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USAID Institutional Partnerships Project

Summary of the April 1996 Workshop

Moscow, Russia

International Research and Exchanges Board
IREX

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Wednesday, April 24, 1996
9:00-9:30

Greetings and Introductory Remarks

McKinney Russell, Project Director, IPP
Lisa Hayden, Moscow Representative, IPP
John Lechicky, Kyiv Representative, IPP

McKinney Russell, Institutional Partnerships Project Director, opened the workshop with a warm welcome to all participants and thanked USAID for their support which made this tri-national workshop possible. In doing so, he also introduced the USAID/Washington staff in attendance, Joyce Kaiser and John Braley, of the Bureau of Europe and the Newly Independent States (ENI) Human Resources Development Division.

Mr. Russell referred to the just-ended G-7 summit in Moscow, attended by the three presidents of the partnership countries. He noted the important links among Russians, Ukrainians, and Americans in the private sector, like those our partnerships foster. He said that the workshop had been planned to allow representatives of partnerships in the same professional field to spend substantial time in smaller sessions with each other. He added that, because the partners share similar problems, their networking on creative solutions could benefit all.

Mr. Russell noted that we have come to the mid-point in our projects, since most began in Spring 1995, adding that, at this point, all of the partnerships in each country have been visited by IREX at least once. In some cases expenditure rates have been slow due to start-up delays and some initial personnel problems. IREX anticipates accelerated activities and spending in the second year.

The project staff has noted that many of the initial products look quite promising and referred participants to Binder Tab 5 to review a list of completed products to date.

He listed the goals of this workshop:

1) on the first day, reviewing what we have achieved in the first year and looking at our successes and problems; and

2) on the second day, planning for the second year and beyond, when USAID funding ends.

Mr. Russell then thanked the partners for submitting their draft sustainability plans. He stated that IREX realizes that it is asking the partners to look into a crystal ball that is not always clear and hopes that the concrete time in the working groups would help this process. Almost half of the workshop time would be devoted to small groups sessions, he added.

He then introduced the Washington-based IPP staff and the Kyiv and Moscow representatives, who introduced their own staffs and USAID/Kyiv and USAID/Moscow staff in attendance. Mr. Russell explained the scheduling format for the workshop, urging the participants to try to have at least one representative attend all of the various sessions. He stressed the importance of punctuality and conciseness, given the tightness of the two-day schedule.

Wednesday, April 24, 1996
9:30-11:00

Plenary Session
Strengthening the Partnership

Olga Moshkova, USAID/Moscow
Judith Korch and Volodymyr Tounitsky, University of Connecticut and World Lab
Chor Tan and Nikolai Makhutov, ASME and RAS Mechanical Engineering Research Institute

This session was moderated by John Lechicky, IREX/Kyiv, and Lisa Hayden, IREX/Moscow.

Lisa Hayden.

Lisa Hayden opened the plenary session by reiterating her wish expressed first at the May 1995 workshop, that all of the participants would work together willingly and openly to help each other solve problems. She expressed her apologies for the difficulties that the partners may have experienced at the outset, including problems in organizing seminars, difficulties in assembling materials, etc. But she added that from these problems, the partners and IREX staff have together learned better methods on how to establish a more effective partner relationship.

From these commonly confronted difficulties have emerged stronger personal ties and professional accountability. And that is precisely the goal of this project: that we should all develop together. There remains one more year for IREX to supervise the partnerships, and IREX will continue to try to assist them in ironing out difficulties which—inevitably—will arise.

On partnership: She asked the participants to refer the handouts in TAB 2 of the binder. She introduced the materials entitled, "Strengthening Your Partnership: Lessons Learned" as a list of observations by IREX staff on common problems and best solutions to those problems. She cited some of the differences among the various partnerships: some have multiple partner members, while some have just one partner in Russia or Ukraine; some had worked together before the beginning of the project, while some had never met before.

In some cases there were geographical/regional affinities, as between Alaska and the Russia Far East, but there often remain differences in culture, in local industry, etc. She paraphrased Leo Tolstoy's introduction to *Anna Karenina*, saying that "all 'happy' partnerships are identical, but all 'unhappy' partnerships are different" with differing problems. Each partnership is its own unique organizational entity. Each partnership is composed of various people.

Two pieces of counsel:

1. *On conflicts*. First of all, she said, conflict is not necessarily a negative thing within the context of a partnership. Out of a conflict may come a dialogue among the various partners, ultimately resulting in the joint resolution of a question. The majority of conflicts arise from differing expectations among partners—on both sides. She suggested that partnerships which have more clearly identified their commons purposes—for example, which materials would be used, which

sort of courses would be taught, etc.—before the fact, were able to work together more productively afterward. This way, both expectations and results would dovetail.

2. *Do not be afraid of one another*. She noted that she has observed that many conflicts—or misunderstandings—result from the wish not to offend one's partners. All wish to communicate very politely, and as a result of this, not all were ready to open serious dialogue. She urged the partners not to be afraid of one another, and if from this openness should come difficulties, IREX will be here to help you work through them, when possible, she said.

John Lechicky.

"In our Ukrainian partnerships, and I am sure with the Russian partnerships as well, we've noticed a number of projects that got off to a slow start. The two partners did not know one another. The concept of partnership was very new to them. There were lots of different rules, and, as Lisa said, everyone was being polite to one another, so they just didn't do much in the beginning. But they progressed quite nicely over this past year, and among the progression we have seen some common problems. (Refer to TAB 2) These problems are there highlighted for you, and with a few approaches that we think can help to solve them, and some which we have already applied."

He concentrated on the most prevalent/serious problems in the Ukrainian projects:

1. *Working together*. "Partnerships obviously work best when both sides work together, not when one side tells the other to do something or orders the other around. Basically, we are all professionals on both sides of the Atlantic Ocean. We know how to run our businesses in our own countries. We have to respect one another as professionals and not treat any of these partnerships as a big sister-little sister type of relationship. It is much more conducive to progress if everyone does treat one another with the same amount of respect that they would their colleagues in their respective countries."

2. *Listening to each other.* "Partners really need to listen to one another, not just to say, 'I'll take that into account.' You must listen to one another deeply and understand what the other side is feeling. Put yourself in your partners' shoes. What would it be like if I were in that position? How would I be able to deal with that? Think about it a little bit before you react. Don't assume that the other partners will know what you need. Speak up."

3. *Asking for what you need.* "If you need something from your partner, tell them this. You can't assume that they will know this. When you are working in the United States, and you assume that there will be a certain progression, you cannot assume that that will be in the case in Ukraine or Russia. So please take into account that there are cultural differences, which may keep one side from knowing which the next logical step would be in his or her country."

4. *Patience.* "To do these jobs, you have to have a tremendous amount of patience. We all have seen today at breakfast how things operate in these regions. There are things that will come up which partners cannot possibly have any control over. These things happen. You have to be able to take that into account.

In addition to dealing with different cultures, there are different workstyles as well as different personalities. You know in your day to day activities with your colleagues in your own countries,

that there are certain approaches which work well with certain individuals, and others that work well with other individuals. These just get magnified about five or ten times when you are talking about international partnerships."

5. *Setting realistic deadlines and current goals.* "When IREX/Washington says, we have a deadline—you need to get this to us by such and such a date, don't just tell IREX, 'Fine, we'll get it to you by such and such a date.' Tell IREX, 'Fine, we'll work on it; we'll get back to you on it.' Talk to your partners; is it a realistic deadline? What seems possible to achieve in the United States with one phone call can sometimes require two or three meetings in Russia or Ukraine.

If you stick with a rigid timetable or a rigid perspective, you will be sorely disappointed in the end. You have to be able to adjust what you are doing. Schedules may need to be altered—not massively, but there may have to be some time shifts. You have to build this into your planning.

Sit down with your partner and revisit your achievement plan from time to time, both of you together. You composed your achievement plans a year ago. We all know—in this part of the world, especially—how things change within a year. Are all of the various steps that you said you would take to get to your goals still feasible? Or, should you be adjusting them a little bit? Has anything changed that would suggest that you should alter your activities—not your long term goals, but the activities leading to them. Discuss the possibilities for course correction, if you both deem them necessary."

6. *Responding in a timely manner.* "In this era of email, fax, etc., and improved telecommunications capabilities in this part of the world, there really is no excuse for being *in communicado*. If your partners ask a question of you by email, don't just print it out and put it in your in-box for a week; respond to them. They need an answer. If you don't have an answer, don't be afraid to say, 'I don't know, but I will find out.' And put a time frame on it. Tell them, 'I will get back to you within a day, or within a week,' depending on how long you think it would take you to get back to them.

But don't just leave them in the dark. In all of our partnerships, we have noticed that the really good partnerships are in communication almost daily, and that both sides of the ocean know what each other is planning and thinking."

7. *A reminder: IREX is here to help you both.* "If you are having any kind of misunderstandings, any kind of miscommunications, that is what we are here for. Call us up. The program officers in Moscow and Kyiv and Washington are here to help you settle these disputes. Don't be afraid to call on us. Don't be afraid that your partner will get mad at you if you call on us. Don't hide problems; they magnify tremendously and very quickly. If you sense a problem, tell us about it, and we will resolve it.

We've had much success in some problem areas, where we have sat down with both partners. We have reviewed the plans, deadlines, achievement plans, etc., jointly, so that both sides understand where the other is coming from. If both sides are working with the same basis, they can progress forward."

Olga Moshkova.

She welcomed all of the participants on behalf of USAID. She said that her organization believes that the conference would have a great deal of meaning. She outlined the various spheres in which USAID is working in Russia and Ukraine: support for the restructuring of the economy; development of private enterprises; aid to democratic institutions; and development of various projects in the social sphere. The realization of these goals depends on the realization of the goals of the individuals partnerships.

One form of partnership cooperation is implemented through entering into contractual relations with American partners in order to achieve certain objectives. Another form of organizing technical assistance is the program of training and exchange of specialists. The Institutional Partnerships Project (IPP) came out of the program of training and exchange of specialists.

But the IPP reflects much more fully the program of USAID in Russia, since during the development of the partnerships it creates a system—and what's more important, a mechanism—for transferring knowledge and skills between the American and Russian partners. The original purpose of the project was to create sustainable, continuous educational programs in all of the spheres of activity enumerated earlier. It is quite clear that the most important condition for the realization of the project is the formation of fruitful cooperation between the partners.

The realization of the Agency's goals rests on partners' cooperation. The past year has shown, despite the various complications encountered, the partners found each other and developed good mutual understanding. For some the process was easier, especially for those whose work was a continuation of a relationship dating to before the start-up of the project. These institutions had already developed a definitely seasoned mode of communication, and there was already attentiveness to the need for realization of goals. Those partnerships which began with the start of this project, of course, experienced difficulties corresponding to their newness.

Nevertheless, looking at the results of this project from its first year—the various seminars, internships, training sessions, cooperative research and work, the founding of various information centers, the preparation of materials—it can be shown that these partnerships have undertaken rather serious and productive work.

The experience of the preceding work with the partnerships shows that the successful development of the partnerships obviously depends on a series of things:

1. First of all, it is necessary to strive to achieve mutual benefit. It should not be forgotten that that technology transfer can be done in both directions—not only *from* the US *to* Russia and Ukraine. The important thing is general bilateral planning. Partners need to be more flexible in this respect (as was mentioned several times already), and more responsive and to strive for mutually agreeable tactics.

2. The search for ancillary sources of financing is also important. Funding will be discussed in more detail tomorrow.

3. Involving as much of the staff in the activities of the partnerships as possible is also important. The more people are involved, the more durable the support within institutions and centers

becomes and the greater the results. Try to attract different departments, various institutions through conducting consulting projects.

4. The role of the media should not be overlooked.

She encouraged the partners to maintain open collegial relationships, using the available means to maintain ties. She closed by wishing all a successful second year and the realization of their individual goals and the goals of the project overall.

Judith Korch and Volodymyr Tounitsky.

Mr. Lechicky introduced Ms. Korch of the University of Connecticut and Mr. Tounitsky of the World Lab/Lviv to give their presentation. Ms. Korch and Mr. Tounitsky took turns in speaking. Their talk touched on the following points:

- General overview of the partnership's goals;
- History of the partnership;
- Communication among the partners;
- Challenges in program management and decision-making; and
- Strategies for success in this context.

1. Overview

Ms Korch and Mr. Tounitsky opened by describing the goals of their program. As originally designed, their goal was to create a comprehensive environmental technology transfer program between US and Ukrainian organizations, including these five components:

- US-based training (six weeks and twelve short courses in Storrs, CT);
- Creation of materials to train Ukrainians;
- Writing of nine course curricula for teaching in Ukrainian universities;
- Administration of ten workshops for Ukrainian industry on pollution prevention and control;
- Creation of the Environmental Resource Center, including providing access to international environmental data.

There is also a faculty research exchange on technology transfer, analytical chemistry, site remediation, and pollution prevention.

The program also relies on an Advisory Board, which includes representatives from local government and (private and public) industry, as well as scientists. It will play a major role in sustaining the partnership. The Board gives the partnerships opportunities to make contacts in important sectors of society.

2. History of the Partnership.

The partners had not known each other before responding to the RFP (Request for Proposal). The partners were put in touch with one another through a common contact. The first telephone contact was awkward as a result of little knowledge of each other and cultural differences.

Getting more information on what their potential partners were like through common contacts helped them to feel more prepared to work together. The Ukrainian partners had some previous experience with training in the US.

There was a "mad dash" of telecommunications, and the partners felt good about what they put on paper. Working with IREX in the following months helped to clarify some points. Then the US partners flew to Ukraine for two weeks of intensive planning meetings. They discussed their ideas in detail, including the sequence of events, which courses would be taught and where. The partners wanted to make certain that they all felt that they could accomplish what they set out to do in the given timeframe.

They agreed to the five component elements (listed above). And they all committed to making it happen; no one was "brought kicking and screaming" against their will. Most importantly, the partners found that organizational operating styles were in sync. They share a common desire to "do what it takes" to get the end product, although this may require detouring from the original plan.

3. Communication

Communication is *essential* to the relative or absolute success of any partnership, but this depends on the partners' varying technical capacities. The most important means of communication is by telephone, because you can sort out any sort of question and do it quickly.

The fax is also a very useful form of communication, because it provides written documentation. This is the minimum, but you can also consider emails, asking friends to carry parcels overseas, etc.

Contacting each other at least once a week is a must to give an update on any and all partnership matters. Be inclusive. UConn and the World Lab partners communicate as often as three times per day, depending on the pressure and necessity.

But, *there is a difference between communication and micro-management*. In this partnership, Ukrainian elements of the program are the basic responsibility of the Ukrainian side, and vice versa, so these communications are to among co-equals in responsibility, not for micro-management.

4. Challenges in Program Management and Decision-Making

As equal partners, planning is done mutually/bilaterally. This often requires *leaving a lot of LEAD TIME* to get things done. For example, normally UConn would leave only a week to write a report, but in the partnership context, they start about six weeks ahead of time so that drafts can be exchanged across the ocean. After all of the revisions, a final report is sent over for final approval

by Ukrainians, as it a joint work and reflects upon both sides. In decision-making, as in report writing, you need to give yourself time to involve your partner in the process.

Flexibility is another key element. The biggest challenge for them was to develop a subagreement between UConn and the World Laboratory. There were many different types of language to use in such an agreement, from that of the US government, the Ukrainian government, IREX, the state of Connecticut, UConn, World Lab, among others. Every single change to be made to anyone's standard contract must be justified, but given the unique conditions in Ukraine, it is often necessary to custom tailor the agreement to the circumstance.

For example, the US federal government requires grant money to be held in an interest-earning savings account, so that, in the event the money is not spent, the government will not lose money. But, this arrangement is not possible in Ukraine, because Ukrainian NGOs are permitted only one bank account. UConn and World Lab had to remain abreast of changes in legislation in their two countries.

Another very difficult element of partnership is negotiating funding—for example, who will contribute toward which ends. In this case, both partners were able to find funding for the Resource Center, but it still takes a "giant effort" to make this happen.

5. Summary of Strategies for Success

The cornerstones of this partnership are:

- Equality of the partners;
- Common goals;
- Good communication; and
- Flexibility.

Chor Tan and Nikolai Makhutov.

Ms. Hayden next introduced Chor Tan of the American Society of Mechanical Engineers (ASME) and Andrei Makhutov of the Russian Academy of Science Mechanical Engineering Research Institute (MERI). She explained that the partners have been working together for several years and view this two-year grant as one part of a very long relationship. She added that the partnership had strength in planning and included all members of its team in the details of all important meetings/moments in the relationship.

Dr. Tan.

The relationship between ASME and MERI dates to 1987, when the Russian Academy of Sciences was still the Soviet Academy of Sciences (this changed in 1991). The relationship has been a mutual cooperation in the fields of publications, exchanges of people, and technology transfer. The exchanges of people have been almost an "annual ritual" since 1987.

ASME is a worldwide organization with 120,000, and membership in Russia is growing rapidly. Dr. Makhutov represents ASME in Russia. ASME/MERI saw the grant as an opportunity to build

a more lasting and concrete relationship. Their objective was not to get to know each other, but to provide a new structure to their relationship.

1. Structure

They broke down their project, using organizational charts, into its component tasks and activities, and they developed a timeline. They planned, knowing for sure their plans would need to be changed. As member organizations, ASME/MERI also like to involve their volunteers.

There is an Advisory Board, half of whose membership is Russian, and half American. The Board met on a regularly basis both in the US and in Russia to give direction and point the way. There are also three US/Russian committees, corresponding to the proposed programs in the project:

- Infrastructure Development committee, to coordinate the rank and file mechanical engineers in Russia;
- Technology Transfer committee; and
- Internet Use committee, including use of ASMENET.

The last committee, Internet Use, was really essential to the progress of the project. As mentioned earlier, communication is key. The partners make it a rule to talk and discuss, and when they agree, they "put it in writing." The Russian partners have been very diligent in putting everything in writing (in both languages).

The partners have tried to include not only mechanical engineers on their Advisory Board and committees, but also members of the Ministry of Atomic Energy, the Ministry of Science and Technology Policy, the Ministry for Emergency Situations, the Russian counterpart of the US NRC (Nuclear Regulatory Commission), the Ministry of Mining Safety, the Russian Engineering Academy, the State Academy of Management, and other important Russian agencies.

This is a diverse group of ministries/agencies. Communication among them creates another level of complexity. But email communication has been a "godsend," especially in expediting the planning process. Many of these agencies had representatives take part in the five-week workshop in the US on environmental remediation.

2. Problems encountered

Difficulties are considered part of the normal course of operation. You need to "roll with the punches" and always look at the positive side.

"There is no question that the Russian Academy and Science and ASME are looking beyond the current partnership." The partners are already planning ahead and looking to future projects.

Dr. Makhutov.

This partnership was founded on a concern for environmental protection and the development of safe technology for both the US and Russia. For these purposes, these two organizations united, and along with them many internal members who are responsible for solving these most serious problems. In this plan, the first year of work showed that the scientists can use the knowledge of

both countries for mutual benefit. Secondly, the first year has shown what the partnership's responsibilities are and what must be done further.

The US, in the course of recent decades, especially in its military and civilian use of nuclear technology, has accumulated a well-respected body of knowledge in the fundamentals of a normative base in the field of environmental protection and in the remediation and regulation of dangerous radioactive chemical emissions. Of course, the fruits of this research can be useful in Russia and the other nations of the former Soviet Union. In Russia, with the situations in the regions of Chelyabinsk, Chornobyl, and Tomsk, scientists amassed their knowledge through these emergency situations. The union of these two bodies of knowledge—as scientists work for global environmental protections in normal situations, and with the experiences in the former Soviet Union of crisis situations—will prove useful in emergency situations.

Caring for the environment, scientists of course must think of future generations. At the same time, the experience this partnership has received during its first year should be developed to protect human beings. People should be protected ever more and more, as history and progress have taught us, from those dangers they create for themselves and those created naturally. The ASME/MERI partners hope to be of benefit not only to their home ministries and governments, but also to develop their work for use on a broad international basis. The partners have discussed these theories, which have garnered support both on the Russian and US sides.

On the important topic of communications ties and the Internet and ASMENET. In the Internet, the partners see a page open before all the world, and one on which to show people what the partners are doing and why. Of course, it is necessary to organize this page, and in this work the US contribution has been highly substantive. At the same time, in discussing this need for communication, one has to consider the new communications system "TV-Inform" in place now in Russia, because there are not computer resources available there in all situations, and therefore it is not always possible for everyday people to learn about this project. With the television technology in existence in Russia, all of the technological information the partners send out could be received by every individual through TV broadcasts. The partners have discussed the possibility of using this technology, now available in their institutes, and add to their Internet work this work (in the mass media).

It has turned out in the countries of the former USSR that the most pressing danger in the field of emergency situations is the question of who owns what. The problem is that often, in both Russia and the US, people receive through private ownership industrial technologies which present exceptional dangers. Often these people are not prepared for this responsibility and are not familiar with these problems. It is within the scope of this project to implement Dr. Tan's proposal to get together the presidents of these private enterprises to discuss what exactly it is they now own in the framework of free market economics.

It is now the time when we all—from government leaders to students and children—need to learn. It is in the future work of this partnership to address the problem of the protection of people and nature and all the objects of dangerous activities. This discussion should become a part of national and international culture in the future. Such a problem would be impossible to solve within a year or two years, but still it can be put on the table.

At the time of the last visit, mentioned by Dr. Tan, the US and ASME enabled the Russian delegation to visit what was once a closed site in the field of nuclear energy and nuclear defense,

and is now open, the Savannah River site. It is a powerful nuclear industrial complex. ASME enabled the Russian delegates to speak with those people, who knew one another not only as partners, but also as former adversaries.

Dr. Makhutov thanked the US side for the Russians' visit to New Orleans to attend a conference on nuclear problems where there was a special discussion on the future of nuclear energy in developed and developing nations. With such problems, each nation cannot act alone but only with the support of other nations. The partners are preparing already for a second such international conference in France. He closed by saying he wished the partnership would give rise to good ideas and kind thoughts.

Question and Answer.

Q: What is the World Laboratory, and does it have branches in the US and in the Eastern Ukraine?

A: There is no US branch. The Ukrainian branch has its headquarters in Kyiv, while our branch is in the western Ukraine. There is an eastern center in Kharkiv and a southern center in Odessa. There is a branch in Russia.

Q: What sort of environmental technology for the minimization of emissions is being used in the UConn/World Lab partnership?

A: Waste water treatment, both industrial and municipal, (and others).

Q. How is ASME/MERI able to separate grant activity from regular activity, and how will you do this in the future?

A: (Dr. Tan) "The activities in this particular USAID project are quite distinct from the activities we had developed over time. Previously we were exchanging publications; we have a lot of journals. The other aspect was people traveling back and forth, and that continues. In this particular program, we had a workshop on environmental remediation and safety, which we did not do before. This allowed us to bring more people here for a specific purpose. We refrain from using the word 'training,' since it allows a lot of high-level professional from both sides, so we changed to 'workshop.'

In the area of publications, we thought what we had been doing was inadequate. The Russian Academy of Sciences would like the see the US have a better exposure to Russian technologies. This is something we would like to do, but the resources we have do not allow us to do that. We are looking into the possibility of publications not only in print but on the Internet. These are better prospects, but we have to find avenues of doing that.

At a later time these activities will blur."

Dr. Makhutov answered that the main problem in deciding on what to include is that, with so many people involved, everyone wanted to direct content. They needed to convince participants that they are only one part of a big team. After developing good understanding, it is possible to prepare good programs, good plans, good contacts.

Wednesday, April 24, 1996
11:20-12:45

Plenary Session: Showcasing Your Progress

Julie Allaire-MacDonald, USAID/Moscow
Alexei Kuzmin, Process Consulting Company

This session was moderated by Bernadine Joselyn, IREX/Washington.

Bernadine Joselyn.

We want to kindle in you a small flame of enthusiasm for the idea of evaluation, which is sort of the black sheep in program management. Everyone looks at it as the punishment you have to undergo, the price you have to pay, for having the opportunity to manage programs. However, my colleagues and I hope we can make you feel more enthusiastic about it by seeing the useful role it plays in program implementation and institutional development.

We would like to help you become devotees of evaluation as the best guarantor of success for your programs, your partnerships, and your institution. Our experience at IREX has shown that the ability to showcase your project effectively and the progress you have made towards its implementation is at the very heart of program sustainability.

Using evaluation mechanisms throughout the life of your project will guarantee your ability to document what you have achieved and that your project activities have had the impact that you claim they have had. Showcasing your success is really just a Potemkin village if you do not have the solid evaluation information behind it to back it up. So, during this plenary we are going to focus on four main points:

1. Why is evaluation important?

It is essential that you identify various audiences to whom the evaluation mechanisms should be keyed. Enumerate and suggest various mechanisms or formats which can be used to highlight benefits and uses of project evaluation for your program and organization more generally.

On the role evaluation plays in institutional development and program management:

- to your own organization;
- vis-à-vis public/mass media; and
- funders and sponsors.

Having solid evaluation mechanisms in place provides distinctive benefits vis-a-vis each of these audiences. As for your own organization, evaluation provides a powerful learning tool to measure what works and does not work in program design and how to improve it where it needs it. It enables you to ensure that your spending institutional resources in ways that advances your mission and provides important feedback to employees that what they are doing makes a difference and has an effect. It can serve as a morale booster and reinforcer for hard work. Evaluation also

affects professional development, as it gives employees pointers for what to do better or effectively next time.

2. Public/mass media

Marketing the success of your project is easier to do when you have hard data and demonstrable results to point to. Simple boasting won't go very far without legitimate data to back you up. If you have hard facts and data from evaluation which you can present to the media and public, you already accrue substantial benefits for your program. And this helps generate public support and good will for your organization, for social and NGOs in general.

