

# MFM Project

## MOSCOW CITY GOVERNMENT SELECTED REVIEW OF COMPUTER INFORMATION SYSTEMS

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Municipal Finance and Management  
Project No. 5656  
Contract No. CCN-0007-C-00-3110-0

April 21, 1995



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## 1.0 Purpose and Methodology of Study

Price Waterhouse was tasked to perform an assessment of the Moscow city government's conceptual approach to computer information systems. The task included a review of the interdepartmental functional requirements and systems of several of the city's departments. This paper includes the findings and recommendations based on that review.

The departments included in the study were:

1. Economic Policy
2. Perspective Development
3. Land Committee

Interviews were conducted with representatives from various levels within each department. These included:

- Department Minister
- Deputy
- 4-5 Division Managers
- 2-3 Key specialists
- Computer Information Systems support department.

Approximately 10-15 representatives from each department were interviewed for this study. In addition, interviews were conducted with a few selected other groups, including the computer support department for the Office of the Mayor, the Moscow Institute of Development, and the Moscow Committee on Statistics (Gorkomstat).

Interviews lasted approximately an hour and a half. Questions focused on understanding the functions of the department, the process and information flow, existing automated and manual information systems, and department needs. A copy of the questionnaire on which most interviews were based is included in an appendix to this report. Where relevant, documents were obtained from the departments which further highlighted the answers to queries.

Individual responses from each interviewee have been kept confidential. Summary results from the assessment and recommendations for implementing immediate-term information system improvements were presented to a senior member of the Municipal Finance Management (MFM) Coordination Council. The detailed results are included in the remainder of this report.

## 2.0 Observations

In this section, we present the general observations we made following detailed study of each of the departments. We tried to identify trends and commonalities found in more than one department's information system development approach, and the feasibility of the approach within the actual work environment. Each of the general observations is followed by examples illustrating the general observation, a discussion of likely causes, and potential negative consequences of the situation described.

2.1 *Observation #1: The more closely the systems support the end products required of the department, the more effective they are.*

The city government of Moscow has yet to exploit the full potential of computers in the office, either in terms of office automation or database development. The ratio of users to computers appears to be less than half at best. Most of the personal computers in use in the department are early generation computers with limited processing power and data storage capacity. The basic software in use generally includes an early generation word processor ("Lexicon") and an early spreadsheet package ("Foresight"). Most users are not connected to a network.

However, some computer information systems are in use in each of the departments we visited. These vary greatly in their technical complexity and approach. The effectiveness of these systems, however, appeared completely unrelated to the sophistication of the computers required to operate the systems -- in fact, very often the opposite was true. The best indicator of the system's utility is how closely it follows the functions of the department, and how much it supports the manufacture of the department's final output.

### 2.1.1 Examples

#### 2.1.1.1 Department of Perspective Development

An example of a computer system which is being used to generate some of the end products the department needs is the "Title" system in the Department of Perspective Development. The chart below summarizes the system.

Department of Perspective Development System: "Title"	
Dept Function: To prepare and monitor the Capital Investment Program.	
System Purpose: To store data and report on projects in the Capital Investment Program.	
Criteria	Characteristics
(1) Prevalence of Use within Dept (2) Completeness of Data within system (3) Data manipulation outside of system required to produce final product (4) Level of hardware needed (5) Coverage of dept functions  (6) Who drives development	(1) Large number of users (15-20) (2) Practically all data needed included (3) Final reports usually require no further processing (4) Can be used on existing hardware (5) Satisfies most though not all requirements, no extraneous data or functions (6) Senior Department Manager

**Functions of the Department.** The major function of the Department of Perspective Development is to prepare and monitor the city's capital investment program. Approximately 4000 investment (largely construction) projects are funded and monitored each year by the city. The department's responsibilities are to select the projects, analyze their financial needs, and make funding allocation recommendations. The 1994 budget for the entire Capital Investment Program was 4.5 trillion rubles. These programs are funded through a combination of federal government funds, city funds, and private sources. In addition, some scientific research programs are also funded through this department.

Excluding the Center for Social and Economic Studies and Information, the department currently employs 100 people. The majority are involved in the review and recommendation process for the various proposed investment projects. The department is organized by project service category (e.g., Health Care, Education, Housing, Transportation), with additional divisions focused on overall investment policy and on geographically (regionally) based review of projects.

The major product of the department is a summary report listing the projects and project funding for the budget year. This report is updated at least once during the year to recognize both construction progress and inflationary changes in expected costs. In addition, separate one-page reports on each of the projects being funded are produced and delivered to the funders of the projects.

**Computer System Support.** One of the major computer tools which support the preparation of these products is the software program "Title". The function of this program is to store and report information about each of the projects being considered for inclusion in the capital investment program. The program is capable of storing, sorting and reporting information about each program's financial status, ruble amount and sources of funding, project service category, administrative region of the city, and other items.

There are currently some limitations to the system. For example, the system is not a single database connected through a network but rather a distributed database on several standalone PCs. It is not possible, therefore, to produce a complete report on all projects automatically, since no single PC contains all projects. Various other complete summary reports also cannot be produced. In addition, although more than half of the projects funded in any given year are continuation projects from the previous year, the system does not currently allow data from the previous year to be carried forward. Instead, all the projects must be rekeyed into the system again each year. Finally, the calculation tools included in the system are not complete; the data must be exported to a software spreadsheet package to produce certain calculations. However, an updated version of the system under development promised to address many of these problems; it was scheduled to be released in November 1994. Most users were aware that a new version was in progress and had been given an opportunity to provide input to the updated version.

**System Effectiveness.** The "Title" system meets many of the criteria for an effective system. The "Title" system is used by a large number of department specialists, perhaps fifteen to twenty. Nearly all data needed for the departmental reports can be stored in the system. Most of the reports produced by the department are complete when produced by the system; few require additional processing outside in another software package. The computer resources required by the system are well within the financial reach of the department -- the system can be run on a 80286-processor PC. Most departmental functions can potentially be satisfied using the software. Perhaps most importantly, the manager responsible for the success of the system is a senior department official. The role that the computer information system plays in carrying out the department's major function is immediately apparent.

**System Development Process.** The process by which the new version of the software is being developed is worth examining. A senior deputy minister of the Perspective Development department has been spearheading the effort. A small committee composed of key users of the system joined him in identifying needed functions missing in the current system. The requirements for the new system were communicated to the lead system developer working within Ekonomika, who could advise which requirements were technically feasible. By combining the senior official's understanding of the department's overall functions and of the expectations from clients external to the department with the users' more intimate knowledge of the current system's limitations, the department created an ideal team to develop the new system. Managers and users were able to specify exactly what they needed based on their own experience, system developers gained an understanding of how the requested capabilities were tied to the department's functions. System developers provided expertise on the achievability of various requests, and were able to assist in prioritizing requests. In our experience, this is the approach to system development most likely to result in the creation of a useful system.

Perhaps most important of all, the new version of the system was scheduled for release within a very short period of time from the identification of requirements. Very often, systems which otherwise follow a rigorous approach to system development ultimately fail because too much time passes between the specification of requirements and the implementation of the system. Most organizations are extremely dynamic, and systems which cannot be implemented in a relatively short period of time (from two months to a year

at most, depending on the complexity of the project) dramatically reduce their probability of success.

### 2.1.1.2 Department of Economic Policy

In the Department of Economic Policy, the major computer system in use is the Operative Database System or "OSBD". The chart below gives some highlights of the system's use.

Department of Economic Policy System: "OSBD"	
Dept Functions: (1) To forecast the revenue of the city government and the economic results of the entire city economy. (2) To monitor and regulate various sectors of the economy in detail, including setting credit policies and price controls.	
System Purpose: To provide statistical information in an electronic form	
Criteria	Characteristics
(1) Prevalence of Use within Dept	(1) Relatively limited number of departmental users
(2) Completeness of Data within system	(2) Data needed not well-defined; what can be made available easily is included
(3) Data manipulation outside of system required to produce final product	(3) System only provides data, processing needed to produce forecast usually done outside of OSBD
(4) Level of hardware needed	(4) LAN access required for use
(5) Coverage of dept functions	(5) Covers only some of major departmental functions
(6) Who drives development	(6) Lower-level department managers and IT Group

**Functions of the Department.** The Department of Economic Policy is undergoing a difficult transition from central planning to a market economy. Its responsibilities under communism included price setting and price controls, regulation of various markets, review of distribution channels, and quota setting. Under a market economy, the department's new responsibilities are expected to be less directly manipulative and more in assisting the Moscow government to predict and react to market forces. However, the department is inadequately staffed and trained to take on its new functions required in a market economy, and is also reluctant to give up its position of influence and control in existing industries and emerging markets. Thus, although many specific products are expected of the department, including forecasts of key indicators of the Moscow economy and drafts of important regulations and decrees, the department appears to be having difficulty prioritizing the many demands on its limited resources and producing any effective results. High-level department managers admitted that they had completely failed to predict the 1994 economic situation in Moscow, blaming poorly trained staff, lack of methodology, and an overwhelming workload for the available staff resources.

**Computer Systems Support.** The key computer system developed for the Department of

Economic Policy is the Operative Database (OSBD). This system contains data from MosGorkomstat, the city's statistics gathering arm. These statistics are expected to serve as the basis for the economic forecasts produced by the department. Less a database than a collection of reports in an electronic form, OSBD offers a subset of the paper reports already produced by Gorkomstat and provided to the department in paper form. For users to perform further analysis of the data generally requires that they transfer it from the OSBD into some other analytical tool like a spreadsheet, in order to calculate trends and forecasts.

**System Effectiveness.** It was difficult to identify active users of the "OSBD" system; our 15 interviews (in a department with 60 staff and managers) turned up only one active user and the name of one additional user, despite repeated requests for the names of additional users. Unfortunately, the data in OSBD did not meet the needs of either current or potential users. The system is apparently intended to support the department's forecasting function and its industry regulation and price setting functions. However, the range of information required for these calculations and the system's lack of ability to analyze the data that it does contain mean that most users find this system insufficient for their needs. The type of PC widely available in the department appears insufficient to operate the OSBD: the one user we interviewed had computer hardware, networking and software resources well above the average for the department. Most significantly from the viewpoint of judging the system's effectiveness, no senior department official was seen to be participating in the program's use; only lower-level branch managers and the computer support group were involved with OSBD's development.

**System Development Process.** The department of Economic Policy, together with the Department of Perspective Development, is supported for its computer requirements by the quasi-independent computer group Economika. This group is responsible for the development of the current OSBD system, and is currently in process of developing an updated version of the system. Several months previous to our survey, users had been asked to submit their comments on the system to the Summary Analysis branch of the department. However, none had received feedback to their comments and suggestions and only one user was aware that a new version of the system was in progress. Economika informed us that most of the requests for changes to the system had been found impossible to implement; however, they had not advised either the Summary Analysis branch or any other users which recommendations were being implemented and which were not. In our opinion, the system suffers from the separation of the developers from the users and more importantly from its separation from all senior level managers who understand the department's overall functions and who set priorities. Based on what we observed, we predict that the usefulness of the current system is unlikely to improve dramatically, since the developers are working almost completely in the dark with respect to the department's overall goals and objectives.

#### 2.1.1.3 Land Committee

The Land Committee has a few small systems in place within the department, including some small office databases and access to a commercial database of legislative. However, the computer information system whose development dominates the department is the Land Cadastre, or Land Register. The chart below summarizes the system.

Land Committee System: "Land Cadastre"	
Dept Function: To register the official uses of each parcel of land and prepare the appropriate official documents.	
System Purpose: To store all relevant information about the land in Moscow	
Criteria	Characteristics
(1) Prevalence of Use within Dept	(1) Relatively limited number of departmental users
(2) Completeness of Data within system	(2) Data needed only beginning to be defined
(3) Data manipulation outside of system required to produce final product	(3) Much additional work required outside of system
(4) Level of hardware needed	(4) Requires state-of-the-art processors, PCs, software
(5) Coverage of dept functions	(5) Covers more functions than strictly required by department
(6) Who drives development	(6) IT Group

**Functions of the Department.** The Land Committee's official function is to register the official uses of each parcel of land in Moscow and prepare the appropriate official documents. This function overlaps in some degree with the functions of the Property Committee, whose work is similar but applies to the buildings on the land and in some cases to the land itself. Aside from the official registrations, the Land Committee is expected to produce a summary land use report each year, showing the amount of land area devoted to each type of land use. In addition, as land privatization in Moscow creeps forward, the Land Committee is slowly taking on the job of running tenders for parcels of land.

The registration of official uses of land can be divided into two types of registrations: certifications of pre-existing rights to land, and declarations of new rights to land. Since land ownership is still mostly a prerogative only of the state, these official uses boil down to a long-term right to rent the land from the city, and separately to the right to collect rent from sub-tenants. For these registrations and rights, the city collects various fees and rents.

Most certifications are issued as a result of a request from the currently occupying party or from those who wish to occupy a vacant plot of land, but in an effort to identify taxable occupants, the Land Committee has embarked on a quasi-official census of the land uses in the city, attempting to identify current users who have not come forward to request official registration.

