy activity aiming to avert incorrect decisions and misinformation of public about fulfillment of the budget. The project plans to publish 14 articles about analysis of the execution of 2005 state budget in the leading Georgian newspapers, make 8 reports through the leading national televisions and radio companies and organize roundtable meetings. The final results of the project will be accumulated in a special publication, which will be disseminated among stakeholders, NGO and media community and international donors. The final roundtable discussion will summarize the findings of the budget monitoring and draw public attention to the possible violations. The implementation of the project will increase budget transparency, citizens' awareness and involvement in the state budget control, stimulate public discussions about the state budget and dialogue between civic sector and government.

**Library - Cultural Center for the Disabled-Tanadgoma**

\$19,498

To support inclusive education in Georgia as a method for broader integration of disabled youth in civic processes and contribution to the ongoing reform of educational system. The Library-Cultural Center for Disabled "Tanadgoma" will create an efficient, well-equipped and easily accessible training and resource center for disabled children, their parents and educational professionals association. The grantee will create a model of inclusive education adapted to Georgian reality, conduct four training courses in Batumi and Tbilisi for 200 educational professionals from 20 school, including 10 schools in Ajara Autonomous Republic and launch large-scale public awareness campaign. During the project the admittance of 130 children with disabilities is expected in the mainstream schools of Tbilisi and Ajara. The project will promote inclusive education as a part of democratic management in Georgian schools and will help to end with the existing segregation of disabled children from schools and civic life. The intense public information campaign will increase public awareness of inclusive education and enable disabled children and their parents to become more involved in civic activities. The development of curriculum of inclusive education, training of teachers and creation of resource center within the project will increase professionalism of teachers and ultimately contribute to the reform of education system.

**CENN Network**

\$40,040

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

**Internews Georgia**

\$43,879

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

***Anti-Corruption Watchdog Initiative***

*The competition's overarching goal is to reduce corruption and increase government transparency by strengthening the public's role in government decision-making on the regional and local level in nine Georgian cities. The target areas for stronger public oversight and involvement include, but are not limited to, reform processes and operations in following sectors: Education, including schools, universities, and other institutions, and the Ministry of Education and Science; Civil registry, the Ministry of Justice and the Justice system; Drafting and executing the local government budget, general management of state finances; and Healthcare and social assistance, on both the national and local levels including, but not limited to, municipal healthcare programs, infant-care programs, etc.*

**International Center for Journalists - Caucasus**

\$24,384

To increase public oversight of government performance and the role of media in ensuring government transparency by strengthening investigative reporting in Georgia. The International Centre for Journalists-Caucasus aims to develop an investigative journalism resource network and to serve as a base for training groups of local journalists from print media in international-standard investigations and computer-assisted reporting. Seminars led by experienced international experts will be followed by a series of investigative projects conducted jointly by ICFJ and the journalists in the program.

**The Union of Young Scientists Intellect**

\$24,356

To increase transparency of the local government and to enhance public oversight of government activities in the city of Batumi in the region of Ajara through monitoring the process of local budget formation and implementation. The Union of Young Scientists "Intellect", in coalition with partner organizations Association of Democratic Development and Human Rights Defense and Institute of Democracy, will serve as a watchdog in the city, focusing its efforts on increasing transparency of the city budget and involving citizens in decision-making processes. The grantees will set up groups of monitors comprised of volunteer citizens from various social groups, including students, teachers, youth activists, and pensioners; will analyze findings and present them to the public and to the media; and will develop recommendations for improving the budget formation process for the following years.

**The Dynamic Psychology for Development and Democracy**

\$21,305

To increase transparency and accountability of local governments and citizen participation in decision-making through capacity building of regional media and improvement of budgetary coverage. With input from economic and financial experts, the Dynamic Psychology for Development and Democracy will conduct a series of trainings for print media representatives in various regions of Georgia, focusing on developing skills for budget analysis and increasing

the quality of economic reporting. The grantee will develop a network of journalists that report on budget issues and of experts working throughout the country, launching a media campaign to support transparent budgets.

***Support of Public Policy Research and Legislative Recommendations  
for Intergration with Europe***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

**International Institute for Education Policy, Planning and Management**

\$913

To improve the higher education systems in the South Caucasus and facilitate their integration into the wider European educational space. The partners will conduct research on the higher education systems and ongoing reforms in Georgia, Armenia and Azerbaijan and develop a linkage project to promote the adoption and implementation of major requirements of Bologna Process. In particular, the future linkage project will assess the degree to which higher education systems and legislation in the South Caucasus countries complies with the general principles stated in the main documents of the Bologna Process, and present relevant policy recommendations and strategies to national executive and legislative bodies in Armenia, Azerbaijan and Georgia.

**Center for Policy Analysis**

\$990

To support reform of the national higher education systems in the South Caucasus. The partners will conduct a preliminary analysis of the current legislation and draft laws regulating higher education in Armenia, Azerbaijan and Georgia, particularly as they relate to the Bologna Process for higher education. Using these analyses, the partners will develop a linkage proposal that will aim to integrate legislation on higher education in the South Caucasus with European standards as outlined in the Bologna Process. The future linkage project will include formation of national task-forces to produce policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.



**Center for Social and Economic Research- Foundation CASE-Transcaucasus**

\$1,301

To support economic development in the South Caucasus by improving the environment for new businesses. The partners will conduct preliminary research and develop a proposal for a linkage project that will include a comparative analysis of national legislation and administrative procedures that regulate the formation of new businesses. The project will include formation of national taskforces, which will review the best international standards in business-related legislation, in particular, the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997). The taskforces will produce recommendations and advocate for their adoption by legislative and executive bodies in Armenia, Azerbaijan, and Georgia.

**Center for Social and Economic Research- Foundation CASE-Transcaucasus**

\$31,900

To improve the business environment in the South Caucasus countries by approximating the legislation and administrative procedures regulating the entry of new businesses with best international practice. The partners will create national taskforces to conduct a comparative analysis of the legislation and administrative procedures that regulate the formation of new businesses, as well as prepare a review the best international standards in business start-up legislation. The review will include the European Commission's Recommendation on Improving and Simplifying the Business Environment for Business Start-Ups (1997) and others. With support from OSCE offices in Baku, Tbilisi, and Yerevan, project partners will utilize the expertise of a widely known international expert in the area, hold an international conference in Tbilisi, and produce a White Paper entitled "Lessons Learned from Administrative Simplification in Developed Countries - Possible Implications for Armenia, Azerbaijan, and Georgia." The White Paper will include an indicative "reform-matrix" for each country and the partners will use it to advocate adoption of the project recommendations by the legislative and executive bodies in Armenia, Azerbaijan, and Georgia. The project will contribute to the simplification of business start-up legislation and administrative procedures and their approximation with international standards.

**International Center for Civic Culture**

\$1,155

To support the development of effective and responsive systems of local self-governance in the countries of the South Caucasus. The partners will conduct preliminary research and develop a proposal for a linkage project that will include an analysis of national legislation on local self-governance and the extent to which this legislation complies with the provisions set by the European Charter of Local Self-Governance. Additionally, the future linkage project will include formation of national task-forces to produce high-quality policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

**Social Research Center**

\$1,970

To support reform of the national higher education systems in the South Caucasus. The partners will conduct a preliminary analysis of the current legislation and draft laws regulating higher education in Armenia, Azerbaijan and Georgia, particularly as they relate to the Bologna Process for higher education. Using these analyses, the partners will develop a linkage proposal that will aim to integrate legislation on higher education in the South Caucasus with European standards as outlined in the Bologna Process. The future linkage project will include formation of national task-forces to produce policy recommendations and advocate for their adoption by legislative bodies in Armenia, Azerbaijan, and Georgia.

## **2.2 Improved Legal Systems**

### **A. Zurabashvili Society of Psychiatrists of Georgia**

\$34,520

Main goals of the project are to study resources available within the network of psychiatric treatment in Georgia, learn actual quality of psychological treatment in the framework of the "State Program of Psychological Treatment" (SPPT) and to understand effectiveness, quality and access to relief offered to citizens. In order to achieve the goals the project will estimate and analyze organizational structure of psychiatric institutions that are involved in the SPPT. In addition, the project will study material-technical base and HR policy of the institutions, evaluates availability of basic medicals for patients, and compares actual capacity of psychological treatment with declared obligations within the SPPT. Finally, views of patients' family members will be taken into consideration.

### **Georgian National Museum**

\$38,127

To promote structural and institutional reforms in the Georgian National Museum (GNM) through building up its internal capacities in the following directions: financial and accounting systems; human resources management; institutional policies and procedures, and capacity building for the staff. Within the project a new organizational structure of the Georgian National Museum, uniting five main museums of the country will be elaborated and its internal policy will be developed in accordance with the Western museum standards. In parallel, financial/accounting, chancellery and human resources documentations will be organized, job descriptions for the GNM staff produced, and the GNM administrative staff trained on newly introduced systems and fundraising issues. As a result of the project, increased institutional strength and sustainability of the GNM, and thus better protection of cultural heritage, is expected.

### **Institute of Development**

\$41,385

To reform penal legislation in South Caucasus and bring it into accordance with international standards by creating a framework for an alternative punishment system. Through sociological surveys the partners will research and diagnose the level of readiness of South Caucasus' societies and governments to accept the introduction of alternative punishment system. The partners will research and analyze various international alternative punishment systems and standards and develop recommendations for introducing appropriate systems in the South Caucasus. Additionally, the partners will conduct an information campaign to increase awareness of alternative punishment issues among the public and government bodies. The partners will publish a handbook, conduct a number of TV and radio broadcasts, create a web site and conduct a regional conference on alternative punishment in Tbilisi. The project will lay a foundation for the introduction of alternative punishment systems in the South Caucasus.

### ***Support of Public Policy Research and Legislative Recommendations for Intergration with European***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in othe ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

### **The Strategic Research Institute**

\$33,000

To support the labour market reforms implementation process in South Caucasus countries by putting it on the track provided by the EU Employment and Social Policy Strategy. The partners will summarize key EU policy documents (green and white papers) in the focus field and identify the employment and labour policy inconsistencies in the South Caucasus countries. Providing appropriate information to the stakeholders and the community on the mentioned inconsistencies and activities will be undertaken. Additionally, the partners will conduct an information campaign to increase awareness of employment and labour policy issues among the public and government bodies. The partners will publish a book, conduct seminars, create a web site and organize a presentation of the project in Baku, Tbilisi and Yerevan. As a result of the project research-based action plan and policy recommendations for the three South Caucasus countries' policy-makers for adjusting the employment and labour policy with the key European Standards and Requirements will be developed.

## **2.3 More Accountable Local Government**

### **Georgia Farmers House**

\$750

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

### **Young Scientists Club of Ozurgeti**

\$29,334

To support NGO sector in Georgia's Ajarian Autonomous Republic where a civic sector has been isolated and underdeveloped for the last decade. The project aims at strengthening capacity of the newly created non-governmental organizations in Ajaria's district Kobuleti by cooperation with the experienced NGO Ozurgeti Young Scientist Club based in Ajaria's neighbor region Ozurgeti. The project envisages creation of a sustainable and well-equipped resource center in the town of Kobuleti, conducting research of public attitude in the district, training, seminars and presentations aimed at educating the Ajarian NGOs in the management, civic activities, relation with businesses and government, fundraising and other activities necessary for successful functioning of NGO. The project aims at strengthening ties between NGOs in Kobuleti with other NGOs in Ozurgeti and Tbilisi. This project shall contribute to the development of strong and viable NGO network in Kobuleti as a contribution to the development of civil society in Ajaria, faster integration of Ajarian NGOs into the national civic sector.

## **Kazakhstan**

### **1.3 Private Enterprise Development**

#### **Public Fund Atyrau Microcredit Center**

\$32,297

To support the development of small entrepreneurship in Atyrau oblast. The grant will cover operating expenses and will provide loan capital for the leading microfinance institution (MFI) in the region, and will also support business training for potential borrowers. The loans distributed by the MFI will give rural and urban entrepreneurs a long-sought source of capital and will allow them to expand their businesses. This project will also support business education linkages between the MFI and the university community. This project is co-financed by TengizChevroil.

#### **West Kazakhstan Agrarian-Technical University**

\$40,542

To promote rural economic development in agricultural districts of West Kazakhstan oblast (WKO). This grant will provide for a group of consultants from the faculty of West Kazakhstan Agro-Technical University to complete a study tour at Saratov (Russia) State Agrarian University and develop a program of on-site trainings and consultations in three rural districts of WKO. Under the project 150 farmers will receive training in new agribusiness technologies and over 240 farmers will receive on-site consultations from instructors and advanced university students. About 15 instructors and over 20 students will take part in the project. The project activity should contribute to increased efficacy of the regional microfinance program by improving farmers' business practices. This grant is part of the West Kazakhstan Microfinance Initiative and is jointly funded by Karachaganak Petroleum Operating b.v.

#### **Almaty Bank Training Center**

\$3,000

To promote the transition of the Kazakhstani banking system to International Accounting Standards (IAS). The grantee will publish 600 copies of an IAS study guide which will be distributed free of charge to 39 universities nationwide. This study guide will assist universities to train financial specialists with in-demand market credentials and to adopt international standards.

#### **Kazakhstan Tourist Association**

\$14,846

To promote community-based ecotourism development. The grantee will establish an Ecotourism Information Point in Astana in order to market new and operating ecotourism sites in Kazakhstan. The project will foster cooperation among the Ecotourism Information Resource Center in Almaty, the tourism department of Turan University (Astana branch) and new ecotourism sites within Kokshetau National Park and next to Korgalzhin Natural Preserve. The project, which will engage and provide benefit to students and the national park and preserve, will enable local populations to provide services to ecotourists, and provide both domestic and international tourists with better information and choice of ecotourism routes in Kazakhstan. The project is part of the programme on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.

***Competition for Project Grants Awarded to Community Based Organizations in Enbekshikazakh District***

*To identify community based organizations in the following focus areas which have the most potential for improving living conditions on the basis of local civil initiatives (as opposed to physical infrastructure): education; health care; small business development and socio-cultural initiatives. The precise number of CBOs selected to receive funding will depend on the quality of proposals and the geographic coverage of the leading CBO candidates. These CBOs will receive grants to develop projects in partnership with local initiative groups which EF will fund in the latter half of 2005. This grant is the first phase of a 3 year program funded jointly by Philip Morris Kazakhstan and USAID. Total grant award will not exceed 75,000 USD*

**International Ecological Association of Women from East**

\$19,953

To provide leadership and project management training to citizens in the rural Enbekshikazakh district, Almaty oblast. The project will place emphasis on step-by-step development of NGOs and initiative groups through trainings in leadership, communications, computer literacy, legal issues, and other topics. The grantee will also contribute to the development of a network of local NGOs within the district to foster cooperation within civil society. The project is part of the three-year Enbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

**Turgen Branch of International Ecological Association of Women from East A-Kenes**

\$9,575

To promote small business development and community support institutions among Kazakh repatriates (Oralman people), the most vulnerable group of residents of Enbekshikazakh district of Almaty oblast. The grantee will provide the repatriates with business education, training in the organization of self-support groups, handicraft production and marketing, acquisition of new technology in agriculture, and legal counseling. As a result, the repatriates will receive training and experience in promoting their own interests, which will allow them to better integrate into the social and economic fabric of the district. The project is part of the three-year Enbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of local government.

***Initiative on development of Ecotourism in Kazakhstan - Phase II: Astana***

*To select the best candidates among NGOs to implement the program of development of ecotourism based on communities in the areas close to Korgaljyn Nature Reserve and Kokshetau National Park in Akmola region (Astana)*

**Center for Information and Coordination of Ecological Education**

\$16,536

To promote community-based ecotourism. The grantee will engage the rural population in the area of Kokshetau National Park in the development of income-generating ethnic and ecological tourism, including creating new nature trails, offering folklore presentations and crafts. The project will result in a network of CBT groups to provide local and international tourists visiting Astana, capital of Kazakhstan, which will contribute to increased standards of living and a sense of environmental responsibility of the local population and tourists. The project is part of the program on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.

**Public Foundation Rodnik**

\$9,675

To promote community-based ecotourism. The grantee will engage local residents of the

Korgalzhino Natural Preserve in income-generating tourism activities such as guest houses, horse riding and tour guiding. The project will also involve activities aimed at organization of information support system for tourists and developing tourist routes to reduce the recreational burden on the Preserve. The project will result in a network of CBT groups to provide local and international tourists visiting Astana, capital of Kazakhstan, which will contribute to increased standards of living and a sense of environmental responsibility of the local population and tourists. The project is part of the program on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.

***Prospective Partner Universities for AES Leadership Learning Center, Ust-Kamenogorsk partner***

*An institutional partner to host the Leadership Learning Center will be identified. The Center will run a program that will provide modular business management and leadership training to at least 200-300 mid- to senior-level business executives per year in northern and eastern Kazakhstan*

**LTD Kazakh American Free University**

\$83,021

To increase the business, leadership and change management skills of mid- and high-level local managers in northern and eastern Kazakhstan. The grantee will coordinate intensive modular training in cooperation with the Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP) for at least 320 local managers. This program, co-funded by AES Corporation and USAID, will increase the efficiency of local corporations and establish high-level local executive training capacity.

***Prospective Partner Universities for Leadership Learning Center, Almaty partner***

*An institutional partner in Almaty will be identified to provide the academic resources to conduct intensive one-week business management and leadership modules to at least 200-300 business managers in eastern and northern Kazakhstan per year.*

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$111,876

To increase the business, leadership and change management skills of mid- and high-level local managers in northern and eastern Kazakhstan. Professors from the grantee's business faculty will attend intensive courses at the US-based Darden School of Business Administration (US), customize specialized curriculum for Russian language trainees, conduct intensive training modules and transfer Darden "know how" to local professors at a Leadership Learning Center in Ust-Kamenogorsk. By Year 2, the program will train at least 200 managers per year, including local government officials and managers from multiple large corporations in the region. This program, co-funded by AES Corporation and USAID, will increase the efficiency of local corporations and establish high-level local executive training capacity.

## **2.1 Citizen Political/Economic Participation**

**Eurasian National University Named After L. N. Gumilev**

\$55,493

To build local environmental education capacity by launching a Master of Science in Environmental Management and Engineering at the Eurasian National University in Astana. This grant will support the first year of a partnership between the University of New Mexico and the Eurasian National University to develop a curriculum, train faculty, develop state-certified standards and launch the graduate degree program. This grant is the first phase of a five-year program funded jointly by AES Corporation and USAID.

**Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

**Economics Education and Research Consortium**

\$29,050

To strengthen the capacity of Uzbekistani universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

***Competition for Project Grants Awarded to Community Based Organizations in Enbekshikazakh Distrit***

*To identify community based organizations in the following focus areas which have the most potential for improving living conditions on the basis of local civil initiatives (as opposed to physical infrastructure): education; health care; small business development and socio-cultural initiatives. The precise number of CBOs selected to receive funding will depend on the quality of proposals and the geographic coverage of the leading CBO candidates. These CBOs will receive grants to develop projects in partnership with local initiative groups which EF will fund in the latter half of 2005. This grant is the first phase of a 3 year program funded jointly by Philip Morris Kazakhstan and USAID.*

**Public Association Kamkor**

\$11,633

To improve the socioeconomic and legal conditions for the empowerment of disabled persons in Enbekshikazakh district, Almaty oblast. The grantee will study the employment potential of the disabled in the district, then open an information center and design and offer vocational training designed to help the disabled become economically self-sufficient and engage in community life. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

**Shelek Public Association of Blind People**

\$12,596

To improve the socioeconomic and legal conditions for the empowerment of the blind in Enbekshikazakh district, Almaty oblast. The grantee will offer vocational training, Braille reading courses, and legal consultations designed to help the blind become economically self-sufficient and engage in community life. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

**Fairy Tale of Nature**

\$8,938

To increase the social activism of schoolchildren, their parents, and young adults in the city of Esik. The grantee will organize a natural history study group to hold community service events, including city cleanups and beautification activities, nature field trips, and aid for the disabled. The project will help build social infrastructure and develop the local NGO community. The project is part of the three-year Engbekshikazakh District Community

Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **School Named After Altynsarin**

\$9,868

To help schoolchildren realize their creative and intellectual potential, and promote socially constructive behavior and healthy lifestyle among youth in the village of Shelek, Almaty oblast. The grantee will organize various summer and after-school clubs, sports teams, and interest groups for youth, and arrange community service activities to engage teens and young adults in building social infrastructure and developing the local NGO community. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **School Named After Lomonosov**

\$11,057

To promote socially constructive behavior and healthy lifestyle among schoolchildren. The grantee will organize a summer camp focusing on environmental education and protection and various character-building activities in Mikushino Gorge, Engbekshikazakh district. The project will help build social infrastructure and develop the local NGO community. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### ***Foster Care Program, Phase III***

*To select seven implementing organizations for Foster Care Program, Phase III in 2005. The grantees will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion, create an information network among the previous phase and new phase participants, and implement the general program objectives under which more than 100 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. This grant is the third phase of a three-year program funded jointly by Philip Morris Kazakhstan and USAID.*

#### **Women's Club Tomiris**

\$12,644

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Women's Union of Ural Region Umit-Nadezhda**

\$12,669

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 25 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Center for Social Adaptation of Children**

\$12,671

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about



orphans. Under the grant more than 22 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Center for Initiative Support**

\$12,651

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 30 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Perekrestok Foundation**

\$12,638

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Youth MediaSoyuz of Kazakhstan**

\$13,963

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Women's League of Creative Initiatives**

\$16,629

To enhance the dialogue among those working directly with children in orphanages. The grantee will conduct trainings and seminars for NGOs, social workers, and public officials at the local and national levels. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Partnership Grant**

##### ***MS in Environmental Management in Kazakhstan***

*To implement a partnership program with the Eurasian University in Astana, Kazakhstan. The goals of this partnership are as follows: to assist the Ministry of Education of Kazakhstan in developing education standards for an MS in Environmental Management and Engineering, to establish the framework for launching an MS Program in Environmental Management and Engineering at the Eurasian University, to launch the MS degree program in the fall of 2005, and to ensure that it becomes sustainable within five years of the start of the partnership.*

#### **The University of New Mexico**

\$158,689

To build local environmental education capacity by launching a Master of Science in Environmental Management and Engineering at the Eurasian National University in Astana. This grant will support the first year of a partnership between the University of New Mexico and the Eurasian National University to develop a curriculum, train faculty, develop state-certified standards and launch the graduate degree program. This grant is the first phase of a five-year program funded jointly by AES Corporation, USAID, and the OSCE.

***Open Budget Kazakhstan, Phase II***

*ARO/EF will conduct a competition to promote civic engagement in the state budgeting process and make the state budget transparent in Kazakhstan. Under the competition state budgets of different levels will be published and discussed in public.*

**Sana Consulting**

\$10,000

To increase the transparency of government budgets. The grantee will conduct an analysis of unprecedented scope of government budgets of Akmola and Kostanai oblasts and the city of Astana. As part of the project the grantee will develop and print brochures on each of these budgets, with detailed descriptions of budget programs and articles of income and expenditures. Public distribution and discussion of these brochures, particularly to and by NGOs lacking unhindered access to such information, will promote citizen participation in the budget process and transparent budget procedures. This project is part of the Open Budget Initiative supported by the Norwegian government, the OSCE Centre in Almaty, the Department for International Development of the British Government and Soros Foundation Kazakhstan.

## **Kyrgyzstan**

### **1.3 Private Enterprise Development**

#### **Central Asian Management Development Fund**

\$7,878

To improve the quality of business administration and management education in Central Asia. The grantee will apply its international-standard evaluation methods to five Central Asian universities, including two in the Kyrgyz Republic. As a result of the project, the two Kyrgyz universities will undergo accreditation evaluations and the grantee will lay the groundwork for expanding its accreditation services throughout the region. This project is co-funded by the European Fund for Management Development (EFMD).

#### **Placement and Career Center**

\$34,905

To improve the quality of the work force in the Kyrgyz Republic through a dual education program. The grantee will found a new institute in Bishkek, which will provide fee-based courses and practical training or re-training for employees of local companies in subjects such as management, development strategy, marketing, and data analysis. More than 80 employees from 15 companies signed up for initial training courses, which will be paid for by their employers.

#### **AMITY Foundation**

\$6,381

To support young design professionals in the Kyrgyz Republic. The grantee will commission a needs assessment of the design industry and local educational institutions. If the need is demonstrated, the grantee will design a project to improve practical training for young designers, and explore the possibility of creating a design studio for young professionals.

#### **Association of Organizations Supporting Handcrafts Development in Central Asia**

\$33,288

To support the growth of craftsmanship in Central Asia through the institutional development of a leading association of organizations working in this sphere. The grantee will develop and introduce improved membership policies, guidelines for effective management and financial sustainability, and marketing strategies to organizations which are part of the association. The project will enable the grantee to increase its organizational potential and more clearly define its strategy for sustainable growth.

#### **Bishkek Academy of Finance and Economics**

\$16,220

To strengthen the small business sector in Issyk-Kul oblast by instituting ecological management methods in the hospitality industry. The project will develop and put into practice models of ecological management and voluntary ecological certification procedures, which will engage local communities and travel agencies in the process of ecological planning and the development of tourist services. The project, co-financed by USAID and the British Department for International Development (DFID), will increase the appeal of the region's tourist industry.

### **2.1 Citizen Political/Economic Participation**

#### **Development and Cooperation in Central Asia Foundation**

\$26,896

To prevent and mitigate potential conflicts in the rural border area of the Kyrgyz Republic and Uzbekistan, where a number of Uzbek citizens are seeking political asylum in the Kyrgyz

Republic. The grantee will establish community councils in six villages, which will act as an informational resource for the local population. The grantee will provide legal consultations to these councils, inform the local population about the status of asylum seekers in the Kyrgyz Republic, about asylum-seekers' rights, and the Kyrgyz Republic's obligations toward them. These activities are designed to prevent conflict in the border region in connection with the arrival of asylum-seekers. The project is co-financed by Development and Cooperation in Central Asia (DCCA)

**Marketing Service Bureau Ltd**

\$72,957

To independently verify results of the 2005 Presidential elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of approximately 25,000 voters at 210 polling stations throughout the country, and disseminate the results widely. The project will help increase public trust in the election process and increase public participation in political decision-making. The project is co-funded by the Royal Netherlands Embassy in Almaty, the Norwegian Ministry for International Affairs, the Swiss Embassy in Tashkent and USAID.

**Economics Education and Research Consortium**

\$37,494

To strengthen the capacity of eight Kyrgyz universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

**Economics Education and Research Consortium**

\$29,050

To strengthen the capacity of Uzbekistani universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

**Regional Association of the Tenants of the Chui Valley (Our Home)**

\$21,094

To improve property management and the financial stability of home owners' associations in the Chui Oblast. The grantee will organize a series of seminars and trainings for home owners' associations, as well as roundtable discussions with administrative and government bodies. The project will help apartment owners understand their property rights with respect to the land surrounding their building, define the borders of their land plots, obtain deeds to their land, and will aim for more effective property management in general. The project is co-financed by the Urban Institute in Bishkek.

**Women's Public Union Eraiyim**

\$33,222

To improve the standard of living for internal migrants living in the area surrounding Bishkek, Kyrgyz Republic through the formation of self-help groups, which provide members with access to microcredit loans and other services. The grantee, one of a network of four local NGOs, will also provide legal consultations to internal migrants and create an information-sharing mechanism between the self-help groups, local government, non-governmental organizations, and the local community. The project is co-funded by the US State Department Democracy Commission.

**The Information Future Foundation**

\$26,565

To provide residents of rural Kyrgyzstan with access to information technology. The grantee will work to improve the computer literacy of the rural population through training, including internet and research courses for local schoolteachers, and special events at 19 computer access centers located in rural areas throughout the country. These centers were founded at the request of local administrations and with in-kind contributions from IT companies (such as phone lines) and local administrations (such as space and equipment). Upperclassmen at a technical school in Bishkek will complete internships at the centers which may become full time jobs managing the centers upon their graduation. At the conclusion of the project, the grantee will hold a roundtable with the participation of computer center staff and interns, regional education officials, and IT companies to discuss improving and diversifying the services offered by the computer access centers based on the needs of the community.

**Human Rights and Democracy Center**

\$17,254

To improve international law education for young lawyers in the southern Kyrgyz Republic. The grantee will form an Student International Law Club, made up of 20-25 upperclassmen studying law at Kyrgyz universities. The grantee will offer elective courses in legal English and international law to the members of the club, conduct mock trials, hold a student research contest, and complete at least five case studies based on current events, where students will analyze Kyrgyz law and international conventions relating to asylum law. Members of the club will also participate in an EF project monitoring the enforcement of asylum law in the border area between the Kyrgyz Republic and Uzbekistan. The project will establish a new resource for research, education and information on international law in the southern Kyrgyz Republic.

**SIAR-Bishkek Ltd.**

\$56,385

To independently verify results of the 2005 Parliamentary elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of about 6,000 voters at 80 polling stations in five cities and four oblasts, and disseminate the results widely. The grantee will also develop and disseminate analytical information for public use. The methodology and lessons learned from this pilot sample will be applied to a planned nationwide exit poll during the Kyrgyz presidential elections in October 2005. The project will help increase public trust in the election process and increase citizen participation in political and economic decision-making. The project is co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

**Consulting Company M-Vector**

\$2,905

To support free and fair elections in the Kyrgyz Republic. The grantee will organize a 4-day training on exit polling methodology for three sociological research groups in the Kyrgyz Republic. During this training, sixteen trainees will develop exit polling manuals, which will later be used to train a team of 240 interviewers in preparation for the upcoming parliamentary elections. This training is part of a larger exit polling project co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

**Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet

with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

**Media Consulting Development Foundation in CA**

\$2,957

To raise the competency of journalists and other media professionals in the Kyrgyz Republic on elections-related legal issues during parliamentary and presidential elections. The grantee will publish and distribute 500 copies of a reference book of normative and legal acts regulating mass-media in Kyrgyzstan to media organizations, journalists, students, lawyers and others. The grantee will also offer consultations to media professionals about their legal rights and responsibilities. The project will help journalists understand how to abide by the law and avoid conflicts with authorities during elections. This project is co-funded by the Organisation for Security and Co-operation in Europe (OSCE).

**Marketing Service Bureau Ltd**

\$2,475

To further develop exit polling as a means of promoting free and transparent elections in the Kyrgyz Republic. The grantee will consult with an expert from the Levada Center in Russia during a four-day training on preparing independent exit polls for employees of three Kyrgyz sociological research companies and develop a methodology and strategy for conducting exit polling during upcoming presidential elections. The trainings are part of a larger exit polling project which is co-financed by the Royal Netherlands Embassy in Almaty, the Norwegian Ministry of Foreign Affairs, and AED/USAID.

**The Public Technology Center**

\$1,864

To increase dialogue among civil society and institutes of management on evaluating the situation in the Kyrgyz Republic after the events of March 2005. The grantee will organize a conference for 120 participants, including local and international NGOs, and business and government representatives. The conference is part of the project "Democratic management: international experience for the Kyrgyz Republic and other countries of Central Asia", co-financed by the Soros Foundation -Kyrgyzstan.

***Development of Means of Mass Communication in the Kyrgyz Republic***

*The goals of the program are to increase the effectiveness, revenues, and level of management of the independent media in the Kyrgyz Republic.*

**Internews**

\$99,943

To increase the financial independence of print and electronic mass media outlets in the Kyrgyz Republic. The grantee will provide Kyrgyzstan's first professional trainings for media managers, including an internship component, and consultations to media outlets. It is expected that participating media outlets will increase advertising revenues, and in the case of print media, circulation, as a result, and that the trainings will create a base of domestic media consultants. This partnership project between Kyrgyz and Russian organizations is part of a Eurasia Foundation grant competition for Development of Means of Mass Communication in The Kyrgyz Republic.

### ***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.*

#### **Youth of Jalalabat**

\$3,000

To strengthen cross border cooperation among youth organizations in the Ferghana Valley. The grantee will conduct a youth forum, where the leaders of youth organizations from the Kyrgyz Republic, Tajikistan and Uzbekistan will discuss problems facing the Ferghana Valley's youth, propose solutions, and discuss possible new coalitions and associations among youth groups. The grantee will then design a project for regional cooperation to promote new ideas for resolving issues affecting youth in the Ferghana Valley

#### **The Osh Oblast Library Named After Toktogul**

\$17,517

To increase information exchange in the Ferghana Valley through cooperation between libraries in the Kyrgyz Republic and Uzbekistan. Libraries' electronic catalogs will be expanded, new electronic catalogs developed, and a regional library website established for the Ferghana Valley. At a Regional Library Forum, 50 library professionals will create a strategy for regional library cooperation. In order to expand libraries' stock in the valley's rural areas, a cross-border book exchange mechanism will be created. The grantee will also arrange internships and hold skills trainings for library staff on restoring and preserving books. The project will enable professional growth, increase cooperation among libraries, and improve trans- border communication and understanding in the Ferghana Valley.

#### **Kyrgyz Republic Artists Union/Osh Department**

\$15,845

To increase cross border cooperation among arts and culture institutions in the Ferghana Valley. Two professional arts organizations from the Kyrgyz Republic and Uzbekistan will work to raise public awareness and find new channels to bring Ferghana Valley artists' work to the world. The grantees will establish a central website for cultural groups in the Valley, organize a regional arts forum, and hold two roundtables in Osh and Ferghana with local and international NGOs and government officials, where they will discuss new means for regional cooperation and integration of the cultures and art of the peoples of the Ferghana Valley. They will also organize arts-specific management and marketing training for 40 representatives of arts groups from the Kyrgyz Republic, Uzbekistan and Tajikistan. The project will promote mutual understanding and cooperation between those working in the arts and culture in the Ferghana Valley

#### **PF Smile**

\$17,357

To increase public awareness of the problems of adolescents and their families in the Ferghana Valley. Two organizations, one from the Kyrgyz Republic and one from Tajikistan, will provide consultations to adolescents and refer them to local organizations which can help them to resolve their problems. The grantees will also train 400 young people on business skills and create centers for practical business training for youth in Osh and Khujand. The project will strengthen cooperation between government and civil society organizations, and seek to lower crime among adolescents in the Ferghana Valley

#### **CIMERA in Kyrgyzstan**

\$90,569

To promote multilingual education in the Ferghana Valley at the primary school level. This grant will continue the implementation of 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 Royal Netherlands Embassy and the U.S. Agency for International Development.

#### ***Labor Migration Program***

*EF funded program will assist Kyrgyz labor migrants to work legally in Russia. This project aims to provide Kyrgyz immigrants with legal support, as well as to identify available jobs and skills needed to fill the vacancies in Russian labor market. The project will also try to establish a dialogue between civil society and government bodies to improve migrant labor laws. This would have a tremendous social and economic impact on the region. At the end of the project EF will commission an external impact evaluation, including a survey of labor migrant, employers and local government officials, to identify best practices and lessons learned.*

#### **Public Fund for Assistance to the Development of Legal Infrastructure and Education**

\$35,262

To improve the quality of legal services available to Kyrgyz labor migrants and protect their legal interests and rights. The grantee will provide support to four legal assistance centers for labor migrants in the Kyrgyz Republic including preparing informational materials for migrants, providing expert advice, training and consultations for lawyers on staff, and monitoring the centers' activities. The project is part of a larger pilot initiative which will help protect the rights of Kyrgyz labor migrants in Sverdlovsk Oblast, Russia.

#### **The Public Technology Center**

\$20,949

To introduce a system of monitoring labor migration in the Kyrgyz Republic. The grantee will collect and analyze information needed for labor migration policy decision-making, and conduct training on how to effectively use analytical and statistical information for government and civil society representatives who work on labor migration issues. The project, part of a larger pilot initiative which will help protect the rights of Kyrgyz labor migrants in Sverdlovsk Oblast, Russia, will allow for increased cooperation between government and civil society leaders on labor migration issues and invite broader participation in the policy decision-making process.

#### **Public Union of Youth Initiatives**

\$85,425

To protect the rights of Kyrgyz labor migrants working in Russia. Together with partner organizations in Ekaterinburg, Russia, the grantee will establish four labor migration assistance centers in order to help migrants to register legally and receive work permits, and work to increase labor migrants' awareness of their labor rights and responsibilities. The project is part of a larger pilot initiative which will help protect the rights of Kyrgyz labor migrants in Sverdlovsk Oblast, Russia.