Particularly in Russia, the third sector is poorly understood and greeted with mistrust and suspicion. It is sometimes thought that people are just working under the guise of a so-called social organization to benefit from a certain status that has been presented to them under legislation. Using evaluation effectively by marketing your findings can help counter misperceptions on volunteerism and philanthropic activities.

In addition, you can reach your target audience better, so that those you are trying to serve know what your doing. Effective evaluation showcasing can help attract human resources to your organization — both employees and volunteers. Donations of equipment and cooperative relations with other organizations can also follow from successful showcasing.

3. Funders

I've put them third on the list on purpose. Often people tend to think of evaluation only in terms of funders/sponsors. You're doing it because you have to and its just the price you have to pay to get the grant. But the funders are just one audience, one reason. Evaluation is important to funders, of course. Positive evaluation results build the funders' confidence in your organization. Evaluation results are the best answer to the funders questions: "Why should we give money to this organization? Why should we continue to support them?"

Use of evaluation also increases the likelihood that you will get funding again from them or other funders. It is a small world of funders, and they talk to each other. Be aware that your reputation, your financial and programmatic accountability, is a very precious commodity. So, effective use of evaluation will pay off vis-a-vis your current funders and potential ones. In other words, it is not useful to think of evaluation as a bothersome requirement you do for some outside purpose. It turns out that in the first instance it contributes to institutional development of your own organization, improves your reputation which in turn synergistically strengthens the sustainability of your program and organization.

Now, let's hear about program evaluation from USAID's perspective. Julie Allaire-MacDonald is Deputy Director of Office of Democratic Initiatives and Human Resources at USAID here in Moscow.

Julie Allaire-MacDonald.

Which evaluative techniques has USAID found effective? Evaluation first and foremost is a management tool, a means for you to assess what is working and what is not. It allows you to make mid-term adjustments in your program or in your objectives. One of the things we frequently see is

that it helps you to determine whether your objective is aimed too high or too low, or it may highlight the fact that the activities you are undertaking in order to reach that objective are not quite focused well enough on that goal. You can rethink then what it is you are trying to do or how you are trying to achieve that—it is a very helpful tool.

Evaluation not only lets you look critically at your own program but it also helps you to assess whether or not the environment your program is operating in is in fact hindering the progress of your program. I think that is an important point because it sometimes happens that an evaluation turns up a negative finding that reflects poorly on the program, but in fact, the evaluation may have turned up the fact that there are a lot of external constraints, either regulatory or legal, or perhaps local problems in the area you are working. In that case, you may have to readjust the program to reflect that those are obstacles that simply cannot be overcome at this time.

Alternatively, it may lead you to decide that there is one area you should be focusing exclusively on. So I think that it is important to recognize that there are certain elements that are within your control and others that are beyond it, and evaluation can help clarify those.

1. Types of Evaluation

We keep saying evaluation, but I think we mean both evaluation and monitoring. Monitoring is of course your daily routine assessment of your program—which you do every day—and report to your own organization, IREX, and USAID through reports, staff meetings, etc.

There are two types of monitoring

- programmatic; and
- financial.

You should try to take a strategic look at what the objectives of your project are and at the activities that are supporting those objectives. There are two types of evaluation approaches that USAID takes. One is to look at process issues. The other looks at the substance/content of what you are doing. I think it is interesting to point out the process issue because now a lot of people are looking at the partnership model represented by your organizations—where you have both tight linkages between Russian and American organizations to looser linkages where you may have some back and forth travel, technology transfer, consulting, etc. Evaluation can help both you and outside analysts see what elements of the partnership model are most likely to increase the success of the Russian partners and lead to continued linkages between two organizations.

2. Articulating Objectives Clearly

In order to use evaluation effectively, you need to have a clearly articulated objective, within which you have a specific set of activities with a plan for how you are to carry things out. You need to be very concrete in setting targets for when you know that you've reached that point. This is important because you need to have a way to gauge the significance of what you are doing. By setting specific indicators it helps you see how realistic some of your assumptions are about the work you are doing.

One of the most common things we see when we read or design evaluations is the ways in which people describe the different levels of the program. When you first start talking about inputs, you talk about employees, equipment, and dollars. What we are interested in is not so much the number of people hired or computers purchased. That is important early on but the next question is to what purpose have those inputs been put to. That is when you start thinking about outputs— now things are in place, you are conducting training, conferences are being held, you are lobbying local governments and you are providing direct services to your clients, working with, for example, transportation departments to improve road infrastructure. That of course is very significant because now you are doing what it is you set out to do and you are working to do it in a more effective and efficient way.

However, it still doesn't get at the question of what is the impact of the work that you are doing and I think that is what evaluation and monitoring get to the heart of it. You want to look at those outputs and ask the "SO WHAT?!" questions: what difference have these resources and programs made? So what we are really interested is not so much that someone has agreed to attend a conference to help develop better curricula for dental schools, but that those dentists are now applying those techniques that they learned or that, let's say, people have better fillings, etc. You need to be that concrete. If you are working on providing higher quality home health care services, you should be getting reports that you are serving more people and that they are happy with the quality of that care.

3. New versus Old Practices

Another area which we are particularly interested in when thinking about the impact of your work is that of old practices vs. new practices.

4. Feedback

This is a feedback loop. Now you have some concrete information about the relative effectiveness of different parts of your program. You can then go back and look at your objectives again. Are they realistic? Should they be scaled back at all? Alternatively, is your program perhaps not focused enough to meet those objectives?

Evaluation can help you identify whether you might want to look for other sources of funding or instead can identify what services you are providing that people are most likely to pay for in the future. Evaluation will help you see what demand there is for your services and determine which ones they might actually pay to have. These are very general principles, but from our perspective and yours, we are all really looking at the same set of issues when we address evaluations.

Bernadine Joselyn.

As in advertising, it is important to key to your audience. There are building blocks that hold across the board—you should always ensure that evaluation tools are incorporated into your project design from the very beginning and that they are used throughout the whole implementation of the project.

Often, people think of evaluation as an afterthought, the "so what?" question Julie mentioned. Unless evaluation is built into the program design from the very beginning and benchmarks are set

out from the beginning, any evaluation that you subsequently do is likely to be ineffective. That is why we have spent so much time on having you develop the *Achievement Plan*. It is a document that sets out the benchmarks against which you and others looking at your performance can measure your progress. A couple of specific tools and mechanisms which can be used effectively:

- Participant Questionnaires — These are great direct feedback in the words of target audience: good source of quotations, language that can be used in promotional materials. It is always more persuasive to hear praise of your efforts coming from others rather than yourself.

- Use of outside evaluators — If your organization's own staff does not have the technical expertise, it is useful to bring in an outsider who does have the technical expertise to evaluate the effectiveness of what is being done. AUPHA, for example, is creating curriculum modules. Since we at IREX do not have the medical background to evaluate their modules, outside evaluators can be employed to review how relevant the materials are. High marks from authoritative outside evaluators also have more credibility in eyes of funders and public.

  Monitoring gives you day-to-day feedback which enables you to make mid-term adjustments in your program.

- Another important tool has to do with record keeping, documentation, and statistics — Unless you document what you do, in the eyes of the people evaluating you, it was as if it was never done. You can be having seminars, etc., but if there is no record of your activity, there is no way to show that it has taken place or has had the impact or the effect that you set out for it to have. You need a record of your day to day work which gives you a statistical base, a portrait of your activities, so to speak. Without it, it is very difficult to demonstrate that you have been busy in the project that you have set out to do.

- Financial accountability is another important aspect of evaluation, especially in regards to your reputation. One of the most persuasive arguments that you are doing a good job is looking at it from the perspective of per participant cost. This serves as an easy handle to get at how much it costs to deliver your service to the audience. Looking at cost this way also makes it easier to compare your program with programs of other organizations.

Alexei Kuzmin, President of Process Consulting, served as a trainer for many of the partnerships represented in this room. He will focus his remarks on the principles basic to using evaluation instruments and on their effectiveness as a tool for institutional development.

Alexei Kuzmin.

Mr. Kuzmin spoke about what evaluation is like from the vantage point of someone who visits organizations to help them conduct an evaluation. He discussed how you can use an evaluation to help you. While they know that an evaluation is necessary, nevertheless, they feel: here waltzes in this guy who is going to grade all your hard work. People are often guarded and defensive.

Mr. Kuzmin has seldom met a project administrator who has been delighted at his arrival. It can be a rather stressful situation for all parties concerned. Those who are being reviewed know that the

information being collected will be reviewed by the people funding their activities. It is very important to be prepared ahead of time for the evaluation.

He spoke of one time he went to evaluate a program. Everyone was waiting for him, had everything planned, from the meals, to what he would see during his stay there, to how much time to devote to a cultural program. But this had not been his expectation. He just wanted time to talk one-on-one with people on the essential questions, but people seemed to bridle at that and get tense when he asked to see them one-on-one. The first 20 minutes were spent on just getting relaxed and explaining why they were even meeting. It seemed to him that he could turn this situation around if the organization could just look at this situation as an opportunity that they themselves could use to strengthen their effectiveness.

The evaluation is not a "grade" but rather should be viewed as an instrument in planning.

For an evaluation to be beneficial, you should be receptive to someone talking straight to you. Kuzmin said that he is the type of person who likes honest talk and finds it helpful when a problem is more clearly defined, because this allows him to then get at it better. Programs with training components should conduct frequent evaluations to judge the effectiveness of the training.

Kuzmin cited an experience he had actually had with a group whose evaluation revealed that though the number of classroom hours of trainees increased, according to the evaluation, their knowledge decreased. How could this be? How do you interpret this? Well, since this seemed just so strange, he decided to ask the people who were filling out the evaluation forms, why it had turned out this way? Their answer was that they were tired of filling out these written evaluations. So you see that the attitude of those filling out the forms can very much effect the outcome.

It is particularly effective (in light of the above) to approach evaluations face-to-face in the form of interviews or group discussions. Granted, this method is not used very often, but it often happens that these group discussions can provide you with more reliable information in a shorter time period than you can get from reviewing a huge number of written evaluations.

Personal contact is very important in the evaluation process. You can say upfront as you hand out the questionnaires, 'we want to receive information from you on how effective the training was. What questions do you think we could best include that would elicit this information? This is a good way to formulate questions in a way that the participants will want to answer.

It is also useful to bring in outside evaluators, but since this often can be so expensive, a good idea might be to find others in the non-profit sector who would be interested in doing collaborative evaluations. Maybe their focus is different than yours, but they are still part of the non-profit sector.

By collaborative evaluations, Kuzmin explained that he meant that a representative from another organization comes and conducts an evaluation of your program and then you do the same for them, sending one of your professionals to evaluate their program. It is a good way to economize and it is also good because you have a better feel for the quality of the person conducting the evaluation, since you already know each other.

Question & Answer.

Q: We have used some discussion techniques in an attempt to evaluate the creation of training manuals. To date, the discussion technique has been very useful in learning what subjects we should emphasize, but we've found that due to the politeness of our Russian colleagues, we are left without much of a clue on areas we need to focus more on. Any suggestions on how we can overcome the Russians' natural tendency to be polite in those situations?

A: (Alexei Kuzmin) It would be helpful to discuss from the outset what the aim of having such discussions is in the first place. What role are people meant to play in this process? Why are critical comments welcomed and what are the results of the discussions meant to serve? It would be useful to have the participants answer these questions prior to the discussion. And it would also be useful to have someone from outside the project conduct and facilitate the discussion.

Q: Is there a guide or any body of materials that USAID puts out on evaluation?

A: (Julie Allaire-MacDonald) No, we don't have a guide book per se, but we do have many bits of guidance that we'd be happy to pass to you through IREX, again it depends on what kind of evaluation you are doing, but I think that we could pass you something that outlines the general principles quite clearly.

A: (Gillian Kaye, UHAB) I can share with you some resources that we've found useful and effective in evaluation.

Q: A question on using discussion as a tool for evaluation. I very clearly see the relevance in terms of helping the project resolve its own problems and I'm wondering how to use discussion as an evaluative tool vis-a-vis our funders or sponsors or others that are less likely to trust such an evaluation technique?

A: (Kuzmin) It is always important to use different types of evaluation, because the combination of results will more closely correspond to reality.

Joyce Kaiser, USAID/Washington, commented that subgrantees are not focusing at all on the need to evaluate other outputs that are being generated by the project aside from training. In fact, they need to focus attention on how to evaluate other project products such as curriculum, guides, centers, where there are visitors coming and going, etc. She encouraged the partners to follow-up on what evaluation techniques are relevant to measure the quality of these.

Bernadine Joselyn then expressed her feeling that she addressed many of these in her presentation, she cites the example of AUPHA, and how statistics and record-keeping can be effective in measuring success. Joyce Kaiser noted that she finds that—judging by USAID's and IREX's history—we should do a better job of giving specific ideas on how to evaluate programs.

Julie Allaire-MacDonald noted that USAID does in fact have a Center for Development Information and Evaluation. What we (USAID) do not have is a cookie-cutter approach or a simple template that we can give you. What we can do is sit down with you and try to put together a packet of information that we think is most useful to you given the type of components that make up your project. We can follow-up with our Moscow office and our DC colleagues and IREX to put together what would be most useful to you all.

Q: Can thank you letters received by participants be used in any way as an evaluation tool?

A: (Allaire-MacDonald) I think that anecdotal information like that is always very helpful to your organization and ours. But you must be careful to distinguish between what is just anecdotal and what really speaks to the experience of all. Such letters might help prompt you to think of questions that you'd like to ask to a broader audience.

Q: From an evaluator's point of view, how does it appear if a project deviates from its achievement plan (AP), either by adding activities, or changing activities that are originally specified in the achievement plan?

A: (Allaire-MacDonald) It depends very much on a case-by-case basis, on why the project has deviated. I think that this again is why it is so important to look at the environment, what obstacles may be in the way. In some cases it may indicate that the project has missed its target or in other cases it may indicate that the target was too ambitious.

(Joselyn). It helps to think of the AP as a living document, a moving target. Obviously, as you move through a two- year project, things do change, and mid-course adjustments often need to take place, and unless you revisit and update your AP, it becomes a dead fossil that has lost its relevance to your activities.

Q: Are there differences between evaluation techniques which are good to use in the US and those better used in Russia? If so, what are they?

A: (Kuzmin) Here in Russia we have not had the tradition of evaluation as it is understood in the US, as a tool for institutional development. In Russia, it often happens that an evaluation is thought of as a "test," so you need to look your best, etc. Therefore, cultivating the right relationship between the people, and their attitude to the process, is very important.

If you are trying to evaluate outreach or impact, there are other methods which are more quantitatively based and more universal.

Q: It seems to me that evaluation should be conducted by professionals, but how do you evaluate the evaluator, so to speak?

A: (Allaire-MacDonald) One of the things that USAID does is hire organizations that make their business conducting evaluations in other countries. They have many years of experience and frequently try to put together a specialized team of evaluators who have experience in specific fields, be it Health, Democracy, Human Rights, etc. They have experience in analyzing and compiling data. What we are particularly trying to do in Russia is to include Russian experts on those teams.

Wednesday, April 24, 1996
14:15-16:00

Small Group Session
Technical Sector Presentations
I. Agriculture

This session was moderated by Eugene Shekhtman, IREX/Washington, and Janetta Nigmatullina, IREX/Moscow.

I. Texas A&M University and Ministry of Agriculture and Food of the Russian Federation

Presenters: Dr. J.D. McCrady, Texas A & M; Dr. Alexander Guleichik, Ministry of Agriculture and Food for the Russian Federation Retraining Academies

Dr. McCrady: The Russian-American Agribusiness Training Project is a partnership of Texas A&M University and the Ministry of Agriculture Retraining Institutes. Training of trainers is being directed in six academies in six regions in Russia. These academies were selected as outstanding units headed by Rectors with proper academic credentials in: Moscow (Kocino), St. Petersburg, Krasnodar, Irkutsk, Barnuel, and Kazan. All of the academies were represented in a training program in the US by either the Rectors or Deputy Rectors in December 1995.

Dr. Guleichik: All of our six selected regions are here today except one. Everyone is invited to our next Workshop in June in Irkutsk near Lake Baikal. Introductions were made of representatives from the academies: Rector Shaitan, Kocino in Moscow; Rector Malakhov, St. Petersburg; Rector Shirin, Barnuel; Deputy Rector Meeronova, Krasnodar; and Methodology Department Head Zaripova, Kazan. Three good workshops have been held, and Moscow coordinator Dr. Roy Chapin can attest that the three workshops planned for the rest of the project are arranged in intervals to use the experience gained to make them more successful. An internship group of students who participated in the previously held workshops in Moscow and St. Petersburg are in the US at this time.

Dr. McCrady introduced those attending from the US side of the partnership. They included Dr. Roy Chapin, Administrative Assistant Susan Livingston, Texas A&M Research Foundation Vice-President Fred Mesler, and Ivan Perov, Russian office manager, interpreter, translator, computer expert, and driver.

II. Iowa State University and Nizhnii Novgorod State Agricultural Academy

Presenters: Augie Ralston, Iowa State University (ISU); Andrei Novotorov, Continuing Education Center of Nizhnii Novgorod State Agricultural Academy (NNSAA); Vladimir Timchenko, NNSAA Accounting Department; and John Wong, ISU

The relationship started in 1993 when NNSAA visited ISU. There are three objectives to the partnership:

1. Establish a sustainable Continuing Education Center at NNSAA to serve agribusiness managers and specialists in the oblast.
2. Develop a core of faculty members at Academy capable of conducting seminars through the Center.
3. Train business and government leaders in the oblast in market-oriented concepts and practices and supportive of the Center.

Activities include: practicums for Center staff; six internships in the fall under John Wong; two long-term faculty studies; and seminars. Internships involved faculty working with academic members to prepare them to present seminars. Two seminars have been held already in NN where commercial venture fees were collected. Booklets available in Russian are part of their products.

Andrei Novotorov commended the full partnership that has been established among the persons involved and their families. Writing the proposal was easier than making it work because the Russians considered it very important to be responsible to American taxpayers. Start-up was somewhat of a problem, but now a full staff is in place, they have developed a strategic plan and they have established contacts with other partners and institutes.

III. Volunteers in Overseas Cooperative Assistance (VOCA), Northcentral Technical (NTC) and Bila Tserkva Agricultural Institute, and 23 other Ukrainian agricultural institutes throughout Ukraine

Presenters: Milton Olsen, NTC; and Mykhailo Baranivsky, Bila Tserkva Agricultural University

Milton Olsen stated the mission of their project was to implement the Farm Business and Production Management Program (FBPMP) in 25 Agricultural Colleges and Universities throughout Ukraine. The stages of the program are: including seven other partners from farm colleges in Wisconsin to travel to Ukraine to teach; bringing 72 instructors from Ukraine (50 have already come—26 to come in May and July); and training several thousand farm families in Ukraine in the Farm Business and Production Management program each year.

Twenty-three US volunteers are working through VOCA in the Ukraine. Seven groups (of ten each) from Ukraine participated from 25 post-secondary institutes and spent one month at NTC learning about NTC's FBPMP. He introduced staff from NTC and Albie Ashbrook, Regional Desk Officer, VOCA, Washington, DC and Ted Gashler, Country Representative, VOCA Ukraine.

Mykhailo Baranivsky expressed gratitude to those working in his country. Bila Tserkva Agricultural University is where the training took place. There were several problems and challenges. There are solid, stable collective farms, and the main objective was not to conflict with them, but to cooperate. They assembled all partners in a workshop, came up with new ideas and plans; therefore the second workshop will be much better.

IV. US Feed Grains Council, and the Russian Grains Council and Intensivnii Korm

Presenters: Robin Pentola, US Feed Grains Council/Moscow (USFGC); Richard Vogen, USFGC International Operations; Aleksandr Kholopov, USFGC/Moscow; Keith Long, USFGC/Austria; Natalya Vasilieva, Russian-American Business Training in Samara; Boris Yukish, Russian Grain Union

Robin Pentola and Richard Vogen passed out copies of their Achievement Plan and a summary sheet. Pentola explained that the partnership was built on previous relationships with Samara and Moscow companies that work in grain trade overseas. It was a market development opportunity. Two goals are: (1) transformation of the Russian Grain Union into a viable organization which will develop market mechanisms for a functional grain marketing system; and (2) technology transfer from the Samara center.

Richard Vogen introduced Aleksandr Kholopov, USFGC Moscow representative, and Keith Long, Regional director, USFGC, Austria. He told of public relations efforts in the US and Russia with Pioneer Seed that brought Russian national television to Samara and produced regular feature stories. A Yearbook for the Russian Grain Union is also being updated regularly.

Natalya Vasilieva told of the organization of the center in July 1993 to assist in the grain market in Russia. Three hundred ninety-six people representing 43 regions and five countries were trained last year. Two-week study tours in the US last year included 121 participants.

Boris Yukish stated that grain is important for humans and animals. The Union is established by grain mills and processing plants, is very young, and in 22 regions. The partnership is most important for the training and lobbying for various projects.

Questions and answers included:

NNSAA explained that their fee-based programs were mostly dealing with the market economy for business managers based on their interests with a variety of subjects.

NNSAA now finances workshops through the project. They use separate accounting systems for workshops developed commercially.

The Russian Grain Union organization was begun before the IREX partnership. The IPP helped fund the big push to turn it into a viable organization.

Wednesday, April 24, 1996
14:15-16:00

Small Group Session
Technical Sector Presentations
II. Civil Society, Democracy, and NGOs

This session was moderated by Marlow Schmauder, IREX/Washington, and Lisa Hayden, IREX/Moscow.

I. University of Georgia, Vinson Institute of Government and Uzhgorod State University

Presenters: Dan Durning, University of Georgia; Georgii Dynys, Uzhgorod State University.

Dan Durning: The project began with an idea from Institute for East-West Studies, which encouraged the Vincent Institute of Government to think about ways to transfer their skills to work with a university in Ukraine. The Institute uses the resources of their university to help the people in the state of Georgia.

The US partners wanted to help their Ukrainian partners to assist local governments in the transition period in Ukraine. They had also received a grant from the Eurasia Foundation, which funded work for two and half years to create a center of public administration. They want Uzhgorod State University to have a program to provide training and technical assistance in applied research.

The US partners brought Ukrainian faculty members to the University of Georgia for an academic quarter to help them learn about public administration and to develop short training courses for public employees. They brought copies of their newsletter, which will be on the Web in May.

Georgii Dynys: The goal of program is to assist local governments help their constituents. We need to introduce state officials to new concepts in public administration, in particular using the similar experience from the US. We have strong professionals with good backgrounds, but the old system was different.

Now the system is changing, and our mission is to assist these reforms. We have created a material base, with office equipment and communications lines open. Twelve to 20 people will be in the exchange training program and will go to the US. We have strong support from the Regional Governor and the university. Our future objective is to start the move to be a regional institute for public administration.

II. World Institute for Disability, and the All-Russia Society of the Disabled

Presenters: Bruce Curtis, WID; Valentin Krylov, ARSD

Bruce Curtis: WID is a small research and training institute for social policy, based in California. All Russian Society for the Disabled is a large organization (2.2 million members). ARSD has members throughout the country—at 2500 offices—and 6000-7000 staff. WID and ARSD began working together in late 1992, with their first grant from USAID to do leadership training. They decided to develop a "national in-service staff training," when Institutional Partnerships Project funding became available.

ARSD had staff from diverse backgrounds pulled into an NGO, and these people had various levels of understanding about their work. WID and ARSD developed jointly a procedure to implement a Training for Trainers for the system. They agreed to try two trainings simultaneously, one national (in depth), and one in 12 regions. They based methodology on adult learning theory and experiential learning methods.

Valentin Krylov: ARSD/WID have already held four workshops and trained 16 training organizers for different regions of Russia. Seventy percent of the participants are women. The methodology is non-traditional and is focused on training people with substantial life experience. It uses "the aggregate intellect available" in the group and takes into consideration the needs of individual staff members as well as the organization as a whole.

Organizers have obtained enough skills from the workshops to conduct their own trainings in the regions. Between the workshops, training organizers have the opportunity to use the skills which they have learned, and they are accumulating experience. This helps them evaluate their experiences and make changes as appropriate.

New methodology has been welcomed in the regions. We have succeeded in changing the attitudes of regional chairpersons about their training systems. Our immediate objective is to make the training system sustainable.

III. Urban Homestead Assistance Board (UHAB) and the All-Russia Fund (ANF) and Citizens Foundation (CF)

Presenters: Dan Karan, UHAB; Igor Kokarev, CF; and Anatolii Basargin, ANF

Dan Karan: Our partnership uses the same training and organizing methodology as the WID project. Four areas of our work are: resident-controlled housing; community organizing; community-based service programs; and local economic development. UHAB believes these four areas are all needed to build communities.

We organize citizens and NGOs at the grassroots level to effect local change and then broader social change. Our goal is to build capacity of Russian partners to become training and technical assistance organizations for other Russian NGOs and to become support institutions for other Russian NGOs. We are building a permanent training and support institution for Russian NGOs. One of the biggest problems has been language: terms like "community, community organizing" are difficult to translate.

Igor Kokarev reviewed the four areas of work and explained how the partnership is translating key terms.

Anatolii Basargin: His organization (All National Fund) is more focused on housing organizations. ANF is probably the first organization in Russia not asking for something from the government, but rather it is doing something on its own. People come to them for legal support and information on housing issues. ANF renders technical assistance to local organizations. ANF hopes to grow into something similar to UHAB, i.e., a group that provides technical support to other organizations.

IV. America's Development Foundation (ADF) and Moscow Research Center for Human Rights (MRCHR)

Presenters: Alexei Smirnov, MRCHR; Joseph Rogers, ADF/Moscow

Alexei Smirnov: The goals of this partnership include: (1) development of activities of our center and other human rights organizations in Russia; and (2) promotion of the transformation of Russia into a more democratic society where human rights are respected.