**Computer Systems Support.** The Land Committee is supported in its computer automation efforts by a computer systems branch which is part of the Land Committee. However, most of the smaller-scale computer system development projects (including a personnel system and an accounting system) have been farmed out to private subcontractors. The internal department itself is completely focused on the development of an enormous land registration project involving an Intergraph-based Geographic Information System (GIS). Department

officials estimate that this project will require thirty years to complete.

The Land Cadastre currently functions as a database of certifications. After each certification (Договор, АКТ) is issued by the Committee, data from each certificate is entered into the database; the certificate number is linked to a land parcel drawn on a computerized map.

The Land Cadastre project is highly visible within the department; however, the system has only a relatively small number of users. These users might be more properly termed data entry operators, since their job is only to load data into the system. Their job function does not include getting reports from the system, although they do have the opportunity to visually identify an overlap in land use if a second certificate is issued for the same plot of land. Another key indicator of the system's level of effectiveness is the currency of the data: the certificates currently being loaded into the database are several weeks out of date. Probably due both to the small number of certificates which have been issued so far and to the relatively time-consuming effort involved in loading the maps and the certificate information into the system, the database of certificates is very far from complete; this phase is expected to last another three years. The remaining 27 years of this project are to be spent in meeting requirements which have not yet been fully defined.

**System Effectiveness.** The computer resources required by this system are both expensive and specialized; it is difficult to predict that even in five years will the level of standard office automation have moved to the advanced level of computer processing and data display capabilities required for minimally effective use of this system. Users need network access to a Unix-based file server running an SQL database, high-speed PC processors, and large-screen, high-resolution video display monitors.

The information this database is expected to include has not yet been fully defined. Key department officials estimated that anywhere between twenty and 100 areas of information may eventually be included in the system. Examples of potential data to include subterranean land use, surface area maps, roads, parks, etc. Why this information is needed, and what it will specifically be used for, and by whom, is not clear. The answer we received to these questions was that "everyone will use [the system]". But specifically whose needs were being met was never made clear.

It is clear, however, that there are several functions performed by the department which the system does not support. For example, The system does assist with the issuance of the certifications themselves; this appears to be still a completely manual process. The computer is being used as an electronic recorder of information after the fact. No reports from the system are yet produced. Information from the system is not used to identify overlaps until after two legal registration documents have been produced and it is found that they are in potential conflict.

The information to be collected and included in the system during a second phase is still undefined, and the exact use to which this larger system will be put is unclear. Although senior department managers boast that its potential users are "everyone" within the Moscow government, they do not appear to be thinking in terms of fulfillment of their basic functions. The department's immediate responsibilities, issuance of certificates and the summary land report, do not appear to be directly aided by the computer land cadastre, nor does the system

appear to be headed in that direction in the immediate future. The project has clearly come under fire in the past, as evidenced by the defensive attitude taken by senior department officials and especially by the Computer Branch. The project clearly enjoys the support of senior department officials generally, but the real drivers of the system appear to come from the computer department itself. Few senior department managers seem certain exactly how the project will ultimately benefit the department or assist in the accomplishment of its functions. The system has clearly been sold to them as something of potential value to the entire Moscow government, to be developed by the Land Committee for its greater prestige.

**System Development Process.** The Land Committee published a "Concept and Feasibility Study" from 1993 which was approved by the Committee Chairman. This paper documents to some degree of specificity the general process of performing land registration, and indicates a subset of these Land Committee functions or processes which the planned Land Cadastre information system is intended to support. However, although the document includes estimates of expenses expected for the development of the three subsystems designated for initial implementation, it is not clearly shown how these estimates were made. Most importantly, although the document is billed as a feasibility study, it does not show how the system development could be accomplished, though it is fulsome in its description of expected benefits. No work plan or work schedule of any kind is included in the document. The project organization, the approach, the tasks and sub-tasks to be performed by the team, all are missing from the study. We were also unsuccessful in obtaining this information from any other source. Any project, especially one so vast, is very unlikely to be successfully completed without the development and execution of detailed plans.

#### 2.1.2 Likely Causes of developing systems that do not produce needed final products

- *The department functions are not widely understood.*

In the Department of Economic Policy, ignorance of the department's functions and appropriate methods for carrying them out are clearly at least partially to blame for the OSBD system's lack of effectiveness. Although some senior managers in the department appear to recognize the problem, the transitional nature of their current responsibilities makes it difficult for them to bring focus to the department. Branch managers attempt to cope as well as they can, and the computer department does not even pretend to understand the functions. Communication is the key: the better all members of the department understand its role within the overall functioning of government, the more consistent are the efforts in all areas, including the development of computer systems.

- *The department functions are defined too broadly or are continually expanding.*

Again in the Department of Economic Policy, the expectations are enormous, especially when considering the small size of the department, the lack of staff training in market economics, and the explosion of new businesses and new market areas in the city. The information needs of such a department are potentially enormous and practically impossible to satisfy. Only when the form and method of the department's functions are delineated clearly enough to show exactly how the work will be approached and what products will be produced can a computer information system to assist in that process be designed and developed.

- *The systems are "opportunity-driven" instead of "need-driven."*

Most of the data included in the "OSBD" system nominally developed on behalf of the Department of Economic Policy is there simply by virtue of the fact that it is available. MosGorkomstat provides electronic versions of the reports used by the department based on whether they have them available or not; there is no consideration of which information might be more vital than others. For a system to be effective, the priority of the needs should be paramount.

- *The systems are "technology-driven" instead of "need-driven."*

In the case of the Land Committee, it appears that the desire to be involved with state-of-the-art computer hardware and software has been a driving force in the development of the Land Cadastre. The Intergraph company, with everything to gain from the development of a large, high-profile system for the city of Moscow, has taken office space inside the government offices of the Land Committee. Together with the technology-focused computer department, they have convinced senior management of the benefits of this high-technology approach. Tangible benefits to users are given in general not specific terms. In the case of the OSBD in the Department of Economic Policy, one of the lead OSBD developers in the Ekonomika computer group told us that he believed the key to success for the OSBD system was to change its technology to a "Client/Server" base. Unable to see that there were any other issues involved besides technology, this developer was quite ready to re-develop the same system again using a later technology. He would not understand the new system's failure.

- *Senior department officials are not involved.*

Who takes responsibility for the success of a computer information system is very often the single most important factor in its success or failure. In both the Land Committee and the Department of Economic Policy, this is clearly the pattern. Perhaps because they consider the development of a computer system a job requiring technical skills only, senior managers often ignore the development of computer systems intended to assist their department. Without guidance from these senior managers, technical or low-level managers are left to make decisions about the data and functions to be included in these systems. Very often, when the department's functions are complicated or not widely understood, the resulting system is either technologically superior but functionally useless, or is underfunded and finally abandoned because of lack of support from senior management.

### 2.1.3 Potential Negative Results

The following are some of the negative consequences of system development not being tied to departmental functions:

- Wasted resources on salaries and computer resources;
- Failure to meet department's real objectives;
- Lowered departmental efficiency.

2.2 *Observation #2: There is a lack of consensus as to which data is actually needed to perform many of the functions in the departments.*

All of the departments decried the lack of information available to them in order to perform their jobs effectively. However, few of the interviewed staff, whether analyst or department chairman, could clearly articulate exactly what data was needed and how it would be used if available.

2.2.1 Examples

2.2.1.1 Economic Policy

At first glance, one of the major issues facing the Department of Economic Policy would appear to be lack of information. For this department, with its responsibility for forecasting the city's economic results, the need for information appears to be unarguable. However, Given the difficulty of obtaining information, solutions are not readily apparent. In a place and time such as is now in Moscow, where the political climate still encourages secrecy and where the concept of the public's right to know is met with distrust, where information released is seldom verified, where information is treated as a commodity to be bought and sold, in a Moscow in its early days following the collapse of a planned economy, the quest for even small quantities of reliable information needed for Western-style market analysis can quickly exhaust the resources of a department.

Indeed, through most of our interviews within the Department of Economic Policy, we often heard the complaint, "we do not have enough information." This deficit included not enough reports available from Gorkomstat in paper or electronic form, not even enough copies of the catalog of available Gorkomstat reports were available. There were also complaints about the information that was available -- usually that it was out of date.

However, the volume and range of information demanded by various analysts in the department seemed designed to outstrip the resources of even a well-run and profitable organization. One analyst claimed he needed detailed information about every company in the city in order to produce his statistical forecasts; apparently he knew nothing about the science of statistics and the use of sampling techniques. Nor was he unique. In all of our interviews, it was never clear that the analysts were sure what they would do with this information if they ever got it. As one senior department official summarized, "We don't need more information -- we cannot even use the information we have."

2.2.1.2 Land Committee

The Land Committee has equally vague and even more ambitious targets for its Land Cadastre information system. Although the department managers involved with the system were able to quantify the exact time they expect the project to take (30 years) and the cost (several million dollars), they have not yet defined what information is to be included in the system. "Perhaps twenty, perhaps one hundred" areas of information will be included in the system. They expect the system to satisfy "everyone."

Without any way of judging the system's success, this is clearly an opportunity to waste time

and resources on a massive scale. Because senior managers are not concerned with decided what information is important, the decisions will be left to the group attempting to build the system. Only the system's developers will decide which information will be included, and there is no guarantee that the data's potential usefulness, even as understood by the developers, will be considered in the decision.

### 2.2.2 Likely causes for the lack of consensus on data

- *Moscow and the Russian economy are in a major transitional period.*

Moscow and Russia are in a major economic transition. The data which was needed under the old system is no longer so useful, but there is sharp disagreement on how to perform the new departmental functions and what data is needed to perform these functions.

- *The Moscow government is in the midst of reorganization.*

In addition to the major economic transition, the Moscow government is also in the midst of restructuring as it attempts to respond to the changed economic environment. Departments have been cut in half, have had new groups of staff added, have had functions completely changed, and the process is not complete.

- *Managers and staff are untrained in market economy responsibilities and procedures and uncertain of new responsibilities.*

Although the departments we reviewed all existed prior to the collapse of the communist system, their functions were very different from what they are today. Senior managers are still coming to grips with their new responsibilities and the expectations from the mayor. Managers and staff are often untrained in and uncertain of the functions they are now expected to perform. Some departments are even carrying on functions from both the earlier planned economy and the new market economy.

- *There is a common belief that this is a technical issue, not a managerial one.*

Because the issue centers around the development of automated information systems, many managers feel that this issue is a technical one, not a functional or managerial one. Unfortunately, especially during times of transition, senior people within an organization are generally the only ones qualified to help clarify requirements and set organizational goals that can help distinguish needed from unnecessary data.

### 2.2.3 Potential Negative Results

- The computer group has free rein to include in a database as much or as little as it wants.
- The data which is made available is likely to be both more and less than what is needed.

- 2.3 *Observation #3: Interdepartmental information system cooperative efforts that focus on cataloging existing databases and identifying common data needs provide more immediate and long-term benefit than those which focus on formats and standards for data exchange and data storage.*

### 2.3.1 Examples

#### 2.3.1.1 1990-91 Committee on Science and Technology who sponsored "Concept Paper"

From 1990-1991 an informal committee composed of technical representatives from fifteen Moscow government departments came together to discuss issues of technology and data exchange. The result was a series of papers issued by the Moscow Committee on Science and Technology, Moscow Institute of Development. These papers were an attempt to flesh out plans for interdepartmental Moscow government communication and data exchange. The thrust of the papers was that all future systems developed within the Moscow government which had the potential for interdepartmental use should be developed using a particular standard for data identification.

The validity of the standard which the Committee selected is discussed later in this report. The more immediate question is, is it reasonable to set standards of data exchange or data development prior to the definition of the data itself? Generally-accepted, worldwide standards for electronic data exchange and data storage using existing technology already exist. The Committee's paper attempted to define the data storage format even further, and claimed that standard was irrelevant to the content of the database. Here we must disagree. It does not appear to be worth the effort to design new, information-level formats, which must depend on the content of the information. Any such standard would at minimum need to be customized to the actual situation and ultimately would depend on the true data storage and exchange formats which already exist.

Where the documents produced by the Committee are most helpful is in their catalog of database systems planned or in use. Here the Committee is providing a valuable service in identifying potential sources of information which can potentially be shared or tapped into by others in need of this kind of data. More widespread knowledge of the existence of databanks which could potentially be tapped by a wider audience would encourage the trading of data access in exchange for similar services and would discourage the development of duplicate databases. The products available for potential trade are the proper focus of the work of these committees; once you have someone who has something and someone who wants something, the path between them will be carved out, whether this path is electronic or otherwise.

#### 2.3.1.1 Land/Property Committees

The Property Committee and the Land Committee have also been negotiating with one another about the exchange of data needed by both committees. However, it appears that so far, negotiations have made little headway. The problem appears to be that the issue is being left to technical staff from both departments rather than being handled at a senior enough level within the Committees. It seems unreasonable to expect that the technical

representatives of each department can really know which data is of most importance to its own department and how to value their own and needed data.

### 2.3.2 Likely causes of focus on data formats

- *Interdepartmental data exchange is considered a complex technical issue best handled by technical experts.*

Department managers may consider that the problem of data exchange between departments is a technical problem best handled by technical experts. Most of the senior department managers within the departments we interviewed were not more than superficially aware of the content of the recommendations of the interdepartmental committees. Told by their technical experts that this approach would solve their problems, and perhaps believing themselves unqualified to consider or to judge the merits of the recommendations, they rely on their technical experts to advise them where they themselves would be the better judge.