## **2.2 Improved Legal Systems**

#### **Public Association Ferghana Valley Lawyers without borders**

\$49,974

To increase cross-border trade and travel and lower rights abuses at border crossings in the Ferghana Valley. The grantee will provide legal consultations to the residents of border areas, train customs officers about border crossing rules and regulations, and monitor enforcement of international agreements which regulate border crossings and trade among the three countries of the Ferghana Valley. The project is co-funded by the Democracy Commission of the US Department of State. These activities are a continuation of an initial 10-month grant which was co-funded by the Canadian Government



## **Moldova**

### **2.1 Citizen Political/Economic Participation**

#### **Association of Economic Journalists**

\$21,591

To promote a favorable climate for free and independent media in the Republic of Moldova by campaigning for a trade union of media professionals. Under the project the grantee will form working groups to develop the by-laws of a national media trade union for media, proposing new forms of labor protection for media professionals. The project represents an important pre-condition for creating a media union. It will decrease the number of employment conflicts in the mass media sector.

#### **Association for Participatory Democracy**

\$15,606

To make recommendations on improving the Moldovan election code and other regulations. The grantee will form a working group of government and parliament representatives, international experts, and Moldovan civic leaders. This working group will identify gaps in the current election code and other election-related regulations. Based on the needs identified, the working group will draft amendments to the legislation and will promote the changes involving all concerned stakeholders. By making improvements to the election code, the grant will help make future elections more fair, transparent and democratic.

## Russia

### 2.1 Citizen Political/Economic Participation

#### **Administration of the Kemj Area**

\$2,993

To support the initiative of the local administration from the city of Kem in Karelia for the improvement of its socio-economic situation through mobilization of the local authorities and the community in the fight against female alcohol abuse in the region. To promote the introduction of the best Russian practices and the creation of a permanent social structure to prevent the development of this dangerous ailment in the region.

#### **Economics Education and Research Consortium**

\$637,000

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.'

#### **Media Development Loan Fund**

\$151,312

To support development of independent media in Russia by enabling independent print media companies to access and master technological and managerial accounting tools and to develop the best ownership structures for their businesses. In the framework of the project three special software programs will be adapted to the needs of Russian print media and taught to managers of six Russian independent press outlets. The project will also include a series of on-site consultations and client-to-client visits. Long term, the products of the project will be distributed to a wider circle of Russian print outlets.

#### ***Labor Migration Program***

*EF funded program will assist Kyrgyz labor migrants to work legally in Russia. This project aims to provide Kyrgyz immigrants with legal support, as well as to identify available jobs and skills needed to fill the vacancies in Russian labor market. The project will also try to establish a dialogue between civil society and government bodies to improve migrant labor laws. This would have a tremendous social and economic impact on the region. At the end of the project EF will commission an external impact evaluation, including a survey of labor migrant, employers and local government officials, to identify best practices and lessons learned.*

#### **Public Union of Youth Initiatives**

\$85,425

To protect the rights of Kyrgyz labor migrants working in Russia. Together with partner organizations in Ekaterinburg, Russia, the grantee will establish four labor migration assistance centers in order to help migrants to register legally and receive work permits, and work to increase labor migrants' awareness of their labor rights and responsibilities. The project is part of a larger pilot initiative which will help protect the rights of Kyrgyz labor migrants in Sverdlovsk Oblast, Russia.

## Tajikistan

### **1.3 Private Enterprise Development**

#### **Micro Lending Foundation Humo**

\$2,980

To help micro-entrepreneurs get access to finance. The grantee, a new micro-finance institution, will send its finance manager and two credit officers to training courses. As a result, the grantee should improve the efficacy of its lending operations.

#### **Sapeda**

\$21,947

To support cross-border trade between Tajikistan and Afghanistan. The grantee will research the Afghan market for businesses in a Tajik border region, train small business people in Afghanistan and Tajikistan in skills needed to expand business and trade, and convene meetings of government officials to encourage cross-border trade. This will help residents near a major bridge being built by the U.S. government take advantage of new trade opportunities.

#### **Progress**

\$22,340

To help develop small-scale commercial fishing. The grantee will provide intensive training for fishermen in northern Tajikistan, and hold roundtables to discuss the problems of fish poaching and economic potential of legal fishing. This project could expand employment opportunities and mitigate the environmental consequences of poaching.

#### **Sadoi Umed**

\$11,380

To promote beekeeping as a viable small business in a mountainous region. The grantee will provide business and practical training and consultations to at least 75 beekeepers and distribute sets of equipment in five rural regions. As a result, residents of a poor, remote region will gain sustainable income-generating work.

#### **Enterprise Development Center**

\$17,247

To promote business in a cross-border region. The grantee will establish a training and consulting center and work with small entrepreneurs, the majority of whom are dependent on trade with neighboring Uzbekistan and Kyrgyzstan, to provide the skills and advice needed to expand their businesses.

#### **Solar Environmentalist**

\$21,098

To promote solar power in a country suffering an energy crisis. The grantee will stage a publicity campaign among businesses and government entities in northern Tajikistan which could benefit from water heaters, cookers, food-drying apparatus and other simple solar-powered devices, and offer seminars and literature on how to introduce solar power.

## **2.1 Citizen Political/Economic Participation**

### **Independent Television Kurgontepa**

\$9,838

To expand southern Tajikistan residents' access to independent media. The grant recipient will purchase a broadcast transmitter that will increase its broadcast radius to reach up to 700,000 people who currently lack access to independent television. The station will also introduce a news talk show. This grant is supported by the Netherlands Government.

### **Economics Education and Research Consortium**

\$14,715

To strengthen the capacity of Tajikistani universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

### **Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

### **Fund for the Memory and Protection of Tajikistani Journalists' Rights**

\$29,645

To improve access to independent print media. Leading Tajik-language independent newspapers recently lost their access to existing printing presses. The grantee will purchase a press and offer its services to independent newspapers. Under this project Tajikistanis will regain an important source of information.

### **Dastgiri**

\$9,187

To help match job-seekers and employers. A high percentage of Kurgan-Tube's workforce is comprised of labor migrants. This project will help unemployed people find jobs inside Tajikistan, compensating for an inadequate government placement agency. By easing job searches, this project can lower the number of unemployed waiting for work.

### **Tajik Association of Independent Electronic Mass Media**

\$24,463

To improve the legal environment for independent journalism in Tajikistan. The grantee will organize a working group, invite experts from Russia and Kazakhstan and hold public meetings to ensure that independent journalists play a major role in drafting a new media law. The law could lay the groundwork for more sustainable, better defended and higher quality media.

### **Tamaddun**

\$25,016

To promote a new source of income for rural people. The grantee will train remote communities in providing tourism services, identify 20 new tourist routes, and market these through brochures and a web-site. Tourism in Tajikistan has the potential to increase, and this grant will help prepare communities to attract and accommodate tourists.

**Public Association Union of Consumers**

\$22,850

To promote housing reform. Tajikistan lacks a legal basis for apartment owners' associations. The grantee will study housing law in neighboring countries, hold seminars and a conference, work with apartment owners, and draft and promote a new law to establish these associations. Once established, the associations will empower owners to care for communal property and collectively negotiate with utilities providers.

**Jahon**

\$17,520

To promote corporate philanthropy. The grantee will study corporations' charitable programs in Kazakhstan and survey current practices in Tajikistan. It will then promote the idea of strategic, impact-oriented giving among companies in Tajikistan through literature, the media, a conference and individual consultations. The project will conclude with corporations designing and funding one or more charitable events.

**Fund for the Memory and Protection of Tajikistani Journalists' Rights**

\$2,320

To strengthen independent media in Tajikistan. The organization's director will attend a publishing exhibition in Moscow, where he will select a printing press. Under a separate grant, the press will be installed in Dushanbe, to give independent newspapers greater freedom.

**Public Association Nurafshon**

\$22,440

To help internal migrants integrate into a southern region where people from across Tajikistan have been resettled in an attempt to increase cotton production. Kyrgyz NGOs with experience in refugee resettlement will transfer best practices to the grantee. The grantee will then give the migrants community development training and hold events to promote inter-ethnic tolerance. This grant will lessen the potential for conflict and increase the welfare of the resettled people.

**Toward a Life**

\$20,325

To help senior citizens defend their rights. The grantee will offer trainings, legal consultations, periodic discussion groups and a newsletter for senior citizens to increase their legal awareness and take concrete steps to defend their interests and identify and solve common problems.

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$37,790

To improve journalism. This grant funds the second and final year of a master's program for nine journalists from Turkmenistan, Tajikistan and Uzbekistan at a leading Central Asian journalism school. With knowledge gained from courses in on-line journalism, advanced news writing and others, the journalists will help raise standards in their home countries.

**Economics Education and Research Consortium**

\$29,050

To strengthen the capacity of Uzbekistani universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

### ***Fergana Valley Initiatives***

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

#### **Chaika**

\$19,175

To increase public awareness of the problems of adolescents and their families in the Fergana Valley. Two organizations, one from the Kyrgyz Republic and one from Tajikistan, will provide consultations to adolescents and refer them to local organizations which can help them to resolve their problems. The grantees will also train 400 young people on business skills and create centers for practical business training for youth in Osh and Khujand. The project will strengthen cooperation between government and civil society organizations, and seek to lower crime among adolescents in the Fergana Valley

## **2.3 More Accountable Local Government**

### **Public Association Ma'rifati Khukuki**

\$9,162

To improve the work of Tajik electoral commissions, prior to voting for parliament in February 2005 and president in 2006. The grantee will train 120 commission members in four cities in election law, publish a guidebook for commissions, and poll voters after the parliamentary elections to prepare recommendations for the presidential vote. This project could help reduce violations caused by lack of legal knowledge.

## **Turkmenistan**

### **2.1 Citizen Political/Economic Participation**

#### **Kazakhstan Institute of Management, Economics and Strategic Research**

\$37,790

To improve journalism. This grant funds the second and final year of a master's program for nine journalists from Turkmenistan, Tajikistan and Uzbekistan at a leading Central Asian journalism school. With knowledge gained from courses in on-line journalism, advanced news writing and others, the journalists will help raise standards in their home countries.

## **Ukraine**

### **1.3 Private Enterprise Development**

#### ***LEaD: Local Economic Development II***

*The ultimate goal for the project is to stimulate economic development and employment opportunities in depressed regions. To accomplish this goal, a three-pronged approach will be used that aims to 1) spur SME development at the regional level, 2) build business support infrastructure, and 3) create conditions for the public-private dialogue at the regional level.*

#### **Lviv Tourist Board Association**

\$18,970

To generate new job opportunities and promote private entrepreneurship development in rural areas of the Lviv oblast. With co-funding from the OSCE, the grantee will train unemployed individuals and start-up entrepreneurs in how to offer tourist services, such as being a tourist guide or instructor. In addition, the grantee will consult the Drohobych rayon state administration in implementing a Rayon Tourism Program. In addition to improving existing tourist businesses' profitability, the project will increase the number of new businesses and jobs created.

#### **Entrepreneurs Support Foundation**

\$14,458

To generate new job opportunities and stimulate small business growth in rural areas of the Ivano-Frankivsk oblast. With co-funding from the OSCE, the grantee will provide job training to unemployed and under-employed people in various hospitality industry services, including hotel and restaurant management and rural tourism. Specific activities include internships within the service industry, workshops with potential employers, and a distributing a manual. In addition to improving existing tourist businesses' profitability, the project will increase the number of new businesses and jobs created.

### **2.1 Citizen Political/Economic Participation**

#### **Institute for Economic Research and Policy Consulting**

\$17,630

To provide expert evaluation of the government's policies after its first 100 days. The grantee has organized a consortium of Ukrainian strongest non-governmental analytical centers to conduct research, prepare a joint publication, and organize a high-profile presentation of their findings. The presentation will be attended by the representatives of administration, parliament, NGO community and mass-media. The project will be a new, innovative mechanism for NGO-government collaboration and provide expert opinions for the government to incorporate into its policy choices.

#### **Institute of Non-Profit Management, Ukrainian Catholic University**

\$30,350

To introduce a Ukrainian-language version of an intensive one-year certificate program in non-profit management. The grantee, a higher education institution accredited by the Ministry of Education, will develop a Ukrainian-language curriculum based on courses currently taught only in English. The grantee will also augment an existing Resource Center with new Ukrainian-language materials. A national conference will provide students of the program opportunities for networking and applying their knowledge. The program will provide NGO leaders the necessary skills to effectively manage their organizations.



**Civil Society Institute**

\$4,993

To increase awareness of the general public about the process of territorial reform in Ukraine. The grantee will produce a brochure addressing the most frequently-asked questions on how administrative-territorial reform will affect citizens, using easy-to-understand examples. Citizens will become aware about the different possibilities for restructuring local communities. Such awareness will allow them to make informed input into draft administrative-territorial reforms.

**Ukrainian Center for Economic and Political Studies Named After O. Razumkov**

\$11,990

To provide independent expert recommendations on bilateral relations between Ukraine and Russia. The project will publish a newsletter to summarize the outcomes of the meeting of Ukrainian and Russian politicians and experts. The newsletter will also present the results of 2001-2005 public opinion surveys on Ukrainian-Russian relations. To present the publication to key stakeholders (including policy makers, independent think tanks, and NGOs), the grantee will organize a round table and send copies to a mailing list. The project will increase awareness among policy makers and stimulate public debate on the topic.

**Kharkiv Market Reforms Press Club**

\$1,500

To provide fair and balanced election-related information to journalists and citizens of Kharkiv, Dnipropetrovsk and Kherson oblasts. The grantee will set up a press-center, produce and disseminate seven issues of a media digest, and conduct three press conferences for journalists from the target oblasts. The project will help the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

**Donetsk Press Club**

\$1,500

To provide fair and balanced election-related information to journalists and citizens of Donetsk, Luhansk and Zaporizhia oblasts. The grantee will set up a press-center, produce and disseminate seven issues of a media digest, and conduct three press conferences for journalists from the target oblasts. The project will help the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

**Ukrainian Miners Independent Trade Union**

\$2,891

To provide fair and balanced election-related information to citizens of Eastern Ukraine. The grantee will produce and distribute 100,000 copies of special edition of the Aspekt newspaper and 300 informational packages and distribute them among miners through the newspaper distribution network and through information teams in Donetsk, Dnipropetrovsk and Luhansk oblasts. Project materials will contain non-partisan information on election-related issues. This information campaign will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

**Democratic Union of Youth Kharkiv Oblast Youth Public Organization**

\$4,090

To design and implement an innovative approach to delivering humanitarian assistance through corporate sponsorship. Cooperating with the city social services department, NGOs, and local businesses, the grantee will distribute 8,000 food packages to vulnerable populations. A media program and case study will raise awareness and encourage others to use similar methodologies. The project will create a transparent and effective mechanism for businesses

to contribute to charitable activities. The grant is part of the "Partnership for prosperity" project funded by Philip Morris Ukraine.

***Vox Populi: Public Dialog for Solving Local Communitis Issues***

*To introduce innovative ways to incorporate input from citizens and outside experts into the process of administrative reforms in Ukraine*

**Private Initiative Development Agency**

\$8,294

To incorporate input from citizens and outside experts into the process of administrative reforms in the Ivano-Frankivsk oblast. In close cooperation with the oblast government, the grantee will set up an Administrative Reform Support Center. This center will conduct a variety of activities to solicit and analyze citizen's ideas for improving local governance. Activities include setting up various advisory boards, holding public debates and discussions, and sharing draft procedures and documents. The project will introduce a new methods for citizen feedback on the oblast level and increase citizens' satisfaction with the government's understanding and response to their needs.

**Community Connections Alumni Association Journalism Union**

\$6,529

To incorporate input from citizens and outside experts into the Zaporizhzhya city council's decision-making. In close cooperation with the city council, the grantee will create a public council on administrative reform. Through the council, the grantee will conduct public hearings and train community leaders. The media will also be used to inform citizens on how they can provide input into local governance. The project will introduce a new system of citizen feedback for Zaporizhia and increase citizens' satisfaction in the local government's abilities to understand and respond to their needs.

**Luhansk Oblast Organization Public Legal Assistance Service**

\$7,280

To incorporate input from citizens and outside experts into the decisions made by the Luhansk city and oblast governments. Together with local government authorities, the grantee will set up an independent public information and analytical center to solicit and analyze citizen's ideas for improving local governance. The grantee will also conduct public participation events in other cities of the Luhansk oblast. The project will introduce a new system of citizen feedback for Luhansk city and oblast, and increase citizens' satisfaction in the local government's abilities to understand and respond to their needs.

**Face to Face**

\$7,997

To incorporate input from citizens and outside experts into the local government's decision-making. With significant support from the Odesa city council, the grantee will set up a public center for local democracy development, which will set up new mechanisms to solicit and analyze citizen's ideas for improving local governance. The project will introduce a new system of citizen feedback for Odesa and increase citizens' satisfaction in the local government's abilities to understand and respond to their needs.

**2.2 Improved Legal Systems**

**Center for Political and Legal Reforms**

\$31,840

To assist the parliament on reforming the system of public administration in Ukraine. The grantee will ensure that expert and citizen input is incorporated into the conceptual framework for reform and into bills introduced to parliament. Draft bills will receive external expert evaluation from renowned European experts to ensure compliance to EU standards. Public events, such as parliamentary hearings, will ensure citizen input. The grantee's work will help

streamline the process of governance in Ukraine. The project is co funded by the Indiana University Parliamentary Development Project, implementing the USAID Democratic Parliamentary Strengthening Program for Ukraine.

### **2.3 More Accountable Local Government**

#### **European Dialogue**

\$25,106

To introduce methods of policy evaluation to governing councils in rayons of the Lviv oblast. After identifying five pilot rayons, the grantee will train a group of deputies from each rayon council. Deputies trained by the project will create evaluation commissions and conduct evaluations on issues of community interest. Evaluation reports will be discussed at open rayon councils sessions and widely disseminated among local communities. Based on the experiences of the project, the grantee will develop a manual on how local governments can use evaluation tools. The project will help to increase the professionalism and transparency of local government institutions.