The history of the center begins with the human rights movement of Russia in the 1960s, the "dissident movement." This was the only independent civil rights group in the country at that time (the others were state-controlled). The group was restored in 1987 (after a four-year hiatus) to achieve democratic reforms in the USSR through ensuring human rights.

In 1990, when human rights work did not have to be clandestine, we decided to create a profile of the various human rights groups. There were 15 human rights organizations. They created a human rights center, comprised of the leaders of the human rights groups, with a small executive staff, and a conflict resolution committee to mediate between their three branches (executive, legislative, and court). There are five NGOs in Chechnya. The Committee of Mothers of Soldiers has been nominated for the Nobel Peace Prize.

Joseph Rogers: Significant problems remain with human rights in Russia. We are doing training of trainers in field of human rights and advocacy. We have trained a group of five Russian trainers who will then do human rights education and training.

ADF/MRCHR plan seven workshops for Moscow Center for Human Rights and other members of the Moscow human rights community. We will be doing 20 workshops in Moscow and 18 in nine different cities in Russia on human rights and advocacy. We are working Apatity, Rostov, Petersburg, Liptsk, Krasnodar, etc.

ADF/MRCHR have local coordinators in each of these nine cities, who are human rights activists who provide support for human rights activities in these areas. We are supporting the information and human rights network of MRCHR and publishing a bulletin on human rights education. We have put together a 300-page training manual for human rights education and advocacy.

We have also hired two individuals at MRCHR, one an advocacy specialist, the other an institutional developments and training specialist.

Open discussion.

Georgii Dynys (USU): Since each project wants to influence government regulation, how can we do this so that they take into account the activities that are being conducted in each of the areas?

Igor Kokarev (CF): On April 18, we had a conference representing 70 towns in Moscow, attended by elected officials (local), executive body representatives, leaders of organizations. The conference was on the "Place of Community in City Charters." Towns of the Moscow-region are now implementing the law on self-government, passed last September, which made cities adopt charters within this six-month period. Citizens Foundation studied the generic document prepared by the government, and some of the documents prepared by cities. There were nearly no provisions about the rights of organized residents. The objective is to involve organized groups (CBOs) in the creation of the charters.

Dynys: I had something different in mind. If I come to City Hall and talk to the Mayor about local problems in economy, etc. What would be the response? I am only one man. As a matter of personal attention he might address the issue, but a system needs to be in place for addressing this issue regardless of who proposes it.

Kokarev: The solution should be in the charters.

Bruce Curtis (WID): Our Russian partner has great experience in working with various levels of government. The problem is one of enforcing existing regulations. Our partnership emphasized early on how to work with the media. The best way to hold public officials accountable is through the media. In Russia now there is an emerging sector of young and independent media. We have encouraged our Russian partner to work with independent media to get stories out. They produced a manual on how to work with the media.

Lisa Hayden (IREX/Moscow): USAID has materials on working with the media as well. The All National Fund (ANF) has been enormously successful in working with the press.

Karen Diop (ADF): Public officials won't respond to one individual. You need to build up visible community pressure. Second (and perhaps ideal for our partners), make local governments understand the benefits for local governments in working in tandem with the communities that they serve. This can be part of the training and support you offer to government officials. Emphasize the benefits to government that come out of working with local communities.

Dan Karan (UHAB): When people are not organized, they will never be able to affect the government. NGOs in the US are learning that if we don't support each other's work, even though we work on different issues, then we all have no power and influence. Use events like the IREX conference as organizing tools. Create real working groups of Russian NGOs to support each others' activities. These kinds of events are a great opportunity.

Hayden: For all of the groups and projects, there is a similar objective (to influence the government in some way). I request from my colleagues at AID to describe briefly the resources which are useful.

Dmitri Fadaeyev: (USAID/Moscow): USAID will address these issues in tomorrow's session, working to incorporate the issues we have raised today.

Wednesday, April 24, 1996 14:15-16:00
Small Group Session **Technical Sector Presentations** **III. Economic Restructuring and Business Development**

This session was moderated by John Lechicky, IREX/Kyiv, and Siobhan Wilson, IREX/Washington.

Notes for this session were unavailable at the time of publication but will be sent out separately in the next few weeks.

Wednesday, April 24, 1996
14:15 - 16:00

Small group Session
Technical Sector Presentations
III. Economic Restructuring and Business Development

This session was moderated by John Lechicky, IREX/Kyiv, and Siobhan Wilson, IREX/Washington.

I. Carnegie Mellon University and International Management Institute (IMI)/Kyiv

Presenters: Dr. Gerald Salancik, Carnegie Mellon

Dr. Gerald Salancik: The purpose of this project is to attempt to transfer a long-term teaching capability to IMI MBA Program. IMI is an unusual and new school established in 1989 as a joint venture between the International Management Institute in Geneva and the Ukrainian Academy of Sciences. It was the first institution in Ukraine to offer an MBA based on a Western model. Cost: $5,000 for the one-year MBA program.

Partnership goals are to establish or enhance:

1. The FAST Lab (Financial Analysis and Securities Trading), a program used to train Wall Street brokers. It allows students to work with financial markets in an on-line, real time mode. Cost: $300 per each one-week course.

2. Management Game, a program which allows student teams to compete through simulation of administering a business enterprise. Students acting as top managers have to make decisions under rapidly changing circumstances.

3. Executive Education and Faculty Development, a program to train managers, develop curriculum, establish a network with the business community in Ukraine, and prepare IMI faculty to teach in Executive Education.

4. Consulting Projects in which MBA students (under the guidance of a faculty member) study a specific market in Ukraine for US clients doing business in Ukraine. For a $5,000 fee, a US client receives high quality consultation, while the MBA students have a chance of practical application of their knowledge.

II. Center for International Private Enterprise (CIPE) and the Russian Chamber of Commerce and Industry

Presenters: John Sullivan, CIPE; and Aleksandr Udachin, RCCI

John Sullivan: Three years ago the US Chamber of Commerce and the Russian Chamber of Commerce and Industry signed a memorandum of understanding and created a CIPE/RCCI joint venture. Its mission is to develop a nationwide voluntary business association network that provides services to its members and supports the transition to a market economy in Russia. Most of the small and medium size businesses in both countries are not international.

By bringing American businessmen to Russia and Russian businessmen to the US it is possible to establish linkages between them. One such linkage has already been established between Pittsburgh and St.Petersburg. Another goal of the program is to strengthen local Chambers of Commerce in both countries.

Aleksandr Udachin: The Russian Chamber of Commerce and Industry is an independent NGO that has 103 local Chambers as its members. This system is developing and facing many problems. Its personnel needs training, and it is imperative that they study American experience. The project gives this opportunity through: (1) seminars in which the Russian Chambers of Commerce can take part; (2) sending twelve people to study in the US; and (3) a program of small grants. Chambers must compete for the grants to begin new projects. The grants provide financial support, and they also serve as a training tool to develop "management cultur." After the grants are over, these Chambers will have many common projects.

III. University City Science Center (UCSC) and Lviv Institute of Management (LIM), AO/ROCAD, and Donetsk State Polytechnical University

Presenters: George Farnbach, UCSC; and Nikki Lemley, LIM

George Farnbach: The program is designed to support small business development in Ukraine through direct training support to business people and through development of business school curriculum. The program has three parts:

> 1) Delivery of seven business courses in Ukraine for the local business people. These courses should serve as demo courses for business faculty.
>
> 2) Internship program which is now completed. First fourteen interns were put in different internship programs in Philadelphia in February 1996. Ten of them have already returned to Ukraine. Interns study in a variety of university and private business settings in four areas: a) small business development centers; b) development of business and technologies; c) curriculum development; and d) market and industry analysis.
>
> 3) The same courses will be presented in Ukraine during the second year, but they will be modified to reflect experiences during the first year of the partnership.

Nikki Lemley: There have been four courses taught so far: three successful and one mediocre. We had two courses on business basics (we should have offered one), one on marketing and one on continued education. Lectures were pre-prepared ones; and instructors did not find out from

the audience what would be useful for them. Three were successful based on the course evaluations. Four more courses are being planned for the Fall of 1996. Based on our experience, we better know what the people in Lviv need. These courses will then be taught in the MBA Program.

IV. University of Alaska American Russian Center and Yakutsk State University, Magadan International Pedagogical Institute, and the State Pedagogical Institute of Yuzhno-Sakhalinsk

Presenters: Greg Protasel, University of Alaska Anchorage; Tom Bartlett, University of Alaska Fairbanks; Natalia Chiriaeva, Yakutsk State University; and Boris Misikov, State Pedagogical Institute of Yuzhno-Sakhalinsk.

Greg Protasel: The University of Alaska has connections with three Russian institutions: Yakutsk State University, Magadan International Pedagogical Institute, and State Pedagogical Institute of Yuzhno-Sakhalinsk. Out of the three the Yakutsk project is the most developed.

Tom Bartlett: The faculty of the University of Alaska Fairbanks work with faculty of the Department of Economics of the Yakutsk State University to develop the programs that will help them to meet the standards of American Business School Association. A five seminar-series will be taught over the two years. Each includes three or five courses which are typically taught in the US business schools (e.g. human resource management, production management, corporate strategy, public administration, economics, marketing). The goal is to develop in two years a joint degree program with Yakutsk University.

Natalia Chiriaeva: Our Institute is unique in our region of one million people. The Institute opened in 1993, it is having many problems. This project helps solve some of them by selecting and training both full-time and part-time faculty. The administration of the Institute visited the School of Management in the University of Alaska to learn more about the US business schools. Another problem is course development. The courses taught should enable our students to receive a BA degree similar to the one granted by any American school.

Finally, The American School of Management provides us with technical support to establish a library and start joint publications.

Boris Misikov: The Program that we have is similar to the one just described; in addition to the tasks mentioned we would like to start distance learning using video tapes of lectures and set up a video library for our graduate students. At the end of the course students should receive a certificate from a US University.

V. University of Massachusetts Amherst (UMA) and Pskov Polytechnical Institute (PPI)

Presenters: Alexander Zadontsev, Pskov Polytechnical Institute

Alexander Zadontsev: Key elements of the program include:

> 1) Professional short courses offered through the PPI Center for Regional Planning (CRP) to the local business people, faculty and municipal public officials. Ten courses have been taught so far in the areas of foreign strategic alliances, financial management,

marketing, municipal management, and business English. A small fee is charged for each course to cover expenses.

2) Establishing at the PPI a new Department of Regional Planning and opening a new specialization entitled "State and Municipal Management" with concentrations in business management and regional planning. Ten Pskov faculty have been selected and begun attending classes at UMA to develop their areas of concentration.

3) Enhancing the PPI Center for Regional Planning (CRP) to develop and support the system of planning in the Pskov region. CRP will play a key role as a source of the faculty for the new Department; it also provides consulting for the state and local agencies. It will develop a geographic information system (GIS) and programs of social and economic development for the sub-regions on a fee basis. Fees that CRP will charge for its services will allow it to sustain itself in the future.

Question and Answer.

Q: How long did it take to receive the American Business School Association accreditation?

A: The American Business School Association did not attempt to receive it for Yakutsk State University. We help establish courses that will help Yakutsk State University meet American standards if their students wish to transfer theses courses. This question becomes important when they start discussing the joint degree program. The first step could take three to five years for international accreditation.

Q: Was English language a problem when the US teaching techniques (e.g. games, simulations etc.) were used?

A: The two computer simulations Carnegie Mellon University uses are translated into Ukrainian. As a group project, the games work well, although prior to this the Ukrainian students lacked "team work" experience. Translation of the seminars is always a problem due to the use of business terminology. It is recommended to distribute notes prior to conducting seminars so that interpreters and students could familiarize themselves with the topics.

The problem is deeper: it is not just translation into another language, it is cognitive in character. Some Western business concepts simply do not exist in Russian or Arabic and other languages. One program brought Russian translators to the US for six months of training in "Business English."

Also students in Economics and Management could be used for translation. Assigning homework is yet another method to improve students' comprehension. During the first two months the Lviv Institute of Management, for example, offers to its students intensive language training for twenty hours a week. The Magadan International Pedagogical Institute is preparing comics books on market economy targeted at senior high school students. Three chapters are already translated into Russian.

Q: How does the Pskov Center for Regional Planning (CRP) generate revenues?

A: The CRP is working closely together with The US-Russian Trade Office (TO) established under the USAID grant. This process includes three stages:

Stage 1: TO and CRP together seek out clients among local businesses and select the most promising ones. Once the businesses have been selected they sign contracts with TO and CRP.

Stage 2: Materials are passed on to CRP consulting group. CRP makes business plans and provides consulting services to those seeking to invest or to make proposals. A work fee is charged.

Stage 3: TO identifies funding sources and uses its contacts in Russia and in the US to promote these proposals through conferences, presentations, trade fairs, personal meetings etc. A success fee is charged if funds are raised.

Wednesday, April 24, 1996
14:15-16:00

Small Group Session
Technical Session Presentations
IV. Environment and Infrastructure

This session was moderated by Bernadine Joselyn, IREX/Washington, and Oksana Mayden, IREX/Kyiv.

The purpose of the meeting was to learn from each other both mistakes and achievements. The informal setting was designed to encourage interaction between/among the four groups. Each group was allotted ten (10) minutes for its presentation, leaving time for a question/answer period afterward.

I. American Road and Transportation Builders Association (ARTBA) and the Russian Association of Territorial Bodies of Highway Administration (RADOR)

Presenters: Anna Tsaplina, RADOR; and Tracy Busch, ARTBA

Ms. Tsaplina said that after one year, the partners are entitled to call each other "friends." The partnership's main goal is to develop highway administration in Russia. With earlier (1993) funding, RADOR had already united 25 Russian territories; with the current funding, that number has risen to 43 territories. ARTBA has been in existence for over 90 years and so possesses a wealth of experience.

Three delegations of Russian specialists have participated in three-week long seminars devoted to ARTBA convention. The delegations also met with American counterparts and conducted site visits. The delegates were selected from among a wide range of areas across Russia. An article will be published on the delegates' visit to the US.

The partnership is planning five internships of four to five weeks in duration. The internships will be conducted by five Russian specialists. These specialists will be trained in Russia. Two US delegates will visit Russia this year.

The partnership plans to publish an anthology of ARTBA materials translated into Russian, including "Principles of Administration of Associations." They also plan to publish an English/Russian glossary of road-building terms. A conference on road-building in Russia is set for September, 1996.

II. American Society of Mechanical Engineers (ASME) and the Russian Academy of Science, Mechanical Engineering Research Institute (MERI)

Presenters: Mikhail Gadenin, MERI; and Chor Tan, ASME

This partnership has four main thrusts: (1) ASMENET; (2) infrastructure development; (3) technology transfer; and (4) environmental remediation workshops.

Planning has been very important in this project.

ASMENET. The Internet is very young in Russia, and only those who actively want to use the system are able to do so. ASME has provided Internet access to each Russian participant, although only 40-50 percent of participants have been able to use the system to date. Russian scientists have free Internet access through the Presidium of the Russian Academy of Sciences/Moscow State University.

All of the participants have received NETSCAPE, so they may also access the World Wide Web. Teleconferencing through the Internet is also in the works. Although the partners may have beautiful thoughts to share with one another, they are not useful without a medium for communication.

III. South Carolina Universities Research and Education Foundation (SCUREF) and Russian Academy of Science, Institute of Biology and Inland Waters (IBIW)

Presenters: Thomas LaPoint, SCUREF; and Alexander Kopylov, IBIW

The aim of this project is the privatization of the IBIW. The project is difficult to characterize, because it covers the main fields, including contaminant research, human health, and fish hatcheries. The partners are working with fish hatcheries on the Rybinsk Reservoir and the Volga River. They are working to develop the breeding of pure, healthy fish (Aquaculture). The partners also do contaminant research. Market research is being conducted to determine the price to produce cleaner fish. Both IBIW and SCUREF have experience in working in contaminated areas as well as in dealing with commercial organizations to explore the viability of producing better fish. Five Russian specialists have been to the US to Clemson University for a round of discussions.

Dr. Kopylov discussed the contaminant situation in the Russian Federation in his overview. There are thirty years of cooperation in this field already "under the belt" of Americans and Russians. He said that severe weather problems have inhibited the development of fish hatcheries. Most fish need a full two years to grow before reaching marketable size, but this project is working on reducing that period to less than two years. The project will expand into the Upper Volga region. The Russian partners expressed gratitude for the opportunity to work with Clemson.

IV. University of Connecticut , Environmental Research Institute and Western Center of the Ukrainian Branch of the World Laboratory

Presenters: Robert Carley, University of Connecticut; and Peter Hrytsyshyn, World Laboratory

There are five main aspects of this partnership: (1) creation of education modules and training; (2) curriculum development; (3) seminars in industrial sector; (4) Environmental Training Resource Center; and (5) faculty research and exchange.

Seven Ukrainians came to the US to the University of Connecticut for seven weeks of studies last summer. They took twelve courses during that period.

Environmental Resources and other courses will be converted into self-taught courses on CD-ROM. A Ukrainian version of the UConn programs is being developed simultaneously; courses will be conducted in Ukraine beginning next September. The results of the workshops will be published and sent to mid-size industrial factories. A guarantee of Internet access will be provided. In Summer 1996, a four-week bilateral faculty exchange is planned.

Interest in developing the integration of homepages on the Internet exists, possibly through use of Soros foundation funds. The partnership is working on developing telecommunications.

There was great pride of the Ukrainians in noting that nationality and identifying themselves as the lone representatives of their sector from Ukraine.

Wednesday, April 24, 1996
14:15-16:00

Small Group Session
Technical Session Presentations
V. Health

This session was moderated by Joyce Warner, IREX/Washington, and Elena Pushkareva, IREX/Moscow.

Elena Pushkareva and Joyce Warner.

Ms. Pushkareva introduced the USAID representatives from the health sector: Liese Sherwood-Fabre, USAID/Moscow; Tamara Sirbiladze, USAID/Moscow; and Tatiana Timoshenko, USAID/Kyiv.

Ms. Warner noted that several brochures would be available, including one from World Learning on its projects in health, as well as a newsletter by AIHA (American International Health Alliance) called Common Health (or *Nasha Zdorov'e*).

I. American Red Cross and Russian Red Cross

Presenters: Martin Perret-Gentil, ARC; Dr. Svetlana Ameridze, RRC; Dr. Linda Spencer, ARC

Martin Perret-Gentil: The ARC program in Russia is called the "Visiting Nursing Program (VNP)." We in the US have built this program as a nurses assistance program called "Foundation for Caregiving." The partnership between RRC and ARC goes way back; almost one hundred years ago was when, during the Russian famine, ARC intervened as the first international relief organization here.

The VNP signing with IREX was May 1, 1995, but we started actually a year and a half ago here in Russia to see what might be the best type of program, following a visit of the chairman of RRC to the US. He wanted a bilateral project with ARC.

We found in our study a year and a half ago that RRC was losing its nurses very rapidly. They used to have 8,000 nurses doing home visits. They are down to almost 2,000 today. The nurses are not being paid very much, because the resources of RRC have dried up. So this program (VNP) is to get assistant nurses or laypeople to be trained in how to do home visits.

We have had some initial problems in getting this thing started, because our delegate did not arrive in Moscow until January 1996. But I am happy to report that we are all in place. The RRC has welcomed us here. And I would like to ask Linda and Svetlana to give the presentation on the operational side of this program.

Svetlana Ameridze: Russia is faced with a problem of national importance. We need Red Cross now more than ever to secure an approach to a quick and sustainable solution to health care and particularly to home care. In this regard, the Red Cross deals with the most vulnerable and least

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protected strata of the population. The current Russian-American program aimed at the know-how and technology transfer in the area of home care is extremely propitious.

The program of in-home care has existed in Russia for a long time, but before such care was free. It was provided by the government. Back then there were facilities in which volunteers and workers of the Red Cross were trained how to administer in-home care to patients.

All of this should be viewed against the background of rapid growth of the population of the elderly in the country, low birth rates, high rates of birth defects in children and poverty of the masses. Thus, the advent of paid services, particularly home care, and the inability to implement them is a very important development. Today we try, by implementing this program, to create a standardized model of teaching the population through our volunteer nurses, who are already qualified and work, but we do not have, to date, a systematized textbook, no material base for the education. So, the theme of our discussion, realization of this two-year program is of great significance to Russia. We are not trying, as a social organization, to compete with such areas as the Ministry of Health and Social Security, but we are looking for approaches to create a service, non-governmental, which would teach the masses. Of course this program is very complex, it needs to be licensed, even to have the textbook translated.

The translation of two textbooks is pretty much completed. We have sent the translation of the American textbook to 12 regions of the country for review. We are also planning to visit the regions. We have already visited the Urals Region and Pskov Region. The medics who are here know how difficult the citation in Pskov is, with its problems: Chornobyl influences, high invalid rate among children (cerebral palsy). The Urals Region where various factories and industrial plants were moved during W.W.II and where the workers have remained, without their relatives and children. The Urals Region has the highest population of lonely elderly people, who live on their pensions, and the problem of taking care of them is very difficult. In order for our program to work, we have been adapting the textbook to the Russian specifics. We have created a working committee. We are supported by the Department of Science, Ministry of Health and Social Security, on both the federal and local levels.

Our first priority is to complete the textbook and a series of teaching seminars, which are financed by the government of the United States. The program must be sustainable because it is needed by the Russian people. The government is on our side and after we recruit competent staff we will need to continue pushing ahead with this program and help the Russian people.

Linda Spencer: Basically, we are establishing a standard that could be used throughout the Russian Federation for a visiting nurse program. There are sections of RRC—we call them "chapters" in the US. We hope to establish a standard so that training will be accomplished in each of these sections. The course is based on "Foundations for Caregiving," which is a text used by ARC, and it has been translated into Russian. Now our next task will be to adapt this direct translation for Russian use, because there are some sections that would not be appropriate in Russia. We have a working committee that is establishing the appropriate versions of this text in Russian.

At the same time, we are providing training classes, so that in effect RRC will become a training unit. They will become a cadre of instructors, who will provide the training for home care within their home communities. So we have dual activities—the adaptation of the text and the training of the nurses, who will become instructors in their own chapters.

II. Association of University Programs in Health Administration (AUPHA) and Association of University Programs in Health Administration/Russian (AUPHA/Russia)

Presenters: Walter Burnett, Tulane University; Anatolii Vialkov, Health Department of Khabarovsk

Walter Burnett: We have two partnerships that are one-on-one. One is based in Khabarovsk, in the Russian Far East. It is a partnership between the medical institute there and University of Kentucky. The second partnership is at Novosibirsk with the University of Washington.

We also have what we call a two-on-two partnership. That is between the University of Minnesota and Tulane University on the US side and the Moscow Medical Academy and the Moscow Medical and Stomatological Institute.

There is also the professional partnership between AUPHA in the US and the Russian International Association of Educational Programs in Health Services Adminstration.

Let me try to focus on the major elements of our achievement plan. Each one of the institutionally based partnerships takes very different approaches. Please remember that our activities in this partnership at the institutional level have to do with building a Russian capacity for the presentation of executive education programs to managers of polyclinics and hospitals.

What has happened in each of the partnerships is that there has been a history and a series of activities that are used as the baseline. As you take a look at the three institutional partnerships, you can see the difference. The partnership in Khabarovsk is the most long-standing; it has a history that goes back before the IREX partnerships. In it you will find among our partnerships the most thoroughly developed long-range plan that takes the activities of executive education and integrates them into an impressive array of activities that bring together the resources across the Khabarovsk Krai in ways that we in the US envy in terms of their integration.

For our other institutional partnerships, they represent a model of how you take community and provider resources and combine them together in a set of working relationships both in the world of practice and the university. At Khabarovsk, we probably have the best developed model in our field of health management of a practitioner-based faculty, and the most developed system for using part-time faculty in the industry in and health services adminstration.

Novosibirsk represents a very different approach. There we are seeing the development of two educational sectors that have never worked together in any serious way before, namely the Academy of Economics and Management—non-traditional for Russia—working with the Medical Institute. They are working side by side together in the mobilization not only in planning activities but also on the courses. We think, as we look on the activities in Novosibirsk, that there is a real opportunity here—particularly in the curriculum materials development area. We hope to bring the expertise that comes in economics and management at the Academy and to put it in an academically sound and theoretical context with the traditions of the Medical Institutes as well as social medicine as it has developed in Russia.

It would be fair to say that the Moscow partnership is probably further along in actually mobilizing and testing a curriculum for practicing executives. It has three cohorts going: one here in Moscow focusing on polyclinic administrators from across the Moscow metropolitan area. It is balanced by

a second group from the Savior's Hospital. This part of our plan, in terms of figuring out how these things go, is that one is a metropolitan area approach, the other is working on building a management capability inside an institution. In light of our conversations this morning, obviously some of the evaluation issues become very important here. A third group of participants is from Dubna. It is a mixed group of municipal administrators, polyclinic managers, civic leaders, and community program people, and hospital people.

We have identified core faculties; if you add them all up, the last count was 49. There have been faculty development activities on both sides, mostly in Russia. Each program has a very heavily negotiated and many times rearranged scheduling activity for making sure each one of us actually mobilizes a program during the second year, which we can evaluate. I think it is important to recognize in these institutional partnerships, the collective feeling is that what we need to do is to build on the unique characteristics of each of the institutions and the unique health care needs of each part of Russia that the partnerships are serving. We think we have the basis of a very good federation-wide regional approach.

Our fourth partnership, namely the professional association one. We are registered, thanks to the ingenuity of our partners. We have set up a discussion agenda. We have two sustainability issues that need to be worked out. One is an electronic communications network, and the second is a regional network of resource centers for long-term curriculum development.