- *Technical rather than functional advisors are sent to represent the departments; they concentrate on their areas of expertise.*

Inter-departmental groups have been generally composed of technical representatives rather than functional experts with knowledge of how the department works. Quite naturally, the technical experts focus in their discussions with representatives of other departments on what they do know. Unlike those who see these systems from the perspective of the functions they perform, technical experts see the information a commodity. Therefore, they focus on what is done with it as a commodity: store it, exchange it, display it, and catalog it. Its practical utility as information for the end user is not an issue in this forum.

### 2.3.3 Potential Negative Results

The following are some potential negative results of this approach:

- Lack of awareness or access to existing databases causes repeated work by other departments;
- Formatting standardization efforts premature, overly general, and ultimately unusable;
- Potential usefulness of existing databases to other departments not considered;
- Lost opportunity for multiple departments to combine resources in creating shared database;
- Loss opportunity to clarify actual versus assumed needs.

2.4 *Observation #4: There is a tendency to support large-scale projects, although smaller projects tend to be more successful.*

#### 2.4.1 Examples

##### 2.4.1.1 Land Cadastre

The Land Committee is embarked on a 30-year mission to develop a computerized model the entire city of Moscow. Senior managers in the Land Committee have bought off on the promises the developers have made: the system will provide information of use to everyone in the Moscow city government. Questions about the feasibility of this project appear to have been few, and those who asked the questions are no longer on the scene. The only obstacle admitted to the successful completion of this project is a lack of sufficient funding. This sanguine attitude toward the project's success is maintained in spite of the fact that there appears to be no step-by-step work plan for the completion of this project. There is also no definition of the data to be included in the system, no financial plan for obtaining funding, no intermediate goals during the system's developments, no short-term benefits to justify or fund the next phase. In short, there is nothing more or less than blind faith in the promises made by the system's promoters.

##### 2.4.1.2 Title

By contrast, the "Title" system in use in the Department of Perspective Development requires no major funding efforts, uses the existing computer hardware in the department, and does not use the latest computer software technology. Nonetheless, it supports the department's functions and most of the department's users adequately. Its successes have been mostly unrecognized.

##### 2.4.1.3 Small systems in Land Committee

Several small systems are also working effectively within the Land Committee as well. In addition, access to a commercial database of Moscow legislation is available to the many staff of the Land Committee who require it. All users contacted praised these systems as being effective, though not sufficient to meet all their needs. All had been developed on an extremely small budget with limited effort. Nonetheless, no senior management within the Land Committee seemed aware of these successes.

#### 2.4.2 Likely causes for support of big projects and neglect of small ones

- *Focus on the predicted benefits from a successful conclusion of the project distract managers from consideration of the feasibility of the process for achieving those benefits.*

The Land Committee's Land Cadastre is only one example of a system under development where the question "How?" never seems to be asked. The many benefits of the system envisioned by the proponents of the Land Cadastre, coupled with the specificity of demand for certain hardware and software products, tend to obscure the issue that the project plan, if there is one, has faced no hard scrutiny from department-level or mayoral-level

management. It is the tool of many successful salesmen, but the downfall of unsuspecting buyers blinded by the promised splendor of the purchase.

- *Managers believe that the enormous problems they face demand large-scale, technology-rich solutions.*

The problems faced by the government of Moscow are huge, and will undoubtedly require years and years of effort to solve even partially. It is undoubtedly difficult for department managers to believe that a computer information system solution would require anything else. State-of-the-art technology also seems to be the only way out. However, it is their very size that often determines the likelihood of success of all projects. The larger the project in scope, the bigger the risk, and the important to have clearly defined workplan and definable measures of success. On the other hand, small projects tend to have readily apparent, practical steps and goals. These are the factors which determine a project's success, not the size of the budget.

- *Managers who are unfamiliar with technology are reluctant to question what they do not understand.*

Widespread and casual familiarity with computer technology is much less common in Russia than in many Western countries. Those whose educational specialty was not in the computer field in many cases are being exposed to recent technology for the first time. Managers who did not grow up in an environment already technologically rich often feel uncomfortable asking questions where they are afraid they will not understand the answers. They often feel at the mercy of the judgment of their technical advisors, and feel that they must trust them to select an appropriate solution. Information technology advisors rarely feel that it is in their own best interests to demystify their field, feeling that they will lose power and influence if they do so. The manager's lack of familiarity with computer technology encourage's him to accept the promises without too asking many questions.

- *The Information Technology (IT) groups involved with big projects gain status and job security.*

Very often, the big winners in a large-scale computer information system development project are the teams of computer programmers and the department of information technology which is spearheading the effort. Rather than being seen simply as a service function, they become part of an important, prestigious project, with the power to wield a big budget. The computer department manager gains status as senior managers and solutions vendors vie for his time. The IT staff gain experience in large-scale development and getting access to state-of-the-art hardware and software. They have everything to gain from the sale of such a project, and not much to lose if it fails.

### 2.4.3 Potential Negative Results

Potential negative results from a focus on large-scale projects include the following:

- Much time and money is can be expended before visible results are demanded; worthwhile projects are allowed to fail through bad planning and unnecessary projects

burn resources for a long time before wastefulness is noted.

- Resources are diverted from smaller, achievable projects.
- Long-term commitment to particular technology guarantees obsolescence.

2.5 *Observation #5: A geographic- or location-oriented organization of data is not an ideal universal method of organizing data structures.*

2.5.1 Examples

2.5.1.1 1990-91 Committee who sponsored "Concept Paper"

One of the most well-known internal government documents which deals with computer information systems recommended a universal method around which to organize all commonly accessible data. The standard recommended was a geographical basis: each data item needed to include attributes or characteristics which were geographically or physically-based. The paper recommended that any system developed within the government of Moscow should be structured according to this approach.

We believe that this standard has serious drawbacks when considered for practical application. As an academic exercise, it is probably true that any data item could be forced to take on a location-oriented attribute (for example, the Mayor of Moscow could perhaps be assigned a location of 23, Ulitsa Tverskaya), but several categories of data do not easily lend themselves to geographic orientation. Examples include legislative databases; financial, accounting, or budget data; personnel data; and others. To force these systems to take on artificial attributes of location simply to conform to some external standard would pervert their natural use and raise the cost of development. How could budget information, for example, be naturally tied to locations in all cases? Other data items would potentially need multiple physical locations identified: an apartment, for example, might need its external dimensions cataloged as well as the locations of plumbing, electrical outlets, etc.

There is also the very material consideration of resources required for geographically-based systems. Graphical computer representations of information require tremendously enhanced computer resources, including large data storage capability, faster processors, increased graphical display capability, and so forth. A Geographic Information System (GIS) also demands highly trained users and developers. When this type of symbolic representation is required, the resources will usually repay the investment, but when the requirement is not evident for a particular application, the enormous resource outlay is rarely worth the trouble. For little or no value added, a GIS component of every computer system would wreck the computer system development budgets of most large-scale profit-making organizations, let alone a government funded one.

2.5.2 Likely Causes of Support for Geographic database systems

- *Committee members believe that the city of Moscow must be governed from a single source with a single database.*

The first sentence of the Committee's document states that Moscow is too large a city to be governed in a decentralized fashion. The paper further goes on to state that centralized control requires a centralized database. This initial premise is contrary to common sense: most people believe that the larger an organization, whether a country or a company, the more difficult it is to manage effectively. A centralized database containing all information required for all decision-making and all information-production also appears more and more

unreachable the larger the organization and the more diverse its functions. As an example, the very large databases of the world, linked together through the Internet, do not share a common data attribute, only a common telecommunications link. Universal access to all databases may someday be a possibility, but homogenizing them is not.

### 2.5.3 Potential Negative Results

Acting on the believe that the needs a geographically based management information system could result in:

- Large investment in unneeded computer resources;
- Otherwise simple systems are forced into greater complexity to maintain uniformity;
- More sophisticated levels of technical expertise of users and developers needed;
- System development process is slowed.

2.6 *Observation #6: The information technology groups supporting each of the departments are not fully client-oriented.*

2.6.1 Examples

Each of the departments we visited had a dedicated computer resource support group devoted to the computer needs of the department. Responsibilities included system development, user support and training, local area network administration, and implementation of electronic mail systems and other areas of technology. Although each of the groups appeared to be staffed with well-qualified, trained specialists, we saw various instances where it did not appear that the needs of the users were considered the highest priority.

2.6.1.1 User training offered

The computer support group working for the departments of Economic Policy and Perspective Development, Economika, apparently offers classes to its users in various kinds of software packages. However, although by their own admission only 10-15% of the users they support have access to Windows-based packages such as Excel and Microsoft Word, the only classes they offer are in these very packages. The rest of the users have Lexicon (a text editor) and Foresight (an early spreadsheet) loaded on their systems. Many users -- often first-time computer users -- said they were not fully conversant with all the features of these packages and would appreciate the opportunity to learn more about them. However, such classes are not currently offered or proposed in the near future by Economika.

The users of the incipient Geographic Information System in the Land Committee also received no training in the use of either the Intergraph software or the Oracle database they are using. They taught themselves how to use the system; the only training apparently reserved for system developers and not for system users.

2.6.1.2 Use of resources

Certain computer resources appear to be purchased without consideration of its usefulness for the department. Economika had purchased a text scanning machine and was planning to purchase a copy of the Ventura desktop publishing software; both these items were, as we were told, intended for Economika's use rather than the departments.

2.6.1.3 Responsiveness to users

Although it is sometimes difficult to judge the level of responsiveness to the users, certain indicators demonstrated that there is room for improvement. Specialists in the Land Committee not directly involved with the development of the Land Cadastre information system had no contact with the computer department. Even those who might potentially have benefited from increased automation (e.g., the Land Tender division) often stated that they had no idea how a computer might help them in their work and referred us back to the computer group.

It was also disappointing to note that the user's comments on the OSBD received no acknowledgement from the developers at Economika, and that the status of the updates in

progress on this system was not communicated back to the users. Also within the Departments of Economic Policy and Perspective Development, users do not have a single computer support telephone help number. The user must first decide whether their trouble is related to the hardware, the software, or the operating system, since there is a different help line for each type of problem.

### 2.6.2 Likely Causes for lack of client orientation

- *The Information Technology (IT) groups are not fully aware of client needs.*

This is very often because the needs and priorities of the department are not clearly defined to the Information Technology (IT) group. On the one hand, they are considered as peripheral to the department, a service organization, which is true. On the other hand, they are expected to deliver high-quality solutions which exactly meet the department's needs. Often, groups which are more fully integrated within the main organization can provide better, more appropriate solutions. Yet in spite of this requirement, the computer organizations appear to have little contact with their clients. For example, although nearly every interview in the Department of Economic Policy elicited a need for access to a database of legislation, Economika appeared to have little idea that it was a pressing concern within the department. They were focused on other projects which, at least on the basis of our limited survey, were of lower priority to the users.

- *IT group performance is not judged on the quality of its service to departmental clients.*

The Information Technology (IT) groups are not accountable for success of departments or the quality of the service that they provide. The IT groups appear to have a more independent status than is usual for internal support groups such as these. They appear to be answerable to no one directly within the department. The IT manager often reports directly to the head of the department, who has little opportunity to judge the quality of the service they provide to the rank and file within the department.

- *Users are ignorant of how information technology could assist them.*

An informed customer is almost always a better one; he knows what he can reasonably expect and what he cannot. Users are frustrated because they are not using computer automation effectively or at all cannot articulate their expectations, and the IT group remain unaware that they are providing poor quality support.

### 2.6.3 Potential Negative Results

- Computer resources are expended without considering all potential uses within the department.
- Users remain ignorant of and intimidated by useful tools available to them.
- IT resources (people and equipment) are not used to their maximum potential.

### 3.0 Conclusion

Given the current situation, we strongly recommend that the city of Moscow not undertake the development of a large centralized, city-wide database at this time. The major reason is as follows:

- The functions to be performed by departments are not sufficiently defined. The federal and city government and the entire economy are undergoing a major upheaval; until the transition is more or less complete and the functions that the city will undertake are defined, it would be a waste of resources to attempt to build a centralized information system.

We recommend instead that the city work on two fronts, firstly attempting to define those functions which are stable (e.g., the capital investment program, the land registration function), and secondly, building automated information systems which support these functions. The systems development should be undertaken not at the level of the entire city, but at a departmental level. These systems will have a practical chance for success. By building systems which support departmental functions, managers and analysts can see results for their immediate needs.

It may be argued that the process of building of separate departmental systems could result in numerous incompatible databases which cannot exchange information. This is possible, but it is probable that technical solutions will be found whenever there is a true need. Furthermore, this risk is small in comparison with the risk of attempting to build a huge system without defined requirements.

The remainder of this paper addresses recommended alternative courses of action.

## 4.0 Recommendations

Most of these recommendations call in one way or another for greater involvement of senior department managers in the process of designing and developing computer automation systems. Overall, a change in attitude is needed by management of the Moscow government: just like weapons and armies of war, computer information system resources (both hardware and people) should be controlled and managed for the purposes of the organizations that they serve, and not be left to run out of control on their own. The computer departments need to undergo a similar change in outlook: they are there to serve the needs of the organizations they support. Specific recommendations are given and described below.