#### **Civil Society Institute**

\$65,142

To incorporate input from experts and citizens into the process of administrative reforms in Ukraine. The grantee will assist government officials in drafting policy documents on administrative reforms in four oblasts. Feedback mechanisms including hotlines and public hearings will be used for receiving and channeling citizens' concerns to various government working groups. Policies devised by these groups will incorporate feedback from citizens. The project will increase government responsiveness to citizens' concerns on administrative issues and improve the effectiveness of local public administration in Ukraine.

#### **International Charitable Organization "Center for Ukrainian Reform Education"**

\$49,996

To incorporate input from citizens and outside experts into the process of administrative reforms in Ukraine. After receiving training and materials in principles of territorial reforms, the grantee's network of regional press clubs will conduct a total of sixteen roundtables in four different oblasts for presenting and discuss administrative reforms. Roundtable participants will include government representatives, community leaders, and representatives from the local media. The grantee will ensure that feedback from citizens reaches the government through telephone hotlines and collecting data on the round tables' outputs. The project would lead to increased public participation in the national discussion on administrative reforms. This public participation will contribute to increased government responsiveness to citizens' concerns on administrative issues.

#### **Association for Economic Development of Kharkiv Oblast Communities**

\$23,132

To introduce quality management systems in accordance with ISO 9001:2000 certification to the Chuhuev city council. Using experts and resources from Komsomolsk, a city in a neighboring oblast, the grantee will monitor the quality of services provided by the local government, provide recommendations on improvement, and train city council deputies and utility service providers in quality management. The project will help set up a Municipal Services Center as an information clearinghouse on municipal services. Cofunded by the Chuhuev city council, the project will help to increase the transparency, effectiveness, and quality of services provided to citizens by city council

### ***Strengthening Rural Councils***

*To increase the effectiveness of rural councils by strengthening their ability to act in the interest of their constituents.*

### **Nizhnegorie Entrepreneurs and Agrarians Union**

\$24,679

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will train and advise rural council members and community activists in public private partnership and other key areas. The grantee will also organize a study tour to Western Ukraine. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work with 19 villages of the Nyzhniogirskiy district of the Crimean Autonomous Republic.

### **Municipal and Regional Development Center**

\$18,914

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will help four target village councils develop and implement programs to address the villages' most critical needs, including energy saving and environmental protection. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work with Velykyi Lyubyn, Mshana, Sukhovolia and Buchaly villages in the Horodotskyi district of the Lviv oblast. The project is co-funded by the Organization for Security and Cooperation in Europe.

### ***Ukrainian-Belarusian Partnership for Community Development***

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

### **All-Ukrainian Union of Public Organizations Association of Regional Development Agencies**

\$49,629

To support community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. The grantee will help create five different working groups on the most important local development issues in Belarus. Selected members of these working groups will participate in a series of study tours to Ukraine. Study tour participants will return to Belarus and conduct local development projects under the grantee's technical supervision. Furthermore, participants will continue working with each other, perhaps forming nation-wide networks of experts on community development issues in Belarus. This project, a continuation of a program co-funded by the Charles Stewart Mott and International Renaissance Foundations, will improve the abilities of Belarusian community leaders to address local issues and reinforce proactive, systematic contacts between Ukrainian and Belarusian local development experts.

## **Uzbekistan**

### **1.3 Private Enterprise Development**

#### **Surkhandarya Branch of Republican Universal Agriculture Commodity Exchange Ltd.**

\$14,371

To open the Afghanistan market to farmers and commodity producers in southern Uzbekistan. The grantee will train Uzbek businesspeople in export procedures; publish a bulletin listing goods for sale in Uzbek, Dari and Pashtun, and distribute it in northern Afghanistan; and organize a series of trips for Uzbek businesspeople to Afghanistan to meet potential buyers.

#### **Aid to Artisans, Inc.**

\$12,428

To further the development of the Uzbek pottery industry and promote cooperation with Afghanistan. Potters from Afghanistan will travel to Uzbekistan, to exchange techniques and participate in a crafts fair in Bukhara. This complements an earlier grant in which Uzbeks visited their counterparts in Afghanistan.

#### **Shahrisabz Foreign Languages Training Center**

\$10,000

To promote the development of small businesses specializing in traditional textiles. The grantee will help women improve the production and marketing of traditional "Iroq" embroidery, by holding training seminars and establishing contacts with potential wholesale buyers.

### ***Khorezm Cottage Industry Development***

*To help people in an underdeveloped region develop income-generating activities at home*

#### **Center for Legal and Social Supporting Selen**

\$8,075

To increase the income of individual entrepreneurs. The grantee will help people, mainly women, working at home develop products that answer market demand, by providing training, consultations and marketing. This grant was awarded under the Khorezm cottage industry development competition.

#### **Women Center Ihlos**

\$4,435

To strengthen individual entrepreneurship. The grantee will hold a roundtable to bring government attention to home employment as a way of combating poverty. It will provide business trainings and consultations to women working at home; and host two fashion shows and a crafts fair. This grant was awarded under the Khorezm cottage industry development competition.

### ***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.*

#### **Khukukiy Khizmat Attorneys**

\$28,009

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in

solving the cases of these violations. This project is the continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.

## **2.1 Citizen Political/Economic Participation**

### **Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors

### **Samarkand Agricultural Institute**

\$15,660

To support agriculture reform. The grantee will develop and pilot a new bachelor's course and textbook in agricultural policy and markets. By preparing graduates with a better understanding of agriculture policy issues, the grant will strengthen efforts to liberalize the sector.

### **Samarkand State University Under the Name of Alisher Navoi**

\$27,499

To increase museums' contribution to the tourism economy. The grantee will develop training courses and materials in museum management for colleges students and museum administrators, and pilot the curricula. By making museums more attractive to visitors, this project can create jobs by taking advantage and contributing to Uzbekistan's strong potential for tourism.

### **FIDO Association**

\$26,524

To strengthen the capacity of civil society organizations. The grantee will provide NGOs and neighborhood councils, or "makhallas," with a support center, trainings, consultations and legal advice. As a result, these organizations should improve the delivery of social services.

### **Open Library of Legal Information**

\$16,940

To increase legal literacy in Uzbekistan. The grantee will gather national and international human rights laws and publish the collection on a compact disc. It will then distribute the discs among libraries, NGOs, educational institutions and government officials, complementing other efforts to improve human rights in Uzbekistan.

### **AralEcoStan**

\$22,200

To strengthen the fishing industry in the Aral Sea region. Despite the drying up of the Aral Sea, fishing can be restored on a smaller scale. The grantee will introduce fish-breeding techniques and offer business training to fishermen. It will also work with government officials to address questions of fish poaching and water supply.

### **Kumakchi Center for Social and Legal Support to Population**

\$8,012

To increase citizen participation. The grantee will work with citizen groups and the government to decrease pollution in historic Khiva's main river. The project will provide a model for citizens' groups working together with government to solve important problems.

**Libraries' Association of Uzbekistan**

\$9,050

To increase discussion of public policy issues. The grantee will involve library users, civil society representatives and government officials in five regions of Uzbekistan in focused discussions on how to improve library and information services. The participants will produce a plan for upgrading the library system and serve as an example of collective decision-making.

**Uzbek Association of International Law**

\$23,500

To improve intellectual property protection in Uzbekistan, through improving legal knowledge and recommending improvements to the law. The grantee will provide training and workshops for authors, copyright holders, government officials and consumers on copyright law. It will also develop recommendations to improve legislation and regulatory procedures. Microsoft Corporation is co-funding this project.

**The International Public In-Service Training Centre for Journalists**

\$22,527

To strengthen media's role in promoting trade with Afghanistan. The grantee will provide a range of media training to 20 journalists from bordering regions in Uzbekistan and Afghanistan, and help them prepare and exchange articles and broadcast programming. The grantee will emphasize economics and trade reporting to help Uzbek entrepreneurs identify and pursue opportunities in Afghanistan.

**Ishonch**

\$18,820

To promote equal access to medical services. The grantee will hold seminars with medical professionals and publish a brochure on patients' rights to improve legal knowledge, and offer legal support to patients who suspect their rights have been violated.

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$37,790

To improve journalism. This grant funds the second and final year of a master's program for nine journalists from Turkmenistan, Tajikistan and Uzbekistan at a leading Central Asian journalism school. With knowledge gained from courses in on-line journalism, advanced news writing and others, the journalists will help raise standards in their home countries.

**Economics Education and Research Consortium**

\$29,050

To strengthen the capacity of Uzbek universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

***Fergana Valley Initiatives***

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

**Association of Librarians of Fergana Oblast**

\$16,004

To increase information exchange in the Fergana Valley through cooperation between libraries in the Kyrgyz Republic and Uzbekistan. Libraries' electronic catalogs will be expanded, new electronic catalogs developed, and a regional library website established for the Fergana Valley. At a Regional Library Forum, 50 library professionals will create a strategy for regional library cooperation. In order to expand libraries' stock in the valley's rural areas, a

cross-border book exchange mechanism will be created. The grantee will also arrange internships and hold skills trainings for library staff on restoring and preserving books. The project will enable professional growth, increase cooperation among libraries, and improve trans-border communication and understanding in the Ferghana Valley.

#### **Istikbol Arts, Culture, Science, and Education Association**

\$10,940

To increase cross border cooperation among arts and culture institutions in the Ferghana Valley. Two professional arts organizations from the Kyrgyz Republic and Uzbekistan will work to raise public awareness and find new channels to bring Ferghana Valley artists' work to the world. The grantees will establish a central website for cultural groups in the Valley, organize a regional arts forum, and hold two roundtables in Osh and Ferghana with local and international NGOs and government officials, where they will discuss new means for regional cooperation and integration of the cultures and art of the peoples of the Ferghana Valley. They will also organize arts-specific management and marketing training for 40 representatives of arts groups from the Kyrgyz Republic, Uzbekistan and Tajikistan. The project will promote mutual understanding and cooperation between those working in the arts and culture in the Ferghana Valley

#### ***Khorezm Cottage Industry Development***

*To help people in an underdeveloped region develop income-generating activities at home*

#### **Crisis Center Muhtoj**

\$9,410

To promote clothes-making as a micro-business. The grantee will produce a catalogue of traditional Khorezm clothing, and teach women working at home how to produce these styles. It will then help the women market the clothing in the tourist center of Khiva. This grant was awarded under the Khorezm cottage industry development competition.

#### **Maksad Youth Center**

\$7,606

To promote community economic development. The grantee will train village women in raising poultry, and distribute birds to the trainees. The grantee will make a veterinarian and incubator available to the participants to keep their flocks healthy and growing. This grant was awarded under the Khorezm cottage industry development competition.

#### ***Production of TV Programs on Labor Migration***

*The competition will select television stations in Uzbekistan to produce a series of reports on labor migration, with extensive reporting in Russia and Kazakhstan, with the goal of raising awareness in order to both improve the readiness of labor migrants and spur popular support for legislative reform.*

#### **Jasmin**

\$31,440

To raise awareness of labor migration issues in Uzbekistan. The grantee will work with a local television station to prepare and broadcast a series of shows on the experience of labor migrants. It will also publish brochures with legal advice and offer legal consultations to prospective migrants. This project should both highlight the problems of labor migrants and assist migrants in complying with the laws of Uzbekistan and their host countries.

#### **Karakalpak Republican Woman Public Union Khayal Ham Shanarak**

\$26,965

To raise awareness of labor migration issues in Uzbekistan. The grantee will work with a local television station to prepare and broadcast a series of shows on the experience of labor migrants. It will also publish brochures with legal advice and offer legal consultations to



prospective migrants. This project should both highlight the problems of labor migrants and assist migrants in complying with the laws of Uzbekistan and their host countries.

***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.*

**Bukhara Regional Bar Association**

\$39,531

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in solving the cases of these violations. This project is the continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.

***Uzbekistan Public Advocacy Center Network***

*Public Advocacy centers (PAC) in Uzbekistan will be selected to promote rule of law and building the capacity of civil society organizations in Uzbekistan. The PACs will be bring coordinated lawsuits accross the country, to promote uniform application of existing legislation*

**Fides Attorneys**

\$46,549

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in solving the cases of these violations. This project is the continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.



**Appendix E**  
**Non-U.S. Government Grants by**  
**Country and Strategic Objective**



# Armenia

## **2.1 Citizen Political/Economic Participation**

### **Internews**

\$48,701

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

### **HAVAT Public Organization of Deaf Children's Mothers**

\$12,250

To promote the socio-economic integration of disabled children, into mainstream society. The project will provide sign language courses, computer literacy classes, and local-crafts training to hearing-impaired children.

### ***The Caucasus Research Resource Centers (CRRC)***

*CRRC are 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 in the South Caucasus. A partnership between the Carnegie Corporation of New York, the Eurasia Foundation, and local universities, the CRRC network offers scholars and practitioners stable opportunities for integrated research, training and collaboration in the region.*

### **Anahit Mkrtchyan**

\$1,960

The current fellowship research is conducted by Anahit Mkrtchyan. The purpose of this research is to help encourage women in Armenia to play an increasingly active role in political and socio-economic life in Armenia. The fellow proposes to reach this aim by studying the number and quality of vocational trainings available and acquired by women in Armenia, as well as the perception of women in Armenia's society. The fellow will conduct this research by using the data available through the CRRC 2004 Data Initiative database, and will gather information from employment service centers in five different regions of Armenia to assess the current situation of women in the employment sector. She will answer the following questions: What are the difficulties of women acquiring and accessing vocational training? How active are women in the employment sector? What are the differences of women and men in political and socio-economic sector? The fellow will finally produce an analytical report on research results, a recommendations paper for policy makers, and an article to be published in various journals and magazines. These products will be disseminated to members of the research community and to policy-makers.

**Gohar Shahnazaryan**

\$1,810

The current fellowship research is conducted by Gohar Shahnazaryan with the purpose to analyze gender trends in contemporary Armenian society. The fellow proposes to reach this aim by studying social institutions and migration movements from the gender perspective, as well as changes in the social status of men and women in contemporary Armenian society. To conduct this research the fellow will use the CRRC 2004 Data Initiative database and conduct a qualitative sociological survey. The fellow will attempt to answer the following questions: What are the attitudes related to gender equality in Armenia? What are the causes and obstacles for women's involvement in socio-political institutions? Based on the research results, the fellow will produce an analytical paper, and a recommendation paper for members of the research community and policy makers on the effective development and implementation of a gender policy in Armenia. The fellow will also conduct a roundtable to describe the research results and recommendations to the research community and policy-makers, particularly from Armenia's National Action Plan on Women's Role Improvement 2004-2010.

**Manuk Hergnyan**

\$2,000

The current fellowship research is conducted by Manuk Hergnyan and aims to study the impact of emigrants/emigrant networks (thereafter- new Diaspora and/or old Diaspora) on the economic development of Armenia. In particular, this research aims to study the factors that affect the involvement of the Diaspora in generating Foreign Direct Investments (FDI). The research will provide a better understanding of the Diaspora's role on Armenia's economic development and particularly Armenia's role in attracting foreign direct investment. The research project will enable to identify the impact of Diaspora-connected FDI on the structure of household income, job creation, and on the competitiveness of the country in general. Based on the results of the proposed research, the fellow will produce a working paper, which will also available as a power point presentation. The fellow will also organize and conduct a seminar/workshop for the experts in the respective field, which will be elucidated by the Vem Radio's Economy and Values show. The research materials will be disseminated through various web sites, such as CRRC, the Ministry of Foreign Affairs, the Ministry of Trade and Economic Development and the Armenian Development Agency (ADA).

**Diana Ter-Stepanyan**

\$1,740

The current fellowship research is conducted by Diana Ter-Stepanyan. Its purpose is to help increase the quality of civic education, particularly in the areas of law and social studies in high schools of Armenia. The researcher will utilize both quantitative and qualitative research methods to analyze the effectiveness and efficiency of specific social science courses currently offered at Armenian secondary schools, such as "Human Rights", "Civil Society" and "State and Law". Based on the research results, a final report and a set of recommendations will be developed and distributed amongst key stakeholders, such as principals of all the Armenian secondary schools, members of the network of the law and social studies teachers, appropriate governmental agencies, other local and international organizations interested in educational issues. Also, the researcher will elaborate methodological instrument that can be used to assess the effectiveness of specific social science courses at secondary school.

**Gohar Jrbashyan**

\$2,000

The current fellowship research is conducted by Gohar Jrbashyan. The purpose of this research is to help combat child poverty in Armenia. The fellow proposes to reach this purpose by studying the socio-economic conditions of households with children, by measuring general poverty and inequality indicators, by modeling policies that help reduce child poverty reduction, and by estimating the impact of these recommended policies on targeted households. The fellow intends to apply poverty measurement and monitoring indicators that are widely used in European Union member countries, and evaluate the child poverty level in Armenia with respect to these indicators. The fellow will conduct this research by using the data available from the CRRC 2004 Data Initiative and Family Poverty Benefit (FPB) databases. Based on the research results, the fellow will produce a final report, recommendations paper for a child social security policy in Armenian, and conduct a public presentation for research community members, policy makers, local and international organizations involved in child poverty reduction programs.

**Armen Ktoyan**

\$1,990

The current fellowship research is conducted by a team of researchers lead by fellow Armen Ktoyan. The purpose of this research is to develop a population welfare index for - Armenia and its regions - to serve as an information resource to help improve public policies relevant to the provinces of Armenia. The fellow proposes to reach this aim by developing start-up indicators, by developing an overall multifactor indicator, by calculating the value of a multilateral index for Armenia and its neighboring countries (Armenia, Georgia and Azerbaijan), and by conducting a cross-country analysis. The research team intends to use statistical and econometrical methods to create dynamic indexes. The research team will suggest an overall indicator that will be based on population income, education, health, environmental protection, civil freedom and human rights factors. The team will produce a final report on research results, a recommendations paper for policy makers and three articles to be published in various journals and magazines. The research team will also conduct a public presentation based on research results for members of the scientific community, policy makers and other stakeholders.

**Bagrat Harutyunyan**

\$2,000

The current fellowship research is conducted by Bagrat Haryutunyan. The purpose of the research is to help overcome the corruption that exists in the Armenian's current education system. The fellow proposes to reach this purpose by studying the corruption reported in the educational system and the possible effects that educational reforms can have. The fellow will also study the peculiarities of corruption, identify the causes of corruption, and identify its consequences on the educational system. . The fellow will evaluate current educational reforms and analyze their impact. The fellow will use qualitative methods to gather the data through expert interviews and focus groups. The results of the proposed research will be disseminated in a final report and two scholarly articles for research community, policy makers and all interested audience. The fellow will finally conduct a public presentation on research results at CRRC.