The biggest challenge in our professional partnership for the next year is to come up with an agreement among the institutional partnerships on the appropriate role for the professional association to play in the long run. (A written set of comments from the first year report in English and Russian was passed out, to give greater detail).

A success story, from Novosibirsk. I will never forget sitting in the rector's office at the Academy and having him say to me and Bernardo Ramirez (AUPHA), "If it were not for this partnership, one of the major future directions of our Academy would never would have happened." What has happened at the Academy in Novosibirsk is a series of approaches to teaching—a set of priorities developed from professional practice in the community—have provided a model for the Academy to develop a whole set of programs in the social sciences. And programs that from their assessment on the financial side, they see as a way to develop a continuing and expanding income stream for the Academy as well as to take the purpose of the Academy and spread it out. In know that the Novosibirsk people are very proud of the thinking that this particular partnership has given them in the big picture.

Anatolii Vialkov*:* Dear colleagues and friends. Walter has told you almost everything and has made my job much easier. Yes, our partnership has begun during the difficult time of reforms in our country. The socioeconomic reforms are not going smoothly, whereas health reforms have been even more problematic. Who can push these reforms forward? The leading figures in the health field have become health managers. We must honestly say that development of health managers in Russia has never been paid much attention to. That is why this program was so timely and caused great interest from the Russian co-executors of these programs.

Walter has given an excellent presentation and has talked about the achievements of our four partners. Only one year has gone since we began the program. But today we notice that much has been accomplished. We have developed several programs for the training of health managers. We

have begun to train managers according to the programs within several fields: hospitals, polyclinics, etc.

All of the instructors who teach at our seminars have gone through training in the US and at additional seminars in Russia. I think that a great achievement and result is the creation of the association of university programs for training of managers. On behalf of the association I would like to say that we are going to continue our cooperation.

In order for the results that we have reached to solidify, we need to continue to develop this cooperation in the direction of managerial training programs and in the direction of a new program which we have already begun to develop, new school of training for managers in the health field, together with the University of Minnesota. We are doing a lot of work. And we understand that we will not be able to continue enjoying funding from the US side. This is why we ourselves are looking for sources of funding. Yet, after calculating everything, we would like to propose that an additional grant be given. Then we could assure our partners that the work which we have put into this project is going to yield solid and lasting results.

III. University of Rochester, School of Medicine and Dentistry and National Medical University (Kyiv, Ukraine), Dnipropetrovsk State Medical Institute (Ukraine), Urals State Medical Institute (Russia), Kazan Sate Medical Academy (Russia), and Cheliabinsk State Medical Academy (Russia), Coordinated by the International Biomedical Agency (IBA) (Kyiv and Ekaterinburg)

Presenters: Yurii Fomin, IBA/Moscow; Marianna Shershneva, IBA/Kyiv

Yurii Fomin: As Ms. Pushkareva has said, our partnership is somewhat different from the others. You see, in our case, two sub-projects are executed in the framework of one. The sub-projects are very similar, they have the same goals, although there are managerial and financial differences.

I would like to introduce our colleagues from the University of Rochester Medical School: Michelle Landers, who has just become a Ph.D. Michelle is the coordinator of both projects. Next to Michelle is Laura Connard, Deputy Coordinator. Laura manages everything in our two projects. I would also like to introduce our Russian colleagues. Alexei Sirotkin, my deputy, and the head of our Russian project. Next to him is Dr. Sarapultsev, representative of the Urals State Medical Academy; Dr. Dolgushin, representative of the Chelyabinsk Medical Academy, and Dr. Kuznetsova, Kazan Medical University. As you will see from our little table, Russia is represented in our project with three partners.

First of all, I would like to tell you what the full name of our project is. The full name is Russian partnership in the area of medical education with medical schools and professional organizations in the US. Also, the project includes the transformation of medical programs and introduction of methods of standardized testing.

I would like to say a couple of words about the initiators of this project. First of all, I would like to mention the name of Dr. Dafne Hare, who, unfortunately is no longer with us. Dr. Hare was the Director of the Administration of Medical Training of the Department of Veterans in Washington DC. Our main partner is the University of Rochester Medical School, Rochester, NY. Our organization, the International Medical Agency, is also here. You might be somewhat confused by

a reference to a charity fund in one of the handouts I passed around. This charity fund is a structure which was formed from our agency exclusively for tax benefits reasons.

Now I would like to talk about our goals, pursuant to the instructions received from IREX. I would like to immediately mention that the goals of both partnerships, the Ukrainian one and Russian one are identical.

1. The first goal is to help Russian and Ukrainian Medical universities and institutes of establish direct partnership ties with the leading medical schools and professional organizations in the US.

I would like to underscore, that we have never really wanted to establish small partnerships between a college in the US and a university in Russia or Ukraine. We have to establish consortia. We hope that we are working together on this and that we will reach strong results.

2. Our second goal is to ensure access of Russian and Ukrainian medical universities and colleges to the latest educational technologies and to the accomplishments of the international medical community in the area of medical education. This goal is clear. Our medical universities for many years have not had access to such technologies and data and this hole needs to be filled.

3. The third goal is the development of a new and unconventional, for our two countries, forms and methods of teaching of fundamental and clinical disciplines. The medics who are present here know the gap that exists between teaching of basic and clinical sciences and would like to use the achievements of the US to alleviate the existing problems.

4. The fourth goal of our project is the development and implementation of testing systems and standardized evaluation of knowledge of medical students and graduates of medical colleges in Russia and Ukraine. This is a very serious area of our work, because as many of you know, in Russia and in Ukraine the traditional exams have been oral. Written tests, as a vehicle for knowledge assessment, appeared in Russia and Ukraine about five years ago and have not been systematized. Unified methodology and technology of administering these tests exist and today, and this approach is being actively developed in Ukraine and Russia. The Health Ministries of both countries are actively pursuing this direction and we hope that our activities on this arena will lead to tangible results.

The partnership organizations in Russia, are: we ourselves, as the managing organization; the Urals State Medical Academy; the Chelyabinsk State Medical Academy; Kazan Medical University. And the US partnership organizations: Rochester Medical School, Yale University Medical School; the Syracuse Center for Health Studies at the State University of New York (SUNY); SUNY/Brooklyn's Center for Health Studies; Cornell Medical College; and three professional organizations—the National Board of Medical Examiners; American Council of Internal Medicine; and Educational Commission for Foreign Medical Graduates.

About the programs: The first one is our clerkship program. This program until now included only students, but now we will add an clerkship program for new medical instructors. We feel that these two programs will be complimentary and facilitate the inflow of fresh cadre which are needed at our medical colleges.

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The second program is the program of visits by US medical school professors and senior residents to our medical colleges. The visitors will work directly at medical colleges to pass their practical experience of clinical education to our teaching cadres.

As I already mentioned the program of test controls is very important. If we succeed in what we are trying to do, in the framework of this project, we will make a significant contribution to the area of Health Education of Russia.

The program of the transformation of teaching programs in the partnership colleges is aimed at new models of teaching basic and clinical disciplines. We will be trying to develop new approaches, which have existed in the US for a long period of time, but which are not very traditional in our countries.

The program for the creation of the study and testing center has a practical objective. The goal is to set up a technological and, to a degree, methodological base, which will facilitate the execution of all of our programs. As far as I know, Ukraine has a similar, maybe slightly modified, program.

Marianna Shershneva: From the Ukrainian side, I would like to introduce my colleague from the Dnipropetrovsk Academy, one of the Ukrainian partner institutions, Marina Valintinovna Guba, who heads the International Department at the Academy. Also, Marina Rashidovna Mrouga who is the manager of the Ukrainian partnership program. My name is Marianna Shersheva. Marina Borisovna and I work as Assistant Manager of the Ukrainian program. Unfortunately my colleague from the International Medical University, the second Ukrainian partner institution, could not make it because of his work schedule.

We are also supported by the Ministry of Health of Ukraine. Marina Rashidovna and I are representatives of the International Biomedical Agency (IBA), which coordinates the partnership program in Ukraine.

Our two partnerships, I mean American-Russian and American-Ukrainian, do not only have the common American partner and common goals and objectives, but are also developing together. American, Ukrainian and Russian colleagues often meet at conferences, discuss their plans share, their results, materials. It is greatly beneficial to have such a two-dimensional partnership. It increases our experience.

This slide shows one of the directions of the program—the organization and development of the study center. In Russia, just like in Ekaterinburg, a similar center is currently being created. As one of its objectives, the center sets out to provide access to the Internet and e-mail services, which will lead to access to fresh medical information. Also, work in the field of computer-study programs is also practicable. There is also a library which was organized under this project which contains 260 medical sources including literature on basic and clinical disciplines, methodology, medical journals, and audio cassettes.

The center also has materials for medical license test preparation. One person, after using these materials, has already passed both steps of the test. We are also planning for the center to provide English language training (TOEFL). One of the functions of the Center is the dissemination of information about new directions in Medical education. At the Center one can hold group training, individual training, and consulting sessions.

A little bit about the experimental initiatives, which are the results of studying American experience in the area of medical education. Our American colleagues have identified certain positive elements from the US medical education, which we would like to implement in the Ukrainian process. For instance, the experimental Master's courses are being developed at the National Medical University. The Master's degree is a new degree in the graduate educational system.

It is assumed that graduates with a Master's of Science will continue to become academics and instructors. So these courses are oriented towards the Master's degree. There will be lectures based on the US experience. The basis for the program is the ward teams method, i.e., the vertical education principle. The young doctors do not only get their knowledge by working with the patients, but also through teaching of students, their junior colleagues. This is a very attractive method—you learn by teaching others.

The first experiment has been conducted. For one month, on the basis of one Department of Internal Medicine, five Masters and one intern have worked in the Ward Team environment. They composed two ward teams, lead by Ukrainian instructors, but the experts were our American colleagues, who would came and helped set up the experiment.

The Dnipropetrovsk Medical Academy has also incorporated the ward team method and we hope that the method will take root there. These teams were composed of students and doctors with English language ability. To really study the ward team method, we decided to create a team who could speak Ukrainian. The team will consist of better Ukrainian students, Masters, interns and interested instructors. The purpose will be to see how the team functions in Ukrainian medical environment.

This program has already been functioning for three weeks and we plan to launch a continuous ward team program at the Academy starting next school year.

One of the Departments of the National Medical University works as a combined model. The model incorporates the attractive element of the US system—learning by teaching. The Department has seven Master's level students, who do research and treat patients, but have nothing to do with the students. In this program, the Masters were included in the ward teams as the middle link between the students and teachers. This way, the instructors do not need to manage, let's say, 12 students, but delegate this to the Masters, who already have enough knowledge and experience to manage the students. This model is not analogous to the US model, but this principle and approach was used and we hope that will be sustained.

Another approach of US Medicine, the integration of basic and clinical disciplines, has also found a welcome among Ukrainian colleagues. For example, we are offering a course on human health and illness, the essence of which is for the new medical school students to begin thinking in clinical terms from the very beginning of their education. This course usually includes theory, conversations between the treating physician and the patient, and questions to the student audience. This course, which is taught at University of Rochester, is currently being developed and the first pilot lecture has already been given at the National Medical University.

IV. University of Iowa, Department of Family Practice and St. Petersburg Academy of Postgraduate Medical Studies (MAPO)

Presenters: Olga Kutznetsova, MAPO; Brad Muller, University of Iowa

Olga Kuznetsova: First of all, let me introduce our American and Russian partners: Dr. Elizabeth Swanson, Co-principal Investigator and Head of the grant's working group on the US side; Professor Alexander Pavlovich Shcherbo, Prorector of MAPO's education department; Brad Muller, Program Coordinator of the working group of our project on the US side; MAPO Instructor Usinov, who has provided excellent computer support to our project. My name is Professor Olga Kuznetsova, Deputy Dean of the Department of General Medicine at the Graduate Medical Education Academy of St. Petersburg.

The goal of our grant is development of a new for us area of medicine, family medicine. We have chosen several approaches, which we deem practicable, of reaching our goal. They are:

1. Preparation of five young instructors at the University of Iowa in the field of family medicine. The training will not only include the knowledge of the specialty, but also the knowledge of the specifics of teaching this field to others.

2. Establishment of a model office, in accordance with the American standards, on the campus of the Medical Academy of Graduate Education.

3. Electronic information on the study of medical processes with the help of medical literature and computer programs as well as translation, from English to Russian, of the principal works on Family Medicine.

Clearly, the implementation of any project depends on the what kind of people work on that project. In the given program each of the colleagues performs an exact function. The leadership was done by the Prorector of Education, since ours is an educational program. The working group included the Head of the Department of Family Medicine and General Medicine, Professor Gubachev, who, unfortunately, is not here today.

The development of educational programs is a very important aspect. I, too, was included in the working group as the Deputy Dean for dissemination of the results of our newly acquired experience at the Department of General Medicine. An employee of the Department of Informatics of our Academy was also included in the working group. We believe that we made the right choice, as we have not had any problems in the area of telecommunications thanks to excellent computer support and thanks to e-mail. Dr. Pletinsky, our project director is unfortunately not here today. He is busy now with the establishment of our new office of Family Medicine.

What are the results of the first year of work? What have we achieved during this year? The new office, established on the basis of MAPO, which has been included in the system of compulsory medical insurance. Five of our future instructors have begun their internships in the US. They will be following a program specially designed by the University of Iowa. We have begun working on the new literature and computer equipment—our informational support.

We have translated and adapted the tests used in the US for family medicine exams. These exams are now being implemented into the practice of the teaching process. And finally, in the framework

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of the visit by the US group, we held a special teaching seminar and conference, which allowed us to explain to our practicing doctors and health officials what family medicine is in the US and why we decided to be included in this project.

Several words about some of the challenges we had to overcome at the beginning of our cooperation. The first challenge: The organs of practical medicine, at the level of the polyclinic, did not want to switch into a new mode of work and did not want to implement our new specialty. And what's more important, they did not want to part with the funding that insurance companies were transferring to them for the treating patients. We overcame this challenge and today we are in the system of OMS (Compulsory Medical Insurance) I would like to remind my Russian colleagues that MAPO is a Federal Academy, so this was a big challenge.

The second challenge was the evaluation of professional skills and language ability. We were faced with one problem. All of the qualified people did not have the English Language ability and vice versa. We would like to once again remind our colleagues to pay especial attention to the means of telecommunication.

Brad Muller: My main role with the project and at the University of Iowa (UI) is to serve as the communication liason and disseminator of information. (He handed out some written materials on the project).

As Olga has explained, there are currently five Russian family physicians at UI. These five were selected competitively based on the criteria which had been established by UI and MAPO. The original intent was bring them to UI for an intensive six-month training program. One of the first problems which we encountered as team was the fact that we were going to have hard time finding five candidates that met the minimum English-language proficiency threshold. In fact only one person among those chosen passed the exam.

There were some very real repercussions—namely, that a full-time interpreter would have to be assigned to any physician or training who does not pass this English exam. So in consultation with our colleagues at MAPO, we decided to bring the five family physicians to UI one month early, and in conjunction with the translation laboratory at UI, we put them through an intensive month-long English immersion and cultural orientation session, that proved fairly successful. Three of the five candidates have now passed their English-language exams. One fell just short, and one other person may not ever reach the minimal threshold and may require an interpreter for the training.

Just a few highlights on the six-month training. We have incorporated a business component to the training. Physicians will be schooled and taught in the area of health management and clinic management. Part of their time will be spent shadowing Iowa family physicians in their private practices. We have set up two two-week long preceptorships for this purpose.

They will also be receiving instruction from UI Business School. They will be taking nine business management classes. There is a business management curriculum that we have compiled. As well, there is a teaching skills component. There will be six modules developed to teach these physicians to in fact become teachers when they go back to MAPO. We also did a day-long cultural orientation session for all of the people who would be involved in the UI team to orient them to the Russian culture, too, and we thought this very successful. UI has also developed some prototypes in evaluation forms for the trainees to evaluate the training content. We also have some examples of publicity about the project on a local level.

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Finally, the UI Translation Laboratory has asked me to distribute materials describing their services; they are an entrepreneurial unit and have now offered English-language instruction for visiting health professionals. There is information on the course they offer to the outside, so if you are interested in translation and interpreting services in health sciences, these people would be an excellent resource.

Question and Answer.

Q: I would be very curious to hear about the problems that the other partnerships are having in using the English-language based e-mail system to communicate in a reasonable fashion.

A: The one benefit that we have is that we have two on-site project managers that interact with the Rochester team on a daily basis on internet/e-mail, and they help us in communicating with our other partnership schools.

A: I would like to add that the problem is not what language to use for e-mail communications; the problems usually lie with the provider, who is often not very reliable.

A: There is no problem with the language and e-mail. Word files can be transferred over e-mail without problems.

A: I mentioned earlier the Translation Laboratory at the University of Iowa. We have native language informant—from Saint Petersburg—who works at the laboratory and speaks English and Russian fluently. She translates all of our e-mail for us to make sure we don't anything in terms of content. I estimate that we send two or three e-mails per day, so it is a rather heavy exchange of materials.

A: It's important that the user's of e-mail worked from their homes. This helps solve the time-difference problem between the US and Russia.

A: Hi, I am Bob Woodward (of AUPHA). I will be speaking about REPNET tomorrow. Just one clarification. The speaker mentioned that it was very easy to exchange Russian and English text using Word 6.0 and Windows. That is mostly correct, but there are some systems in the US—in particular those addresses that are called BitNet address that use the old IBM mainframe computers—which knock one "bit" [unit of computer data] off of the standard Russian eight-bit word package, and that kills the ability to translate that into Russian. So, as long as you are working in Internet or Glasnet or America on Line, you are fine, but you need to be just a little careful, because some of the computers that transfer files are BitNet computers and will just kill your ability to understand the Russian.

Q: This is a question to the group that is planning to invite American doctors to work in their clinic, University of Rochester. Are you planning to certify the US doctors to work in the clinics? They can not practice in Russia otherwise.

A: The American specialists will not be practicing they will be teaching. Obviously you can't do without the patient, but the responsibility for the patient lies with the Russian doctors. The emphasis of the US specialists will be on teaching techniques and methods.

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Q: Yes, in Saint Petersburg we had that problem, and the doctor should be certified. Otherwise he may only look at the patient and may not touch him. How will he show the patient and the process of diagnosis to his students?

A: On the philosophical level you are right, all physicians working in Russia must be certified. However, if we create artificial difficulties for ourselves, we will not succeed. The focus is on teaching, not on treating. Yes, the US doctor touches the patient, but he does not make any recommendations, he does not decide what the treatment should be. That responsibility is still with the Russian doctor.

A: We have simple tests, which I am sure are quite simple for our American colleagues. We will offer to them to take these tests. Since this law exists in the US, why should it not exist in Russia, where there are insurance companies as well. This will not retard the development of our projects. I think that if we will respect the laws of our country more, we, in turn, will be more respected in the US. In St. Petersburg, all of the doctors must be certified.

A: As far as Ukraine is concerned, there is no legislative base there for any of this. So far, this question can not be solved. Secondly, our visiting US doctors, can work based on the history of the patient alone, and do not have to come in contact with him. Finally, I don't know how long your visiting US physicians stay in country, but our visiting doctors stay for short periods of time, three to six weeks. In principal, the visiting doctors can be tested and certified, but we, have not been doing it to date.

A: I don't know. I would group all of these problems into two categories—natural and spurious. We can create tons of artificial problems and discuss them until the cows come home. In my opinion, the only real problem, in the context of this conference, is genuine exchange of materials and information. This will yield real results. Listening to each other and about each other is not very meaningful. But if exchange comprehensive information about our projects, then those with experience could join the programs and add to them. We would then be able to implement these programs on a much larger scale, not three or five persons at a time.

Q: I have a question to the first group—Red Cross. How did you solve the situation which copyrights with the books you translated? And so if you are going to publish this book, what are the conditions of publication?

A: That is a very good question. And that had not been necessarily resolved, except that we at ARC have the copyright. We have given this to RRC, but we have to find out internally what the copyright laws are here in Russia. We know there are several organizations that are hot on our heels to get it for other countries such as Central Asia and Poland. And so we have to careful what we do.

A: Let me answer from an USAID perspective. If you are using USAID money to translate and publish this book—you have to check what is in your grant—concerning copyright laws, because it is very specific on who has the rights to this. And that should be able to be answered by IREX or your officer in USAID in Washington.

A: The next session will be on press and products, and that topic may come up. But before that—there are two separate issues, as I understand them, in relation to copyright. The first thing is

obtaining permission to translate from the original author and publisher. The second issue is that, if the translation was done under IPP, we have access to it, since it was produced with federal funding.

Q: To RRC/ARC. You mentioned that nurses left the system before you started to work. How do you manage to get them to stay now in Red Cross? Is it an increase in salary? What are the interests for them to work on this program?

A: (Svetlana Ameridze, RRC): Several years ago, training of volunteers was funded by the State budget. Now, due to medical reform and to the fact that the training costs money, the Red Cross has lost the ability to use the available training facilities. Hence, training levels have fallen to zero. It is clear that training the population to perform first aid on those who need is not something we do now because of the economic difficulties.

Thus, the program about which we have talked about today, I mean translating and adapting the US text book will give us our own text book which we will be able to use to train volunteers. We would also like to have the technological base where we would be able to actual train people in the needed skill to take care of patients at home. We must make sure that the program is licensed by two ministries. In principle, there is interest in the implementation of this program. Here, the Red Cross has two goals: to be able, by showing their competitive advantage in the area of home care, convince the relevant services to subcontract to them the functions of home care and to, at the same time to stay true to its moral statutes and offer humanitarian and free aid to those who need it most.

Conclusion.

Joyce Warner: Under Tab 5, there is a list of products that have already been turned in to IREX that you have produced. I encourage you to get together and see what is there and discuss whether there are things you might want to share among yourselves in the health sector.

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Wednesday, April 24, 1996 16:20-17:30
Plenary Session **Disseminating Products and Public Information** **John Braley, USAID/Washington** **Marina Mrouga, International Biomedical Agency/Kyiv** **Pam Mendelsohn, World Institute on Disability/Oakland, CA**

This session was moderated by Marlow Schmauder, IREX/Washington.

Marlow Schmauder.

Many partnerships are not aware that many of the things they produce can be considered products by USAID standards. A product is anything that your partnership creates during its existence, from a text book, list of commonly used terms in your field translated into Russian or Ukrainian, etc.

USAID is requiring that IREX disseminate the products created under this grant within the NIS. It will be a major component of our effort from here on out. It is something that will enable you to spread the word about your own project, which will have benefits not just in terms of the effectiveness of the funds you are spending (meaning, your money will go further because you are affecting more people), but also it may help you in terms of your own sustainability in the future.

In Tab 5 in the Binder:

- the original request for dissemination of products, dating from partners' applications for funding at to their subagreements (for reference);
- IPP Products Catalog (to date);
- letter and form (Request for Information from Partners on dissemination) **(Deadline is June 3, 1996)**; and
- an article on dealing with the press.

John Braley.

The original intent of this project included sustainability as well as products. Products allow the partnerships to get the long-term "bang for the buck." A lot of the things you are doing are applicable across the NIS. So USAID is requiring that IREX make these products available to other institutions throughout this part of the world.

IREX has already passed to you in full USAID regulations on products through the Partners listserve, number 25. It includes a very extensive list of requirements that, through a twist of fate, do not apply strictly to this project; however, in the interest of complying with these new regulations, USAID is keeping a close eye on what is produced under this project, because the US Congress has told USAID that it must do so.

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1. USAID is requiring IREX to do four things with these projects:

1. IREX must collect each and every product.
2. IREX must create a catalog or database of these items.
3 and 4. IREX must create and carry out a dissemination plan.

It is *in your best interest* to have these products spread across Ukraine and Russia, because they will help your institution gain credibility. These are some of your best public relations pieces and will provide proof to your colleagues and other professionals that your institutions are capable of providing these services.

2. The Rights and Data Clause

Anything which USAID pays for we have free access to. That means that there is no fee to the US government if it wishes to use this material through its agents, which is IREX in this case. This does not preclude you from copyrighting any of this material, or disseminating it or selling it, if it is integral to your sustainability.

USAID and IREX realized several months ago that this may be a problem for the sustainability efforts if we are giving away something across the street from where you are trying to sell it. Therefore, we want you to feel assured that, though we will be giving these materials out to a targeted audience, you are free to charge for the material.

3. Aspects of Product Quality

- Applicability to a wide range of institutions;
- Ease of distribution (in terms of format and "packaging");
- "Modesty in presentation" (Simple verses flashy production/format); and
- Technical quality and content.

Marlow Schmauder.

IREX is working on its dissemination plan with USAID at present.

IREX is soliciting your information to help us come up with the dissemination plan (refer to the letter in Tab 5 of the Binder). IREX wants to come up with a plan which pleases the partnerships, USAID, and which is the most cost-effective way of disseminating these materials.

USAID considers dissemination of products important, and they are obligating extra funds to IREX in order to take care of this initiative. We are not asking that you give us a hundred copies of your product. Quite to the contrary, we ask that you give us one copy—or a certain limited number (yet to be established)—both in hard copy and in electronic format (where possible).

We will consider everything on a case by case basis. Some partnerships are really depending on earning money on the sale of their products, or from the use of their products, in order to ensure the sustainability of their partnership or of their partner institution in Russia or Ukraine. We may disseminate such products less broadly than other products in order not to damage the market for them. If your partnership has a product of this nature, please, let IREX know about it, if you have

not already done so, because we'll take that into consideration when we form the dissemination plan with USAID.

The letter from IREX (refer to Tab 5) is a request from us for you to talk together with your partners and consider your products and then to tell us what markets in Russia and Ukraine and perhaps the rest of the NIS would benefit from having your products free-of-charge. We are imagining putting some products on file in libraries or universities, in teaching centers, in resource centers, in USAID missions around the NIS—it depends on your field.