1. *Department managers should clearly and specifically define the department's functions and approved departmental methods for carrying out work. These should be clearly communicated to the entire staff and the IT department.*

Although it is clear that the government of Moscow would benefit from a vast introduction of computer information technology, all these resources would be potentially wasted if they are introduced prior to an exact definition of purpose and function of these departments. This definition can only be carried out by senior department officials. The Department of Economic Policy, for example, now boasts at least four enormous functions it is supposedly attempting to carry out. Department managers should select functions which are achievable, and define work methods and goals for actually achieving them.

2. *Department managers should identify and approve data needed to perform each process of the department's functions. Each selected data item should be tied back to a specific departmental function or process.*

There is a tremendous flood of data potentially available to each department. In order to direct a useful channel to each department, senior managers need to decide exactly what is needed and what is not. Working together with experts hired from the outside if necessary, identify what is the key information needed to perform the department's functions. They can then focus their influence and combined resources on obtaining that information and sharing it within the department. A useful, realistic computer information system can be built with that as the basis.

3. *Once departmental data needs are identified, interdepartmental working groups should be created whose goal is to identify common data needs. As common needs are identified, data ownership, data collection, data sharing, data access should be negotiated.*

These interdepartmental working groups should have as their primary focus the understanding of common data requirements. Their goal should be finding ways of sharing data and resources to minimize the total expenditure by the government. Many departments and functions require similar data to perform their work; each department need not expend the effort to collect and store this data.

4. *Computer information system projects should be the ultimate responsibility of a functional manager, not a technical manager. All systems at each stage of*

*development should be evaluated against how closely they help produce key department products.*

One of the most important factors in any project's success is its sponsorship by an important member of an organization. Not only will the manager's involvement keep the project focused, it will ensure the needed cooperation is given from all the needed participants.

5. *Small, achievable products which are clearly defined should be supported instead of larger, riskier projects.*

When in doubt, choose to implement small, achievable successes rather than larger, riskier projects. Not only do smaller projects risk smaller resources, they also have a greater chance for success. Smaller projects tend to set reasonable goals, which both project team members and observers can understand and evaluate. Each small success also paves the road for the next success. Large-scale failures are extremely visible, and dampen the possibility of receiving resources for future projects.

6. *Department managers should set measurable gauges of success, which allow the department staff, department head, and higher-ups (mayor) to see how well the department has achieved its goals.*

These measures of success should be concrete, clearly-defined, and objective. For example, goals of the Economic Policy department might include: (a) to project the change in the Moscow Consumer Price Index within 5%; (b) to predict upcoming year the commercial tax revenues within 5%; (c) to predict various other indicators within various degrees of accuracy. Goals should be reasonably achievable, but worth the effort, and successes widely published. The contributions of staff and systems to meet these goals should also be made known.

7. *Information Technology (IT) group performance should be tied to the success of the department. Missions and specific goals should be set for each group, especially the IT group.*

Similar performance goals should be set for individual divisions, and in particular for the IT group. Sample goals might include: (1) to provide user training in word processing for 80% of the staff by the end of the year; (2) to install LAN connectivity to all users by the end of the year; (3) to provide one new needed service (e.g. use of scanner, new photocopier, easier printing) every three months.

## 5.0 Specific Next Steps

In order to implement the overall recommendations given in the previous section, we would recommend the following specific next steps as appropriate.

### 1. *Organize Training.*

The most important first training should be for senior department managers. In order to take on the strategic planning roles required of them, they should be offered workshops in the following areas:

- Strategic Planning;
- Managing Change;
- Computer Systems Requirements Definition.

Computer training should be offered to the all department staff in the following areas:

- Lexicon, Foresight
- Use of electronic mail

The computer support staff should receive training in system development methodologies, stressing requirements analysis and design.

Training in specific competencies tailored to each department should also be provided.

### 2. *Organize working sessions for department managers to hammer out departmental functions, goals, work methods.*

Once senior managers have been given the basic grounding in what is expected of them through training in strategic planning and change management, working sessions for department managers should be held. During these sessions, managers should define the departmental functions they believe they should undertake. Specific performance goals should be set for the first year, and departmental methods of work should be defined. Once the sessions are completed, the agreed on results should be communicated to the entire department staff.

### 3. *Build a specific departmental system which is designed and built strictly to meet clearly defined departmental goals.*

One or more functional managers should define their requirements for needed information systems and communicate them to the IT group. The IT group should design and build one or more systems which meet these requirements.

### 4. *Build a specific system which is designed and built strictly to meet clearly defined departmental goals of several departments.*

Departments with similar functions may wish to attempt to build a common system. For example, most departments have a requirement to log and track the circulation of official documents. It may be worth developing a system which meets the requirements of many departments.

**Appendix A**

**Questionnaire Used in the Study**

**Задача(и)**

- Провести анализ существующих информационных систем в 4-5 департаментах в правительстве г. Москвы
- Определить несколько потенциальных областей, где усовершенствование достижимо

**Objective(s):**

- To evaluate the existing Information System environment of 4-5 departments within the Moscow City government
- To identify several potential, achievable areas of improvement

**Interview Initials**

**Исходные сведения интервью**

Department

Департамент \_\_\_\_\_

Date and Time of Interview

Дата и время интервью \_\_\_\_\_

Place of Interview

Место интервью \_\_\_\_\_

Interviewer(s)

Кто взял интервью \_\_\_\_\_

Name of Interviewee

Имя интервьюируемого \_\_\_\_\_

Position of Interviewee

Должность интервьюируемого \_\_\_\_\_

Phone Number(s)

Телефон(ы) \_\_\_\_\_

1. Сколько человек работает в департаменте? -- How many people work for the department?
  
2. Число рабочих помещений? -- In how many physical offices?
  
3. Можем ли мы получить копию организационной схемы / положения об отделе? -- Can we get a copy of the organizational chart or statute of the department?
  
4. Что является продуктом, который Ваш департамент производит на регулярной основе? -- What products does your department regularly produce?
  
5. Кто является получателем этого продукта? -- To whom do you deliver these products?
  
6. Какие еще функции выполняет Ваш департамент помимо тех, которые Вы уже упомянули? Что является результатом/выходом этих функций? -- What additional functions does your department perform that you have not already mentioned? What are the results/outputs of these functions?
  
7. Какие изменения в будущем Вы ожидаете в функциях Вашего департамента и его продукте? Какие продукты Вы хотели бы, чтобы департамент производил в будущем? -- What changes do you expect in the future in your functions or products? What products would you like to produce in the future?

8. Как Вы производите свой продукт? В чем заключаются процессы (от 5 до 7), через которые Вы проходите, чтобы выполнить Ваши функции? -- How do you prepare your products? What are the processes (about 5-7) that you go through to perform each of your functions?
- a. Какие информационные системы используются (см. вопрос 13)? -- What information systems are used (see question 13)?
- b. Какие используются методологии? -- What methodologies are used?
9. Какая информация собирается/обобщается департаментом (для каждого процесса)? -- What information is gathered/collected by the department (for each process)?
10. Откуда (источники)? -- From where (sources)?
11. Какая информация из той, которую Вы в настоящий момент не получаете, нужна департаменту (для упомянутых процессов или продуктов)? -- What information is needed by the department (for the specific processes or products mentioned) which you currently do not receive?

12. Какие из продуктов, которые производит или мог бы производить Ваш департамент, могут быть полезны для других департаментов или отделов? (Каких департаментов или отделов?)  
-- What products, which you produce or could produce, could be useful to other departments or divisions? (Which depts or divisions?)

13. Особенности каждой информационной системы -- Specifics on Each Application

- a. аппаратное обеспечение - hardware
- b. программное обеспечение - software
- c. операционная система - operating system
- d. один или много пользователей - single user vs multi-user
- e. сколько пользователей - how many users?
- f. справляется ли система с возложенными функциями - does the system adequately perform the functions expected?
- g. насколько надежна система (бывают ли сбои?) - how reliable is the system (does it break down)?
- h. удовлетворяет ли Вас время, которое программа тратит на ответ? - is system response time satisfactory?
- i. какой объем работы сотрудников нужен для поддержания системы (поддерживать в рабочем состоянии для применения с пользой)? - how many staff hours are required to maintain the system (keep it running and useful)?
- j. Обладают ли пользователи достаточной подготовкой для использования существующих информационных систем? - Are the users adequately trained to use the existing information systems?
- k. Существуют ли копии какой-либо документации по системе, которые мы можем получить? - Are there copies of any system documentation we could obtain?

14. Какие проекты по информационным системам осуществляются, планируются или оставлены незавершенными? -- What information system projects are in progress, planned, or have been terminated?
  
15. Какие средства автоматизации рабочих мест используются в настоящее время? -- What is the current office automation environment?
  
16. Какие используются компьютеры? -- What computers are in use?
  
17. Достаточно ли количество компьютеров для пользователей, нуждающихся в них? -- Are there sufficient number of computers for users which need them?
  
18. Какие используются текстовые редакторы? -- What word processing software is used?
  
19. Существуют ли в департаменте стандарты по использованию программного обеспечения? -  
- Is there a standard within the department?
  
20. Стандартная электронная таблица? -- Standard spreadsheet?

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21. Электронная почта? -- e-mail?
  
22. Другие распространенные программы? -- Other commonly used packages?
  
23. Какие системы обмена данными и телекоммуникаций есть в распоряжении департамента?  
-- What data communications facilities are available for the department?
  
24. Как происходит обмен информацией внутри департамента и между департаментами? -- How  
is data exchanged within the department and between other departments?
  
25. К кому Вы обращаетесь в вопросах, затруднениях или с пожеланиями об изменениях  
в компьютерных системах? -- To whom do you go with questions, problems, or changes needed to the computer  
systems?
  
26. Существует ли внутри департамента отдельная группа по обслуживанию ИС? -- Is there a  
separate IS support group within the department?
  
27. Сколько в ней сотрудников? -- How large is this group?

28. Насколько она эффективна? -- How effective is it?
29. Если бы Вы могли выбрать для применения только одну информационную систему, то какую? -- If you could implement just one information system, which one would it be?
30. Почему? -- Why?
31. Кто еще выиграл бы от применения такой системы? -- Who else would benefit from such a system?
32. С кем еще из Вашего департамента Вы бы рекомендовали нам встретиться? Почему важен каждый из них? Что стоило бы обсудить с каждым из них? -- Who else would you recommend that we meet with in the department? Why is each of these important? What is worth discussing with each?

Источники --> Информация --> Процессы --> Продукты --> Кому  
Sources --> Information --> Processes --> Products --> To Whom

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**Appendix B Organizational Structure of Departments**

- 1. Economic Policy**
- 2. Perspective Development**
- 3. Land Committee**

**Organizational Structure  
Department of Economic Policy**

**Primary Divisions and Subdivisions**

- Сводно-аналитический отдел -- Division of Summary Analysis
  - Подотдел сводного анализа и координации программ -- Subdivision of Summary Analysis and Coordination of Programs
  - Подотдел методологического обеспечения программ -- Subdivision of Methodological Maintenance of Programs
- Отдел финансовой политики -- Division of Financial Policy
- Отдел развития рыночных отношений и структур -- Division of Development of Market Relations and Structures
- Отдел экономики машиностроения и тяжелой промышленности -- Division of Economics of Machine Building and Heavy Industry
- Отдел экономики производства товаров народного потребления, легкой и местной промышленности -- Division of Economics of Production of Consumer Goods, Light and Local Industry
- Отдел потребительского рынка -- Division of Consumer Market
- Отдел экономики городской инфраструктуры -- Division of Economics of Urban Infrastructure
  - Подотдел жилищно-коммунального хозяйства -- Subdivision of Housing and Communal Economy
- Отдел экономики отраслей социальной сферы -- Division of Economics of Branches of Social Sphere
- Отдел координации работы по демополизации экономики города -- Division of Coordination of Work on Demonopolizing the Urban Economy

**Support Divisions**

- Управление делами -- Office Administration
- Секретариат -- Secretariat
  - Канцелярия -- Chancellor's
- Кадры -- Human Resources
- Бухгалтерия -- Accounting Office

## Head

- Жаров Валерий Аркадьевич (Mr. Zharov), phone 925-48-64

## First Deputy

- (very often unavailable) Климов Михаил Александрович (Mr. Klimov), phone 202-63-03

## Deputies

- (on vacation) Фомичев Вячеслав Михайлович (Mr. Fomichov), phone 299-85-77
- (often unavailable) Кохно Павел Антонович (Mr. Kokhno), phone 299-94-36

## Assistant

- (sick) Воронин Владимир Михайлович (Mr. Voronin), phone 292-53-30

## Advisor

- (work hours: 12 to 20) Голубев Михаил Константинович (Mr. Golubev), phone 200-53-77

## Supervision Responsibilities

The first deputy and the two deputies cover all of the nine divisions of the dept.