**Sergey Harutyunyan**

\$1,960

The current fellowship research is conducted by Sergey Harutyunyan. The purpose of this research is to study general perceptions and expectations related to current election institutions in Armenia. The fellow proposes to reach this research objective by answering the following questions: What are the main parameters and concepts of election institutions? How can we estimate the effectiveness of these institutions in Armenia? What motivates a person to participate in elections? To conduct this research the fellow will conduct a quantitative sociological survey in Yerevan and will produce a working paper and two articles that will be delivered to the research community, policy makers, and various universities. The fellow will also develop a database of the collected information and conduct a public presentation for CRRC beneficiaries.

**Ruben Karapetyan**

\$2,000

The current fellowship research project is conducted by a team of researchers lead by Ruben Karapetyan. The overall aim of this research is to reveal social and ethnic profiles of the Armenia's urban population between 1980 and 2005. The research team proposes to reach this aim by studying of the following factors: demography, social and economic trends, culture, modern spiritual culture, psychology, and public consciousnesses. It is anticipated that these variables - that have been used in surveys in the past (namely in 1980 and in 1994 ) will be assessed. An additional sociological survey will be conducted during the course of this research project. Data available from all three panel surveys will be archived and analyzed using the SPSS software package. Based on research results, the research team will produce a final report, a recommendation paper, and a series of articles to be published in various journals and magazines. These products will be disseminated to members of the research community and to policy-makers.

**Mihran Galstyan**

\$1,950

The current fellowship research is conducted by Mihran Galstyan. The purpose of this research is to help reveal the labor migration factors of rural populations in Armenia. The fellow proposes to reach this purpose by studying the causes and effects of labor migration in rural areas. The fellow will also study labor migration movements, as well

as risks related to human trafficking. The fellow will conduct this research by using both qualitative and quantitative methods, such as structured and expert interviewing and content analysis. The fellow will produce a final report on research results, a recommendations paper for policy makers, and two articles to be published in various journals and magazines. These products will be disseminated to the members of the research community, policy-makers and all interested audience.

#### **Nazik Gabrielyan**

\$1,950

The current fellowship research is conducted by Nazik Gabrielyan. The overall aim of this research is to study the causes and forms of labor migration in the Shirak Region of Armenia from 1988 until 2005. The fellow proposes to reach this aim by studying trends and factors of labor migration within the respective period, trends of rural and urban migration in the region, and the influence of labor migration on various aspects of socio-economic life of the region. The fellow intends to apply methodologies that are used in geographical and demographical sciences, incorporating them with elements derived from sociological methods (both qualitative and quantitative). Based on the research results, the fellow will produce a monograph on migratory movements from the Shirak Region. She will also develop and publish two scientific articles and two information bulletins (300 copies each) that will be disseminated to policy makers, research community and all interested audiences.

#### **Samvel Manukyan**

\$1,970

The current fellowship research project is conducted by Samvel Manukyan. The goal of this research is to help contribute to the reduction of internal and external conflicts in the South Caucasus. The researcher will utilize mathematical methods (regression and factorial analysis) to conduct a cross-country analysis of data available through the CRRC 2004 Data Initiative database and to define and disclose social and psycho-social behaviors in Yerevan, Tbilisi and Baku. The fellow intends to develop mathematical models to explain social and political trends and behaviors in the region. The fellow will produce a final report on research results, a monograph and four articles to be published in various journals and magazines. These products will be disseminated to members of the research community and to policy-makers.

#### **Sasun Muradyan**

\$2,000

The current fellowship research project is conducted by a team of researchers lead by Sasun Muradyan. The purpose of the research is to help raise the quality of secondary education in Armenia. The fellow proposes to reach this aim by studying public expenditures on secondary education institutions, and analyze the advantages and disadvantages of current private and public secondary educational services. A special focus will be made on current trends and conditions in remote rural settlements. Over the course of the research the fellow will conduct two case-studies relevant to private and public secondary education institutions. The final research results will be summarized during a desk-study. At the end of the project, the fellow will complete a final report on research results as well as a recommendations paper to help improve the financial planning and resources available for Armenia's educational system.

#### **Mkhitar Gabrielyan**

\$1,990

The current fellowship research project is conducted by Mkhitar Gabrielyan. The purpose of this research is to study the Armenian family during the transition period between 1991 until present from anthropological and cultural perspectives. The fellow proposes to reach this aim by studying the major cultural elements that exist or have changed in the Armenian family during this period in order to assess the level of which families have preserved their cultural traditions. The fellow will compare older and newer family generations and assess the difference of values in each of these. The fellow will conduct this research by using qualitative sociological methods such as focus groups, content analysis, in-depth interviews, and expert interviews. Based on research results, the fellow will produce a final report, a monograph and an analytical booklet. These products will be disseminated to members of the research community and to policy-makers.



**Masis Poghoyan**

\$2,000

The current fellowship research project is conducted by Masis Poghoyan. The purpose of this research is to contribute towards free and transparent political campaigns and democratic elections in Armenia. The fellow proposes to reach this aim by studying the "dirty" or "black" political technologies as they are known, as well as the motivational reasons for people to participate in elections. The fellow will conduct this research by using qualitative sociological methods such as an expert interview and a focus group. The fellow will try to provide a complete description of political technologies that are used during election campaigns and forecast the technologies that could be used during the next elections. The fellow will attempt to define the main factors that contribute to the effectiveness of election technologies. The fellow will produce a final report on research results, a recommendations paper, as well as brochures to be distributed to policy makers and the public in general. The fellow will also conduct a public presentation to present research results.

***Strengthen and Expand the Existing Newspaper Distribution in Armenia***

*To establish an alternative distribution system for independent newspapers, the operations of which will be more easily monitored and more transparent than those of the current government-controlled Hye Mamoul system.*

**Agency Oda-Express**

\$29,277

To revive readers' interest in newspapers and magazines published in Armenia, which, in turn, will result in a growth of sales for social and political publications promoted within the framework of the project. The project will strengthen and expand the existing newspaper distribution systems in two districts of Yerevan-South-West and Nork 1-4 massifs. Two wholesale and retail sales points will be established in the mentioned districts and home delivery of newspapers organized. The project also aims at reviving reader interest in newspapers and magazines. To accomplish this, opinion polls will be conducted by the grantee to reveal reader preferences. Based on feedback analysis and in collaboration with editors of local publications, content of publications will be improved to comply with reader interests. This grant was co-funded by OSI.

**H.Simikyan LLC**

\$22,910

The goal of the project is to strengthen and expand the existing newspaper distribution system in Vanadzor through the introduction of subscription and home delivery mechanisms. The project presupposes renovation of post-boxes for new subscribers. The new system will promote the growth of newspaper sales and will help provide the population with better access to information.

**Blitz Media LL C**

\$39,435

To increase the distribution of newspapers and to strengthen print media in five regions of Armenia -Kotayk, Aragatsotn, Ararat, Armavir and Tavush. Through the creation of press offices in the mentioned regions and the introduction of newspaper home delivery and subscription mechanisms, the project aims to provide the population of these regions with timely information. The project is co-funded by OSI.

**Center of Educational Development of Gyumri LLC**

\$16,786

To support strengthening of newspaper distribution in five regions of the Shirak marz - Ashotsk, Artik, Amasia, Akhuryan and Ani. Through the introduction of subscription and home delivery mechanisms, the project aims to provide the population of these regions with better access to information. The project is co-funded by OSI.

## **Azerbaijan**

### **2.1 Citizen Political/Economic Participation**

#### **Azerbaijan-America Youth Social Association**

\$12,860

To increase civic activism among young people in five regions of Azerbaijan by encouraging youth to participate in the upcoming Parliamentary elections. With the support of the Norwegian Embassy, this project will bring together young activists from selected regions of Azerbaijan and young representatives of refugee-IDP communities in order to lay the foundation for the creation of a Youth Parliament in Azerbaijan. Training seminars will be held for approximately 100 people from the selected regions and will focus on themes related to the process of voting and the importance of participation in elections. In addition to the training and seminars Town Hall meetings of the target groups' representatives with the candidates from selected regions will be organized. The most active participants of the training will subsequently be invited to a Summer Leadership Camp in Sheki, where the first Youth Parliament in Azerbaijan will be established to support a network of young leaders from throughout the country in their work for positive and lasting change in their communities. A brochure on civil rights and election systems will be published and distributed to participants of the seminars to further increase the impact of this project.

#### **Association of Women Rights Protection Named After D. Aliyeva**

\$16,060

To increase voter participation in the 2005 Parliamentary elections. With the support of the Norwegian Embassy, this project will conduct awareness-raising seminars and trainings, prepare public activists to protect voters' rights and establish groups to provide voters with technical and legal assistance during the elections in 8 regions of Azerbaijan. Training sessions on voting procedures will be attended by more than 280 participants, who will then disseminate related publications and materials to their communities and will provide legal advice and technical assistance to voters in the targeted voting stations on the election day. The training participants will further act as election monitoring groups, observing the course of elections and gathering information about cases of voters' rights violations before and during the election. Members of the groups will be provided with enough training on the existing legislation and mechanisms for protecting voters' rights so that they will be capable of assisting voters as needed. Successful implementation of this project will help educate more citizens in the regions on democratic principles, voting processes and mechanisms for protecting the public's interests, thereby increasing the potential for free and fair elections in the future.

#### **Azerbaijan Democratic Student and Youth Organization**

\$6,300

To increase civic activism and combat voter apathy among young people in four regions of Azerbaijan by encouraging youth to participate in the upcoming Parliamentary elections. With support from the Norwegian Embassy, this project will employ the upcoming parliamentary election as a catalyst to stimulate interest in civic education among young citizens in rural areas of Azerbaijan by delivering 5 three-day training sessions about the principles of democratic elections and voters' rights to 100 students and youth leaders in Lenkeran, Sheki, Guba and Shemakhi. Furthermore, the project will organize 5 open meetings between the young leaders and Parliamentary candidates and will create a network of young activists from selected regions, thereby facilitating the sharing of experiences and exchanging of information between communities on voting procedures and civic engagement.

#### **Shirvan Resource Center on Human Rights and NGO Development**

\$9,840

To increase youth participation in the 2005 Parliamentary elections by conducting awareness-raising seminars and training, organizing mock elections and establishing volunteer groups to promote broader information among their communities. With the support of the Norwegian Embassy, this project will offer training sessions on voting processes for approximately 150 participants in six regions of Azerbaijan. Young people in each targeted region will be involved in the seminars where they will gain practical knowledge on how elections are organized, what changes were made to the "Election Code" and why it is important for every citizen to participate in the elections. The most active participants will further form volunteer groups that will assist in the distribution of educational materials among those young people who were not directly involved in the seminars. For those young activists who plan to be

a candidate, special training programme will be delivered. It is expected that the successful implementation of this project will help stimulate the interest of young society members to participate in civic activities and will educate more citizens in the regions about practical aspects of the voting process, thereby helping them avoid procedural errors and possible violations during the elections.

### **Himayadar Magazine**

\$10,908

To promote transparency by the monitoring of the 2004-2006 State Anti-Corruption Program in seven regions of Azerbaijan. With support from the Norwegian Embassy, this project will conduct research using an internationally accepted transparent methodology. The research will provide comprehensive data about the scale of corrupt practices in the selected regions and analyze the extent to which those practices affect government institutions such as local executive authorities, municipalities, prosecutors' offices and courts. The project will also conduct a public awareness campaign on the causes and impact of corruption, tools to fight prevent corruption and will educate citizens on their rights while interact with government institutions. The project will also involve NGOs in training activities, set up a hotline to receive citizens' complaints and conduct a survey.

### **Center for Political and Economic Reforms**

\$6,486

To enhance the financial sustainability of local NGOs through the introduction of courses on social entrepreneurial activities and accounting and taxation procedures for local organizations. With support from the Norwegian Embassy, this project will work to improve the ability of local NGOs to operate independently of outside funding by delivering trainings and informational materials in Baku and the regions of Azerbaijan on topics including, "Attracting Investments for NGOs," "NGOs and Tax Assessments," and "NGOs and Accounting Records." The project will also provide individual consultations to local organizations to develop their revenue-generating activities through the establishment of a financial-information agency for NGOs, which will share information on the financial standards and legal regulations for NGOs to operate in Azerbaijan, present updates on new legislation and implement educational activities.

### **Institute for War and Peace Reporting**

\$12,514

To increase the quality of print media in Azerbaijan through a series of trainings and workshops to improve the professional skills of local journalists. With support from the Norwegian Embassy, this project will lead trainings to improve journalistic standards and establish contacts between regional and Baku-based newspapers in order to supply readers with comprehensive information from various regions of the country. In addition, training participants will receive practical experience in their learned skills by producing regular publications for local newspapers under the supervision of the training coordinators. This project falls within the framework of a broader Caucasus Human Rights and Media Development initiative.

#### ***The Caucasus Research Resource Centers (CRRC)***

*CRRC are 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 in the South Caucasus. A partnership between the Carnegie Corporation of New York, the Eurasia Foundation, and local universities, the CRRC network offers scholars and practitioners stable opportunities for integrated research, training and collaboration in the region.*

### **Aganemat Agayev**

\$2,000

The current fellowship research project is conducted by Ahmad Gashamoglu who will analyze the state of social science research networks in Azerbaijan. The research aims to create an information database on existing networks of social research centers in Azerbaijan and define the main faculties and sectors that they work in. The research will reveal problems that exist related to research methodologies and issues that need to be solved to increase the quality of this faculty. The fellow will collect information from local and international research organizations and from focus group sessions with 100 leading social science experts in Azerbaijan. The results of this study will be published in an information directory related to Azerbaijan's social science research network. This directory will also include information relevant to the research topics that have been conducted and bibliographies of social science researchers. Based on research results, the fellow will also conduct a public presentation and disseminate

research results to experts from the research community and members from non-governmental organizations. An electronic version of the published information directory will be also disseminated on the CRRC and Azerbaijan-Holland Friendship Society Web sites.

#### **Rizvan Abasov**

\$1,998

The current fellowship research is conducted by Rizvan Abasov who will analyze voter trends of the Azeri population prior to National Legislative Elections (Milli Mejlis, Parliament). The research aims to determine people's perception and opinions related to the current deputy of the Milli Mejlis (a Member of Parliament). The research will reveal participatory trends of various social and political organizations involved in the election process. To analyze these trends, the fellow will use the data available from the 2004 CRRC Data Initiative. The fellow will also implement statistical analytical methods and collect information from focus groups, interviews, and content analysis. The results of this study will be published in an analytical report and presented in a public presentation. All final research results will be disseminated through the CRRC Website.

#### **Firdovsi Rzayev**

\$1,989

The current fellowship research project is conducted by Firdovsi Rzayev who will analyze the correlation between the level of professional training in education systems with current labor market demands in Azerbaijan. The research aims to clarify and assess whether the current education system provides valuable and effective training for students entering the employment sector, and to identify ways to improve education policies in Azerbaijan to meet labor market demands. The analysis of the research will be conducted using statistical analytical methods, in-depth interviews, focus-group discussions and a literature review. The results of this study will be published in analytical report that will also include education policy recommendations. Based on research results, the fellow will also conduct a public presentation. The final research results will be disseminated to all interested parties through the CRRC Website.

#### **Abulfaz Suleymanov**

\$1,928

The current fellowship research is conducted by Abulfaz Suleymanov who will analyze the influence of labor migration on Azerbaijan households. The research aims to increase our knowledge on how labor migration affects the family structure. Its primary objectives are to analyze family-related problems that result from labor migration. The fellow will conduct discussion sessions with experts, as well as a survey with family members. The fellow will also discuss research results in a roundtable with relevant experts and specialists in the field. Based on the research results, the fellow will produce an analytical report. Two articles will also be published in local newspapers and magazines. A conference and round table will be organized to share final results and recommendations, and the reports will be disseminated through the CRRC Website. The research results will be useful for organizations working in the field of migration, and counseling centers that work with refugee or migrated/settled families.

#### **Fuad Aliyev**

\$2,000

The current fellowship research is to be conducted by Fuad Aliyev, who will analyze the role of ethics in the economic behavior of Azerbaijani businessmen. The purpose of this research is to produce new knowledge related to economic behavior in Azerbaijan. Moreover it will develop a baseline to encourage further research related to the role of religion and society, and its influence on economic behavior, in Azerbaijan and Post-Soviet Muslim countries. For this research, the fellow will conduct a sociological survey and a number of in-depth interviews. As a result of the survey, new data related to ethics and value-related judgments and trends will be collected. Based on research results, the fellow will produce an analytical report and publish an article to be disseminated to local newspapers and magazines. The fellow will conduct a public presentation for CRRC beneficiaries and handouts will be submitted to the Center of Economic Reforms, the Department of Anti-Monopoly Policy, the Ministry of Economic Development, and Azerbaijan Marketing Society.

#### **Ilkin Nazarov**

\$1,989

The current fellowship research project is conducted by Ilkin Nazarov who will analyze the problems related to current health care services in Azerbaijan and assess how they can be improved. To complete this research, the

fellow will use statistical analytical methods, conduct in-depth interviews as well as a literature review. The results of this study will be published in an analytical report that will include technical details, research results, and policy recommendations. The fellow will also conduct a public presentation. The final results will be disseminated through the CRRC Website.

#### **Rufat Efendiyev**

\$2,000

The current fellowship research project is conducted by Rufat Efendiyev who will analyze the negative impact of unemployment in Azerbaijan and its effect on society. The research aims to produce new knowledge and raise awareness of the impacts that unemployment has had in Azerbaijan. The research will encourage other experts to identify ways to help reduce and minimize unemployment and thus improve the living standards in Azerbaijan. To conduct this research the fellow will use statistical analytical methods, conduct a survey and perform a literature review. Based on the research results, the fellow will conduct a public presentation and will publish two articles to be disseminated to the local media. The results of this study will also be published in book and disseminated through the CRRC's Web site.