The second page of the letter explains in detail what IREX is looking for in your list.

The list should be submitted by June 3 to the IREX office in Moscow or Kyiv (not the office in Washington). Be sure to keep a copy for yourselves, of course.

Marina Mrouga.

1. On the use of the mass media

The media may be a friend, an enemy, or simply neutral in its relationship to your program, especially if your work is related to some form of radical restructuring. We try to "befriend the press." Our goal is to familiarize people with our partnership, its plans, its accomplishments, its perspectives on the future. This is of course important in the formation of public opinion.

2. Forms of public information

- Written work addressed to a defined audience, specifically, a minister, a rector, etc. ;
- Open public information addressed to a general audience, in a newspaper of general circulation, for example;
- Fliers advertising upcoming activities;
- Scientific articles in scholarly journals or at conferences;
- Oral presentations, accompanied by written materials for later reading. (The advantage of oral presentation is the flexibility it offers to clarify one's point of view);
- Radio and television markets. (We use several ways to study these markets. Our first experience was not very successful. We were offered to do an interview on a commercial basis; such a basis is not acceptable to our partnership).

3. History of the IBA/Kyiv and University of Rochester partnership's use of public information

A little about how the form of information dissemination is dependent on set objectives and how we have used different formats in the course of the partnership program. Our campaign began about one-and-a-half to two years prior to the partnership program. We would mail letters to all 15 Ukrainian Medical universities, as well as Belarus and Moldova ones. Some of the mailings would be answered, some would not, so we repeated our mailings once every six months. As a result of such approach, we were able to establish ties with several such institutions, two of which have become our partners.

The goal of that stage was to find partners. After the partners were found we changed our approach somewhat and began to use open media sources. We wrote frequent articles in newspapers in which we explained what the activities of the partnership program were, what opportunities the program could provide, and at whom the program was aimed, i.e., who could participate. Could the students participate in the program? Could the instructors?

The objective of that stage was to familiarize the instructors and students at medical institutions with the activities the institutions were participating in. As most of the people here know, even if a Dean of an institution signs a letter of intent to participate in a program, it does not mean that everyone at that institution will know what the program would be about.

After that, we used the press for preparation of different activities. For example we always informed the press that we were planning student selection, that we were planning to host an instructor, and welcomed inquiries and participation in the program. We always try to reflect what has been done, the interesting moments that we observed during the program. We have been trying to find sponsor support, but unfortunately without success so far. I would really like to know if anybody here succeeded in doing that.

I would like to draw your attention, one more time, to presentations. When there is a need to galvanize and improve partner activities at different departments, presentations are the best vehicle for achieving that, or personal meetings and conversations. We organized such presentations at the departments with visiting professors. Equally interesting is when such a presentation is given by a Ukrainian or Russian doctor about his work with US visiting specialists or in the US on the new program.

As a result of many trials and errors, we have been able to define specific guidelines, which need to be met in order for these presentations and personal meetings to result in some sort of response. I will probably repeat myself, but the presence of oral information is a must, i.e., it is necessary to describe what the presenter is doing. It is also necessary to present the audience with written information, so that the reader can refer to it later.

Also, in my opinion, it is much more effective to focus on one theme than superficially addressing several. The focal theme must address the interest of the audience, otherwise the new information will not survive among the audience. The audience should be, to the extent that is possible, homogenous and the presentation should be followed up by an open discussion. Again, in order for the discussion to be effective, the audience must be versed in the topic and interested in it. Finally, I feel, that it is always important to encourage the audience to maintain ties after the presentation is over, i.e., always provide the audience with the participants' phone and fax numbers. If this is not done, the meaning of the presentation will be lost.

I was asked to talk about the participation of our American partners, but I would first like to tell you that we have been involved in using the media on a large scale. What do I mean by large scale. Well, here we show you newspaper articles published in the US, the top part, and articles published or being published in Ukraine. The first presentations we did were not very cogent, the later ones yielded better results.

What is the participation of our American partner? How can the American partner help? Well, first of all, the American partner can publish a newspaper article. It is very interesting when these articles are written by American partners and not by our compatriots. But the most important

thing, in my opinion, is when Americans participate in presentations. They are experts who know the topic better then we. They can answer any of the questions that might arise at the presentation. Plus, everybody is always interested in Americans as representatives of a different system.

I hope you understood our position. We consider mass media to be extremely important in disseminating of information and they should be used on a large scale. I'd like to end by saying that I myself hope to continue working in accordance with the principals listed in this presentation.

Pam Mendelsohn.

(In addition to her work with WID, Ms. Mendelsohn is also working with World Learning as lead trainer for a series of workshops for NGOs on public education through the media in cities throughout Russia).

What kind of power does the media wield? The media can and does serve as a major agent for social change. It is a fact of human nature that what we read in magazines and newspapers and what we see on television and hear on radio makes an issue bigger than the sum of its parts. The media can provide credibility for an issue; it provides a voice where there has been no voice.

The media has been a powerful vehicle for public awareness for the disability rights movement in the US. Here are a few of the most useful comments of my Russian colleagues on the media which they have learned through our collaborative public information efforts:

1. Press releases

Although press releases are not an everyday tool in Russia and the Ukraine, we have all been very encouraged by the choreographies of several WID/ARSD press releases. For example, I recently called the English division of TASS to suggest the idea of a story on the new civil rights legislation for people with disabilities in Russia. When I identified myself, the person at TASS said, "Oh, you were involved with that vote concerning children with disabilities." He said he remembered the press release, because TASS had run it in its entirety on the wire. He added that he didn't think TASS needed to write a story on the new legislation, because WID writes good press releases. He asked WID simply to send them a press release. The same press release had found its way to the Duma after our press conference; it was distributed to the education committee members of the Duma.

After this success with the Duma, we decided to try something similar closer to home. So, we sent a press release about our IREX project to about 100 mayors and other politicians, and we received many warm comments from them in return. Those comments would be useful to include in future press releases.

2. Developing Contacts within the Media

Often people have problems with being ignored or misrepresented by the media. We advise constant watching, listening, reading, with an eye for which journalists write well and cover social issues well.

For example, Internews (another USAID-funded organization) has a magazine format TV-news program called "Local Time" which airs all over the former Soviet Union. ARSD has actively cultivated a relationship with Internews, and as a result Internews is very interest in disability issues. Internews has created two half-hour programs specifically devoted to disability issues. Their first public service announcement was about disability. I know that they are actively interested in news coverage of all social issues. They are not hard to reach either in the US or Russia or Ukraine.

I recently spent a half hour with a senior international affairs journalist from *Moskovskaia Pravda*, who had never considered covering disability issues before. Now he wants to do a feature about the ARSD. Anyone reading his stories would be able to conclude that he would be receptive to news about other social issues.

3. Using your US partners as "bait"

Often the US partner, as foreigners, may attract media attention, which can be turned upon the Russian or Ukrainian component.

4. Learning to "pitch" (to suggest compellingly a story to the media)

We usually think of learning to pitch as a lot of fun. In trainings, we give each person 90 seconds to present an issue to a journalist over the phone. You are forced to be clear and compelling in your descriptions of your organization and issues. It is easy to explain an organization in the course of half an hour. It took me several months before I understood WID enough to be able to talk about it in 90 seconds. "Pitching" is the ability to sum up your organization or partnership in about three or four sentences. Our ARSD partners have told us that they find this skill particularly useful.

5. Marketing Your Public Information Skills

Becoming a specialist in public relations and information may be a skill which is marketable and may contribute to the sustainabilty or your partnership or NGO. There has been an enormous amount of interest in learning the skills involved with mounting effective media campaigns to increase awareness of NGO issues.

Few organizations are able to allocate a position for a media relations specialist. ARSD hired in Petersburg a young man, who (I am convinced) was born pitching to the media. He created a great deal of interest in the partnership and IREX training. This young man was later hired by World Learning to coordinate a media event there. His skills are certainly marketable to other organizations and could contribute to the sustainability of ARSD in St. Petersburg.

Those who have been trained to teach media relations skills certainly have great potential to offer these skills for financial compensation, which can contribute to sustaining the NGO.

Recently a group of about 25 journalists from across Russia created a society of disabled journalists to develop better ways of collecting and disseminating information on disability issues. This Russian association has served as springboard for a similar association in the US. So this a something that we are taking back with us to the US.

Marlow Schmauder.

The most important message about public information is that public information is one of the best ways for other people to find out about your project and about the fact that your funding ends within a year. It is one of the best ways to ensure that your project will have future funding not just from the US government or private donors but also by cooperating with other organizations.

If people know what you are doing and how well you are doing it, they will be much more interested in getting involved in what you are doing.

A good example of a product is the IREX brochure (in the binders). It is low cost and not flashy, but still of quality.

Question and Answer.

USAID/Kyiv now has on its staff a public information specialist. Any press releases should be directed to him through John Lechicky. His name is Christopher Wright. The USAID/Kyiv fax number is 462-58-34.

The name of the USAID/Moscow public information officer is Tom Rogers.

When you submit a press release to any IREX office, please request that we pass a copy on to USAID and we will do that.

Q: Are there services that will provide public information services to a partnership on a constant basis in Russia or Ukraine?

A: (Pam Mendelsohn) I was suggesting that there might be something for the future, as people become trained in that field.

Q: On the policy of development of the dissemination of materials by IREX. Our partnership is focused on educational materials and has three concerns. (1) The materials are in evolution, not in static form; (2) The materials may be used for post-graduate courses to be sold for profit, so we would not want the US government to make materials available to a competitor; (3) The products may be used for future professional associations. We would want a very restricted dissemination policy. How far should IREX push the proprietary issues as opposed to the public interest in wide dissemination?

A: (Marlow Schmauder) IREX will decide this question on a case by case basis with the partnerships. We want to be sure we do not relieve you of any possibility of earning money through these materials or ruin your plans for using them the way you have described by disseminating it too widely. USAID missions will want to have a copy, but the number of copies to be sent to other institutions in the NIS is up for debate with you. We want to decide with you on something that is mutually beneficial. I do not know that I can provide you with a definitive answer right now.

Q: Would it be reasonable to suggest putting the materials in control of their regional resource centers and to let these centers determine the dissemination policy as time passes?

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A: (Marlow Schmauder) We could consider that suggestion. The idea of the IREX dissemination plan is that it is a one-time effort to take place before the end of our cooperative agreement with USAID, which goes until almost a year after the end of your subagreements with us. That will be the end of our effort. We would not be asking you to make copies for everyone, unless that is part of your center's function anyway. It is rather that the materials should be available for people to come in and look at and perhaps makes copies of these materials on their own.

A: (John Braley) In your original subagreement, you saw that the US government wants products. And the law supports them in this. Anything they fund, they can use however they like. So the law is not really on your side in terms of policy. And the USAID mission can disseminate the materials further. But IREX dissemination material is a one-time funded event.

There is a dual issue with products here. On the one hand, we want to make the materials available so others can learn what is going on, but your organizations are trying to be sustainable. There is a natural conflict there. We recognize that. So with the IREX dissemination effort, you will submit a list of institutions in need of this material. USAID mission offers will also submit lists. At that point, we will put together a plan to include all of these elements.

If there is a central element of a project that will make the partnership completely unsustainable if we give it out widely, we would need to discuss such issues on a on-by-one basis. But you should understand that the subagreements that you signed do not allow for moving policy.

Conclusion.

On your list of institutions which you think should receive your materials, please include as many people/groups as you think right. Make this your "ideal" list, though it is possible that IREX will not have funds—or it may not be advisable—to send materials to all of the places you list.

It should be noted that, under the US Freedom of Information Act, anyone who writes in to USAID and requests materials produced with government funding, can get a copy for free. You should know that ahead of time.

If you have additional questions, please discuss them with your IREX project officer. We are gearing up to discuss this issue in more detail with you.

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Thursday, April 26, 1996
9:00-10:15

Plenary Session
Sustainability: What, Why, and How?

Dmitri Fadeyev, USAID/Moscow
Andriy Masiuk, International Management Institute (IMI)/Kyiv
Thomas LaPoint, SCUREF at Clemson University
Georgii Dynys, Uzhgorod State University
Andrei Novotorov, Nizhnii Novgorod State Agricultural Academy

This session was moderated by Lisa Hayden, IREX/Moscow, and Joyce Warner, IREX/Washington.

Introduction by McKinney Russell, Project Director.

Mr. Russell thanked the participants for their good work during the first day, especially during the five small-group sessions in the afternoon. He welcomed the newly-arrived rectors of the Russian medical institutes.

Mr. Russell added that he has learned of future plans for a partnership between two Ukrainian and Russian partners.

He called the second day efforts the real "nuts and bolts" of our efforts to keep the partnerships alive.

Joyce Warner.

Sustainability is not a simple issue and this is why IREX has asked you to draft your sustainability plans early on, before your funding runs out.

Please refer to TAB 6. There is the original Request for Proposal language on sustainability. Also included is the IREX mailing asking you to write sustainability plans and instructions on how to approach this task. We have divide your sustainability plan into two parts: sustaining activities; and sustaining your relationship with your partners. We hope you see this as a working tool, a document which you can really use to move forward in your work.

So far, the best plans we have seen appear to be those developed jointly and which really focus on concrete activities and funding resources, with less on the theoretical side.

IREX will be asking the partnerships to submit a more final version of the plan later in the summer. So, while you are all assembled here, please take this opportunity to look at your plan closely together.

Dmitri Fadeyev.

Speaking of the sustainability of this particular project is on the one hand difficult and on the other easy. It is easy, because the idea of sustainability lies in the very foundation of this project. As you know, the IPP began as a continuation of the efforts of USAID to train people in social and governmental organizations in the former USSR, in this case, Russia. From 1993, through these efforts, more than 1,000 Russian specialists alone have undergone short-term training in the US.

The appeal of this project is its creation of structures for assistance which will be then used in the training of people in Russia itself after the end of the project. By this line of reasoning, these structures should by definition be self-sustaining. Otherwise, the project would be without a purpose.

The best mechanism for the foundation of such structures is partnership, in USAID's view. Our opinion is based on our long experience of working with partnerships in many countries around the world. Already for quite some time, the project for the development of cooperation among universities has been operating; the project supports connections between 28 US universities with others around the world. Now in Russia, USAID also is supporting a significant number of partnerships—these include 46 partnerships of NGOs, mass media organizations, and hospitals. Naturally, USAID is supporting these partnerships to clear away obstacles to their sustainability.

Sustainability is a complex concept, and therefore it is difficult to discuss. It includes many various elements and—what's more—various types of partnerships. Sustainability can mean various things. At the same time, there is a basic definition of it, which is characteristic of all partnerships. This is the capacity to put out products—for the sake of which these partnerships were founded—to be used even after the end of funding. This element of sustainability could be called the "Sustainability of Results." In our opinion, this is the most important.

The second important element is the "Institutional Sustainability"—institutions which brought forth the results of the partnership. By institutions I mean study centers, academic departments, trade offices, electronic networks. The last element is the "Sustainability of Partnership Ties"—that is, the preservation of partner relations between the organizations—perhaps on some new organizational and financial basis. In the ideal case, we would like to see all three elements of sustainability present. But at the very least, there should be results and the project should continue.

From USAID's experience, there is a series of premises, adherence to which increases the sustainability of partnerships. I reminded you of them in yesterday's discussion: mutual interest of both sides in the results of the project, flexibility in planning, finding new sources of funding. I would also like to mention three additional factors. First, is the continuous development of partnership and search for new directions of cooperation. Yesterday a question was posed: can a partnership change and adjust its original Achievement Plan? The answer to this question was as follows: if these changes or adjustments are crucial to the success of the project, then they are allowable. But now I am trying to make a somewhat different point—the process of partnership can give rise to some new ideas, which could grow from conception to become independent initiatives.

Second, add to the decision-making process, in the framework of the partnership, those entities for which you are working—whether they be local social organizations, specialists, or relevant

goverment authorities. This will expand the base of your partnership, and increase the number of organizations and people taking part in it and interested in its sustainability

And third is the broadening of external partnership contacts. Please remember that you are not alone. There are already some 1,000 people who have undergone training in the US. They are a human resource. Some may work already in your region. Use them. We can provide their contact information.

Additionally, in Russia USAID-coordinated training centers are already operating, especially for business/enterprise development. There are also dozens of other partnerships. Contact them. They are doing what you are doing. You could use their products for your partnership, and they might be able to use your products for their partnership. Through the US training programs, many specialists have written or translated many course materials, study aids, books in Russian. We have a list of them at USAID; I think they could also be considered part of the system for dissemination on which IREX is now working.

Finally, aside from USAID, there are numerous non-governmental private donors and other government donors. These donors include the nations of the G-7, which are now meeting in Paris. At USAID, we have access to these donors. Please make inquires through IREX. I think that this will interest you—this concrete sector. We can help you to get in touch with these other donors.

As you know, we have invited to this conference representatives from other divisions of USAID, who are working on concrete programs and who could give additional information about those programs I've mentioned today. If what I've said yesterday and today is not sufficiently informative, please contact us either during the remainder of the conference or afterward through IREX. We will with pleasure provide you with additional information.

I wish you a successful day and I hope that sustainability will remain not only in your plans submitted to IREX but also will be realized in life.

Andriy Masiuk.

IMI/Kyiv is a private institute. Legally, it is a joint venture, between the Ukrainian Academy of Science and IIMD (International Institute for Management Development). As a private institute we have to charge for our services, so essentially a fee-for-service strategy is a marketing strategy.

Our confidence is grounded in the reforms taking place in Ukraine (which are supported by the international community). Given the direction of the reforms, there has to be a place for a very good business school. So our basic assumption is that we have to do something consonant with the major effort both on the Ukrainian side and internationally. We have to do a lot of work, but we believe we are in the right wave.

What is important in our marketing plan?

- IMI's international status and connections/partners (not just with US but also with European institutes);
- The strong Board of Directors of IMI;

The Board's members include many powerful and important international figures. They help us to get funding from various nations, or to get equipment and funds in Ukraine. Of course, it helps to have graduates who have achieved status in Ukraine. For example, the Deputy Minister for Economics is our graduate; this is part of a conscious strategy to attract into each class students who will be strong alumni.

- Strong perception of who IMI graduates are;
- Maintaining ties with the graduates through a strong alumni network;

  This helps us to call upon them, when their influence is needed. The tradition of alumni donation is yet to be established in Ukraine.

On fee-for-service: (1) present situation at IMI/Kyiv; and (2) future plans in this area.

1. Present Activities:

- We are conducting a one-year MBA program, with a tuition of $5,000 per year. The program is organized around consulting projects. In groups of four to five students, with one faculty, we provide consultations for western enterprises doing/planning to do business in Ukraine. We charge $5,000 for such a consulting service.

  We have no difficulty recruiting companies for these services. Our product is as good as that of many professional consulting companies' in Ukraine, but because it is a student project, we have to make sure that there is a learning component. So a fee of $5,000 at this point is a good market fee.

- Through the partnership with CMU, we have brought in the FAST program (Financial Analysis and Securities Trading), which is of great interest in Ukraine. In Ukraine, finances have captured the imaginations of young people; they all want to buy and sell and trade. Whether they will do anything useful with FAST remains to be seen, but they are very interested and willing to pay $300 for a one-week program. The program has both lecture and computer-simulation components in how to develop a portfolio and trade securities.

- We have an in-company program, where a western company or Ukraine company or ministry will ask us to design a program and deliver it to their in-house managers. Our fee for designing and administering such a program is $3,500, and we can handle up to forty participants. At a little less than $100 per participant, the market can sustain that type of arrangement.

2. Future Plans:

- We hope to improve all of our services. With more trained faculty (through CMU), we will be able to charge more for all of the services just mentioned. So continuous improvement means continuous improvement in the marketplace.

- We are looking forward to receiving a management game as part of our partnership. This is a computer simulation. I must underscore that in Ukraine, having a laboratory to supplement your lecture is very effective. The simulation takes them through 10 years of corporate decision making and competition with each other. They form a virtual market of 10 companies, and they compete within this market. We believe we can charge $500-600 for an executive education program based upon this management simulation game.

- With CMU, we are developing a course called " Borrowers and Lenders." We were struck by how those two groups of individuals in Ukraine do not know how to talk to one another. There is an NIS Enterprise Fund in Ukraine—$150 million—available to private-sector business. The big difficulty in lending money is there is no culture. Borrowers do not understand bankers. We will develop an eight-day course for borrowers and lenders. This is exciting, because both of these groups feel secure in succeeding, so we believe there will be a big tuition for a course like this. Bankers have already said we could charge $200-250 for such a course, and there will be a market for it in Ukraine.

- High quality executive education will be a strong fee-for-service use for us. If you go to CMU, how much are you willing to pay for a one-week course? Surprisingly, people will say $1,000 is reasonable. Why? Because it is in the US. How much would you pay for the same course in Kyiv? But we believe we can sell it in Kyiv, the reason being that the attitude in Ukraine right now—that education abroad is of a higher quality—is not well-founded. I believe executive education in Kyiv can be as useful and as effective as anywhere in the world. It is out of that conviction that we are confident that we can sell this service.

- We are pursuing international accreditation through a US accrediting body. We have their model, and as soon as we believe, internally, that our courses are at the level required, we will apply. We believe this will discipline us internally to be at a high quality and will improve our fee-for-service situation in Ukraine.

Thomas LaPoint.

(Lisa Hayden introduced Thomas LaPoint and commented on the SCUREF/Institute for the Biology of Inland Waters (IBIW) partnership. She said the partnership had several elements, including working with the government, taking fees for services, marketing, and incorporation of local skills with the market for these services and products (fish)).

Our project with IBIW has three closely linked components: aquaculture; fisheries economics, and contaminant and ecological risk assessment. They are linked in that the project is focused on the upper Volga River on the Rybinsk Reservoir. In those situations, fisheries are very important commercially and as food for many people.

We have looked at the market approach to fisheries development—what people are willing to pay for which kinds of fish. Also, it ties in to the health and biotic structure of the reservoir, in that the fisheries are subject to pollutants from a number of industries on one arm of the reservoir. Hence we are able to work out the aquaculture to not only raise fish in a clean situation (these are caged fish, which are fed), and also, we are able to find out cost efficiencies of doing this under various conditions. And that gives us clean fish in a market approach.

Finally, contaminant assessment alone provides a way for identifying what segments/what fisheries within the reservoir may be dangerous and may have difficulties in (fish) reproduction. We learn what costs would be associated with clean up of these segments.

Our project has viewed sustainability right form the start. We knew that to have any success with any of these on-going monitoring studies for contaminants, and to be able to look at market developments in fisheries in the area, we would be looking beyond the two-year project which IBIW and USAID are funding. We have various outputs and expectations to consider our project a success:

1. To find partners within the region who will help with the aquaculture component.

> This is also an education component, as well as an opportunity to develop new techniques which will serve to enhance the market.

2. To hold seminars on aquaculture for public education purposes.

3. To develop a brochure for distribution to multi-national companies in Europe, Canada, and the US to describe the capabilities of the institute, to enable the IBIW to work on a consultancy basis.

> The IBIW has already done some of this type of work with the US EPA (Environmental Protection Agency).

4. To secure contracts for the IBIW, leading to a sustained development of the research and results of that research.

5. To prepare numerous scientific papers for presentation at a conference in Fall 1996.

> The conference will be held in Washington DC under through the US Society of Environmental Toxicology and Chemistry. It is becoming a very important society, in that it includes scientists form government, universities, private firms, and industry. They together are having a large impact on policy not only in the US, but hopefully in Russia as well.

6. We have had a very good response from the citizens of South Carolina. One unexpected benefit of our project is that one of the travel agents in Clemson is so excited about the region and its natural beauty and the ability of the scientists at the institute, that her company has developed an "Eco-Tour" program. We hope by next summer, that the ecotourism component will be part of our sustainability plans. It is also scientific education of the public. And the development of this component has not involved any USAID or IREX funds.

Throughout this project, there has been a long association with individual scientists at IBIW for about 25-26 years, and during that time Russian scientists have interacted with scientists from the US Fish and Wildlife Service and the US EPA. This gave us an opportunity to see what kinds of things work in a cross-country and bilateral agreement in terms of research and contaminant assessment, and what kinds of things do not work.

Building on those contracts, we will continue to develop industry and government contracts. Scientific societies are also very important in making contacts. These contacts give us encouragement that sustainability through contracts can be achieved.

Georgii Dynys.

(Joyce Warner introduced Dr. Dynys, of the Center for Public Administration Reform and Assistance of USU, to speak on how the university's connections with the local Transcarpathian government support their activities).

Please allow me to introduce my colleagues: The director from the American side, Professor Dan Durning, Stephen Condrey, and Roman Holyk.

I will speak on the following theme: how local government is involved with our project and our methods of cooperation with them. We are concerned with the involvement of the authorities in our work with local government structures at the level of oblasts, regions, and localities. The Center for Public Administration Reform and Assistance has been working on this project since spring 1994. The project's leadership was selected by the heads of the oblast government administration and the dean of Uzhgorod State University.

In our project's work, the primary concern is the identification of the services that can be required of oblast, regional and local government organs. Examination of this question is central to the process of local government reform.

Parliament is going to pass a new Constitution which will establish the status of government administrative organs. It will put the rights of organizations down on paper. Such organizations have special needs. The Transcarpathian oblast administration is being re-evaluated.

There are a few basic elements of our project's efforts to work with administrative organs:

1. Seminars

We are conducting a series of seminars in the theory and practice of local government administration. The seminars are intended for government administration authorities. The courses are taught in cooperation with the professional training courses taught by American colleagues and professors at UGA's Carl Vinson Institute of Government. I can't begin to express how rich the cooperation is between US, Ukrainian, and European systems of local government administration. The level of the participants in the seminars is high; these are not university students. They identify local problems—problems which they may encounter in the course of their own work—and solve them during the course of the seminar.