- **Mr. Klimov (first deputy) -- covers the markets and privatization:**
  - Отдел координации работы по демополизации экономики города -  
- Division of Coordination of Work on Demonopolizing the Urban Economy  
(This responsibility incorporates all privatization issues.)
  - Отдел развития рыночных отношений и структур -- Division of Development  
of Market Relations and Structures
  - Отдел экономики городской инфраструктуры -- Division of Economics of  
Urban Infrastructure
- **Mr. Fomichov (deputy) -- covers the industry and consumers:**
  - Отдел экономики машиностроения и тяжелой промышленности --  
Division of Economics of Machine Building and Heavy Industry
  - Отдел экономики производства товаров народного потребления,  
легкой и местной промышленности -- Division of Economics of Production of  
Consumer Goods, Light and Local Industry
  - Отдел потребительского рынка -- Division of Consumer Market
  - [?] Отдел экономики отраслей социальной сферы -- Division of Economics of  
Branches of Social Sphere
- **Mr. Kokhno (deputy) -- covers finance and analysis:**
  - Отдел финансовой политики -- Division of Financial Policy
  - [?] Сводно-аналитический отдел -- Division of Summary Analysis
- **Mr. Golubev (advisor) -- general advice to Mr. Zharov**

Head

- (on vacation) Куксин Борис Тимофеевич (Mr. Kuksin), phone 299-96-18

Deputy

- Утыро Михаил Адольфович (Mr. Utyro), phone 292-82-79
  - Подотдел сводного анализа и координации программ -- Subdivision of Summary Analysis and Coordination of Programs

Head

- Куракина Лидия Васильевна (Ms. Kurakina), phone 202-59-79
  - Подотдел методологического обеспечения программ -- Subdivision of Methodological Maintenance of Programs

Head

- Орлова Елена Ивановна (Ms. Orlova), phone 292-13-29

Chief Specialist

- Королев Евгений Александрович (Mr. Korolyov), phone 299-90-17

II. Отдел финансовой политики -- Division of Financial Policy

Head

- (on vacation) Сычев Александр Иванович (Mr. Sychov), phone 229-04-84

Deputy

- Дробышевская Людмила Степановна (Ms. Drobyshevskaya), phone 229-78-62

III. Отдел развития рыночных отношений и структур -- Division of Development of Market Relations and Structures

Head

- Митяев Дмитрий Аркадьевич (Mr. Mityayev), phone 921-84-03

Deputies

- Дудник Юрий Анатольевич (Mr. Dudnik), phone 229-37-90
- (on vacation) Чернецкая Валентина Петровна (Ms. Chernetskaya), phone 200-59-96

Chief Specialists

- Калинина Надежда Ивановна (Ms. Kalinina), phone 229-04-09
- Красностанова Тамара Георгиевна (Ms. Krasnostanova), phone 299-71-96

IV. Отдел экономики машиностроения и тяжелой промышленности -- Division of Economics of Machine Building and Heavy Industry

Head

- (position is open)

Deputy

- Кувшинов Виктор Иванович (Mr. Kuvshinov), phone 923-17-25

Chief Specialists

- Лачевский Александр Сергеевич (Mr. Lachevskiy), phone 292-03-80
- Шуйская Наталья Александровна (Ms. Shuyskaya), phone 292-19-95

V. Отдел экономики производства товаров народного потребления, легкой и местной промышленности -- Division of Economics of Production of Consumer Goods, Light and Local Industry

Head

- Сечков Анатолий Иванович (Mr. Sechkov), phone 299-75-71

Deputy

- Глущенко Ранса Гавриловна (Ms. Gluschenko), phone 299-85-22

Chief Specialists

- Ильина Нина Николаевна (Ms. Ilyina), phone 202-64-13
- Сорина Валентина Федоровна (Ms. Sorina), phone 200-19-49

VI. Отдел потребительского рынка -- Division of Consumer Market

Head

- Агуреев (Огуреев) Юрий Андреевич (Mr. Agureyev [Ogureyev]), phone 229-33-42

Deputy

- Павленко Ирина Викторовна (Ms. Pavlenko), phone 202-60-81

Chief Specialists

- (on vacation) Яковлева Алла Викторовна (Ms. Yakovleva), phone 925-97-47
- Хабарова Наталья Сергеевна (Ms. Khabarova), phone 292-64-08

**VII. Отдел экономики городской инфраструктуры -- Division of Economics of Urban Infrastructure**

Head

- Сомичев Николай Иванович (Mr. Somichev), phone 229-80-63

Deputy

- Ломакина Татьяна Александровна (Ms. Lomakina), phone 229-94-89
  - Подотдел жилищно-коммунального хозяйства -- Subdivision of Housing and Communal Economy

Head

- Никулин Алексей Гаврилович (Mr. Nikulin), phone 292-05-43

Chief Specialists

- Семенов Александр Алексеевич (Mr. Semyonov), phone 299-68-85
- Печкисов Геннадий Дмитриевич (Mr. Pechkisov), phone 200-53-77

**VIII. Отдел экономики отраслей социальной сферы -- Division of Economics of Branches of Social Sphere**

Head

- Скитев Владимир Васильевич (Mr. Skityov), phone 292-06-62

Deputy

- Частов Владимир Михайлович (Mr. Chastov), phone 229-69-58

Chief Specialist

- Савосина Наталья Владимировна (Ms. Savosina), phone < see Частов ? >

**IX. Отдел координации работы по демополизации экономики города -- Division of Coordination of Work on Démonopolizing the Urban Economy**

Head

- Кокушкин Федор Вячеславович (Mr. Kokushkin), phone 299-69-55

Deputy

- Гонжаров Валерий Павлович (Mr. Gonzharov), phone 202-62-83

## **Економіка**

"Ekonomika" interacts with the dept through:

### Head

- Карайченчев Виктор Александрович (Mr. Karaychentsev), phone 200-53-65

### Deputy

- Иванов Алексей Дмитриевич (Mr. Ivanov), phone 924-23-30

### **Group of Resin-Zharov**

The group had existed for two weeks by the time we came to Mr. Zharov. Currently, we do not know anyone from the group. The secretary would let us know if she learned it later.

### **Commission of Mr. Resin**

The commission was founded 1.5 years ago. The commissioners are not known.

**Organizational Structure  
Department of Perspective Development**

Head

- Росляк Юрий Витальевич (Mr. Roslyak), phones 229-23-92, 299-94-23
  - Secretaries: Валентина Сергеевна, Виктория Валерьевна

First Deputies

- Шульга Василий Алексеевич (Mr. Shulga), phones 202-60-00, 202-59-61
- Иликов Виктор Федорович (Mr. Ilikov), phone 202-63-01

Deputies

(no free deputies -- нет освобожденных заместителей)

- Садовников -- see div. II
- Демин -- see div. III
- Беляев -- see div. VII

Supervision Responsibilities:

- **Mr. Shulga (first deputy):** Комплекс сводной аналитической работы перспективного развития города -- Complex of Summary Analytical Work of the Perspective Development of the City
  - Отдел балансов строительных мощностей и материальных ресурсов -  
- Division of Balances of Construction Potentials and Material Resources (7 people)
  - Отдел координации территориально-отраслевого развития -- Division of  
Coordination of Development of Territories and Branches (8 people)
  - Отдел науки и технической политики -- Division of Science and Technical Policy  
(8 people)
  - Центр социально-экономических исследований и информации -- Center  
of Social Economic Studies and Information (60 people)
    - This is a хозяйственная организация при Департаменте  
перспективного развития г. Москвы.)
- **Mr. Ilikov (first deputy):** Комплекс инвестиционной политики и градостроительного развития социальной сферы -- Complex of Investment Policy and Development of Urban Construction for Social Sphere
  - Отдел инвестиционной политики и градостроительных контрактов --  
Division of Investment Policy and Contracts for Urban Construction (17 people)
  - Отдел жилищного строительства и комплексного градостроительного  
развития социальной сферы -- Division of Housing Construction and Complex

- Отдел анализа и перспектив развития инженерной инфраструктуры -  
- Division of Analysis and Perspectives of Development of Engineering Infrastructure (17 people)
- **Directly to Mr. Roslyak**
  - Отдел анализа и сводных показателей -- Division of Analysis and Summary Indicators (3 people)

**I. Отдел анализа и сводных показателей -- Division of Analysis and Summary Indicators**

No of Staff: 3

Head

- Лямин Владимир Михайлович (Mr. Lyamin), phone 202-70-22

(no deputy)

Chief Specialist

- Соловьев Николай Петрович (Mr. Solovyov), phone 202-37-00

**II. Отдел инвестиционной политики и градостроительных контрактов -- Division of Investment Policy and Contracts for Urban Construction**

No of Staff: 17

Deputy of Dept -- Head

- Садовников Владимир Васильевич (Mr. Sadovnikov), phone 292-43-33

Deputy

- Страшнов Геннадий Григорьевич (Mr. Strashnov), phone 229-79-83

**A. Подотдел формирования инвестиционной политики -- Subdivision of Forming of the Investment Policy**

Head

- Березинец Геннадий Иванович (Mr. Berezinets), phone 202-63-72

**B. Подотдел муниципальных заказов и балансов финансовых источников -- Subdivision of Municipal Orders and Balances of Financial Sources**

Head

- Соболева Наталья Александровна (Ms. Soboleva), phone 292-40-66

Chief Specialist

- Братчикова Вера Николаевна (Ms. Bratchikova), phone 229-92-22

- С. Подотдел координации немunicipальных инвестиций -- Subdivision of Coordination of Non-Municipal Investments

Head

- Воронцова Нина Николаевна (Ms. Vorontsova), phone 299-22-20

Chief Specialist

- Рудакова Инна Александровна (Ms. Rudakova), phone 229-85-49

- D. Подотдел координации проектных работ и ТЭО -- Subdivision of Coordination of Project Works and Feasibility Studies

Head

- Крупчатникова Галина Васильевна (Ms. Krupchatnikova), phone 299-70-82

Chief Specialist

- Кукина Галина Ивановна (Ms. Kukina), phone 229-20-54

- III. Отдел жилищного строительства и комплексного градостроительного развития социальной сферы -- Division of Housing Construction and Complex Development of Urban Construction for Social Sphere

No of Staff: 18

Deputy of Dept -- Head

- Демин Александр Сергеевич (Mr. Dyomin), phone 925-73-80

Deputy

- Петров Евгений Владимирович (Mr. Petrov), phone 291-71-78

- A. Подотдел жилищного строительства -- Subdivision of Housing Construction

Deputy of Division -- Head

- Марненгольц Олимпиада Михайловна (Ms. Mariyengolts), phone 299-65-57

Chief Specialist

- Логунова Марина Александровна (Ms. Logunova), phone 299-60-79

- B. Подотдел капитальных вложений и сводных показателей -- Subdivision of Capital Investments and Summary Indicators

Head

- Егорова Нина Витальевна (Ms. Yegorova), phone 299-76-42

Chief Specialist

- Ванина Елена Александровна (Ms. Vanina), phone 299-87-45

**C. Подотдел здравоохранения и комплексной застройки -- Subdivision of Health Care and Complex Construction**

Head

- Замятин Юрий Николаевич (Mr. Zamyatin), phone 921-85-74

Chief Specialists

- Попова Нина Борисовна (Ms. Pопова), phone 299-77-32
- Мартыанова Валентина Васильевна (Ms. Martyanova), phone 928-55-92

**D. Подотдел образования и культуры -- Subdivision of Education and Culture**

Head

- (works until Oct. 7, '94, will resign) Марченко Андрей Николаевич (Mr. Marchenko), phone 299-76-92

**IV. Отдел анализа и перспектив развития инженерной инфраструктуры -- Division of Analysis and Perspectives of Development of Engineering Infrastructure**

No of Staff: 17

Head

- Казаков Алексей Георгиевич (Mr. Kazakov), phone 924-64-47

Deputies

- Барабаш Зоя Павловна (Ms. Barabash), phone 292-30-11
- Кулюбякин Леонид Николаевич (Mr. Kulyubyakin), phone 299-85-02

**A. Подотдел инженерной инфраструктуры -- Subdivision of Engineering Infrastructure**

Head

- Соколов Виктор Федорович (Mr. Sokolov), phone 202-66-15

Chief Specialist

- Бобровская Лариса Александровна (Ms. Bobrovskaya), phone 299-72-64

**B. Подотдел жилищного хозяйства -- Subdivision of Housing Economy**

Head

- Костылева Ольга Алексеевна (Ms. Kostyluyova), phone 229-35-32

Chief Specialist

- Гришина Валентина Алексеевна (Ms. Grishina), phone <the same >

C. Подотдел транспорта -- Subdivision of Transportation

Head

- Глазкова Наталья Ивановна (Ms. Glazkova), phone 292-23-38

Chief Specialists

- Власова Ранса Михайловна (Ms. Vlasova), phone 299-66-64
- Никифоров Вячеслав Григорьевич (Mr. Nikiforov), phone 299-99-74

V. Отдел балансов строительных мощностей и материальных ресурсов -- Division of Balances of Construction Potentials and Material Resources

No of Staff: 7

Head

- Качкин Василий Васильевич (Mr. Kachkin), phone 299-73-81

Deputies

- Чернов Евгений Владимирович (Mr. Chernov), phone 299-76-94
- Морозов Владимир Михайлович (Mr. Morozov), phone 921-51-97

Chief Specialists

- Кириллова Лидия Николаевна (Ms. Kirillova), phone 202-33-06
- Иванова Елизавета Михайловна (Ms. Ivanova), phone <the same >

VI. Отдел координации территориально-отраслевого развития -- Division of Coordination of Development of Territories and Branches