#### **Gulshan Tagiyeva**

\$2,000

The current fellowship research is to be conducted by Gulshan Tagiyeva, who will analyze the level awareness on HIV/AIDS in Azerbaijan. This research aims to study the level of the Azerbaijani population's knowledge on HIV/AIDS. The fellow will use the data available from the 2004 CRRC Data Initiative (mainly in part related with STD). The research will reveal the level of awareness of different social and age group of Azerbaijani population on these issues as well as influence of various factors (including social, economic, ethno-cultural ones) to this level. The analysis of the research will be conducted using statistical analytical methods, results collected from the focus groups and literature review. The results of this study will be published in analytical report that will include technical details and research results. The results will also be published in a manual to help conduct focus groups. The fellow will also conduct a public presentation. The final results will be disseminated to experts, social workers, NGO representatives, journalists, researchers, practitioners and will also be disseminated through the CRRC Website.

#### **Adil Rahimov**

\$2,000

The current fellowship research project is conducted by Adil Rahimov who will analyze political values in Azerbaijan. The research aims to study people's political trends particularly during election processes in Azerbaijan. The fellow will use the data available from the 2004 CRRC Data Initiative. The research will reveal people's attitude related to the democratic reforms held in the country as well as the level of people's political participation and trust in political institutions. To conduct this research, the fellow will use statistical analytical methods, analyze the results collected from the expert survey, conduct a survey with 500 respondents and perform a literature review. The results of this study will be published in an analytical report that will include technical details, research results, and policy recommendations. The results will also be developed and described in three academic articles. Based on the research results, the fellow will conduct a public presentation.

#### **Ahmad Gashamoglu**

\$2,000

The current fellowship research project is conducted by Ahmad Gashamoglu who will analyze the state of social science research networks in Azerbaijan. The research aims to create an information database on existing networks of social research centers in Azerbaijan and define the main faculties and sectors that they work in. The research will reveal problems that exist related to research methodologies and issues that need to be solved to increase the quality of this faculty. The fellow will collect information from local and international research organizations and from focus group sessions with 100 leading social science experts in Azerbaijan. The results of this study will be published in an information directory related to Azerbaijan's social science research network. This directory will also include information relevant to the research topics that have been conducted and bibliographies of social science researchers. Based on research results, the fellow will also conduct a public presentation and disseminate research results to experts from the research community and members from non-governmental organizations. An electronic version of the published information directory will be also disseminated on the CRRC and Azerbaijan-Holland Friendship Society Web sites.

**Sergey Rumyantsev**

\$1,827

The current fellowship research project is conducted by Sergey Rumyantsev who will analyze the migration processes between two South Caucasus countries: Georgia and Azerbaijan. This research aims to study the migration factors, trends and attitudes of migrants in these two countries. The analysis of this research will be conducted using statistical analytical methods, surveys with Azeri and Georgian migrants, surveys with journalists, focus groups with experts, and content analysis from media documents. The results of this study will be published in an analytical report. The fellow will also conduct a public presentation. The final results will be disseminated to experts, NGO representatives, journalists, researchers, and practitioners through the CRRC and "Novator: NGO Web sites.

**Rashida Abdullayeva**

\$1,994

The current fellowship research project is conducted by Rashida Abdullayeva who will analyze the level awareness of the impact of electro-magnetic rays (EMR) on people's health in Azerbaijan, caused by the Gabala Radio Station (GRS). The research will focus on collecting and analyzing data related to the influence of the Gabala Radio Station people's lives and health in the region. The analysis of the research will be conducted using statistical analytical methods, focus groups, interviews with people in this region, and a literature review. The results of this study will be published in a database, a technical report and a booklet. The fellow will also conduct a public presentation. The final results will be disseminated to health experts and researchers, non-governmental representatives, journalists, and members of government, and will also be disseminated through the CRRC Website.

**Insallah Qafarov**

\$1,888

The current fellowship research project is conducted by Insallah Qafarov, who will analyze actual election and democratic processes in Azerbaijan. The research aims to reveal the cause and effect correlations between these processes and social-political. The analysis of the research will be conducted using statistical analytical methods and a literature review, and will collect relevant data from focus groups and interviews. The results of this study will be published in an analytical report and an article. Based on research results, the fellow will also conduct a public presentation. The final research results will be disseminated to all interested organizations and researchers through the CRRC Website.

**Nazim Habibov**

\$1,989

The current fellowship research is conducted by Nazim Habibov, who will analyze the current level of poverty in Baku, Azerbaijan. The research aims to study the poverty factors and trends. The fellow will use the data available from the 2004 CRRC Data Initiative to conduct this research and will use statistical analytical methods as well as a literature review. The research will reveal the extent of poverty that currently exists in Baku and identify specific factors which may predict poverty among the population. Based on research results, the fellow will complete a working paper, a short policy brief to include recommendations to decrease the level of poverty in Baku. The fellow will also conduct a public presentation and the final research results will be disseminated to local and international organizations working on poverty reduction strategies in Azerbaijan.

**Farida Huseynova**

\$2,000

The current fellowship research project is conducted by Farida Huseynova who will analyze the level awareness on Genetically Modified Organisms (GMOs) and their influence on health. This research aims to study the level of knowledge of the Azeri people related to GMO products. The research will focus on collecting analyzing data related to the on consequences and influence of GMO products on health. The analysis of the research will be conducted using statistical analytical methods, focus groups, in-depth interviews and a literature review. The results of this study will be published in a database, in a technical report, and in a booklet. The fellow will also conduct a public presentation. The final results will be disseminated to all interested parties through the CRRC Website.

***Support of Public Policy Research and Legislative Recommendations for Intergration with Europe***

*The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.*

**Internews Azerbaijan**

\$48,252

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

## Belarus

### **2.1 Citizen Political/Economic Participation**

#### **European Humanities University International**

\$31,458

To launch a distance learning programs for Belarusian students. The project will create the necessary conditions for organizing master's degree programs in cooperation with Lithuanian partner universities. The project will provide a chance for Belarusian students to receive quality education in fields not offered in Belarus.

### **2.3 More Accountable Local Government**

#### ***Ukrainian-Belarusian Partnership for Community Development***

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

#### **All-Ukrainian Union of Public Organizations "Association of Regional Development Agencies"**

\$49,629

To support community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. The grantee will help create five different working groups on the most important local development issues in Belarus. Selected members of these working groups will participate in a series of study tours to Ukraine. Study tour participants will return to Belarus and conduct local development projects under the grantee's technical supervision. Furthermore, participants will continue working with each other, perhaps forming nation-wide networks of experts on community development issues in Belarus. This project, a continuation of a program co-funded by the Charles Stewart Mott and International Renaissance Foundations, will improve the abilities of Belarusian community leaders to address local issues and reinforce proactive, systematic contacts between Ukrainian and Belarusian local development experts.



## Georgia

### **2.1 Citizen Political/Economic Participation**

#### **Internews Georgia**

\$43,879

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

#### ***The Caucasus Research Resource Centers (CRRC)***

*CRRC are 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 in the South Caucasus. A partnership between the Carnegie Corporation of New York, the Eurasia Foundation, and local universities, the CRRC network offers scholars and practitioners stable opportunities for integrated research, training and collaboration in the region.*

#### **Irakli Sakandelidze**

\$2,000

The current fellowship research is conducted by Irakli Sakandelidze who will analyze public attitudes related to social institutions and international organizations in South Caucasus countries. This research aims to enable the target groups to understand the attitude of different layers of the population toward different social institutions and make better planning of their activities that are directed to the community. The primary objectives of this research are to analyze the correlation between demographical and economical factors and attitudes toward social institutions and international organizations. The fellow will conduct secondary data analysis and analyze the data results from CRRC's 2004 CRRC Data Initiative as well as data collected from focus group discussions. The results of this study will be included in a report that will be disseminated through various Web sites. The results will also be published in a set of handouts and the fellow will conduct a public presentation to present the research results. The results of this research will be disseminated to government representative's international organizations operating in the region, local non-governmental organizations and members of the social science research community.

#### **Mariam Sakevarishvili**

\$1,950

This research project is conducted by Mariam Sakevarishvili who will study life stories of returning immigrants to Georgia. The research will assess target people who immigrated with the job-seeking purposes abroad. The research aims to study the working and living experiences of migrants before and after their migratory experiences, and to assess the reasons for their return. This research analysis will be conducted using the face-to face interviews. The results of this qualitative research will be strengthened with the analysis of the 2004 CRRC Data Initiative database. The results of this study will be published in a scientific report and presented in a public presentation. The results will be disseminated to journalists, researchers, and representatives of governmental, international and nongovernmental organizations.

#### **Murtaz Kvirkvaia**

\$1,975

The current fellowship research project is conducted by Murtaz Kvirkvelia who will identify possible guidelines to help solve or 'deal with' social problems without the involvement of the state. The main goal of the research is to elaborate new mechanisms for problem resolution by reducing the traditionally recognized role of the state as the problem solver. The primary objective of the research will be to identify the social problems that would not require

total dependency on the state such as pension payment-related issues, effective development of health insurance, and the decrease of unemployment. The fellow will use cognitive methods to analyze the research questions and will publish the research results in a scientific brochure. The fellow will also present these results in a public presentation as well as a seminar, and will disseminate these to local journalists, economists, researchers and practitioners.

#### **Nani Chkhaidze**

\$2,000

The current fellowship research project is conducted by Nani Chkhaidze who will conduct a comparative analysis of political parties in the South Caucasus during election campaigns. This research aims to analyze campaign and party platforms, and determine the political ideologies that political parties have (or have had in the past). The fellow will compare political objectives and ideologies from one party to another within one country then make a comparative study among parties from one country to another in the region. This research analysis will be conducted in the framework of a modern and internationally recognized qualification scheme developed by David Robertson. The fellow will analyze the political programs of 66 political parties (36 in Georgia, 20 in Armenia and 10 in Azerbaijan). The results of the research analysis will be published in a scientific brochure and public handouts for students. The fellow will also conduct a public presentation. The results of this research will be disseminated to journalists, policy analysts, researchers and practitioners.

#### **Nino Japaridze**

\$2,000

This fellowship research is conducted by Nino Japaridze who will analyze the required conditions that are necessary for the social integration of ethnic Georgian, Azeri and Armenian youths who live in Georgia. This research aims to study current inter-relations of ethnic Georgian, Azeri and Armenian youth living in Georgia, and to identify the factors that hinder their cooperation and achievement of common goals. The fellow will conduct a research analysis based on the experience of modern and internationally recognized theories that have been developed by Jacob Moreno, Henry Tejfel and Samuel Cornell. The results of this study will be published in a scientific article and a general article to be published in the following magazines: "Matsne", "Politics" and "Diaspora". The fellow will also conduct a seminar for representatives of governmental, non-governmental and international organizations as well as for local journalists. During the seminars, the fellow will provide recommendations for governmental and non-governmental sectors.

#### **Otar Gorgodze**

\$2,000

The current fellowship research is conducted by Otar Gorgodze who will analyze scale of smuggling activities using indirect assessment methods. This research intends to identify the countries from which products are smuggled to Georgia and how tariffs influence these activities. The research also intends to identify the effectiveness of customs regulations, reforms and measures that government has undertaken to curb smuggling. This research analysis will be conducted in the framework of theories developed by Bhagwati, Hansen and Norton. The results of this study will be published in a working paper, an article and a handout. The fellow will also make a presentation on these research results at two scientific conferences. The results will be disseminated to journalists, policy analysts, researchers and practitioners.

#### **Rusudan Nadiradze**

\$1,950

The current fellowship research is conducted by Rusudan Nadiradze. The research will analyze the living and work conditions of several military army units in Georgia. This research aims to identify and analyze the problem that soldiers face in Georgia's compulsory military service. The primary objectives of this research are to identify the type of crime that exists in the army, the type of social problems and the reasons why soldiers desert the army. The fellow will conduct face-to-face, in-depth interviews to obtain results related to this research. Two military units in different regions of Georgia will be analyzed. The results of this study will be published in a scientific brochure and presented in a public presentation. The results will be disseminated to journalists, and representatives of governmental and non-governmental organizations.

**Rusiko Velidze**

\$1,950

The current fellowship research is conducted by Rusudan Velidze who will analyze the lifestyles and life conditions of the Georgian people from the Gali District (Abkhazia Region). This research aims to get acquainted with the perceptions and opinions of people from the Gali District to provide a realistic assessment of the current situation in this region. The primary objectives of this research are to identify general political opinions, to assess the current education and health problems, and to assess the current socio-economic conditions. The fellow will obtain research results by conducting face-to-face, in-depth interviews. Research results will be published in a scientific brochure and distributed to journalists, policy analysts, and representatives of governmental, non governmental and international organizations. The fellow will also publish an article that will be published in a Georgian newspaper and will conduct a public presentation to reveal the research results.

**Sergo Baramidze**

\$2,000

The current fellowship research is conducted by Sergo Baramidze who will analyze the barriers that hinder the development of business partnerships or collaborations in rural Western Georgia. The research aims to create a frame to help promote the establishment of cooperation and other forms of joint activities in the rural Western Georgia. Its primary objectives are to study the types of social and economic conflicts in rural areas, their reasons and possible solutions. This research analysis will be conducted through in-depth interviews with farmers and experts and through a qualitative survey of 500 farmers. The results of this study will be published in a handout and disseminated on Web sites. The results will also be published as an article in a local magazine entitled "Economica" and broadcasted as a television topic on a program on the first channel called "Moderator". The results will be disseminated to farmers, local community activists and representatives of NGO acting in the field of agro cooperation.

**Anastasia Kitiashvili**

\$1,995

The current fellowship research is conducted by Anastasia Kitiashvili who will analyze the attitude and trends related to education in Georgia, Azerbaijan and Armenia. This research aims to increase our knowledge and awareness about the availability of education in each country (Georgia, Armenia, Azerbaijan) and make cross cultural analysis in the South Caucasus region. The fellow will use the data available from the 2004 CRRC Data Initiative. The analysis of the research will be conducted using various statistical analytical methods. The results of this study will be published in a scientific report that will include technical information of a survey, as well as the results of the research. The results will also be published in a handout, an article as well as a power point presentation. The results will be disseminated to journalists, education policy analysts, researchers and practitioners.

**Badri Koplatadze**

\$1,970

The current fellowship research is conducted by Badri Koplatadze who will analyze the Georgia media coverage on the conflict in the Tskhinvali Region during the summer of 2004. This research aims to identify and analyze the main trends of the ways media has covered conflicts. Its primary objectives are to identify the kind of sources, key words and scopes that are used and described by the Georgian newspapers when they covered this conflict, and to assess how the coverage of this conflict differed from one newspaper to another. This research analysis will be conducted in the framework of modern and internationally recognized frame theory and three leading Georgian newspaper will be analyzed. The results of the research analysis will be published in a scientific brochure (hard copy and electronic version) and an article to be published in Georgian newspapers. The results will be disseminated to journalists, policy analysts, researchers and policy practitioners

**Eka Kavtiashvili**

\$2,000

The current fellowship research is conducted by Eka Kavtiashvili who will analyze the problems that former Georgian prisoners face during the socialization process. This research aims to study the problems prisoners face when they are re-integrated into Georgian society. It will compare the situation with international cases, and study the prospects of making use of international experiences for the effective re-integration of prisoners in Georgian society. The fellow will use two methods during this research: desk research and in-depth interviews. The results of this study will be presented in a public presentation, a roundtable discussion and outlined in a handout. The results

will be disseminated to journalists, experts, lawyers, and representatives of governmental and non governmental organizations working in this field.

#### **Ekaterine Pirtskalava**

\$2,000

The current fellowship research is conducted by Ekaterine Pirtskalava who will analyze the poverty and affluence in the South Caucasus region. This research aims to provide valuable data for the better understanding of the nature and trends of poverty in each of the South Caucasus countries. Its primary objectives are to analyze the results of the CRRC 2004 Data Initiative, in the sphere of economics and migration. The difference between the countries will be calculated by Chi-Square, and the results of the data will be analyzed against the background of available studies made on poverty and national anti-poverty strategies. The results of the research analysis will be presented in a scientific report (uploaded to the IPS website, and also distributed through CRRC), an article (to be published in Georgian newspapers as well as Azeri and Armenian newspapers published in Georgia) and a policy brief for members of government and parliaments from Georgia, Armenia and Azerbaijan. The fellow will also conduct a policy round table. The results will be disseminated to economists, policy analysts, researchers and practitioners in the region.

#### **George Tsuladze**

\$2,000

The current fellowship research is conducted by George Tsuladze who will analyze the migration rate in Georgia based on the 2002 census data. This research aims to identify the reasons why the census survey on migration did not work well and was unsuccessful. This research will help provide recommendations to help avoid similar mistakes in the next census survey and obtain information about the migration process in Georgia as well as information relevant to immigrants. The research analysis will be conducted through desk-research and the analysis of secondary data from the 2002 census data. The fellow will also conduct expert surveys through face to-face, non-structure interviews. The results of this study will be published in a brochure. The fellow will also conduct a presentation on the research results in a policy roundtable. The results will be disseminated to journalists, policy analysts, researchers and practitioners.

#### **Giga Zedania**

\$1,840

The current fellowship research is conducted by Giga Zedania who will analyze the debates that took place on "national ideology" in Georgia from 1997 to 1999. This research aims to increase the methodological awareness of a specific target community that consists of Georgian social scientists and humanities scholars. Its primary objectives are to analyze an important debate in the recent history of Georgia and to contribute to the understanding of the political-ideological spheres of contemporary Georgia. This research analysis will be conducted in the framework of two modern and internationally recognized theories: deconstruction and the theory of hegemony. The results of this study will be published in a scientific report that will include theoretical aspects of the methodology used, as well as the results of the research. The results will also be published in a set of handouts of a collection of information sources. The fellow will also conduct two policy seminars as well as a policy round table. The results will be disseminated to journalists, policy analysts, researchers and practitioners

#### ***Anti-Corruption Watchdog Initiative***

*The competition's overarching goal is to reduce corruption and increase government transparency by strengthening the public's role in government decision-making on the regional and local level in nine Georgian cities. The target areas for stronger public oversight and involvement include, but are not limited to, reform processes and operations in following sectors: Education, including schools, universities, and other institutions, and the Ministry of Education and Science; Civil registry, the Ministry of Justice and the Justice system; Drafting and executing the local government budget, general management of state finances; and Healthcare and social assistance, on both the national and local levels including, but not limited to, municipal healthcare programs, infant-care programs, etc.*

#### **Association Sachino Against Corruption and Defense of Consumer Rights**

\$24,710

To increase transparency of the local government and to enhance public oversight of government activities in the city of Kutaisi in the Imereti region through monitoring the process of local budget formation and implementation. The coalition of the Sachino Association Against Corruption, along with the local branch of the Association of

Young Economists, will serve as a watchdog, monitoring performance of the local government in budgeting and spending as well as increasing the population's awareness of the budgetary process and involving citizens in decision-making at the local level. The NGO coalition efforts will also develop an anti-corruption strategy paper as well as recommendations for efficient budget design for the local governments in the Imereti region.