2. Handbook

Our work also involves the preparation of a handbook for mayors and deputies at the regional and local levels. It's meant to be a practical handbook to help new mayors, deputies, and local authorities prepare for work.

3. Realization of Special Projects

Our project's third focus is work with the local government structures and the realization of technical projects. This part can be separated into two projects: one concerning practical training for regional-level authorities, and one concerning the international cooperation aspect. Western Ukraine, the part beyond the Carpathian mountains, is characterized by a complicated and

confusing situation from the point of view of local government structures and the Church. One of our projects deals with the conflict in Zakarpat'e. A second project concerns tax deduction issues.

A big problem we have is not knowing whether there will be additional funding from the Ukrainian government for this educational program.

There is one more issue. Local government administration took upon itself the responsibility to finance the local authorities' training trips.

Andrei Novotorov.

Mr. Novotorov introduced his US partners, August Ralston and Jim Bank, from ISU and Dr. Timchenko, of NNSAA.

Today we are meeting to tell you about the results of those successes which we have achieved in the first year of the partnership. In our view, the fundamental reason for the success of any partnership is the high quality of work by IREX, and we thank IREX for this excellent work.

The goal of our partnership is expressed in various aspects and approaches of ISU and NNSAA. In support of the partnership program, which is expressed in the improvement of the possibility for academic exchanges by faculty and in the introduction of new communications technology. The founding of the continuing education center supports the educational needs of specialists and businessmen. And the center prepares these specialists in the field of economic reforms, market reforms, agribusiness, small businesses, and financial services.

In the course of the past year of our partnership, our center has taken steps for the development of the project. These steps include holding seminars and practical courses, and short courses for leaders of business enterprises in our oblast in order to direct the activity of future leaders and specialists in support of these essential reforms.

We organized short-term internships and longer terms ones in the US for colleagues and teachers of our Academy and also students of the center. Additionally, we opened a laboratory and video-studio for the production of our textbook and scientific films to enhance of the educational capacity of the Academy, and we prepared the study materials and booklets to be used as methodological materials by those taking courses at the center.

Naturally, we were concerned seriously with the Academy's technical equipment for the development of ties with our partners. We held a scientific conference on theme of the economic transformation of the Nizhnii Novgorod Oblast. And in the course of the fall semester, we introduced US methods of instruction on marketing and macro- and micro-economics.

Now, I would like to direct your attention to the question of the creation of a legally-independent NGO status for the continuing education center at NNSAA. Yes, we succeeded in getting this legal status. We have our own seal, bank accounts, our statutes. What permits us today to engage in self-supporting, fee-for-service activities?

Yesterday, in his speech Chor Tan said that the key to partnership success is communication, and I am totally in agreement with him. In our case, the key to success was English language instruction.

We paid attention first of all to that. As an NGO, we organized courses to prepare for the TOEFL (Test of English as a Foreign Language) on a tuition basis. This sort of preparation is not offered in our oblast except by us. Therefore, we decided to get involved in this area.

Now we are already able to hold two seminars on tax assessments and audits in private and state-owned businesses. Our clients pay for these services. We offer for a few services to develop business plans for credit banks and firms. In March, we held a special commercial program, including working seminars and internships in the US for business leaders in our oblast. The groups were of fifteen people each, and each of the participants paid for all of the expenses—the international airfare, administration, tuition, etc.

We are planning to hold a seminar for businessmen in the US on scholarly research of the market and analysis of the economic condition in our oblast to attract foreign investment in our economy. Additionally, we have printed the continuing education center's materials for the economic seminars—textbooks and study aids—to familiarize them with our tax policy and assessment. We are preparing these materials for publication and sale.

Finally, I would like to say a word on attracting other funds and foreign investors not relating to this project. There are very many problems at the NNSAA, and the scope of our project was not set up to solve these problems, and it fell to us to find other funds and investments. Our experience in this regard has seemed very successful.

First of all, we needed to prepare several people to be able to work on a highly professional level and conduct instruction and organize the center. We used the services of the US Department of Agriculture (USDA), which provided us with $35,000 per person, and we sent them on an internship for a half year in Fall 1995. This allowed us to raise the quality of preparation of the seminars for the spring period.

Additionally, we received a $14,000 grant from the Soros Fund, which was made for material improvements to the center. With this money, we were able to buy some equipment and to repair the site. Now we are also continuing to work with the Soros Fund and we plan a symposium in May, which was not in the initial plans for this project. The symposium concerns the reform of agricultural enterprise in the Nizhnii Novgorod Oblast. The foundation gave us travel grant in the amount of 2,500 dollars per person. We used the money to cover our air fare expenses. ISU also found additional funds to cover the stay of our participants at the University.

We are also working with the Nizhnii Novgorod Regional Fund for Development of Finance Specialists and we have prepared a proposal to receive on credit $100,000 for the development of our activities. This is more than just a low interest credit; and, if we borrow the whole sum, at the end of the year we will only have to repay $72,000—practically $28,000 remains with us in the form of a "grant."

NNSAA is also undertaking work with the World Bank, which has proposed to us a pilot project for training specialists at privatized agricultural enterprises (not joint stock companies, but truly private enterprises). And for this project, the Bank plans to disburse $2.5 million over 5 years.

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Question and Answer.

Q: (Joyce Kaiser, USAID/Washington) In determining the demand for the product at the Kyiv institute [IMI/Kyiv], how can they identify if people are willing to pay for their seminars? Do you have a marketing plan or a questionnaire? What methodology do you use? It seems their biggest concern is determining the appropriate fee level, which is not easy to do.

A: (Andriy Masiuk, IMI): We use focus groups, primarily from our alumni. And we have a discussion; that so far has worked well. Then we have to market it—to make sure it happens. But the initial prices through focus groups are primarily through alumni. There is some trial and error.

Q: (Lisa Hayden) Do you [IMI] have any materials, which you have created that describe how you work with focus groups? I think focus groups might be useful for a lot of different partnerships. And, since that methodology has not been used much in Russia and Ukraine, it might be useful to get some information from you.

A: (Masiuk) Not in written form. I would be happy at some appropriate time to describe it.

Q: The 35 participants in the USDA-funded project (ISU/NNSAA), how do they communicate and what are they doing in agribusiness?

A: (Andrei Novotorov, NNSAA): We are constantly trying to support relationships with the US embassy in Moscow and in Washington and the US Department of Agriculture (USDA). They send us information on new grants. Right now, we are trying to use a grant. The instructors who did the internship in the US last semester for the enhancement of their professional abilities were on the program (Faculty Exchange Program) headed by Dr. Polson. That program is being continued and new information is available through the USDA.

Q: What are your proprietary relations with the Academy? Do you pay a rent?

A: (Novotorov) Those spaces which we occupy for work, we pay for. With the Academy, our partner relationship is based on an agreement we reached on our cooperative activities. Yes, we pay rent for the use of the premises.

Q: Did you find your partners, or did they find you?

A: (Novotorov). A very good question. In the beginning of these activities, we undertook looking for partners. But now the partners look for us.

Conclusion.

Lisa Hayden closed by saying that it was difficult for IREX to choose only four partnerships to give presentations, since all of the sustainability plans were very interesting. IREX understands that all of the partnerships are unique, and that that there is no *one* right way to approach this issue. IREX staff wants that your plans be well thought-out and reasonable. That is the most important.

Be aware that your projects, products, and services will live out their own lives. They, like your partnerships, will be completely dynamic, and they may need on-going correction/editing to reflect

diverse changes in the marketplace based on your changing potential. This will help to resolve how your project will be best conducted in the future.

In the beginning of this process, it may be difficult, as this is almost an experiment. Such projects are unprecedented in the former USSR and for USAID. It is all new. But all the same, IREX is prepared to work with you, so that it may work out well in the end.

Thursday, April 25, 1996
10:35-12:30

Small Group Session
Technical Session Discussions on Sustainability
I. Agriculture

This session was moderated by Eugene Shekhtman, IREX/Washington, and Janetta Nigmatullina, IREX/Moscow.

I. **Texas A&M University and Ministry of Agriculture and Foods of the Russian Federation**

Presenter: Boris Shaitan, Management and Agribusiness Academy of Russia

Rector Shaitan stated that the partnership was very successful and that agreement had been reached to develop second generation seminars with all the instructors participating who had been trained in Workshops in Russia and in Internships in the US. He presented a proposal for the sustainability plan of the Russian-American Agribusiness Management Training Partnership after the end of the project.

The areas for post-project cooperation are:

1. Using the existing Training Manual developed by the project, the partners would prepare and publish five training manuals on agricultural business management and reforming existing agriculture enterprises according to the specifics of each region. Teachers who were trained in each of the six centers and have been on the study tour at Texas would assist with this endeavor.

2. All of the six centers will hold 2-3 yearly seminars for teachers from the retraining institutes and academies, technicums, and colleges of their particular region. There are up to 80 educational institutions in each of the regions listed.

3. The trained teachers will train agricultural specialists and private farmers after developing and adapting their curriculum. With each institution training 500-700 specialists on the economics subjects, knowledge received during the project will be widely distributed to the end users.

4. As part of the Russian Academy of Management and Agribusiness in Moscow, the establishment of an international non-governmental university with a branch in St. Petersburg was planned. Individuals and corporations from Russia and USA will set up this university. Future branches can be set up in Krasnodar, Kazan, Barnaul, and Irkutsk. The Ministry of Education has agreed that state certificates or diplomas of higher education can be given once this university is established.

5. The Russian partners are offering Texas A&M to be a co-organizer of a monthly magazine, Additional Professional Education News. It could be used for articles by university professors, information on US farming experience, and examples of farmers.

6. E-mail capabilities would be increased and used widely in teaching process and day-to-day activities of the training institutions.

7. The Russian partners are prepared to work with Texas A&M University to apply for another grant in 1997-1999 for the development of non-governmental informational and consultancy service in agribusiness using the existing institutions of the Retraining Department of the Ministry of Agriculture and Food.

II. Iowa State University and Nizhnii Novgorod State Agricultural Academy (NNSAA)

Presenter: V. A. Timchenko, NNSAA

The Russian partners presented a statement at the conference which gave experiences of the Continuing Education Center in pointing toward sustainability. Support for the partnership included faculty member exchanges, presentation of new training technologies, actual creation of the Continuing Education Center (CEC), and creation of a main group of prepared specialists capable of influencing economic development, market reforms and agribusiness development, and small business and financial services. The statement outlined methods of work for the project goal achievement, arrangements made for the Center development, commercial activities, and attempts to attract other external financial sources.

V.A. Timtochenko, Head of NNSAA Finance and Accounting Department, constructed a presentation thesis for the conference. He suggested implementing the following arrangements: 1. making jointly a manual, "Tax Policy and Taxation," for economic students of agricultural colleges, 2. carrying out both market research and research on conditions for foreign investments in the economy of the NN region at the request of US businessmen; and 3. arranging commercial seminars for NN farm business workers based on the know-how gained from lectures of US professors.

Iowa State University outlined a sustainability plan which included six activities in Russia to be maintained: continuing education center as a non-profit, independent educational organization under Russian law; CEC commercial seminars for agribusiness managers and specialists; CEC seminars for NNSAA faculty members; courses for students taking TOEFL exams; expansion of course offerings; and consulting services for fees in business planning, information systems, credit sources, and joint ventures.

The institutional links to be continued are: NNSAA and ISU faculty members cooperating on research topics, consultation on curriculum revision and implementation at NNSAA, ISU and CEC seeking grants, practicums at ISU for NNSAA faculty members and agribusiness managers, on-going e-mail interaction, and participation in annual meetings of World Association for Case Research and Application.

III. US Feed Grains Council and Intensivnii Korm and Russian Grain Union (RGU)

Presenters: Robin Pentola, US Feed Grains Council/Moscow (USFGC); Richard Vogen, USFGC International Operations; Aleksandr Kholopov, USFGC/Moscow; Keith Long, USFGC/Austria; Natalya Vasilieva, Russian-American Business Training in Samara; Boris Yukish, Russian Grain Union

The partnership between USFGC and Intensivnii Korm remains strong as evidenced by their development of new areas for working together dealing with further training of specialists and the inauguration of the PigChamp pilot project. The partnership with the RGU has successfully negotiated the change in leadership and is working on other ways to strengthen the organization. The Council decided to assist the RGU in obtaining information on the functioning of a warehouse receipt program.

The sustainability plan with Intensivnii Korm lists activities in Russia as a continuation of the Samara Business Training Center's seminars, advice and consulting to interested enterprises, and production of the Training Center Bulletin. Continued institutional links involve maintaining organizational ties with USFGC and the Russian Grain Union, and seeking opportunities for increased feed grain utilization and market opportunities for grain exports to Russia.

The sustainability plan with the Russian Grain Union lists six activities within Russia. They are: production of regular publication of RGU; continuation of education seminars for grain companies; Market Analysis and Information Center; continued recruitment of members; expansion of membership base of RGU; and ORIAC weekly market reports distributed as a benefit of membership. Institutional links include: the RGU; USFGC; and Samara Training Center; and areas of cooperation such as private sector trade/finance, Warehouse Receipt System, market access, transportation issues, and establishment of a Nutrition Center.

IV. Volunteers in Overseas Cooperative Assistance/Northcentral Technical College and Bila Tserkva State Agricultural Institute

Presenters: Ted Gashler VOCA/Ukraine; Alex Roms, VOCA/Ukraine; Albie Ashbrook, VOCA/Washington DC; Milton Olsen, NTC; Mikhail Baranivskii, Bila Tserkva State Agricultural Institute; Klavdia Hoota, Western Ukraine Regional Farming Center

Sustainability:

1. Continuation of Farm Business and Production Management (FBPM) program implementation in 23 of the 25 institutes and universities in Ukraine

In the future, the entire on-farm portion will be paid for by students and farmers. In addition, all course materials will be paid for by the students. Each school is developing its own fee structure and tuition rates for the students. By September 1996 a number of schools will be charging tuition.

2. Revision and Update of the FBPM Program

NTC will continue to supply free of charge any curriculum updates that are generated for use in the Wisconsin program to the Ukrainian schools. Advisory committees are in the process of being set up at each of the schools now to focus attention on the FBPM curriculum. Funds for the

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physical revision of these documents will be generated by possible consulting contracts in which school instructors teach updated FBPM principles at additional institutes, academies, and high schools throughout their respective regions. All future translation work will be done free of charge by the schools in the respective countries and then shared in-country. We are also looking into the possibility of the schools selling sections of the curriculum.

3. Continued Information Sharing Between Participating Schools.

It is hoped that the schools will gain the capabilities to remain in contact with each other via on-line computer communication. It is hoped that established communication between the schools will provide them with continual FBPM program support. With the VOCA/NTC volunteers no longer visiting the schools with programmatic advice, the schools will need to gather examples, experiences, and support from each other.

VOCA/NTC will work to further develop this communication network in the last year of the cooperative agreement. Ideas to sustain this inter-school communication network include: approaching organizations for donated technology; applying for free shipping of this technology through a US government humanitarian aid program; generating and selling a newsletter and/or on-line bulletin. Another possible fee-generating service would be charging members of the community for on-line-computer training and access.

4. Continuation of Annual Ukrainian FBPM Conference

Revenue for the annual conference will be generated by the rental of booth space at agricultural trade shows held in conjunction with the conferences. VOCA/NTC hopes to draw in large private sponsors such as John Deere, JL Case, FMC, and Ford to support these conferences and trade shows financially.

5. Continued Identification of Ukrainian Individuals for FBPM Training

Through contact with various associations and local government, the Ukrainian schools hope to continue to increase their student population. Students entering schools will also continue to be identified for reverse training in the US. Such training would possibly be supported by various exchange programs, including the USDA Cochran program, the SABIT program, and the NET program. VOCA/NTC will make every effort to get curriculum information on these programs to the schools as well as to assist individuals with the application process.

Thursday, April 25, 1996
10:35-12:30

Small Group Session
Technical Sector Discussions Sustainability
II. Civil Society, Democracy, and NGOs

Vladimir Petrovsky, USAID/Moscow, and Julie Allaire-MacDonald USAID/Moscow

This session was moderated by Marlow Schmauder, IREX/Washington, and Lisa Hayden, IREX/Moscow.

USAID Presentation.

The session opened with a presentation by Vladimir Petrovsky and Julie Allaire-MacDonald, USAID/Moscow, about USAID programs and products.

1. Democratic Pluralism Initiatives Program

This program covers political process, rule of law, civic initiatives, and human resources and training. Projects are carried out through American organizations that implement the projects with a Russian partner.

The main contractors for political process is the National Democratic Institute (NDI), International Republic Institute, Free Trade Union, and one other. NDI is implementing a program to promote local administration in cooperation with the Research Triangle Institute. They are conducting a series of workshops in 12 regions of Russia. They are working on the role of the third sector in local administration, coalition building, work with local budgets, etc. Details are available.

In mass media, USAID works with Internews, who assist independent TV and radio stations in the region. There is also activity in the Ukraine. Russian American Media Partnership is another program for which details are available.

2. NGO Development

There are three major organizations with which USAID works in this sector. The following resources available from them:

- World Learning, (tel and fax) 255-9724, 255-9001, 956-5043

    1. database on Russian and American organizations with whom we might want to cooperate;
    2. resource materials including how to work with the media, and publications on different activities of NGOs; and
    3. recently one of the subcontractors announced a facility which can be used by groups wanting access to the World Wide Web.

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- Eurasia Foundation, 956-1235(tel), 956-1239 (fax)

  Small grants to public organizations, universities, and government organizations. Areas include:

  1. government reform and public organization;
  2. mass media, primarily publications;
  3. assistance to the economic reform through creating an infrastructure for small business development;
  4. assistance in the creation of business training systems; and
  5. citizens initiative development program.

  Other grants have been subject to limited funding through ORK-Russia. Topics have included:

  6. workshops on public organizations and computer skills development. (Computer trainings are not only in Moscow but other cities as well).

- Civic Initiative Program, (Tel. and fax) 958-2215, 958-2172

  Other potential funders in Russia (document distributed) include:

  - Institute for Open Society (Former Cultural Initiatives Foundation);
  - Ford Foundation; and
  - TACIS Program.

USAID is very interested in the sustainablity of all the partnerships and has looked at the issue of steady development. What are the barriers that you would foresee for your organizational development? USAID would welcome any information, which would help you as you develop programs in the future.

We are looking at issues NGOs face over time as they move toward sustainability and are interested in how they overcome three types of constraints: internal operations of the organization; external environment in which they work; ability to share information across networks of organizations.

USAID can be reached through IREX.

Project Discussions of Sustainability

I. World Institute on Disability and All Russia Society for the Disabled

Presenter: Amada Zolotseva, ARSD

Specific products of the partnership are important for ARSD sustainability. Our sustainability plan is primarily focused on its furthering and development through our own organization. Effectiveness

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and creation of a positive image of this organization is largely determined by the qualifications of their staff.

ARSD was able to include several provisions in the new law on social protections regarding people with disabilities, which envisions the involvement of the disabled community in the development of legislation regarding disabilities. Our main objective is to train offices to make better use of the legislation that is available.

ARSD is interested in sustainability because of issue of resources. Main outcome so far of their project has been the training of twenty staff to further their goals. This is part of their achievement, but in fact is also our main resource. We have also established a communications network on e-mail.

We are also focusing on funding. We are self-supporting, with 1500 businesses but seek to attract other funding. Plan to contract "off- the-budget funds" and different charity organizations. Further plans include: going beyond the 10 regional organizations in their pilot project to involve the remaining 68. Will charge the 10 pilot organizations with the development of the project, and they will work in tandem with the national training center. Plan to develop and improve the training system of the ten pilot organizations and involve them in other regions.

Partnership started before the project, and will be further developed. Both partners are learning from each other.

II. America's Development Foundation, and Moscow Research Center for Human Rights

Presenters: Karen Diop, ADF; Joseph Rogers, ADF/Moscow; Alexei Smirnov, MRCHR

Karen Diop: ADF doesn't know of any organizations that do their kind of work and are self-supporting. This grant is complemented by the support of other donors. Our focus for the future has been on:

1. establishing the basic equipment base and infrastructure to move forward;
2. strengthening their institutional capabilities and credibility and capacity in terms of program activities and management/administration; and
3. developing their skills in establishing solid financial and other support, within Russia and in the international community.

Successful support for our organization will depend on its credibility, effectiveness, and ability to access sources of support and funding.

Joseph Rogers: In terms of our program, our aim has been the creation of human rights networks throughout Russia for the exchange of information through "snail" and electronic mail. Based on the equipment base provided by the project and other donors, human rights organizations will be able to continue the use of the equipment to maintain contact with each other. Our partnerships has been able to link internal human rights network with international groups and extend the network internationally.

We have trained five people to do human rights education advocacy training. We are hoping that some people in the regions where they work will be able to do human rights education and advocacy as well. One aspect of the training is teaching people how to write reports on human rights violations, which we hope people will continue to do beyond the project.

This is the largest project the Russian partners have worked with, and it is hoped that this experience enables them to do similar work in the future.

Alexei Smirnov: The aim of the project is to conduct 20 workshops. It represents an investment in regional organizations and their development. If the human rights movement survived the KGB reprisals, it will be sustainable for a long period of time. Regional organizations are well positioned to find further resources for their development. It is a self-sustainable system, which won't be eliminated, even under an undemocratic movement.

Karen Diop: ADF and the Center already had an ongoing support to the Center, which they expect will also continue beyond the term of this grant.

Joseph Rogers: The Sustainability Plan has been helpful and gotten us to start thinking about some of these issues. We have been considering writing a proposal to continue to do human rights education and advocacy in the regions.

III. University of Georgia Carl Vinson Institute of Government and Uzhgorod State University

Presenters: Dan Durning, University of Georgia; Georgii Dynys, Uzhgorod State University

Dan Durning: Our situation is a little different, since we can count on an organizational base in the future. We are directing some of the resources of the USU to conduct outreach. Focus of the Sustainability Plan is to establish some permanent relationship between the universities and organizations involved in the project.

They have suggested building on the role of the faculty members of teaching classes, and having within the university context the role of providing training, technical assistance and publications, which will generate some type of income.

This is extraordinarily difficult, given the financial situation. But they see an intellectual and physical infrastructure, an institutional basis in the university, a set of clients built over the three years of training and technical assistance, and a reputation they have built up. Now is the time for the organization either to survive, or not, but all the components are there.

Georgii Dynys: The project has three years of substantial experience. They have discussed the Sustainability Plan at the university. Major elements of the plan:

1. Achieve certain practical results;
2. Develop human resources—15 people will undergo training in human resources;
3. Attain a certain balance between middle-aged and younger personnel;
4. Define the legal status of the program; and

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5. Attain funding for the future.

Question and Answer.

Marlow Schmauder: Important elements of sustainability are: product, infrastructure, and relationship between organizations. We should consider these issues in analyzing issues of sustainability.

Q: Would local governments pay to send people to your public administration course?

A: We already have experience marketing our programs to government officials. They are ready to provide some amount of financing, through the paying students who take the course (board, transport, etc.). If we go out on site to do the training, we are provided with premises, but currently they are not ready to pay us a fee for the services.

Q: This would be an investment now, with an eye toward creating a market for your services?

A: Yes, we agree that this is a marketing step, but the market is not yet ready.

IV. Urban Homestead Assistance Board (UHAB), and All-Russia Fund (ANF), and Citizens Foundation (CF)

Presenters: Dan Karan, UHAB; Anatolii Basargin, ANF; Igor Kokarev, CF

Dan Karan: A major component of our project is capacity building for the Russian partners. The capacity of the American partners has grown as much as that of the Russian partners during the course of the grant.

We are developing curriculum, manuals, and how-to materials. We have had the first of a series of five-day training for trainers programs. Most of these trainers now work as volunteers on the project to revise the curriculum. Ongoing consultations with American partners, and we have three three-week trips to the US to train the partners. Russian partners are creating databases of their constituents and developing Internet resources.

Sustainability efforts include ongoing fundraising; we just submitted a proposal to a foundation for support for the training academy. Russian partners have invited the Americans to become founding members of the Academy and serve on its advisory board. One of the Russian partners is seeking cooperation from local governments, while the other has created a for-profit construction company that provides jobs for local residents and started their own bank which will support community development projects.

Since our work serves a low-income population in the US and Russia, or a population that is most vulnerable and least able to pay for services, the question of fee-for-service programs is a difficult one. [Gillian Kaye (UHAB) added that these are often the working poor].

Last, since the problems that we work on in the community provide us with jobs, we are very concerned that resources that should go directly to the community are not drained out of that community simply to provide jobs for an NGO. The question, then is how to attract third party resources that do not drain resources form the communities we are serving.

Anatolii Basargin: As of today there are practically no customers on the market ready to pay fee-for-service, besides the government and businesses. Our partnership has sort of a research center which is generating new ideas.

One of the sustainability methods that we look at is our effort to convince the Moscow government to give us a contract. We are trying to convince the Moscow government that they will save funds if they sign a contract with us.

Igor Kokarev: The interest that the Moscow government will have in support institutes may result in the future condition where these institutes are dependent on the state. So we count on the support of individual businesses to retain our independence. As the emerging Russian businesses have yet to become educated in the field of charity, our plans envision creating a permanent weekly or biweekly TV program for businesses.

Question and Answer.

Q: How will you administer the training academy with multiple partners, and where will it be housed? Recognizing that some people can't pay, is there a value in nominal fees for people who participate? (Question from WID)

A: (Gillian Kaye, UHAB): There is a great value in charging nominal fees for service, in terms of investment.

A: (Dan Karan, UHAB).Depending on the size of a grant, we would love to buy a building. Both Russian partners currently have enough space for training in two different parts of Moscow. The grant which we just submitted is a planning grant to determine the long-term financial and programmatic aspects of the academy. We expect to follow this up with a two-year implementation grant to give the Academy its first two years of programs.