No of Staff: 8

Head

- Колесова Людмила Алексеевна (Ms. Kolesova), phone 229-15-27

Deputy

- Филиппов Василий Федорович (Mr. Filippov), phone 202-49-70

Chief Specialists

- Зыкова Татьяна Васильевна (Ms. Zykova), phone 292-80-95
- Шохина Надежда Владимировна (Ms. Shokhina), phone 292-87-86
- Каширин Валерий Степанович (Mr. Kashirin), phone 292-79-35

No of Staff: 8: many vacancies

Députy of Dept -- Head

- **Беляев Владимир Андреевич (Mr. Belyayev), phones 229-11-09; 229-28-37**

Deputy

- **Семенов Михаил Петрович (Mr. Semjonov), phone 229-47-52**
  - A. **Подотдел координации научно-технических программ -- Subdivision of Coordination of Scientific and Technical Programs**

Head

- **Богачев Александр Георгиевич (Mr. Bogachov), phone 209-75-63**

Chief Specialist

- **Зими́на Ирина Александровна (Ms. Zimina), phone 229-58-12**

- B. **Подотдел координации межотраслевых программ -- Subdivision of Coordination of Inter-Branch Programs**

Head

- **Мамаев Олег Георгиевич (Mr. Mamaev), phone 209-75-63**

Chief Specialists

- **Фильчева Валентина Викторовна (Ms. Filcheva), phone 292-16-55**

- **Кузнецова Елена Валентиновна (Ms. Kuznetsova), phone 229-62-26**

- C. **Подотдел прогнозирования научно-технического потенциала -- Subdivision of Forecasting of Scientific and Technical Potentials**

No of Staff in Subdivision: 1

Head

- **Малахова Елена Ивановна (Ms. Malakhova), phone 229-62-26**

Address: Сивцев Вражек, д.??  
only Mr. Shulga is at the Moscow Council

No of Staff: 60 people for 125 positions

Head

- Шульга Василий Алексеевич (Mr. Shulga), phone 202-60-00, 202-59-61
- Secretary: Надежда Харитоновна

Deputy

- Маниловский Револьд Григорьевич (Mr. Revolv), phone 292-85-66

## Organizational Structure Land Committee

### Head

- Асцатуров Виктор Николаевич (Mr. Astsaturov), phone 235-24-40
  - General guidance of the Committee
  - Collegiate on Controversies
  - State Land Inspectorate
  - Operative Managerial Office
  - Division of Control and Analysis
  - Division of Human Resources

### First Deputies

- Мельниченко Сергей Порфирьевич (Mr. Melnichenko), phone 235-86-67
  - Future Development of the Committee
  - Scientific and Technical Council
  - Managerial Office of Urban Land Use
  - Managerial Office of Legal Issues
  - Managerial Office of Land Tenders
  - Coordination of Work with Mass Media
  - Creation of Bank of Real Estate

### Assistant

- Черевань Елена Юрьевна (Ms Cherevan), phone 235-31-85
- Рассказов Виктор Алексеевич (Mr. Rasskazov), phone 235-83-39
  - Union of Regulation of Land Use in Central Okrug
  - Union of Regulation of Land Use in other okrugs
  - Work Group of City Commission on Land Relations and Urban Construction

### Assistant

- Шаймухаметова Ольга Васильевна (Ms Shaymukhametova), phone 235-70-20
- Дарский Виктор Борисович (Mr. Darskiy), phone 235-10-21
  - Managerial Office for Formation of Land Policy
  - Managerial Office of Land Register
  - Managerial Office of Finances and Economy
  - Managerial Office of Land Registration and Land Use
  - Managerial Offices of Land Register in okrugs

### Deputies

- Лебедев Сергей Николаевич (Mr. Lebedev), phone 235-26-02

- Administration Office
- Managerial Office of Administration and Economy
- Романов Владимир Владимирович (Mr. Romanov), phone 235-58-01
  - Information Analysis Center
  - Automation of the System of Urban Land Register
- Зверев Сергей Иванович (Mr. Zverev), phone 235-97-26
  - State Land Inspectorate
  - Land Administration Commission of the Moscow Land Committee
  - Accounting Office
  - Operative Managerial Office
  - Representative of Mr. Resin, Mayor's 1st Deputy, on Issues of Giving and Taking-away of Land
- ? Кругляк Анатолий Михайлович (Mr. Kruglyak), phone unknown
  - Managerial Office of Land Registration and Land Arrangement
  - Inventorying, Registration, and Re-registration of Land Users

The Land Committee consists of the following:

- Аппарат -- Apparatus (located at Бахрушина, 20)
- 10 территориальных объединений регулирования землепользования округа <имьярек> -- 10 territorial unions (one per okrug)
- Главное управление землеустройства, кадастра и контроля земель -- Chief Managerial Office of Land Arrangement, Land Register, and Land Control.

○ **APPARATUS**

I. **Бухгалтерия -- Accounting Office**

Chief Accountant

- Оводова Людмила Евгеньевна (Ms Ovodova), phone 235-07-43

< no divisions >

II. **Финансово-экономическое управление -- Managerial Office of Finances and Economy**

Head

- Бурмакина Наталья Ивановна (Ms Burmakina), phone 235-43-24

Divisions

- A. **Отдел учета земельных платежей -- Division of Registration of Land Payments**

Head

- Сычкова Светлана Владимировна (Ms. Sychkova), phone 235-6747

B. Отдел экономики -- Division of Economy

C. Финансовый отдел -- Financial Division

III. Отдел кадров -- Division of Human Resources

Head

- Котусова Татьяна Александровна (Ms Kotusova), phone 235-55-22

< no subdivisions. 2 chief specialists >

IV. Первый отдел -- Division One

Head

- Бориско Николай Филиппович (Mr. Borisko), phone 235-89-52

< no subdivisions >

V. Юридическое управление -- Managerial Office of Legal Issues (land cases, legal processes, etc.)

Head

- Бессонова Антонина Павловна (Ms Bessonova), phone 235-09-42

Deputy

- Солдатенков Владимир Викторович (Ms. Soldatenkov), phone 235-17-56

Divisions

A. Первый отдел -- Division One

B. Второй отдел -- Division Two

Head

- Тараканова Лариса Анатольевна (Ms. Tarakanova), phone 235-99-05

VI. Управление земельных конкурсов -- Managerial Office of Land Tenders

Head

- Биккузин Рафаэль Игнатьевич (Mr. Bikkuzin), phone 235-12-01

Divisions

- A. Отдел подготовки конкурсной документации и договоров аренды -- Division of Preparation of the Tender Documents and Rent Agreements
  - B. Отдел подготовки земельных участков -- Division of Preparation of Land Parcels
- VII. Управление экономики городского землепользования (Управление формирования земельной политики) -- Managerial Office of Urban Land Use (Managerial Office for Formation of Land Policy)

Head

- Сахаров Александр Сергеевич (Mr. Sakharov), phone 235-55-23 (not certain)

Divisions

- A. Отдел методологии -- Division of Methodology
  - B. Отдел реализации экономической политики -- Division of Realization of Economic Policy
- VIII. Контрольно-аналитический отдел -- Division of Control and Analysis (letters, documents, etc.)

Head

- Ивашкина Татьяна Борисовна (Ms Ivashkina), phone 235-69-00

< no divisions >

- IX. Управление делами -- Administration Office

Head

- Чуприков Вячеслав Васильевич (Mr. Chuprikov), phone 235-26-02

Divisions

- A. Общий отдел (канцелярия) -- Common Division (Chancellory Office)
- B. Копировально-множительный участок -- Area of Copying and Multiplication
- C. Протокольный отдел -- Protocol Division

Head

- Бузальская Людмила Федоровна (Ms. Buzalskaya), phone 235-66-11

D. **Организационно-распорядительный отдел -- Division of Organization and Orders**

X. **Административно-хозяйственное управление -- Managerial Office of Administration and Economy**

Head

- Кучер Петр Прокофьевич (Mr. Kucher), phone 235-32-51

< no divisions >

XI. **Информационно-аналитический центр -- Information Analysis Center**

Head

- Шишкин Андрей Алексеевич (Mr. Shishkin), phone 235-56-17

Deputy

- Гвоздев Виктор Александрович (Mr. Gvozdov), phone 235-24-86

Division

Use phoned: 235-31-81, 235-58-01 to find out the appropriate phone numbers.

A. **Отдел организационного и методологического обеспечения -- Division of Organizational and Methodological Maintenance**

Head

- Гуцалюк Илья Игоревич (Mr. Gutsalyuk), phone 235-31-81 (not certain)

B. **Отдел разработки и сопровождения баз данных -- Division of Development and Maintenance of Data Bases**

Head

- Кузнецов Константин Юрьевич (Mr. Kuznetsov)

C. **Отдел поддержки технических систем и вспомогательного обеспечения -- Division of Maintenance of Technical Systems and Auxiliary Support**

Head

- Бурцев Андрей Анатольевич (Mr. Burtsev)

D. **Отдел информационного обеспечения -- Division of Information Support**

Head

- Бандукова Татьяна Григорьевна (Ms Bandukova)

Е. Отдел прикладных подсистем -- Division of Applied Subsystems

Head

- Маянский Виктор Исаакович (Mr. Mayanskiy), phone 235-98-69

XII. Оперативное управление -- Operative Managerial Office

Head

- Марушкина Татьяна Павловна (Ms Marushkina), phone 235-13-75

Divisions

A. Отдел регулирования землепользования территорий жилой застройки  
-- Division of Regulation of Land Use on Territories for Housing Construction

Head

- Волкова Людмила Васильевна (Ms Volkova), phone 235-67-69

B. Отдел регулирования землепользования территорий культурно-бытовой застройки -- Division of Regulation of Land Use on Territories for Cultural and Domestic Construction

Head

- Смирнова Татьяна Васильевна (Ms Smirnova), phone 235-44-06

C. Отдел регулирования землепользования промышленных и коммунальных территорий -- Division of Regulation of Land Use for Industrial and Communal Territories

Head

- Соколов Борис Дмитриевич (Mr. Sokolov), phone 235-07-28

D. Отдел оперативной карты -- Division of Operative Map

Head

- Каминская Лариса Ивановна (Ms Kaminskaya), phone 235-89-30

E. Группа учета -- Accounting (Inventory?) Group

< no head. See Ms Marushkina >

○ TERRITORIAL UNIONS

Территориальное объединение регулирования землепользования \_\_\_\_\_ округа  
-- Territorial Union for Regulating the Land Use of \_\_\_\_\_ Okrug

There are 10 territorial units. The unit for the Central Okrug has two managerial offices (управления) each consisting of approximately four divisions (отделы). The other territorial units have one managerial office with several territorial divisions, each division responsible for some part of the respective okrug.

○ TERRITORIAL UNION of Central Okrug

Head

- Тарашанская Зинаида Моисеевна (Ms. Taraschanskaya), phone 235-81-24

Divisions

- A. (Name of the division is unknown)

Head

- Боброва Татьяна Николаевна (Ms. Bobrova), phone 235-24-52

- B. (Name of the division is unknown)

Head

- Брызгалова Марина Федоровна (Ms. Bryzgalova), phone 235-47-81

○ CHIEF MANAGERIAL OFFICE

Главное управление землеустройства, кадастра и контроля земель -- Chief Managerial Office of Land Arrangement, Land Register, and Land Control

This is an independent legal entity.

Head

- Дарский Дарский Виктор Борисович (Mr. Darskiy), phone 235-10-21

Deputy

- Кругляк Анатолий Михайлович (Mr. Kruglyak), phone unknown

The Office includes:

Государственная земельная инспекция -- State Land Inspectorate

The Inspectorate has its divisions and okrugs (this was not clear to VGN).