#### **Alvani 2000**

\$24,939

To establish good governance and transparent management in the public schools in the Kakheti region in order to foster the development of the education reform process and to introduce independent budgeting within the school systems. While the practice of independent budgeting is new for the Kakheti region, the necessity of such reforms was established after expert analysis on issues facing the region. By fostering the education reform process in Telavi in the region of Kakheti, the project aims at creating an environment conducive to a transparent and accountable school management system within the educational institutions.

#### **Human Rights Protection and Social Equity Research Center**

\$24,992

To increase transparency of the local government and to enhance public oversight of government activities in the city of Poti by increasing citizen involvement in the local budgeting process. Association Mediator, in coalition with the organizations Youth Alliance and Youth Choice, will monitor the performance of the local government, establishing a group of experts to assess local budget formation and implementation. The experts will regularly inform citizens on stages of the budgetary process, on social assistance programs within the local budget, and on other issues of importance. A weekly newspaper will be published by a group of journalists involved in project implementation, providing citizens of Poti with reliable and accurate information on government performance and budgetary issues, and revealing any potential instances of corruption. A series of trainings for journalists involved in the project will be organized within the framework of the project.

#### **Georgian Young Lawyers Association**

\$25,000

To enhance transparency and accountability of the governors' offices in the regions of Georgia by increasing public scrutiny of their offices and of regional budget formation and implementation. The project aims at monitoring public foundations established in the regions, including their expenditures and revenue sources. The project will be implemented in 6 cities, representing 6 regions: Kakheti, Samtskhe-Javakheti, Shida Kartli, Samegrelo, Guria and Imereti, in coordination with GYLA's local branches and in cooperation with other NGO's. The project also aims at increasing citizens' awareness of governor activities and mobilizing civil society around issues of regional importance, accelerating the public's role in decision making processes.

#### **The Union of Young Scientists "Intellect"**

\$24,356

To increase transparency of the local government and to enhance public oversight of government activities in the city of Batumi in the region of Ajara through monitoring the process of local budget formation and implementation. The Union of Young Scientists "Intellect", in coalition with partner organizations Association of Democratic Development and Human Rights Defense and Institute of Democracy, will serve as a watchdog in the city, focusing its efforts on increasing transparency of the city budget and involving citizens in decision-making processes. The grantees will set up groups of monitors comprised of volunteer citizens from various social groups, including students, teachers, youth activists, and pensioners; will analyze findings and present them to the public and to the media; and will develop recommendations for improving the budget formation process for the following years.

#### **Odishi Ltd. Independent TV Company**

\$24,988

To increase government transparency and accountability by increasing citizens' awareness of local government activities by revealing cases of corruption and misuse of public funds in Zugdidi in the region of Samegrelo. The grantee, the independent television Company Odishi, aims at launching an anti-corruption campaign by broadcasting a series of TV talk shows cover various spheres, such as social security, humanitarian aid, electricity and natural gas supply, education, smuggling, and license issuing. The project envisages working with a number of target groups, such as local citizens, internally displaced persons, national minorities living in the region, youth, teachers, and

members of local trade unions. The project also envisages broadcasting special social advertisements popularizing the idea of fighting against corruption.

# Kazakhstan

## **1.3 Private Enterprise Development**

### **Kazakhstan Tourist Association**

\$8,696

To foster ecological community-based tourism in Kazakhstan by supporting the country's first ecotourism information-resource center. In the second year of a two-year project, employees of the center will continue to train managers and directors from regional ecotourism projects, develop a system of quality certification, and promote these ecotourism projects as tourist destinations through marketing and advertising. With the assistance of university partnerships, this project will help eight regional projects to improve services, marketing, leading to increases in the number of tourists and the revenues of local communities, help the center become economically viable. This project is co-funded by ExxonMobil Kazakhstan, Inc. and VSO.

### **Economics Education and Research Consortium**

\$13,457

To strengthen the capacity of two Kazakhstan universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

### **Kazakhstan Tourist Association**

\$14,846

To promote community-based ecotourism development. The grantee will establish an Ecotourism Information Point in Astana in order to market new and operating ecotourism sites in Kazakhstan. The project will foster cooperation among the Ecotourism Information Resource Center in Almaty, the tourism department of Turan University (Astana branch) and new ecotourism sites within Kokshetau National Park and next to Korgalzhin Natural Preserve. The project, which will engage and provide benefit to students and the national park and preserve, will enable local populations to provide services to ecotourists, and provide both domestic and international tourists with better information and choice of ecotourism routes in Kazakhstan. The project is part of the programme on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.

### **Public Fund Atyrau Microcredit Center**

\$32,297

To support the development of small entrepreneurship in Atyrau oblast. The grant will cover operating expenses and will provide loan capital for the leading microfinance institution (MFI) in the region, and will also support business training for potential borrowers. The loans distributed by the MFI will give rural and urban entrepreneurs a long-sought source of capital and will allow them to expand their businesses. This project will also support business education linkages between the MFI and the university community. This project is co-financed by TengizChevroil.

### **West Kazakhstan Agrarian-Technical University**

\$40,542

To promote rural economic development in agricultural districts of West Kazakhstan oblast (WKO). This grant will provide for a group of consultants from the faculty of West Kazakhstan Agro-Technical University to complete a study tour at Saratov (Russia) State Agrarian University and develop a program of on-site trainings and consultations in three rural districts of WKO. Under the project 150 farmers will receive training in new agribusiness technologies and over 240 farmers will receive on-site consultations from instructors and advanced university students. About 15 instructors and over 20 students will take part in the project. The project activity should contribute to increased efficacy of the regional microfinance program by improving farmers' business practices. This grant is part of the West Kazakhstan Microfinance Initiative and is jointly funded by Karachaganak Petroleum Operating b.v.

***Competition for Project Grants awarded to Community Based organizations in Enbekshikazakh distric***

*To identify community based organizations in the following focus areas which have the most potential for improving living conditions on the basis of local civil initiatives (as opposed to physical infrastructure): education; health care; small business development and socio-cultural initiatives. The precise number of CBOs selected to receive funding will depend on the quality of proposals and the geographic coverage of the leading CBO candidates. These CBOs wil receive grants to develop projects in partnership with local initiative groups which EF will fund in the latter half of 2005. This grant is the first phase of a 3 year program funded jointly by Philip Morris Kazakhstan and USAID.*

**International Ecological Association of Women from East**

\$19,953

To provide leadership and project management training to citizens in the rural Engbekshikazakh district, Almaty oblast. The project will place emphasis on step-by-step development of NGOs and initiative groups through trainings in leadership, communications, computer literacy, legal issues, and other topics. The grantee will also contribute to the development of a network of local NGOs within the district to foster cooperation within civil society. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

**Turgen Branch of IEAWE A-Kenes**

\$9,575

To promote small business development and community support institutions among Kazakh repatriates (Oralman people), the most vulnerable group of residents of Enbekshikazakh district of Almaty oblast. The grantee will provide the repatriates with business education, training in the organization of self-support groups, handicraft production and marketing, acquisition of new technology in agriculture, and legal counseling. As a result, the repatriates will receive training and experience in promoting their own interests, which will allow them to better integrate into the social and economic fabric of the district. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of local government.

***Initiative on Development of Ecotourism in Kazakhstan - Phase II: Astana***

*To select the best candidates among NGOs to implement the program of development of ecotourism based on communities in the areas close to Korgaljyn Nature Reserve and Kokshetau National Park in Akmola region (Astana)*

**Center for information and coordination of ecological education ECOS**

\$16,536

To promote community-based ecotourism. The grantee will engage the rural population in the area of Kokshetau National Park in the development of income-generating ethnic and ecological tourism, including creating new nature trails, offering folklore presentations and crafts. The project will result in a network of CBT groups to provide local and international tourists visiting Astana, capital of Kazakhstan, which will contribute to increased standards of living and a sense of environmental responsibility of the local population and tourists. The project is part of the program on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.

**Public Foundation Rodnik**

\$9,675

To promote community-based ecotourism. The grantee will engage local residents of the Korgalzhino Natural Preserve in income-generating tourism activities such as guest houses, horse riding and tour guiding. The project will also involve activities aimed at organization of information support system for tourists and developing tourist routes to reduce the recreational burden on the Preserve. The project will result in a network of CBT groups to provide local and international tourists visiting Astana, capital of Kazakhstan, which will contribute to increased standards of living and a sense of environmental responsibility of the local population and tourists. The project is part of the program on development of ecotourism in Kazakhstan sponsored by ExxonMobil Kazakhstan, Inc., the Global Environmental Fund's Small Grants Program, VSO and the U.S. Agency for International Development.



***Prospective Partner Universities for AES Leadership Learning Center, Ust-Kamenogorsk partner***

*An institutional partner to host the Leadership Learning Center will be identified. The Center will run a program that will provide modular business management and leadership training to at least 200-300 mid- to senior-level business executives per year in northern and eastern Kazakhstan*

**LTD Kazakh American Free University**

\$83,021

To increase the business, leadership and change management skills of mid- and high-level local managers in northern and eastern Kazakhstan. The grantee will coordinate intensive modular training in cooperation with the Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP) for at least 320 local managers. This program, co-funded by AES Corporation and USAID, will increase the efficiency of local corporations and establish high-level local executive training capacity.

***Prospective Partner Universities for Leadership Learning Center, Almaty partner***

*An institutional partner in Almaty will be identified to provide the academic resources to conduct intensive one-week business management and leadership modules to at least 200-300 business managers in eastern and northern Kazakhstan per year.*

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$111,876

To increase the business, leadership and change management skills of mid- and high-level local managers in northern and eastern Kazakhstan. Professors from the grantee's business faculty will attend intensive courses at the US-based Darden School of Business Administration (US), customize specialized curriculum for Russian language trainees, conduct intensive training modules and transfer Darden "know how" to local professors at a Leadership Learning Center in Ust-Kamenogorsk. By Year 2, the program will train at least 200 managers per year, including local government officials and managers from multiple large corporations in the region. This program, co-funded by AES Corporation and USAID, will increase the efficiency of local corporations and establish high-level local executive training capacity.

## **2.1 Citizen Political/Economic Participation**

**Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

**Eurasian National University Named After L. N. Gumilev**

\$55,493

To build local environmental education capacity by launching a Master of Science in Environmental Management and Engineering at the Eurasian National University in Astana. This grant will support the first year of a partnership between the University of New Mexico and the Eurasian National University to develop a curriculum, train faculty, develop state-certified standards and launch the graduate degree program. This grant is the first phase of a five-year program funded jointly by AES Corporation and USAID.

***Competition for Project Grants awarded to Community Based organizations in Enbekshikazakh district***

*To identify community based organizations in the following focus areas which have the most potential for improving living conditions on the basis of local civil initiatives (as opposed to physical infrastructure): education; health care; small business development and socio-cultural initiatives. The precise number of CBOs selected to receive funding will depend on the quality of proposals and the geographic coverage of the leading CBO candidates. These CBOs will receive grants to develop projects in partnership with local initiative groups which EF will fund in the*

*latter half of 2005. This grant is the first phase of a 3 year program funded jointly by Philip Morris Kazakhstan and USAID.*

#### **Shelek Public Association of Blind People**

\$7,000

To improve the socioeconomic and legal conditions for the empowerment of the blind in Enbekshikazakh district, Almaty oblast. The grantee will offer vocational training, Braille reading courses, and legal consultations designed to help the blind become economically self-sufficient and engage in community life. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **Public Association Kamkor**

\$11,633

To improve the socioeconomic and legal conditions for the empowerment of disabled persons in Enbekshikazakh district, Almaty oblast. The grantee will study the employment potential of the disabled in the district, then open an information center and design and offer vocational training designed to help the disabled become economically self-sufficient and engage in community life. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **Fairy Tale of Nature**

\$8,938

To increase the social activism of schoolchildren, their parents, and young adults in the city of Esik. The grantee will organize a natural history study group to hold community service events, including city cleanups and beautification activities, nature field trips, and aid for the disabled. The project will help build social infrastructure and develop the local NGO community. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **School Named After Altynsarin**

\$9,868

To help schoolchildren realize their creative and intellectual potential, and promote socially constructive behavior and healthy lifestyle among youth in the village of Shelek, Almaty oblast. The grantee will organize various summer and after-school clubs, sports teams, and interest groups for youth, and arrange community service activities to engage teens and young adults in building social infrastructure and developing the local NGO community. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### **School Named After Lomonosov**

\$11,057

To promote socially constructive behavior and healthy lifestyle among schoolchildren. The grantee will organize a summer camp focusing on environmental education and protection and various character-building activities in Mikushino Gorge, Engbekshikazakh district. The project will help build social infrastructure and develop the local NGO community. The project is part of the three-year Engbekshikazakh District Community Development Program funded jointly by Philip Morris Kazakhstan and USAID, and implemented with the support of the local government.

#### ***Foster Care program, Phase III***

*To select seven implementing organizations for Foster Care Program, Phase III in 2005. The grantees will conduct public awareness campaigns to eliminate negatives stereotypes about orphans pervading public opinion, create an information network among the previous phase and new phase participants, and implement the general program objectives under which more than 100 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. This grant is the third phase of a three-year program funded jointly by Philip Morris Kazakhstan and USAID.*

#### **Women Club Tomiris**

\$12,644

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Women's Union of Ural Region Umit-Nadezhda**

\$12,669

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 25 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Center for Social Adaptation of Children**

\$12,671

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 22 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Center for Initiative Support**

\$12,651

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 30 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Perekrestok Foundation**

\$12,638

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Youth MediaSoyuz of Kazakhstan**

\$13,963

To improve the lives of orphans and better prepare them for independent adult life by exploring alternative means to orphan care that incorporates mentoring and foster families. The grantee will conduct a public awareness campaign to eliminate negative stereotypes about orphans. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### **Women's League of Creative Initiatives**

\$16,629

To enhance the dialogue among those working directly with children in orphanages. The grantee will conduct trainings and seminars for NGOs, social workers, and public officials at the local and national levels. This project is the continuation of an earlier grant and is one of a group of seven to receive funding from Philip Morris Kazakhstan.

#### ***MS in Environmental Management in KAZ***

*To implement a partnership program with the Eurasian University in Astana, Kazakhstan. The goals of this partnership are as follows: to assist the Ministry of Education of Kazakhstan in developing education standards for an MS in Environmental Management and Engineering, to establish the framework for launching an MS Program in*

*Environmental Management and Engineering at the Eurasian University, to launch the MS degree program in the fall of 2005, and to ensure that it becomes sustainable within five years of the start of the partnership.*

**The University of New Mexico**

\$158,689

To build local environmental education capacity by launching a Master of Science in Environmental Management and Engineering at the Eurasian National University in Astana. This grant will support the first year of a partnership between the University of New Mexico and the Eurasian National University to develop a curriculum, train faculty, develop state-certified standards and launch the graduate degree program. This grant is the first phase of a five-year program funded jointly by AES Corporation, USAID, and the OSCE.

***Open Budget Kazakhstan, Phase II***

*ARO/EF will conduct a competition to promote civic engagement in the state budgeting process and make the state budget transparent in Kazakhstan. Under the competition state budgets of different levels will be published and discussed in public form.*

**Sana Consulting**

\$10,000

To increase the transparency of government budgets. The grantee will conduct an analysis of unprecedented scope of government budgets of Akmola and Kostanai oblasts and the city of Astana. As part of the project the grantee will develop and print brochures on each of these budgets, with detailed descriptions of budget programs and articles of income and expenditures. Public distribution and discussion of these brochures, particularly to and by NGOs lacking unhindered access to such information, will promote citizen participation in the budget process and transparent budget procedures. This project is part of the Open Budget Initiative supported by the Norwegian government, the OSCE Centre in Almaty, the Department for International Development of the British Government and Soros Foundation Kazakhstan.

# Kyrgyzstan

## 1.3 Private Enterprise Development

### **Bishkek Academy of Finance and Economics**

\$16,220

To strengthen the small business sector in Issyk-Kul oblast by instituting ecological management methods in the hospitality industry. The project will develop and put into practice models of ecological management and voluntary ecological certification procedures, which will engage local communities and travel agencies in the process of ecological planning and the development of tourist services. The project, co-financed by USAID and the British Department for International Development (DFID), will increase the appeal of the region's tourist industry.

## 2.1 Citizen Political/Economic Participation

### **SIAR-Bishkek Ltd.**

\$56,385

To independently verify results of the 2005 Parliamentary elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of about 6,000 voters at 80 polling stations in five cities and four oblasts, and disseminate the results widely. The grantee will also develop and disseminate analytical information for public use. The methodology and lessons learned from this pilot sample will be applied to a planned nationwide exit poll during the Kyrgyz presidential elections in October 2005. The project will help increase public trust in the election process and increase citizen participation in political and economic decision-making. The project is co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

### **Economics Education and Research Consortium**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

### **Marketing Service Bureau**

\$72,957

To independently verify results of the 2005 Presidential elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of approximately 25,000 voters at 210 polling stations throughout the country, and disseminate the results widely. The project will help increase public trust in the election process and increase public participation in political decision-making. The project is co-funded by the Royal Netherlands Embassy in Almaty, the Norwegian Ministry for International Affairs, the Swiss Embassy in Tashkent and USAID.

### ***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 in Kyrgyzstan**

\$90,569

To promote multilingual education in the Ferghana Valley at the primary school level. This grant will continue the implementation of 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 Royal Netherlands Embassy and the U.S. Agency for International Development.

## **Moldova**

### **2.1 Citizen Political/Economic Participation**

#### **National High School Debate League**

\$8,670

To increase civic engagement during the 2005 parliamentary election campaigns. The grantee will organize 200 debate sessions throughout the country on campaign-related topics, targeting the youth vote. The program will increase awareness and public discussion on issues facing voters before the 2005 parliamentary elections.