A: (Kaye).The short answer is that we haven't answered all these questions.

A: (Andrew Reicher, UHAB). NGOs benefit and exist from a highly developed philanthropic sector in the US. Such a sector has not been developed here yet, and as a good cross-section of groups working in areas that elsewhere are supported in that way, we have a good opportunity to join together and try to do some of that. Good places to start are with American businesses and banks doing business in Russia, and foundations that are beginning to do work here as well.

Q: We should not have a false conception of the state that they will provide 100% of our funding. We have long achieved that result in our partnership, which we have learned from our American colleagues. The Vinson Government Institute operates under the canopy of the university, and is to some extent independent—we use classrooms and office space, don't have our own buildings. We should be independent, not work for a specific regional government—we have our own program for

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training state bureaucrats. If their policies are wrong, should we train them in the same field? That's why we work under the umbrella of the university. (Question from University of Georgia)

A: (Basargin). The third sector did not exist until recently here, and it emerged when the government reduced its functions. The government should agree to transfer some of its resources and funds to the third sector. In the US, some of the functions have been delegated by the government to the third sector.

A: (Mark Behrendt, WID). WID has been impressed that ARSD has been able to support itself, where WID is finding itself more dependent on government and foundations. As they have discussed sustainability, the question of independence has always been right next to it. A common point for all of us is that our activities don't by themselves tend to generate self-supporting funding.

A: (Bruce Curtis, WID). The handwriting on the wall is that capitalism will be supreme, and that government and philanthropic support of social services will be increasingly competitive. It is forward-thinking to follow the examples of ARSD and become capitalist, generate money through their services.

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Thursday, April 25, 1996
10:35-12:30

Small Group Session
Technical Sector Discussions on Sustainability
III. Economic Restructuring and Business Development

This session was moderated by John Lechicky, IREX/Kyiv, and Siobhan Wilson, IREX/Washington.

The session began with a discussion of the issue of translation during the session. It was decided to allow each group to do its own translation so there would be less confusion over the various technical terms used.

The specific guidelines for the session were that each group would have 15 minutes to present its ideas and plans for sustainability and then allow time for open discussion.

I. Carnegie Mellon University and International Management Institute (IMI)/Kyiv

Presenters: Andriy Masiuk, IMI; and Gerald Salancik, Carnegie Mellon

The first group to present was the Carnegie Mellon University (CMU) and International Management Institute (IMI)/Kyiv partnership. Masiuk (IMI) presented first and stated that the key to their sustainability plan is to charge fees for services. He noted that these are both private institutions and that fundamentally their task was to create services that people believed had value and that they would be successful.

Salancik presented second and stated that the project was intended to be self supporting and profitable from the very beginning, and that all materials developed by the project would be used to support IMI. He also noted that the course work completed at IMI was to be transferable for credit to CMU, and that hence this effort would promote CMU and expand its market to another region of the world.

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Following this presentation John Lechicky reminded the participants that draft sustainability plans were to have been submitted already and that finals would be due in July for final review and approval by IREX and USAID to ensure all such plans were realistic.

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II. Center for International Private Enterprise (CIPE) and the Russian Chamber of Commerce and Industry

Presenters: John Sullivan, CIPE); and Alexander Raevsky, RCCI

The next group presentation was on behalf of the Center for International Private Enterprise (CIPE) and the Russian Chamber of Commerce and Industry (RCCI). John Sullivan and Alexander Raevsky spoke. John indicated that they were fortunate to have an early memorandum of understanding about the long term exchange of materials. The RCCI has started training and accreditation of local chambers of commerce. The resources they depend on for sustainability are membership fees paid by local members. CIPE is also an organization/foundation that makes small grants.

Alexander noted that the core of their program is the accreditation program and that training is key to this, The materials from the project exchange are keys to their training ability, and they plan to continue the update and exchange of materials to improve training seminars in both Russia and the US.

III. University City Science Center (UCSC) and Lviv Institute of Management (LIM), AO/ROCAD, and Donetsk State Polytechnical University

Presenters: George Farnbach, UCSC; and Serhiy Hvozdiov, LIM

The partners had been using the conference as an opportunity to review and discuss their sustainability plans. They were also awaiting more input from their project interns.

So far they have identified five areas of activity that have a basis for sustainability. The first is energy management consulting fees for assistance to new and expanding companies. The second is research contracts for joint projects. They also view new courses at Lviv and Donetsk as a means to increase tuition payments and continuing education course fees. They are working to identify trade opportunities and they also are seeking additional government grants.

Serhiy noted that their plans include video conferencing for improving the quality of their course instruction so that they can gain international accreditation of their programs and hence raise the value of the tuition they could charge for their programs.

IV. University of Alaska American Russian Center and Yakutsk State University, Magadan International Pedagogical Institute, and the State Pedagogical Institute of Yuzhno-Sakhalinsk

Presenters: Charles Neff, University of Alaska; Tom Bartlett, University of Alaska; and Galina Golubkova, Magadan International Pedagogical Institute

The University of Alaska American Russian Center (ARC), Yakutsk State University, Magadan International Pedagogical Institute, and the State Pedagogical Institute of Yuzhno-Sakhalinsk team presented next.

Charles Neff noted that this project actually involves five sub-projects some of which were started as long as two years prior to the USAID funding, The ARC has had an ongoing small business development program people (also funded by USAID) that has worked with some several thousands and the partnership program is an important continuation of this work.

Tom Bartlett from UA Fairbanks spoke about his sub-project that involved working with Yakutsk Stare University. He noted there have been many cultural and athletic exchanges between Fairbanks and Yakutsk, since they are sister cities. The project is also not the first contact between the universities. He believes that the university relationship will be naturally sustainable based on a joint degree program in business and economics. A joint curriculum committee is working to make revisions in the courses and program. The biggest cost is for students from Yakutsk who want to attend the University of Alaska.

Galina Golubkova represented the University of Alaska Anchorage / Magadan project. She stated that the basis for future cooperation is a joint MBA degree program, a center for business consulting, and the education of school children concerning market economics.

V. University of Massachusetts Amherst and Pskov Polytechnical Institute

Presenters: Andrei Izurov, University of Massachusetts

The University of Mass / Pskov Polytechnical Institute (PPI) project presented last. Andrei Izurov of the University of Massachusetts represented the group. Here are the twelve points of the projects sustainability plan:

1. Education of regional and municipal planners by PPI;
2. Research and development of a new department of regional planning at PPI funded by the Saint Petersburg State Technical University (SPSTU);
3. Exchange of faculty between the SPSTU and University of Massachusetts;
4. Continued application for new grants;
5. Training of Pskov region business people and government staff by the Pskov Center for Regional Planning (CRP) based on materials developed by the USAID-funded project;
6. Ongoing consulting and planning of projects by the CRP and PPI Department of Regional Planning;
7. Sale of professional training materials developed under the USAID project;
8. Operation of a trade office in Pskov and possibly in Amherst;
9. Computer training for students and public officials through CRP;
10. Operation of a public sector Internet note serving PPI, CRP, and the Regional Administration;
11. Operation of a World Wide Web Server at University of Massachusetts for exchange of data with PPI; and
12. Operation of a GIS data and application development program under CRP.

During the open question and answer period there was a brief discussion of possible conflicts that could arise out of the free distribution of project materials by IREX and USAID versus the sale of those same materials by projects as a basis of sustainability. There was also some information given about sources of student loans. There was some discussion about experiences with setting the levels of fees that could be charged for professional development courses, and the Pskov team spoke about some test marketing they had done.

Thursday, April 25
10:35-12:30

Small Group Session
Technical Session Discussions on Sustainability
IV. Environment and Infrastructure

This session was moderated by Bernadine Joselyn, IREX/Washington, and Oksana Maydan, IREX/Kyiv.

(Presenters' names were not available for this session).

Each of the four partnerships was allowed 20-25 minutes to present its plans for sustainability. Questions were addressed to each group immediately after each presentation, rather than at the end of the session.

I. **University of Connecticut , Environmental Research Institute and Western Center of the Ukrainian Branch of the World Laboratory**

The main aspect of this partnership to be continued after the end of USAID funding is the Resource Center for Environmental Technologies. An advisory board will be developed to determine fee-for-service rates for the following services:

1. library resources;
2. manuals from the short courses;
3. regulatory materials;
4. periodical materials;
5. marketing services; and
6. e-mail services.

A marketing campaign is to be developed under a public relations committee, which will develop a marketing strategy to attract private sector companies.

A second aspect of the partnership to be continued is training programs. They are preparing to share materials with other learning centers after the May 1997 end of funding.

A third thrust in sustainability will be the translation of the short course materials from the US courses for use in Ukraine. The dissemination of information is to be a source of revenue, as the materials will be sent on a payment basis. The plan will begin to be implemented in January 1997.

A fourth direction the partners will take is for World Lab to continue the short courses for industrial plants. An advertising campaign is already underway. Funding will be provided by regional governments and international organizations, such as the Soros Foundation.

Finally, a fifth aspect of sustainability will be the development of international files with NIS and other countries.

All funds from products will be contributed toward the continuation of the Resource Center.

Communications with US partners will continue by all means available. The Ukrainian partners will pay for these services themselves beginning in April 1997, when USAID funding will cease.

Question and Answer.

Q: How will you develop a client base?

A: We already have a data base of potential clients, through completed programs and questionnaires.

Q: How will you conduct marketing research?

A: Our strategy is still undetermined, that is to say, we do not know whether it will be mass or targeted mailing.

II. **American Road and Transportation Builders Association (ARTBA)** and the **Russian Association of Territorial Bodies of Highway Administration (RADOR)**

There are eight main thrusts to the ARTBA/RADOR sustainability efforts:

1. Video taping (short courses) to be developed for distribution in Russia;
2. Strong possibility for continuation of training Russian specialists in the US;
3. RADOR will serve as an intermediary/broker for business deals/shipments of equipment between American and Russian companies;
4. NIS Highway Development Conference in November 1996 will serve as a basis for future conferences on this subject;
5. Publication of the publication "*Avtomobilnaia Doroga*" (Highway) to be used as an advertising forum to solicit US corporations;
6. Development of a homepage on the World Wide Wed for RADOR.
7. Continuation of electronic communications; and
8. Development of a glossary of terms in Russian and English to be used an aid for translation.

From the Russian perspective, there are two main directions. (1) The continuation of training programs; and (2) the continuation of bilateral communications between the two associations.

The partners publish a magazine with a circulation of 35,000. Some of the subscribers pay, while RADOR members do not have to pay. Whether the magazine will be exclusively distributed through subscription is not yet decided. The partners hope to expand circulation to countries outside Russia.

Question and Answer:

Q: Who are RADOR members? What is the membership base?

A: Broad-based membership united road administrators from throughout the Russian Federation. Members have total responsibility for condition of roads throughout the country. Almost 70 percent of all road administration. At present time, there are no individual members but the partners may be amenable to opening membership to civilian members.

Q: How are membership fees handled?

A: Fees are transferred by the members, themselves.

Q: Where will you get funding for future events?

A: Funding will come from RADOR and/or ARTBA (not from outside sources).

Q: How do you disseminate information?

A: Through the existing website and through the periodical.

III. American Society of Mechanical Engineers (ASME) and the Russian Academy of Science, Mechanical Engineering Research Institute (MERI)

There are three main areas for possible project sustainability:

1. Infrastructure development;
2. Educational programs; and
3. Technology transfer.

1. Infrastructure Development.

It has been very time-consuming to develop a separate entity and therefore it has been proposed by the Russian Academy of Sciences (RAS) to open an ASME branch in Russia.

2. Educational Programs.

There will be an October seminar on Environmental Remediation in Moscow. A management seminar for executives is being considered for Spring 1997. A life-extension seminar is being considered for the future. A May 1997 conference on nuclear engineering will take place in Nice, France. An international conference on engineering will take place in San Diego in Spring 1997.

3. Technology Transfer

The partners are exploring transfer through print and electronic media. Training courses in Russia are being considered, but there is a question of payment (approximately $300 per day) still unresolved.

Dr. Gadenin spoke on potential projects with the US Department of Energy which were developed by 15 Russian delegates during their tour of Oak Ridge, Savannah River, and Washington, DC.

Nuclear stations in Russia are approaching the end of their service life and it is impossible financially to close them down and to build new ones. Therefore, it is important that a life extension strategy be developed, as well as a risk assessment.

Financial services for projects exist in Russia. They include the Ministry of Science and Technology Policy as well as regional administrations.

Question and Answer.

Q What are your membership rates in Russia?

A: They are the same as in the US—$87 per year.

Q: Do you anticipate any expansion into Ukraine?

A:. Expansion into Ukraine is not a concrete plan yet, but it is being considered.

III. South Carolina Universities Research and Education Foundation (SCUREF) and Russian Academy of Science, Institute of Biology and Inland Waters (IBIW)

Due to time constraints, no formal presentations were made and instead an open discussion of the project's marketing tactic ensured. American specialists have been working on the Upper Volga for over ten years. During those ten years, many materials have been accumulated which are now being collated and formatted for publication. The target audience will be private corporations seeking information on methodology and practices of fish harvesting in the Upper Volga. Development of a Russian-language printed journal is necessary to this venture, because the only Soviet-era Aquaculture publication is now controlled by the Ukraine.

Thursday, April 25, 1996
10:35-12:30

Small Group Session
Technical Sector Discussions on Sustainability
V. Health

This session was moderated by Joyce Warner, IREX/Washington and Elena Pushkareva, IREX/Moscow.

Joyce Warner started off the session discussing the Sustainability Plans which were submitted to IREX. She noted that these should include dates for all items. Even though these dates may change, they will give the groups something to strive for.

In addition, she suggested that the sustainability plans include detailed rational of why each project thinks that they will obtain certain funding. If there is any information on fee-for-service items, each project should include information about the marketing of these services and who the intended users are.

She suggested that each project look into using the Directory of Grants to search for other funding sources.

(Presenters' names were not available for this session.)

I. University of Rochester, School of Medicine and Dentistry and National Medical University (Kyiv, Ukraine), Dnipropetrovsk State Medical Institute (Ukraine), Urals State Medical Institute (Russia), Kazan Sate Medical Academy (Russia), and Chelyabinsk State Medical Academy (Russia), Coordinated by the International Biomedical Agency (Kyiv and Ekaterinburg)

The UR project team worked with on-site managers to produce a comprehensive plan for sustainability. This plan was shared with participant schools and received input from them. This plan is, however, still being revised and discussion continues about which activities are most feasible.

The partnership is based on three areas of sustainability: income generation; continuing activities; and continuing institutional links.

1. Income Generation

- Fees for service: This includes fees for Learning Center membership, use of the Internet, training classes to use the computer-based learning programs (and consultation services concerning item-writing and USMLE preparation); and

- Grant Funding: UR is looking for additional grant sources for the project as a whole and also for smaller grants to support the specific components of the project.

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2. Continuing Activities

There are a number of activities that the project expects to continue, including curricular innovations (ward teams, magisters course, and the interdisciplinary case-based Introduction to Health and Human Illness course)

A team of Russian and Ukrainian faculty trained to work together as an item-writing committee.

3. Continuing Institutional Links

This effort will include:

- attempting to match individuals from US and Russian and Ukrainian partnership schools for collaborative projects; and
- establishing consortiums of medical schools interested in working together to introduce curricular innovations.

UR deems the most feasible plans for the two countries as follows:

Ukraine:

The Learning Center and its staff will be responsible for continuing educational activities, consulting services, distribution of products, and obtaining grants.

The problem is that this fee-for-service component may be difficult to establish because the health sector is marked by inadequate funding for medical schools, and it may be difficult for the schools to pay for these services themselves.

The Learning Center, therefore, must be flexible if it wants to continue operating along the same lines. It will need to find funds to cover the purchase of additional materials, payment of services and salaries. Currently there are plans to house the Learning Center in a room provided by National Medical University. The IPP is currently not paying for rent for the Learning Center. This totals a contribution on the part of NMU which totals approximately $500-$1000/month. Therefore, there is no plan to charge NMU faculty or physicians for use of the Learning Center.

The fee-for-service approach may, therefore, be more appropriate when dealing with the other partnership schools and their faculty/physicians and students who are interested in using the learning center and its facilities. A plan for dealing with this situation is currently being developed. Further investigation of the market that is available for consulting services must take place.

Continuing institutional links with Rochester and other health schools will need further financial support. The project team is already in the process of investigating possibilities for continuing the exchanges without further grant funding.

In addition, there should be no problem continuing the new courses (magisters course and Introduction to Health and Human Illness) which have been developed or the ward teams which

have been set up without additional funding. The matching of ward teams to reflect exactly what happens in the US is difficult due to differences in the educational systems; however, the Ukrainian and Russian schools are planning to continue to implement and incorporate those aspects which they find most useful.

All partnership schools now have e-mail communication access. The project team would like to expand these services within the schools from one central location to a system that is accessible by each faculty member.

Russia:

The Sustainability Plan has been shared with the partnership schools in Russia. Its Learning Center will continue functioning in the medical community after the IPP. There is hope that the premises being used at the Veteran's Hospital will still be available without rent after the end of the IPP. There are plans to implement fees for the use of materials and computer training materials available in the Learning Center. There is also some plans for charging fees for the use of Medline and current medical texts and journals.

UR hopes that preparation of medical school graduates to take the Unites States Medical Licensure Examination (USMLE) on a fee-for-service basis will also provide income to continue project activities. This would also help to prepare individuals for applying for residency programs in the United States.

The project teams staff in Russia and Ukraine are interested in acting as consultants and organizing seminars for partnership and non-partnership schools in the area of Curriculum Development.

Another area is Multiple Choice Question (MCQ) standardized tests and hopefully will be able to provide services to our partnership schools, non-partnership schools, health administrations, certifying agencies, and insurance agencies in Russia who are interested in developing such tests. This would hopefully have a commercial value in the area of consultations and developing MCQ standardized tests. This is an area which the project team thinks has a great potential for generating income for the project and its activities.

The Russian on-site coordinators believe that it would be feasible to set up consortium of schools without relying on outside funding. Through this grant a great number of contacts have been established with schools and other organizations in the US which will be beneficial in furthering the goals of the IPP.

It is realized that the US schools cannot be expected to cover all of the costs of the continuing activities, but hopefully, we will be able to split the costs on a 50/50. For instance, for student exchanges, it is possible that Russian schools may be able to cover travel expenses whereas the US school would cover room and board and not charge any tuition.

Linda Bernstein, USAID, asked for a further explanation of test controls that were mentioned. It was explained that this project team is are trying to set-up test controls for standardized assessment in major disciplines. If this is successful then there will further development of these standardized tests and that they would hopefully be used on similar lines in other schools and be supported by the Ministry of Health.

It was mentioned that the Health Administration Project is hoping to work together with the Rochester team because of the relationship in the Health Administration area and the medical education field.

It was noted by one of the Russian rectors involved in this program that the practical health administration has expressed an interest in cooperating with the Rochester group along these line. It was also noted that there should be a follow-up with the AUPHA suggestion of collaboration that there should be some collaboration with this project in that both are developing resource centers and they may be able to share ideas and resources as well as direct individuals to each others resource centers.

II. University of Iowa, Department of Family Practice and St. Petersburg Academy of Postgraduate Medical Studies (MAPO)

The Sustainability Plan relates to project activities and linkages with other institutions. One partnership plan was presented. The activities are further broken down into areas related to education, grant initiatives, services, and technology.

1. Education

Development of curriculum materials in the area of Family Medicine includes:

- 5 modules related to these materials: Geriatrics, Laboratory Skills, Preventive Medicine and Community Health, and Business Management courses. With this approach of 5 separate modules, each module could be free standing and be offered to other physicians to enhance their skills in the areas that they are interested;
- Skills development of Russian physicians that they are receiving in Iowa City; and
- Production of notebooks and teaching skills manuals with regard to the operation of a family medicine clinic as well as teaching skill manuals and business skills manuals.

2. Research Education

Grants areas being considered:

- Emergency Medicine - The approach to this area is train the trainer.
- Women's Health - focus on the areas of epidemiological statistics of cancer, alcoholism, heart disease, family planning. There will be a co-presentation on women's health issues that will be done by partnership schools and will take place in Iowa City.
- Nursing Practice - Identified that to enhance family medicine skills of physicians, you also need to work with the practicing nurses in clinics. A conference is planned in St. Petersburg, which will look at nurse practice and educational component of nursing in the Russian system. Educational training enhancement will be provided so nurse practitioners can provide educational programming to people who come to the clinic.

3. Technology

Iowa plans to establish an e-mail connection between the University of Iowa and St. Petersburg University. It is looking at further enhancement of the health informatics components of the grant as well as investigating that particular from of sustainability.

Additional comments on the sustainability plan. The collaboration of the partners needs to be further clarification. They would like to stress the feasibility of certain areas for which they will be seeking grants:

- Emergency Medicine: These are situations with which everyone must deal. The restructuring of medical services in St. Petersburg failed to improve the situation and now family doctors are expected to provide services that an ambulance physician was to provide previously. Therefore, there is going to be an attempt at training patients in providing self-aid or mutual aid. This idea is well developed in the US.

- Women's Health: In Russia, if a family doctor is not well versed in women's health issues, they won't be able to diagnose a patients problems. They won't be able to pick out the adverse indicators that are present.

- Training of medical nurses: Department of General Practitioners at Iowa has already signed an agreement with a Russian school that trains nurses for family practices. It is important to train nurses and doctors trained together along the same line so that there is no gap between their work. There is already work started now for this to prepare for work in future.

- The family medicine practice office is described in our literature as family medicine center. They see it as an educational center, scientific research center, and a family clinic. The post-graduate studies committee trains people from all over Russia. However, the need for printed matter is critical because there is no manual on family medicine in Russia. Therefore, they are hoping that the success of this venture will allow for one.

Question and Answer.

Q: The curriculum is different for physicians and nurses; what is the training period for each during this project?

A: There are different terms for training physicians: a one-year internship and also a two-year internship in family medicine. There are also a specialized course in family medicine as well as refresher courses in other disciplines. Finally, there is an 8 month course. Courses of similar duration are offered for nurses. Again, this is a refresher courses given a 3 year basic education.

Continuing education or refresher courses are being considered in the area of physical assessment and history taking to improve their ability to triage patients in medical clinics. It has been found that in the US the best family medicine nurses have a critical care base. There are some plans for a joint Advanced Cardiac Life Support (ACLS) course for physicians and nurses advanced critical care.

III. Association of University Programs in Health Administration and Association of University Programs in Health Administration - Russia (Moscow, Khabarovsk, Novosibirsk)

This is a professional association partnership with two initial focuses:

- Development of electronic communication; and
- Resource center to serve all of Russia.

However, after evaluating the circumstances, the partners determined that three smaller regional resource centers would be better. These centers are located in Khabarovsk, Novosibirsk, and Moscow. These resource centers will focus on curriculum development and developing support activities for executive education. They will be tied together electronically.

There are two Russian partners. Each partner has developed a sustainability plan on its own. There is no formally organized School of Public Health in Russia. Because of this partnership, an agreement was reached between the Moscow Medical Academy and University of Minnesota School of Public Health.

Different approaches have been developed by each of the partnership schools. A Center for New Technology has been developed. This is a capacity within the institute to develop post-diploma courses on a contractual basis for Russian and international partners to purchase. This center arrangement has a potential for being a great source of revenue for this project.

University of Khabarovsk, the Health Services Administration of the Khabarovsk territory, and the University of Kentucky are all working in common on the training of Health Administrators. Mandatory medical insurance, the State Academy for Economy and Law, Khabarovsk Medical Center, which is a large clinic of a 100+-bed center.

All of this is brought together under Far Eastern Regional Educational and Methodological Center and the Federal Fund for Mandatory Medical Insurance. Tying to bring together educational structures, financing institutions, and professional associations under one umbrella. Believe that the project can only survive under such conditions. This pooling of efforts is both an advantage and disadvantages. This group has put together 750,000 USD in support of building this integrated approach.

Novosibirsk. Novosibrisk is Russia's third largest city and has 22 educational institutions. Therefore the Novosibirsk group has accepted the objective of personnel training health services. This partnership involves one institution in Russia and one in the US. Obviously there is great local support from the Health Administration for this part of the grant.

The main objective is the training of managerial health personnel at various levels and transition to off site education based on program curriculum and involves a state diploma and certificate for higher managerial education and all this joins the activities with US partners. Certificates will be in the Public Health Corridor.

There are many issues of scientific public health problems not that are not medical problems of public health. The social behavior of the many marginal social groups in Russia today will affect public health.

Sustainability of the partnership in the future. There are three possibilities: Relying on ourselves and self funding through fee-for-service activities (refresher course and educational seminars). The second are is regional support from public health administration. The third area is contractual scientific research on the subjects that our project covers.

It again is suggested that since some of the aspects of the project having complimentary components. As each project is developing resource centers you join together and gain economies of scale through referring people to each others center. This will gain each project a great deal and benefit both through working together. You may also find that you may want to work together to write grants and compliment each other. In addition, communicating with each other to see if you can work together on items will be very beneficial.

There were some concerns raised about this idea because of the fact that the rectors present from some of the schools in the Urals area were afraid that what was being suggested was that the centers be located in one central location (i.e.: Moscow). The IREX representatives explained that they were not suggesting that everything be brought together under one umbrella. Instead what was suggested was collaborating on writing grants, sharing information, and pooling the efforts of the group.

IV. American Red Cross and Russian Red Cross

It was noted that there was a negotiation for the ARC and RRC to use a resource center that was created by AUPHA.