Head

- Зверев Сергей Иванович (Mr. Zverev), phone 235-97-26

Some Divisions of Chief Managerial office

A. Отдел формирования земельного кадастра

Head

- Берладир Анатолий Васильевич (Mr. Berladir), phone 235-98-09

Deputy

- Кузьмина Галина Михайловна (Ms. Kuzmina), phone 235-83-11

B. Отдел выдачи актов

Head

- Владимиров Юрий Михайлович (Mr. Vladimirov), phone 235-53-69

C. Отдел геодезии

Head

- Цыганов Александр Викторович (Mr. Tsyganov), phone 235-21-36

D. Отдел кадастровых планов и карт

Head

- Дроздова Татьяна Михайловна (Mr. Drozдова), phone 235-80-16

**Appendix C List of Personnel Contacted**

Date	Participants	Office	From PW	Filename
13 Jul 94	Rosliak, Shulga, Batchurina, Karaichentsev, Sharp	Perspective Development	BG, RD, VN	me940713
15 Jul 94	Chebotaryov, Herman-Giddens		RD, VN	me940716
15 Jul 94	Kamer Norkin, Sharp, Herman-Giddens	Office of Mayor	RD, VN	me940716
15 Jul 94	Work Group (Lykov, Kichatov, Parol, Chizhikov), Sharp, Herman-Giddens	Work Group	VN	me940716
15 Jul 94	Herman-Giddens	RTI	RD	
20 Jul 94	Bachurina, Shulga, Karaichentsev, Ourusoff, Sharp, Herman-Giddens	Ekonomika	RD, VN	me940725
20 Jul 94	Voronova Kurakina	Economic Policy (Summary Analysis Divn)	RD, VN	me940725
20 Jul 94	Alexander Shirshikov, Scott Herman Giddens	?	RD, VN	me940725
21 Jul 94	Karajchencev, Mamesheva, Ivanov, Ourusoff, Herman-Giddens	Ekonomika	RD	
22 Jul 94	Mamesheva, Kovtenko, Herman-Giddens, Ourososf	Institute of Moscow Developnt, Land Cmte	RD	
26 Jul 94	Karaichentsev, Herman-Giddens	Economika	RD, SK, VN	me940726
28-31 Jul	Boat Trip		RD, VN	
3 Aug 94	Yury Kichatov	Work Group	VN	mc940811
8 Aug 94	Borkounov	Complex of Economic Reform	BG, VN	8aug94.mtg, mc940812, mc940829, mc940831
29 Aug 94	Sharp	RTI	BG, RD	
31 Aug 94	Ron Johnson, Al Sharp	RTI	BG, KR, RF	
8 Sep 94	Жаров Валерий Аркадьевич	Economic Policy	BG, VN, VS	mc940909
14 Sep 94	Частов Владимир Михайлович, Скитев Владимир Васильевич	Economic Policy (Social Sphere Divn)	VN, VS	mc940916.001

Date	Participants	Office	From PW	Filename
14 Sep 94	Сечков Анатолий Иванович	Economic Policy (Industry)	VN, VS	mc940916.002
14 Sep 94	Кувшинов Виктор Ивонович	Economic Policy (Industry)	VN, VS	mc940916.003
15 Sep 94	Куракина Лидия Васильевна	Economic Policy (Summary Analysis)	VN, VS	mc940916.004
16 Sep 94	Al Sharp	RTI	BG, VN, VS	
20 Sep 94	Агуреев Юрий Андреевич, Певленко Ирина Викторовна	Economic Policy (Consumer Market)	VN, VS	mc940922.001
20 Sep 94	Ломакина Татьяна Александровна, Никулин Алексей Гаврилович	Economic Policy (Urban Infrastructure, Housing)	VN, VS	mc940922.002
21 Sep 94	Гонжаров Валерий Павлович	Economic Policy (Demonopolization)	VN, VS	mc940922.003
21 Sep 94	Звонова Нина Васильевна, Жук Александр Аремирович	Economic Policy (Pricing & Tax Policy)	VN, VS	mc940922.004
22 Sep 94	Дудник Юрий Анатольевич	Economic Policy (Market Relations and Structures)	VN, VS	mc940925.001
22 Sep 94	Аршон Леонид Ворисович	Gorkomstat	VN, VS	mc940925.002
28 Sep 94	Климов Михаил Александрович	Economic Policy	VN, VS, BG	mc940929, 092894.mtg
3 Oct 94	Росляк Юрий Витальевич	Perspective Development	VN, VS, BG, OB	mt100394 mc941007
5 Oct 94	Лямин Владимир Михайлович	Perspective Development (Analysis and Summary Indicators)	VN, VS, OB	mc941007
5 Oct 94	Колесова Людмила Михайловна	Perspective Development (Territories and Branches)	VN, VS, OB	mc941007
6 Oct 94	Беляев Владимир Андреевич	Perspective Development (Science and Technical Policy)	VN, VS, BG, OB	mc941007

Date	Participants	Office	From PW	Filename
7 Oct 94	Казаков Алексей Георгиевич	Perspective Development (Engineering Infrastructure)	VN, VS, OB	
7 Oct 94	Садовников Владимир Васильевич	Perspective Development (Investment Policy and Contracts for Urban Construction)	VN, VS, OB	
10 Oct 94	Козырев Виктор Степанович, Ширшиков Александр Николаевич, Иванов Алексей Дмитриевич	Economica	BG, VS, OB	mt101094
12 Oct 94	Бобровская Лариса Александровна	Perspective Development (Engineering Infrastructure)	BG, VS, OB	mt101294.001
12 Oct 94	Шохина Надежда Александровна	Perspective Development (Territories)	BG, VS, OB	mt101294.002
12 Oct 94	Jorge Martinez Sally Wallace Bob McNab	Georgia State Univ	BG, VS	mt101294.003
12 Oct 94	Al Sharp	RTI	BG, VS	mt101294.004
13 Oct 94	Частов Владимир Михайлович	Economic Policy (Social Sphere)	BG, VS, OB	mt101394.001
13 Oct 94	Садовников Владимир Васильевич	Perspective Development (Policy and Contracts for Urban Construction)	BG, VS, OB	mt101394.002
17 Oct 94	Мартыненко Татьяна Прохоровна	Perspective Development (Office registration - Kantselyaria)	RD, VN	mc941019
19 Oct 94	Цоболева Наталья Александровна	Perspective Development (Urban Construction)	RD, VN	mc941020
20 Oct 94	Полибин Анатолий Александрович (by Telephone)	Mayor's Office (Division of Information)	VN	mc941020.002

Date	Participants	Office	From PW	Filename
21 Oct, 94	Шульга Василий Алексеевич	Perspective Development	BG, VS, VN	mt102194.001
21 Oct 94	Бачурин Светлана Мамышева Елена Геннадьевна	Moscow Institute of Development	BG, VS, VN	mt102194.002
26 Oct 94	Микайлов Алексей Николаевич	Mayor's Office (IT Dept)	BG, VS, VN	mt102694
8 Nov 94	Журавлев Роман (programmer of Garant Legislative System)	Garant-Service	BG, VS, VN	mc941108.002
9 Nov 94	Антюфеев Григорий Валентинович	Property Cmte (Public Relations)	BG, VS, VN	mt110994.bg1
25 Nov 94	Бенедиктов Сергей Бенедиктович	Property Cmte	BG, VS, VN	mt112594.bg1 mc941125.vn1
28 Nov 94	Дарский Виктор Борисович, Рассказов Виктор Алексеевич (Асцатуров Виктор Николаевич)	Land Cmte	BG, VS, VN	mt112894.bg1 mc941128.vn1
1 Dec 94	Шишкин Андрей Алексеевич	Land Cmte (Info Analysis Center)	BG, VS, VN	mt120194.bg1 mt120194. mc941201.vn1
5 Dec 94	Бикузин Рафаэль Игнатьевич	Land Cmte (Land Tenders)	BG, VS, VN	mt120594.bg1 mt120594.sh1 mc941205.vn1
5 Dec 94	Каминская Лариса Ивановна (Кругяк Анатолий Михайлович)	Land Cmte (Operative Map & Deputy)	BG, VS, VN	mt120594.bg2 mt120594.sh2 mc941205.vn2
6 Dec 94	Кузьминова Галина Михайловна	Land Cmte (Chief Managerial Office)	BG, VS	mt120694.bg1 mt120694.
9 Dec 94	Сычкова Светлана Владимировна	Land Cmte (Land Payments)	BG, VS, VN	mt120994.bg1 mt120994.sh1 mc941209.vn1
9 Dec 94	Тараканова Лариса Анатолевна, Маянский Виктор Исаакович	Land Cmte (Legal Issues & Info Analysis Center)	BG, VS, VN	mt120994.bg2 mt120994.sh2 mc941209.vn2
14 Dec 94	Дроздова Татьяна Михайловна	Land Cmte (Cadastre Map)	VN, VS	mt121494.sh1 mc941214.vn2
14 Dec 94	Романов Владимир Владимирович	Land Cmte. Head Deputy	VN, VS	mt121494.sh2 mc941214.vn2

## MFM External Meetings

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Date	Participants	Office	From PW	Filename
14 Dec, 94	Маянский Виктор Исаакович	Land Cmte (Applied Systems)	VN, VS	mt121494.sh3 mc921214.vn3
15 Dec 94	Бузальская Людмила Федоровна, Емельянова Ирина Юрьевна	Land Cmte (Protocol Division)	VN, VS	mt121594.sh1 mc941215.vn1
16 Dec 94	Асатуров Виктор Николаевич	Land Cmte, Head	BG, VN, VS	mt121694.sh1 mc941216.vn1
16 Jan 95	Al Sharp, Juliette Johnson	RTI	Schwartz, Fabre, BG, VN, VS	
14 Apr 95	Yuri Rusliac	Perspective Development	BG, VS, VN	mt041495

**Appendix D      Reference Documents Consulted**

Appendix D Reference Documents Consulted							Page D-1
№	Date	Title	Title in English	Lang	Trans/n	From Whom	
1.	Jul	Разработка и внедрение нормативных документов по владению, распоряжению, лицензированию и использованию информации в городе. 1992	Development and Implementation of Documents. 1992	Russ	Partial	Ms. Bachurina or RTI	
2.	Jul	Концепция создания и функционирования межведомственной автоматизированной информационной системы г. Москвы	Concept. 1993	Russ	Yes	Ms. Bachurina or RTI	
3.	Jul	Пояснительная записка к концепции создания и эксплуатации межотраслевой территориальной информационной системы	Explanatory Note to Concept. 1994	Russ	Yes	Ms. Bachurina or RTI	
4.	Jul	Техническое задание на работы по модернизации ЛВС департаментов перспективного развития и экономической политики согласно 1-го этапа проекта "Создание комплекса информационного взаимодействия городских структур управления"	System Abstract for Work on Modernization of the LAN of the Depts of Perspective Development and Economic Policy according to Stage I of the Project "Creation of the Complex of Information Interaction of the City Structures of Management"	Russ	---	Municipal Enterprise "Ekonomika", Mr. Karaychentsev	
5.	Jul	<Техническое задание >	<System Abstract >	Russ	---	Municipal Enterprise "Ekonomika", Mr. Karaychentsev	
6.	Jul	<Техническое задание на систему ГЛОБОДОК >	<System Abstract for the System GLOBODOC >	Russ	---	Municipal Enterprise "Ekonomika", Mr. Karaychentsev	
7.	Jul	Структурная схема организации информационного обеспечения органов городского управления	Structure Chart of Organization of the Information Support of the Agencies of the City Management	Russ	---	Municipal Enterprise "Ekonomika", Mr. Karaychentsev	
8.	Jul/Aug	Управление муниципальными финансами. Анализ полномочий органов исполнительной власти г. Москвы (draft version)	Municipal Finance Management. Analysis of Authorities of the Agencies of Executive Power of the City of Moscow (draft version)	Russ	Partial	RTI, Work Group, Mr. Kichatov	
9.	Jul/Aug	Приложение (to Document above).	Attachment (to document above). Includes functional description of each department!	Russ	---	RTI, Work Group, Mr. Kichatov	

Appendix D Reference Documents Consulted							Page D-2
№	Date	Title	Title in English	Lang	Trans/n	From Whom	
10.	10 Oct	Управление муниципальными финансами. Анализ полномочий органов исполнительной власти г. Москвы (Без приложения) (final version)	Municipal Finance Management. Analysis of Authorities of the Agencies of Executive Power of the City of Moscow (without attachment) (final version)	Russ	Yes	RTI	
11	20 Jul		Guidelines for Development of ADP Strategic Plans		English Only	RTI (Scott Herman Giddons)	
12.	July		MFM Work Plan - Moscow (May 94)		English Only	RTI	
13.	8 Aug		Various Proposals: (1) Machine-readable computer forms; (2) MFM Demonstration System (3) Analyze trends in revenue and spending; (4) Tax Revenues.		English Only	RTI (Scott Herman Giddons)	
14.	Sept	Структура Департамента экономической политики правительства Москвы	Structure of the Dept of Economic Policy of the Moscow Govt	Russ	---	Dept of Economic Policy, Mr. Zharov	
15.	Sept	Основные функции отдела экономики отраслей социальной сферы	Main Functions of the Division of Economics of Branches of Social Sphere	Rus.	---	Division of Economics of Branches of Social Sphere	
16.	Sept	Замечания отдела экономики машиностроения и тяжелой промышленности к "Статистической базе данных" (ОСБД)	Remarks of the Division of Economics of Machine-Building and Heavy Industry to "The Statistical Data Base" (ОСБД)	Russ	---	Division of Economics of Industry	
17.	15 Sept	Гордоской заказ на сбор, разработку, анализ и представление статистической информации по городу Москве органам правительства г. Москвы на 1994 год	City Order for Collection, Development, Analysis, and Delivery of the Statistical Information on the City of Moscow to the Organs of the Govt of Moscow for the Year 1994	Russ	---	Division of Summary Analysis. Subdivision of Summary Analysis and Coordination of Programs (Kurakina)	
18.	Sept	Методические указания к составлению баланса денежных доходов и расходов населения	Methodical Instructions for the Compilation of the Balance Sheet of the Incomes and Expenditures of the Population	Russ	---	Division of Economics of Branches of Social Sphere	