#### **Union of Young Roma from Moldova "Tarna Rom"**

\$7,291

To foster an understanding of the importance of active political participation among the Roma communities in Moldova. The grantee will conduct a civic and voter education campaign among Roma communities. The program will lead to increased awareness and participation among Roma in political and electoral processes.

#### **Center for Analysis and Prevention of Corruption**

\$12,580

To provide free legal assistance to NGOs, individuals, and journalists in election-related issues. The grantee will open a legal hotline and have lawyers present at the appellate courts to assist all interested non-partisan groups during the electoral campaign. The project will ensure that breaches of law, especially of the election code, are reported and settled through the appropriate legal means. This project is co-funded by American Bar Association Central European and Eurasian Law Initiative (ABA/CEELI). ABA/CEELI will provide free legal assistance on Election Day and will conduct an information campaign to promote the project.

#### **Freedom of Expression and Access to Information Promotion Center "Access-info"**

\$4,152

To provide journalists with skills and tools in professional and balanced election-related reporting. The grantee will publish a guidebook for media professionals titled "Elections and Media: Questions and Answers," using it in a nation wide training and information campaign for journalists. The project will improve media coverage during the election campaign and on election day. This project is co-funded by U.S. Embassy's Democracy Commission and International Republican Institute.

#### **League for the Defense of Human Rights in Republic Moldova**

\$22,196

To mitigate the risk of potential erroneous counting of votes in the 2005 parliamentary elections. Together with other partners, the grantee will organize a parallel vote tabulation with 35 mobile groups collecting and centralizing data for quick processing. The project will offer a timely forecast of the voting results parallel to the official ones, helping to ensure that the election results are a true reflection of the intended number of votes made by eligible voters.



## Russia

### **1.3 Private Enterprise Development**

#### **Severouralsk Municipal Fund for Small Business Support**

\$39,994

This award will provide the institutional development of the Severouralsk Municipal Fund for Small Business Support, the only business support infrastructure in the mono-industrial town 500 km north from Yekaterinburg with the population approximately 55 thousand people. Due to the grant the Fund will have the opportunity to diversify a range of consulting, office and financial services to local entrepreneurs, train the staff on financial and investment analysis and microcrediting in Sverdlovsk Oblast Fund for Small Business Support and advanced neighboring municipalities, and conduct a wide information campaign to increase and improve its clientele base. The grantee will organize four round tables on the most acute issues for more than 60 entrepreneurs, give about 800 consultations in various aspects of business and work out a new loan product. All these efforts will make for an increased quality of services, a growing number of small businesses in the town and employment opportunities in the private sector. This grant is a part of the SUAL Holding and New Eurasia Foundation Joint Initiative of Small Business Development in Severouralsk.

#### **Nizhneserginsky Municipal Fund for Small Business Support**

\$47,998

To enhance small business growth in the Nizhny Sergy district, Sverdlovsk Oblast, by developing local SME support infrastructure and providing small companies with access to microfinance. A Municipal SME Support Fund established in the framework of FNE and SUAL-Holding "Joint Initiative For Small Business Development and Job Creation in Mikhailovsk and Nizhny Sergy District" will receive start-up funding and begin operating. The Fund staff will be trained at Sverdlovsk Oblast SME Support Fund on microfinance and consulting basics and have further internships at leading municipal funds. The Fund will establish a business library and develop a business and legal software package. Local entrepreneurs will benefit from access to Fund resources and Internet, as well as, to methodological instructions on SME regulations and interactions with administrative authorities. The Fund will provide micro-loans to small businesses at the expense of Sverdlovsk region budget resources transferred by the Oblast SME Support Fund. The best borrowers will receive support to participate in Sverdlovsk regional investment competition.

#### **Kamensk Uralsky Municipal Small Business Support Fund**

\$39,950

The project will help to accelerate small business growth in Kamensk-Uralsky, Sverdlovsk Oblast, by broadening services of local SME support infrastructure. Kamensk SME Support Fund will add a new marketing and production cooperation department and will launch a new investment loan for SME as an element of its micro finance program. Local entrepreneurs will benefit from consultations on marketing, human resource management, as well as, on business and investment planning. SME will also get access to a new virtual business-map of Kamensk-Uralsky and a marketing database of services that can be provided as a municipal contract or large enterprise sub-contracts. In addition, the Fund will organize two exhibitions of SME goods that can be produced within municipal or production contracts.

#### **Shelekhov Business Development Agency**

\$24,994

The project is aimed to enhance small business growth in Shelekhov, Irkutsk Oblast, by broadening services of local SME support infrastructure. Shelekhov Business Development Agency will add new marketing and production cooperation departments. The Agency and the "Sojuz" Credit Cooperative staff will get training in Irkutsk Oblast SME Support Fund and Business Development Agency on microfinance and consulting basics and internships at leading SME support organizations. Local entrepreneurs will benefit from consultations on marketing aspects, access to business library, and guidance on product promoting and participating in municipal contracting competitions. The Agency will pre-assess clients and help them to develop micro-loan and leasing applications for Irkutsk Oblast SME Support Fund and Irkutsk Leasing Company.

## **2.1 Citizen Political/Economic Participation**

### **Center of Management and Staff Retraining**

\$10,000

To support the development of youth policy in Saratov region through regional resource center establishing. The project will conduct an analytical research to reveal regional youth capacity and needs, hold three round-tables to discuss youth problems, and form awareness raising tools. As a result integrated regional youth program will be designed, competitive capacity of Saratov region will be raised.

### **Municipal Development Agency - Vladimir**

\$10,000

The project's target is to develop methods of Vladimir regional youth policy on the principle of social partnership between local authorities, business structures and civil society institutes. The project includes an analytical research to reveal regional youth capacity and needs, base-line assessment on regional youth policy development, round-tables to discuss youth problems. The main outcome of the project will be a draft of Vladimir regional youth policy up to 2008.

### **Regional Center of Educational Technologies - Tambov**

\$12,000

The project's target is to develop a common strategy of the regional youth policy. The project includes a sociological research to reveal regional youth capacity and needs, round-tables and training to discuss youth and regional problems, and computer program on youth policy design in the Russian regions. The main outcome of the project will be a draft of Tambov regional youth policy.

### **Regional Youth Resource Center**

\$10,000

The project's target is to involve Tomsk region's students in different programs of innovative development. The project includes an analytical research to reveal regional youth capacity and needs, a number of round-tables to discuss youth problems and to support youth initiatives. As a result regional youth program will be designed, competitive capacity of youth will be raised.

### **Committee of Youth Affairs of Kaliningrad Oblast**

\$10,000

The project's target is to raise effectiveness of the state youth policy in Kaliningrad region via recommendations to the draft regional youth program for 2006-2010. The project includes a sociological research to reveal regional youth capacity and needs, a number of round-table and seminars to discuss youth problems. The outcome of the project will be creation of an expert community to support effective social partnership between all stakeholders on youth policy realization in Kaliningrad region.

### **Vladivostok State University of Economics and Services**

\$47,314

To affect the distribution of labor resources in the Russian Far East. A team of local and the Moscow-based trainers will teach representatives of universities from four regions how to run a university career center and create a board of trustees. Employing new techniques, the trainees will stimulate interaction between the higher educational establishments, employers, and state and public organizations and improve the graduates' job skills. In addition, the creation of an information exchange network will establish cross-regional communication among organizations active in the labor market.

### **New Eurasia Foundation**

\$97,027

To promote strategic philanthropy in Russia. With co-funding from the William and Flora Hewlett Foundation, the Social Investment Initiative will provide major Russian corporations and philanthropists with strategic and practical training in methods of charitable giving. This initiative will help Russian donors and would-be donors to shape and implement their philanthropy programs by defining their philanthropic goals, building accountable and transparent

mechanisms of charitable giving, and developing their philanthropic missions and strategies. The program will consist of two social investment forums focused on information sharing and training for high net worth individuals and top level Russian executives, as well as internships and a series of four seminars focused on training for corporate social managers working at the operations level.

#### ***Career Centers Competition***

*The competition is aimed at increasing regional labor force mobility and at enhancing its more efficient distribution in the Russia Far East regions (Khabarovsk, Amur and Sakhalin oblast) through the establishment of universities based Career Centers*

#### **Far Eastern State University of Transportation**

\$28,439

To assist university graduates locate employment by monitoring professional labor market needs and then sharing this information with Higher educational institutions, employers and partners. The university will establish a career center to provide training and consultations for trainers and students, create a job vacancy and resume database, and exchange experiences with other universities. The university branches in Khabarovsk Krai, Primorye and Sakhalin will also adopt and divulge these new practices. The project will lead to an increase in the number of young professionals employed in the Far Eastern regions.

#### **Komsomolsk-na-Amure State Technical University**

\$26,837

To develop a system for assisting the students of educational institutions in North-eastern Khabarovsk Krai to integrate them into the labor market. The project team will develop educational materials on effective employment techniques and organize trainings for teachers and students. These activities, along with information exchange, discussions and a Job Fair, will stimulate interaction among potential employers, State and private organizations, and educational establishments. It will also instigate the creation of a Board of Trustees for the Lower Amur Education District.

#### **Far Eastern State Agrarian University**

\$27,410

To increase the employment and mobility of Amur Oblast university graduates in Far Eastern labor markets through internet access to a job vacancy and resume database and stronger cooperation between universities and their boards of trustees, and employers, through a series of round-tables and job fairs. The project team will also organize training for higher educational institutions on how to run a career center. The project will assist in making career technology courses part of the universities' curriculum and increase the number of employed students and graduates.

## **2.3 More Accountable Local Government**

#### **Volsk Training Information and Methodical Center, Saratov Oblast**

\$6,000

To improve investment climate on the territory of the Volsk municipal entity by stimulating development and implementation of social projects aimed at solving community problems. The grantee will make a survey to define acute social problems, train municipal managers and NGO leaders in project development and management, and conduct a grant competition among local organizations to support the best social projects. As a result, the municipality will register a resource center to support community projects. On the whole, the grant results will positively influence social indicators that will improve investment attractiveness of the territory.

#### **Volsk Credit Rural Cooperative "Alternativa"**

\$6,000

To enhance economic development in the Volsk rural district by expanding access to microcredits for small businesses, specializing in agriculture and services. The grantee will set up a new branch, attract new members, and create a unit fund. As a result, the cooperative will provide microcredits to at least fifteen businesses. On the whole, the project will create conditions for improving investment climate on the territory.

#### **Administration of Voskresensk District, Saratov Oblast**

\$4,000

To stimulate investment activities in the district by providing potential investors with full and adequate information about the district, as well as by improving investment image of the territory. The grantee will create an Internet-site about the district's economic activities and resources. The information on the site will be regularly renewed according to the demands from local enterprises. The district administration will respond to investor's requests for information about the district. On the whole, the grant results will positively influence economic development of the territory.

**Krasnoarmeisk Raion Administration**

\$8,000

To enhance economic development on the territory of the district by organizing business support infrastructure in the form of a marketing center. The grantee will create a marketing center and an Internet site, conduct a roundtable and a conference for local enterprises, issue brochures and calendars. As a result, the center will help local enterprises to promote their products and services and attract investments. Investors will obtain full and reliable information about the district. On the whole, the grant results will positively influence on improving investment climate on the territory.

**Administration of Engels Municipal Unit of Saratov Oblast**

\$7,000

To enhance economic development on the territory of the Engels district by organizing small business support infrastructure that will provide services to local entrepreneurs. The grantee will create a small business support center, conduct seminars for entrepreneurs on investment planning, and provide consultations and assistance to small businesses on obtaining investments. As a result, the center will help to implement three-four investment projects and to register a union of entrepreneurs. On the whole, the grant results will positively influence on improving investment climate on the territory.

**Administration of Atkarsk Municipal Unit of Saratov Oblast**

\$4,000

To enhance investment attractiveness of the district by improving investment image of the territory. The grantee will create an Internet-site about the district's economic activities and resources provide information on the site in other Internet sites, present the site to local enterprises. The grantee will regularly renew information on the site according to requests from users. The district administration will respond to investor's requests for information about the district. On the whole, the grant results will positively influence economic development of the territory.

**Administration of Bazarno-Karabulak area of Saratov Region**

\$5,000

To enhance economic development in the Bazarno-Karabulakski rural district by creating conditions for financial support of small businesses. The grantee will collect and summarize the best practice on credit cooperatives, conduct seminars and roundtables for small entrepreneurs and create a first credit cooperative in the rural district. As a result, the project will create conditions for microfinance institutions development that in the long run will improve investment climate on the territory.

**Muratova Dianna**

\$151

Participation in the Interview of the OSI/FCO Oxford Chevening Scholarships Program

**Vascheva Irina Yarievna**

\$75

Participation in the Interview of the OSI/FCO Oxford Chevening Scholarships Program

**Lapin Sergey L'vovich**

\$75

Participation in the Interview of the OSI/FCO Oxford Chevening Scholarships Program

**Aristova Natalia Sergeevna**

\$92

Participation in the Interview of the OSI/FCO Oxford Chevening Scholarships Program

**Muratova Dianna**

\$315

Participation in testing of the OSI/FCO Oxford Chevening Scholarships Program

**Domorovskaya Olga**

\$792

Sitting for the testing (IELTS) of OSI/FCO Oxford Chevening Scholarships Program

**Petukhova Marina Vladimirovna**

\$2,286

1 month scholarship for study at the Wolfson College, Oxford

**Karnachuk Natalia Viktorovna**

\$1,430

1 month scholarship for study at the St Hugh's College, Oxford

# Tajikistan

## 2.1 Citizen Political/Economic Participation

### **Independent Television "Kurgontepa"**

\$9,838

To expand southern Tajikistan residents' access to independent media. The grant recipient will purchase a broadcast transmitter that will increase its broadcast radius to reach up to 700,000 people who currently lack access to independent television. The station will also introduce a news talk show. This grant is supported by the Netherlands Government.

### **Public Television Regar TV**

\$9,867

To increase access to independent media for residents of southwest Tajikistan. The independent television station will increase its viewership by 400,000 by installing a second transmitter. It will also produce a live news show. This grant is funded by the Dutch government.

### **Independent Television Radio Company Mavji Tojik**

\$10,320

To improve access to independent media for residents of Kulyab. The radio station will install a transmitter to widen its broadcast reach to 350,000 potential listeners. It will send two journalists for training at a leading Tajik radio station, and will then produce a series of live news broadcasts. This grant is supported by the government of the Netherlands.

### **Independent Informational Center Khatlon-Press**

\$11,307

To increase access to news for residents of southern Tajikistan. The grantee twice a week will publish 500 copies of a newsletter, which prior had been Internet based, and add two correspondents in remote communities that had completely lacked journalists. The newsletters will be distributed throughout southern Tajikistan on a free basis for one year.

### **Economics Education and Research Consortium Inc/ EERC**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

### **Women's NGO Mehrubon**

\$13,490

To increase income and create jobs in an Afghan border region. The grantee will provide business trainings and consultations to women entrepreneurs and farmers in a rural region hard hit by the civil war and outbound labor migration. Project participants are expected to gain access to finance, expand existing businesses and open new businesses. This grant is co-funded by the Government of Australia.

## Ukraine

### **2.1 Citizen Political/Economic Participation**

#### **Democratic Union of Youth Kharkiv Oblast Youth Public Organization**

\$4,090

To design and implement an innovative approach to delivering humanitarian assistance through corporate sponsorship. Cooperating with the city social services department, NGOs, and local businesses, the grantee will distribute 8,000 food packages to vulnerable populations. A media program and case study will raise awareness and encourage others to use similar methodologies. The project will create a transparent and effective mechanism for businesses to contribute to charitable activities. The grant is part of the "Partnership for prosperity" project funded by Philip Morris Ukraine.

### **2.3 More Accountable Local Government**

#### ***Ukrainian-Belarusian Partnership for Community Development***

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

#### **All-Ukrainian Union of Public Organizations Association of Regional Development Agencies**

\$49,629

To support community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. The grantee will help create five different working groups on the most important local development issues in Belarus. Selected members of these working groups will participate in a series of study tours to Ukraine. Study tour participants will return to Belarus and conduct local development projects under the grantee's technical supervision. Furthermore, participants will continue working with each other, perhaps forming nation-wide networks of experts on community development issues in Belarus. This project, a continuation of a program co-funded by the Charles Stewart Mott and International Renaissance Foundations, will improve the abilities of Belarusian community leaders to address local issues and reinforce proactive, systematic contacts between Ukrainian and Belarusian local development experts.

## Uzbekistan

### 1.3 Private Enterprise Development

#### *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.*

#### **Firm of Attorneys Khukukiy Khizmat**

\$28,009

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in solving the cases of these violations. This project is the continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.

### 2.1 Citizen Political/Economic Participation

#### **Economics Education and Research Consortium Inc/ EERC**

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

#### **Open Library of Legal Information**

\$16,940

To increase legal literacy in Uzbekistan. The grantee will gather national and international human rights laws and publish the collection on a compact disc. It will then distribute the discs among libraries, NGOs, educational institutions and government officials, complementing other efforts to improve human rights in Uzbekistan.

#### **Uzbek Association of International Law**

\$23,500

To improve intellectual property protection in Uzbekistan, through improving legal knowledge and recommending improvements to the law. The grantee will provide training and workshops for authors, copyright holders, government officials and consumers on copyright law. It will also develop recommendations to improve legislation and regulatory procedures. Microsoft Corporation is co-funding this project.

#### *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.*

#### **Bukhara Regional Bar Association**

\$39,531

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in solving the cases of these violations. This project is the



continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.

***Uzbekistan Public Advocacy Center Network***

*Public Advocacy centers (PAC) in Uzbekistan will be selected to promote rule of law and building the capacity of civil society organizations in Uzbekistan. The PACs will be bring coordinated lawsuits across the country, to promote uniform application of existing legislation.*

**Attorney Firm Fides**

\$46,549

To increase public confidence in the judicial system. The grantee will help citizens and businesses to bring civil litigation when their rights are violated in the most widespread cases of infringement of their rights and will publicize its experience in an attempt to set precedent in solving the cases of these violations. This project is the continuation of the joint Public Advocacy Centers Initiative of the Eurasia Foundation and the Government of the Netherlands that started in 2004 in Uzbekistan.