## Appendix D Reference Documents Consulted

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№	Date	Title	Title in English	Lang	Trans/n	From Whom
19.	Sept	Баланс денежных доходов и расходов населения за 1993 год	Balance Sheet of the Incomes and Expenditures of the Population for the Year 1993	Russ	---	Division of Economics of Branches of Social Sphere
20.	Sept	Справка о состоянии потребительского рынка г. Москвы в 1 полугодии 1994 года	The Certificate on the Condition of the Consumer Market of the City of Moscow during the 1st six months of the Year 1994	Russ	---	Division of Consumer Market
21.	Sept	Положение об отделе экономики промышленности Департамента экономической политики правительства Москвы	Statute of the Division of the Economics of Industry of the Dept of Economic Policy of the Govt of Moscow	Russ	---	Either Division of Economics of Branches of Social Sphere or Division of Economics of Industry
22.	Sept	Положение об отделе экономики городской инфраструктуры Департамента экономической политики правительства Москвы	Statute of the Division of the Economics of the Urban Structure of the Dept of Economic Policy of the Govt of Moscow	Russ	---	Division of Economics of Urban Infrastructure
23.	Sept	Тепловая энергия - 1 вариант -- годовой дефлятор по дотации из горбюджета -- 1.40; тарифы для предприятий -- по Сомичеву	Heating Energy. 1st Variant -- the Yearly Deflator on the Dotation (? - VGN) from the City Budget -- 1.40; Tariffs for the Enterprises -- according to Mr. Somichev	Russ	---	Division of Economics of Urban Infrastructure
24.	Sept	Основные функции отдела по вопросам несостоятельности (банкротства) предприятий	Main Functions of the Division of the Issues of Insolvency (Bankruptcy) of the Enterprises	Russ	---	Division of Coordination of Work on Demonopolizing the Urban Economy
25.	Sept	Основные функции отдела координации работы по демонополизации экономики рынка	Main Functions of the Division of Coordination of the Work on Demonopolizing the Economy of the City	Russ	---	Division of Coordination of Work on Demonopolizing the Urban Economy
26.	Sept	Начальнику Антимонопольного управления г. Москвы Новикову О.И.	To the Head of the Antimonopoly Office of the City of Moscow Mr. O.I. Novikov	Russ	---	Division of Coordination of Work on Demonopolizing the Urban Economy
27.	Sept	Информация о ценах на важнейшие продовольственные и непродовольственные товары в Москве, близлежащих регионах и на мировом рынке. На 25 июля 1994 г.	Information on Prices for the Most Important Nutritional and Non-Nutritional Commodities in Moscow, Nearest Regions, and in the World Market. For July 25, 1994	Russ	---	Office of Pricing and Taxation Policy

Appendix D Reference Documents Consulted							Page D-4
Nº	Date	Title	Title in English	Lang	Trans/n	From Whom	
28.	Sept	Министерство экономики и финансов РСФСР. Временное положение о порядке применения свободных (рыночных) цен и тарифов на продукцию производственно-технического назначения, товары народного потребления и услуги. Москва, 1991	Ministry of Economy and Finance of the Russian Soviet Federative Socialist Republic. Temporary Statute on the Order of Application of the Free (Market) Prices and Tariffs for the Produce of the Production and Technical Use, Commodities of the People's Consumption, and Services. Moscow, 1991	Russ	---	Office of Pricing and Taxation Policy	
29.	10/03/94	Структура Департамента перспективного развития правительства Москвы	Structure of the Dept of Perspective Development of the Moscow Govt	Russ	---	Dept of Perspective Development, Mr. Roslyak	
30.	10/03/94	Сводная структура капитальных вложений по источникам финансирования на 1994 год по правительству Москвы	Summary Structure of the Capital Investments by the Funding Sources for the year 1994 at the Moscow Govt	Russ	---	Dept of Perspective Development, Mr. Roslyak	
31.	10/03/94	Титул вновь начинаемой стройки	The title of the construction start-up	Russ	---	Dept of Perspective Development, Mr. Roslyak	
32.	10/03/94	Москва. Мэр. Распоряжение. О положении о Департаменте перспективного развития г. Москвы. Приложение: Положение о Департаменте перспективного развития г. Москвы	Moscow. Mayor. Decree. On the Statute of the Department of the Perspective Development of the City of Moscow. Attachment: Statute of the Department of the Perspective Development of the City of Moscow.	Russ	---	Dept of Perspective Development, Mr. Roslyak	
33.	10/03/94	<Бюджет. Структура изображенная г-ном Росляком от руки>	<Budget. Structure drawn by Mr. Roslyak >	Russ	---	Dept of Perspective Development, Mr. Roslyak	
34.	10/05/94	Положение об отделе анализа и сводных показателей	Statute of the Division of Analysis and Summary Indicators	Russ	---	Division of Analysis and Summary Indicators	
35.	10/05/94 * not part of binder	Правительство Москвы. Комплекс перспективного развития городаб Сборник нормативно-правовых документов мэрии и правительства Москвы по формированию рыночной системы хозяйствования в сфере инвестиционной деятельности. Выпуск 1	Govt of Moscow. Complex of Perspective Development of City. A Book of Normative and Legal Documents of the Mayor's Office and the Govt of Moscow on Forming of the Market Sysmet of Economy in the Sphere of Investment Activity. Volume 1	Russ	---	Division of Analysis and Summary Indicators	

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№	Date	Title	Title in English	Lang	Trans/n	From Whom	
36.	10/05/94 * not part of binder	То же. Выпуск 2	Ibid. Volume 2	Russ	---	Division of Analysis and Summary Indicators	
37.	10/05/94 * not part of binder	То же. Выпуск 3	Ibid. Volume 3	Russ	---	Division of Analysis and Summary Indicators	
38.	10/05/94	Справка по строительству объектов на территории административных округов за счет привлеченных средств и средств префектур в 1994 году	Certificate on the Construction of the Objects on the Territory of the Administrative Districts funded by the Non-Budgetary Sources and the Sources of the District Prefekturas in 1994	Russ	---	Division of Coordination of Development of Territories and Branches	
39.	10/05/94	Перечень объектов социального назначения, вводимых на территории Северного административного округа в 1994 году	List of Construction Objects of Social Orientation to be completed on the Territory of the Northern Administrative District in 1994	Russ	---	Division of Coordination of Development of Territories and Branches	
40.	10/05/94	Перечень объектов социального назначения, вводимых на территории административных округов в 1994 году	List of Construction Objects of Social Orientation to be completed on the Territory of Administrative Districts in 1994	Russ	---	Division of Coordination of Development of Territories and Branches	
41.	10/05/94	Проект программы правительства Москвы по вводу объектов социального назначения на территориях административных округов на 1993 г.	Draft of Program of the Moscow Govt on Completion of the Construction Objects of Social Orientation on the Territories of Administrative Districts in 1993	Russ	---	Division of Coordination of Development of Territories and Branches	
42.	10/05/94	Характеристика муниципального округа (на 1.01.1993 г.)	Characteristics of Municipal District (for 1 Jan 1993)	Russ	---	Division of Coordination of Development of Territories and Branches	
43.	10/05/94	Характеристика муниципального округа (на 1.01.1994 г.)	Characteristics of Municipal District (for 1 Jan 1994)	Russ	---	Division of Coordination of Development of Territories and Branches	
44.	10/07/94	Объёмы по комплексной застройке на 1995 год	Complex construction volumes for 1995	Russ	---	Division of Investment Policy and Contracts for Urban Construction	

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45.	10/12/94	Положение об отделе координации территориально-отраслевого развития Департамента перспективного развития г. Москвы.	Statute of the Division of Coordination of Development of Territories and Branches	Russ	---	Division of Coordination of Development of Territories and Branches, Ms. Kolesova.
46.	10/12/94	Обеспеченность услугами социальной сферы по административным округам.	Providing of social sphere services for regions	Russ	---	Division of Coordination of Development of Territories and Branches, Ms. Kolesova.
47.	10/13/94	Приоритетные направления научно-технического развития городского хозяйства Москвы на 1994-1995 г.г.	Priority directions of science technical development of city economy in Moscow for 1994-1995	Russ	---	Division of Science and Technical Policy, Mr. Belyayev
48.	10/13/94	Оперативная Статистическая База Данных ОСБД. Использование системы.	Operative Statistical Database (OSD). System using.	Russ	---	Division of Economics of Branches of Social Sphere, Mr. Chastov
49.	10/17/94	< Карточка для регистрации документов. Распечатка экранов системы "Канцелярия" >	< A document registration card. A screen printout from the system "Chancellory Office" >	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko
50.	10/17/94	< Карточка для регистрации документов. Ручное заполнение >	< A document registration card. A typewriter copy. >	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko
51.	10/19/94	Краткое руководство для пользователя. Система автоматизации документооборота "Канцелярия"	Brief User's Manual. The System of Automation of the Document Turnover "Chancellory Office"	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko
52.	10/19/94	Перечень требуемых доработок системы "Канцелярия"	A List of Required Improvements to the System "Chancellory Office"	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko
53.	10/19/94	Справка об исполнении контрольных служебных поручений за сентябрь 1994 г. Управлением перспективного развития г. Москвы	Certificate on Completion of Controlled Office Commissions for September of 1994 by the Managerial Office of the Perspective Development of the City of Moscow	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko

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54.	10/19/94	Перечень контрольных документов со сроками исполнения до 13.10.94 г. (по состоянию на 06.10.94 г.)	A List of Controlled Documents with the Completion Deadlines before 10/13/94 (as of 10/06/94)	Russ	---	Dept of Perspective Development, Division of Organization and Information Maintenance, Ms. Martynenko
55.	11/28/94 * not part of binder	(Нормативные акты. Том 2 ?)	(Normative Acts. Volume 2 ?) Location not known.	Russ	---	Land Committee. Management, Mr. Rasskazov
56.	12/01/94	Автоматизированная информационная система городского земельного кадастра (1 очередь). Концепция и технико-экономическое обоснование. Москва. 1993 г.	Automated Information System of the City Land Register (Phase I). Concept and Feasibility Study. Moscow. 1993	Russ	---	Land Committee. Center of Information Analysis. Mr. Shishkin
57.	12/14/94	РОСНИЦ "ЗЕМЛЯ". Информационная кадастровая система. {ИКС-район}	ROSNITS "ZEMLYA". Information Cadaster System. {X-region}	Russ	---	Information Analysis Center, Division of Applied Systems, Mr. Mayanskiy
58.	12/14/94	Московский земельный комитет. Система автоматизации работы сотрудников Москомзема. Подсистема "Контроль штрафов". Комплекс задач. Контроль уплаты штрафов в финансовом отделе. Описание применения. 1994 г.	Moscow Land Committee. System of Automation of Work of the Personnel of the Moscow Land Committee. Subsystem "Penalty Control". Set of Tasks. Control of Penalty Payments in the Financial Division. Description of Use. 1994	Russ	---	Information Analysis Center, Division of Applied Systems, Mr. Mayanskiy
59.	12/14/94	Руководство по эксплуатации автоматизированного рабочего места специалиста архивного отдела филиала Московской регистрационной палаты. 1993	User's Guide on the Automated Work Place of Specialist of the Archive Division of a Branch of the Moscow Registration Chamber. 1993	Russ	---	Information Analysis Center, Division of Applied Systems, Mr. Mayanskiy
60.	12/14/94	Программное обеспечение для автоматизации делопроизводства ПО ВЕКАР. Автоматизированное рабочее место администратора баз данных. Инструкция оператора. Москва. 1994	Software for Automation of Document Processing "PO BEKAR". Automated Work Place of the Data Base Administrator. User's Manual. Moscow. 1994	Russ	---	Information Analysis Center, Division of Applied Systems, Mr. Mayanskiy
61.	12/14/94	Программное обеспечение для автоматизации делопроизводства ПО ВЕКАР. Система формирования запросов. Инструкция оператора. Москва. 1994	Software for Automation of Document Processing "PO BEKAR". System of Query Formation. User's Manual Moscow. 1994	Russ	---	Information Analysis Center, Division of Applied Systems, Mr. Mayanskiy

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62.	12/14/94	Объединение земельного регулирования Северо-Восточного административного округа. Разработка системы автоматизации труда сотрудников территориального управления землепользования Москомзема.	Union of Land Regulation of the North-Eastern Administrative Okrug. Development of the System of Automation of Work of the Personnel of the Territorial Managerial Office of Land Use of the Moscow Land Committee.	Russ	---	Information Analysis Center. Division of Applied Systems. Mr. Mayanskiy
63.	12/14/94	Интегрированная автоматизированная система учета землепользования г. Москвы	Integrated Automated System of Land Use Accounting of the City of Moscow	Russ	---	Information Analysis Center. Division of Applied Systems. Mr. Mayanskiy
64.	12/14/94	Договор о предоставлении участка в пользование на условиях аренды (Договор аренды земли) -- {Обложка}	Agreement of Letting a Land Parcel for Use on Conditions of Lease (Agreement of Land Lease) -- {Cover Page}	Russ	---	Information Analysis Center. Division of Applied Systems. Mr. Mayanskiy
65.	12/15/94	Справка о выпуске распорядительных документов об установлении прав землепользователей с 01 января 1994 года	Certificate about an issue of orders on establishing rights of Land users for the period beginning from the 1st of January	Russ	---	Land Committee. Protocol division. Ms.Buzalskaya L.F.
66.	12/15/94	Справка о выпуске распорядительных документов об установлении прав землепользователей с 01 января 1994 года (краткосрочная аренда и предоставление дополнительного зем.участка)	Certificate about an issue of orders on establishing rights of Land users for the period beginning with 1 of January (short-term lease and giving supplementary land parcel)	Russ	---	Land Committee. Protocol division. Ms.Buzalskaya L.F.
67.	12/15/94	УД Москомзема Информация об основных видах деятельности за период с _____ по _____.	Administration Office of Land Committee Information about principal kinds of activities for the period from _____ till _____	Russ	---	Land Committee. Protocol division. Ms.Buzalskaya L.F.