Brief introduction to the project. The Red Cross responds to the needs of the community. It recognizes that current economic situations effects those at the bottom of the economic scale most dramatically. For example, the program of the Russian Red Cross for visiting nurses has pretty much disintegrated. The program to visit the elderly and the handicapped by the nurses is no longer viable, because the American Red Cross cannot afford to pay the nurses. As a result, the most vulnerable people in the population, the elderly and the handicapped, have no services for them.

There has been a recognition of this problem by the Ministry of Social Protection and an effort was made to fill the gap of the lack of nursing services by using social workers. Unfortunately, these social workers are not nurses, therefore we still must fill the gap. We are therefore providing training for these social workers, which is a shift in focus for the Russian Red Cross. The long range plan is for the RRC to become trainers of these social workers.

We also have had interest from the Department of Education and the Department of Employment in that they recognize they have another career. The ARC will provide the training for the RRC nurses. These nurses will then become the instructors for the various entities. This effort will then provide a revenue for the RRC.

There is a lot of interest by some of the other states within the Russian federation. These groups have asked if it would be possible for us to share our program with them. It is believed that our students can then become consultants to the other programs which are then originated.

Russian Red Cross explained that the implementation of the program within a calendar year which is determined by the budget and the sustainability of the activities is difficult to plan, because they are already experiencing some bottlenecks which will need to be dealt with otherwise they will not be able to continue to support their program.

The training of 80 medical nurses means to a vast country like Russia where 2300 such nurses can be found. We have found that we must think in term of this 2300 nurses in order to be successful. The idea of train the trainer is the only way which we can reach all of these individuals within the various social groups.

These problems are not only common to the Russian Red Cross, but are problems shared by the community. There are 4 training courses in various areas in Russia and this is just a start. There are 3 problems here: there are 2300 personnel, unlike some other Red Cross organizations the Russian Red Cross receives no funds from the federal government, therefore they must look to both domestic and external sources for assistance. They however, cannot provide enough funds for the project.

The materials and the technical infrastructure available for use during the training seminars isn't adequate either. In 1995, the International Red Cross, provided funds and equipment for 35 clinical laboratory rooms. These can be used as microlaboratories and for upgrading the skills of health servants. We are making good use of the international community which is offered by the Red Cross Society. Already we are receiving 360 medical sets from the Dutch Red Cross Society to help promote this type of activity. The Japanese Red Cross is also offering to provide some equipment for the project.

They are trying to create a Russian version of the American Red Cross Manual so that it can be used by a mother of a large family, physicians and others who have not been reached by our health community and services. At the federal level, we have a contract with 2 ministries and we hope that this will enable them to get government accreditation. This could make this project sustainable. They are also trying to provide first-aid training. For instance, traffic controllers are now expected to be able to provide first aid.

There is a conference of the rectors of the medical education institutes that was taking place prior to the USAID/IREX conference and during this conference, the same range of issues were touched upon by the rectors. An idea was introduced about family physicians training. They may have expressed different approaches here, and maybe there can be some matching of the ideas and some collaborations with the individuals medical schools.

In conclusion, the presentations made yesterday and today have revealed a lot of common issues and problems. There are several similar programs who could work together on issues of developing training and learning/resource centers. Hopefully, by having all of these individuals together at this conference there will be the possibility of pooling efforts and communicating with each other about the issues which are being developed and work together to search for future funding for these projects.

Thursday, April 25, 1996
13:45-15:00

Forms of Sustainability
Group A: Fee-for-Service

Andrei Izurov, University of Massachusetts
Rachel Mays, Field Director, Magee Womancare International/Russia

Moderated by Eugene Shekhtman, IREX/Washington.

Andrei Izurov.

The session was opened by a brief presentation by Andrei Izurov of the University of Massachusetts. He discussed the Pskov Politechnical Institute's work toward establishing fee-for-service. The Institute has been providing:

a) consulting services for business plan development; and

b) short courses for business persons co-taught by Russian and American faculty.

These services are charged to those able to pay for them and part of the fees go toward sustaining their center.

Rachel Mays.

Magee Woman International started working in Russia in February 1993 and has significant experience in establishing fee-for-service programs. The goal of Magee Womancare International to improve women's health.

Ms. Mays said that she does not believe that fee-for-service is appropriate for every group. She added that it is often difficult to offer services for a fee in Russia, and therefore fee-for-service should often only be part of a package of methods employed to sustain an organization.

She stated that non-profit groups should be certain that their services reflect and support the goals of their organization. Thus, an NGO needs to review its goals and resources carefully before starting on fee-for-service. In doing so, NGO members need to ask themselves the following questions:

a) Who are your potential clients?

b) Why do they need this service?

c) Why are you a better provider of this service than another group?

d) How do you get clients to come to you for this service?

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Magee links their services and uses one service as a marketing tool for another service. For example, their prenatal classes serve as a promotional tool for other hospital services such as infertility, family planning, and birthing services.

Some NGOs use fee-for-service to enable them to provide other services to the community in addition to covering their own operating expenses.

The market for services is different from the market for goods and thus an NGO should keep the following issues in mind:

a) service is time-bound;

b) clients take part in service and constant feed back is important to making this work; and

c) NGO staff are the most important component of service.

Ms. Mays also had three conclusions on how to offer a service:

1) Offer courses at different times.

2) Let clients know that they will take an active part in the course.

3) Remember that the professional relationship with the client is the most important influence.

The Magee Center was recently incorporated into the Moscow City Hospital and thus functions more like a municipal organization rather than an NGO, although it is supported by a Russian NGO.

It should be noted that Magee receives their fees via donations so that they do not have to pay taxes. There is a difference between paying and donating. Donations have been an effective way for Magee to receive funds. The average donations at present are around 60,000 rubles. Clients often make a donation at the beginning of a course and then give additional funds at the end when they see how pleased they are with the service.

Ms. Mays closed by stressing how important it is to know your client and your market and stated that the biggest mistake that an organization could make would be to think that it is the only one which can deliver a service. She stressed that organizations must try to obtain constant feedback from their clients and that this does not necessarily need to be done via expensive market research but can be accomplished through surveys and suggestions boxes.

Question and Answer.

Q: If you have a grant and are charging fees, isn't there a contradiction?

A: (Mays) On the contrary, in our grant proposal we stated that we would be charging fees and that these fees would go back into the program.

A: (John Braley, USAID/Washington) USAID recognizes that partnerships may need to start charging for services. We understand that they government is supporting less and less the services

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that you are providing. Feel free to charge for your services and remember that making a profit is not always the same as charging a fee.

A: (Mays) If you look at your goals and services that you want to provide and if you look at your budget, you can tell what you need to charge for and what other resources you need. Donors/sponsors want to see that you are bringing in money and they want to look at your account books.

Q: We operate a small laundry facility and we are servicing the public for cheaper that other laundry's as a service to the poor. But the taxes are so high, we don't even know if it is worth it.

A: (Mays) The tax inspector does not delineate non-profit from commercial service. This is the greatest obstacle and this is why we technically give our services for free and ask for donations in return.

A: (Braley) In order for donations to work you need to educate your consumers so that they know what the donations are for.

A: (Mays) We often hold open houses and invite members of the community to educate them on what we do.

Thursday, April 25, 1996 13:45-15:00
Forms of Sustainability **Group B: Membership Organizations** **Vera Chadaeva, *Vozmozhnost'***

Moderated by Bernadine Joselyn, IREX/Washington.

Vera Chadaeva.

Ms. Chadaeva's presentation was on the forms of membership organizations allowed under Russian law and what services they can provide (overheads attached). The non-commercial forms include:

- Social Organizations
- Consumer Unions and Cooperatives
- Non-commercial Partnerships
- Trade Unions and Professional Associations
- Associations

Commercial membership organizations can exist in the forms of industrial cooperatives (guilds or artisan unions).

Each of these forms of membership organizations is governed by different laws. This laws prescribe the kinds of activities and forms of financial organization in which these organizations can engage.

[Please see attachments].

Membership Organizations

Chart prepared in Russian by *Vozmozhnost'**

Non-Commercial and Commercial Organizations

Organization's Legal Form	Applicable Law	Membership Eligibility and Fee Determination
Social Organization Общественная Организация	Law "On Social Organizations" No. 82-F3	*Membership:* Open to physical or legal entities, which form a social organization (contingent on federal laws or laws on specific aspects of social organizations). (Article 8 of Law No. 82-F3). Membership is based on admission and membership fees (if their payment is set out in the organization's statutes). (Article 31 of Law No. 82-F3).
Consumer Society Потребительское Общество	Law "On Consumer Societies" No. 3085-1 Civil Code of the Russian Federation, Article 116	*Membership:* Open to citizens and legal entities. (Article 116) [The society] acts with the goal of satisfying the material and other requirements of its participants, by way of unifying their shares of the value of the consumer cooperative. (Article 116). *Fees and dues:* May be charged for admission and for shares. The amounts are determined in a general meeting. The order of collection of dues and their use is determined by the statutes or by other corporate documents of the given organization. (Article 2 of Law No. 3085-1). Members (shareholders) have the right to leave the organization with the repayment to them of their original fees/dues, and, if this is the case, the corresponding increase in the value of the dues. (Paragraph 1, Article 3 of Law No. 3085-1)
Non-Profit Organization Некоммерческое Партнерство	Law "On Non-Profit Organizations" No. 7-F3	*Membership:* Open to citizens and/or legal entities *Fees and dues:* May be charged for admission and membership, including purpose-oriented dues. The amounts are determined in a general meeting. The order of collection of dues and their use is determined by the statutes or by other corporate documents of the given organization. The form of payment and the amount of the fees/dues is not regulated by law.

** translated by IREX staff*

		Principal rights of Members of Non-profit organizations: Are contingent on other federal laws that may exist, or by other statutory documents of the non-profit. The members are allowed to receive, upon their withdrawal from the organization, a part of the member's property or the cost of that property, within the limitations of the value of that property, *except for the past membership dues*. (Paragraph 3, Article 8 of Law No. 7-F3).
Professional Association Профсоюз	Law "On Professional Associations, Their Rights and Guarantees" No. 10-F3	*Membership:* Open to citizens. *Fees and dues:* May be charged for admission and membership. The amounts are determined in a general meeting. The procedure for collection of dues and their use is determined by the statutes or by other corporate documents of the given organization. The form of payment and the amount of the fees/dues is not regulated by law. (Paragraph 2, Article 7 of Law No. 10-F3).
Associations and Unions Ассоцияции и Союзы	Law "On Non-Commercial Organizations" No. 7-F3, Civil Code of the Russian Federation, Para. 2, Art. 121	*Membership:* Open to legal entities. *Fees and dues:* May be charged for admission and membership. The amounts are determined in a general meeting. The procedure for collection is regulated by the statutes of the organization. (Procedure for the Establishment of a Property Association, Paragraph 1, Article 26 of Law No. 7-F3).
Industrial Cooperatives* Производственные Кооперативы (Артели) *Commercial Organization	Civil Code of the Russian Federation Articles 107-112	*Membership:* Participation may be set by the law or by the constituent documents of the organization in its activities as a legal entity. (Paragraph 1, Article 107, CCRF) *Fees and dues:* Shares. The form of fees/dues is regulated by the statutes/charter of the organization. (Paragraph 2, Article 108, CCRF).

** translated by IREX staff*

Thursday, April 25, 1996 13:45-15:00
Forms of Sustainability **Group C: Outside Funding: Local and International** **Alexei Kolotvin, Eurasia Foundation**

This session was moderated by Lisa Hayden, IREX/Moscow.

Due to a technical difficulty, this session was not tape recorded, and notes for it are not available. It is an important topic, and *IREX will continue to send out important new information on funding sources* and trends to the partners in all three countries. Stay tuned to the Partners listserv.

You are urged to refer back to the handout "Program Planning and Proposal Writing," which is the very last document in Tab 6 (Gray) of the Workshop Binder. It includes an extensive section on writing a budget proposal, including a sample budget.

From the Workshop:

Alexei Kolotvin of the Eurasia Foundation discussed some of the foundation's general rules on grants. He mentioned certain trends in funding; for example, the Eurasia Foundation does not support seminars anymore. He also mentioned areas in which the Eurasia Foundation tends to work, such as press and small business development. The Eurasia Foundation also has an office in Kyiv. There is a set format for applications to the foundation for funding. IREX can put you in touch with the Eurasia Foundation, if you would like additional information.

Question and Answer.

Bruce Curtis of WID said that it would be good to get information on European funding sources to grantees. Lisa Hayden promised to get this information to the partners.

Karen Diop, ADF, also said that she would send information on some Web sites related to this topic.

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Thursday, April 25, 1996
15:00-16:00

Country-Specific Legal and Political Discussions: Russia

Olga Moshkova, USAID/Moscow
Elena Abrosimova, Charities Aid Foundation

This session was moderated by Lisa Hayden, IREX/Moscow and Elena Pushkareva, IREX/Moscow.

Lisa Hayden.

We are starting the session on Russian legislation—on what has changed in legislation since last year and what future legal options we will have. As we have discussed earlier today in small-group sessions, changes in legislation affect our mutual work significantly.

Let me introduce to you Elena Pushkareva, our Finance Manager, and Elena Abrosimova, of Charity Aid Foundation. Ms. Abrosimova talked to most of you last year and will share with us the changes in Russian legislation that have taken place since then.

Unfortunately, our second planned presenter, Tatiana Samoletova, who is the liaison between the city government and the Duma, has not shown up yet. I hope that Ms. Samoletova will be able to make it here in time for her presentation.

Elena Abrosimova.

Thank you for allowing me to give a presentation here, where I see many familiar faces. I would like to tell you a little bit about the changes in Russian legislation.

Since the Law "On Social Organizations" was passed in 1995, we have gotten a much clearer picture of what social organizations are, what forms they might take, and what the specifics of the operations of such organizations are in Russia.

Among other things, last year, several laws governing charitable activities, charity organizations, and non-profit organizations were passed.

Today there are several laws in Russia which govern the operations of the non-profit and non-governmental organizations. There is the Law "On Social Organizations," the Law "On Charity Activities and Charity Organizations," and the Law on Non-profit organizations.

In the context of the common themes of this workshop—sustainability of non-profit organizations in Russia and further development of your partnerships—I would like to draw your attention to the following:

In Russia today non-profit organizations may be established in several legal formats, i.e., seven different types of organizations, all of which belong to the category of the non-profit organization.

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1. Membership Organizations

The first, most well-known non-profit format is the membership organization. Membership organizations are governed by the Social Organizations Law and the Law "On Charitable Activities."

2. Funds

The second non-profit format is the fund. A fund is not a membership organization, but an organization which unites various forms of resources.

3. Institutions (*Ucherezhdeniye*)

Institutions are not member-based and are created for the implementation of a specific activity. Classical institutions in Russia, similar to the US, are universities, schools, hospitals, museums, etc.

4. Social Movements

The fourth non-profit type is the Social Movement. Social movements are also not based on members. Rather, they unite large numbers of people. These organizations, as a rule, exist in Russia in the form of organizational committees or management organs of these committees.

5. "Organizations of Social Craft"

These are usually organizations which are created and sustained by common interest. The most typical representatives of this type of organizations are community committees. Social crafts can also be student councils at colleges and universities.

6. Non-Profit Partnership

The first is the non-profit partnership, which is formed as a membership and the members are legal entities.

7. Autonomous Non-Profit Organization

The newest non-profit type is the Autonomous Non-profit Organization. What is it? Institutions, as non-membership organizations, are not self-owned. Autonomous non-profits are independent and have self-ownership. They are non-member-based, and they are governed by either a director or board of directors, but all of the decisions are made by the organization itself.

Changes in Taxation Legislation:

There have been significant changes in the last year to the planned revamping of the tax code in Russia in the Fall of 1996. Some of the new laws are beneficial to non-profit organization, some are not. The benefits depend on the type of organization and other things.

The new code will have a special section on non-profit and charitable organizations.

Last year we spoke about taxation vis-a-vis grants from international charitable organizations. There have been changes. The Russian grantee organization is still tax free. However, individuals who receive grants from international organizations are now subject to income tax.

What happens when a Russian charity organization receives a grant from an International organization? If the budget of the grant has salaries, then the Russian organization must remember that income tax should be paid from the sum of the grant. These tax amounts need to be accounted for in the budget.

Question and Answer,

Q: Who pays the income tax?

A: The *employee* pays 12% of personal income tax and 1% social pension fund tax to total 13%. However, the *employer* must pay it to the government of the Russian Federation a 40% income tax, which should be reflected in the budget.

Q: We have a problem: we had allocated money to salaries and then were suddenly aware that there was a payroll tax. It was hard for us to compensate for such enormous percentage. Is IREX or USAID making allowances for situations like this?

A: (Elena Pushkareva): You must work this problem out yourselves. You can reallocate some other money from other budget categories.

Q: What is the situation in the US regarding income tax and grants?

E: I know that in the US the citizen is also responsible for his or her taxes.

Q: If a non-profit publishes literature or holds seminars, should it pay taxes?

A: If the literature is given for free, then there is no income tax. If the literature is realized at cost, then there is also nothing to tax. If there is profit from the sales of the literature, then the organization must pay taxes on the profit. The situation with the seminars is the same. There is not tax if there is no profit. And income tax must be paid on any profit.

Q: What if the organization only pays for rent and presenters' fees?

A: If there is no profit, there is no tax. However, you should remember to pay the 40% income tax for the lecturers at the seminar.

Q: Could you comment on the December amendment to the tax laws which repeals the rights of social organizations to create subsidiary enterprises instead of paying profit tax?

A: I don't know anything about this amendment.

Q: (Elena Pushkareva): If a non-profit uses its profits for the development of itself as an organization, does the profit still get taxed?

A,: This is an abstract question. But yes, all of the profit gets taxed regardless of what it is used for. The only organizations that are exempt from this are: the Society of Invalids and Creative Unions.

Q: I was told that the official perdiem rate in Russia is 5,000 rubles, and that anything above that is taxable. If this correct?

A: This rate is ancient. Perdiem rate now are much higher. However, if the allotted perdiem money is higher than the established (by the Federal Tax Inspection) perdiem rate for a given city, then that the difference is taxable. The difference is simply added to the individual's annual income on which the individual pays income taxes.

Q: My question was, what if the individual does not get any cash at all? What if the perdiem rate is simply covering the basic costs incurred by the individual?

A: The same applies. If the individual incurs costs which are higher than the established perdiem rate for the city, then the individual must pay taxes on the difference. This applies to hotel costs as well as food perdiem.

Thursday, April 25, 1996 15:00-16:00
Country-Specific Legal and Political Discussions: Ukraine **John Lechicky, Kyiv Representative IPP** **Linda Bernstein, Training Specialist, USAID/Kyiv**

This session was moderated by John Lechicky, IREX.Kyiv.

John Lechicky opened by saying that IREX hoped that the partners would find it useful to meet with their Russian counterparts in their technical sector and that is why we brought the whole group together under one roof. He then invited Linda Bernstein to speak on "Where USAID is going in Ukraine?"

Linda Bernstein.

"We are currently working on the US government's executive branch proposal to the US Congress. Called the Congressional Presentation (CP), this lays out the broad outlines for our fiscal year 1997 program for Ukraine.

USAID is assisting Ukraine to put in place the basic building blocks of a market-oriented economy, involving the transfer of a significant portion of society's assets to private ownership and comprehensive change in economic policies and supporting institutions.

At the same time, the challenge for the government of Ukraine is to maintain popular support for the reform effort.

As long as the quality of life continues to deteriorate for the balance of Ukrainian citizens, the promise of a brighter future associated with economic reform will ring hollow.

Therefore, USAID is assisting Ukraine in building political and civil institutions that will supplement and balance the efforts of the Ukrainian government.

Attention is also begin given to restructuring basic social protection programs so that government social services are targeted to the most needy and can become sustainable within the confines of Ukraine's budgetary structures.

During 1997, USAID plans to continue assisting Ukraine in accordance with a three-pronged strategy:

- economic restructuring
- democratic transition
- social stabilization

to enable Ukraine to complete its transformation and fulfill its promise as a major force for stability, prosperity, and democracy in Eastern Europe.

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Let me speak about each strategic goal:

1. Economic Restructuring

USAID is assisting Ukraine in privatization of enterprises, land, and housing through the

- creation of capital markets;
- reform of financial and fiscal systems;
- development of sound commercial law;
- restructuring of the energy sector;
- fostering of new business development and investment;
- reinvigoration of agriculture; and
- promotion of environmentally sustainable growth.

Some details on each of the above topics:

A. Capital Markets. Over the next years, USAID intends to continue its support for the development and maturation of Ukrainian capital markets, with a focus on (1) helping to establish secure trading and settlement systems; and (2) developing a central depository for traded shares.

B. Land privatization. USAID has been working with GOU on urban and auction systems to either sell into private ownership or lease urban land plots for up to 50 years. Word has spread, and there has been a flurry of activity. Between now and September 1997, USAID will work with Ukraine to hold some 50 land auctions, and about 10 cities will have a routine auction process. We will also be assisting in (1) the establishment of a national land titling and registration system; (2) establishment of a legal and regulatory framework for urban and rural land privatization; and (3) creation of a national land taxation system.

C. Reform of financial and fiscal systems. USAID assistance will focus on developing the banking system—including training bankers, and strengthening the securities market.

D. In agriculture. USAID support US private investment in Ukraine's agricultural production, marketing, and input supply.With USAID support, four farm service centers have been created through partnerships between Ukrainian and US concerns. These centers provide farmers with alternative sources of inputs and marketing channels, new technology, and technical and managerial support. USAID plans to expand the farm supply center network to up to 25 percent of Ukraine's farmers. Also, USAID plans to assist in the creation of a farm credit facility and to finance farm inputs and technology.

E. Environment. A major focus will continue to be strengthening environmental institutions in government, the private sector, and the NGO community. In Donetsk, USAID is working with Ukraine on environmental assessment for heavy industry to identify opportunities to reduce waste and improve efficiency. In Ivan-Frankovisk, USAID is working with Ukraine on "sound natural resource management to enable long-term economic development of forest resources." And at the national level, USAID is helping to initiate court cases to protect the environment, working with the American Bar Association (ABA) Environmental Law Center/Lviv.

USAID's environmental program also focuses on public health risks causes by Ukraine's deteriorating municipal infrastructure. For example, in Lviv, USAID will continue to help the city re-engineer its water super, including a system to charge people for how much water they use, and pay for the upkeep of the water facility. In the future, USAID will assist Ukraine to develop a comprehensive plan for the environmentally sound economic redevelopment of the Chornobyl region.

2. Democratic Transition

USAID's democracy program in Ukraine is focused on:

- developing competitive and fair political processes, including elections;
- promoting active participation of citizens, such as yourselves, in political and economic decision making through NGOs;
- strengthening independent media;
- putting in place laws and legal institutions that support democratic processes; and
- stregthening local government to make it more effective, responsive, and accountable to its citizens.

For example, with respect to NGOs, USAID is helping Ukrainian voters articulate their interests and strengthen their capacity to participate in economic and political decision-making by supporting the work of NGOs, including women's groups, independent trade unions, independent media groups, human rights groups, and charitable groups. USAID is providing—and will continue to provide—assistance (including grants) to groups which want to form NGOs. There are currently some 800 NGOs in Ukraine. I encourage you to organize and seek this assistance. My colleagues at USAID/Kyiv, Ms. Molly Mort and Mr. Yaro Kulchyckyj, can direct you to this support.

Local government: USAID will continue to provide assistance to local government. Local leaders are beginning to practice democratic governance through: (1) introduction of more open budgeting; (2) town meetings; (3) citizen task forces; (4) constituency outreach; and (5) local government watchdog groups. As a result, local governments are more accountable to their citizens.

For example, in the city of Kharkiv, the city budget was published openly; everyone had a chance to take a look at it. Then, the mayor appeared on television. He explained spending priorities, answered call-in questions, and answered criticisms. There is an organization called the Ukrainian Association of Cities, which USAID will continue to support. It is very active in advocating on behalf of Ukraine's municipalities, especially regarding new legislation in the Rada. USAID's goal is that, as as result of this assistance, Ukraine's urban population will have better access to their local elected governments and receive better services from those governments.

3. Social Stabilization

USAID support for social sector restructuring is designed to protect the most vulnerable members of society during the economic transitons, to reduce government budget expenditures on the social social sector, and to facilitate price increases that are painful but necessary to improve the quality of social services.

We are very much aware that political support for economic reform in Ukraine will die unless there are affordable methods to shelter poor people from price increases and from deterioration of public services. USAID activites will continue to be focused on (1) providing humanitarian support for emergencies and for the neediest; (2) helping the GOU move from universal price subsidies to those based on income; and (3) revising the social insurance system.

A. Humanitarian and medical. USAID has distributed $6 million worth of supplies through local Ukrainian NGOs and to a 1,000 bed hospital in Donetsk. USAID has also provided (1) Kharkiv flood distaster relief; (2) diptheria and insulin injections; and (3) partnerships between US hospitals and Ukrainians in 5 cities (Kyiv, Lviv, Donetsk, Odessa, and Dnipropetrovsk).

The Ukrainian National Emergency Medical and Disaster Medicine Training Center, with USAID support, opened in December 1995.

B. Housing. There is a new program on income-based benefits in housing and utilities. USAID is working with GOU on this. To date, more than 1 million people have received housing subsidies, while, for those who can afford it, increases in housing have helped to decrease the GOU deficit substantially.

Future Prospects:

The American government's program in Ukraine was always intended to be a transition program, to help set in place irreversable changes on the privatization and democratization continuum. It was never meant to be a long-term program for which USAID is known in other areas of the globe.

Our assistance to Ukraine may continue, if we are lucky, for another five years. The point is that we have a time-limited opportunity to work here with our Ukrainian colleagues. Our new program directions include:

- working with more diverse providers;
- diversifying organizations that implement the USAID/Kyiv program;
- continuing to use more cost-sharing and coordination with other donors and with the GOU;
- placing greater reliance on Ukraine's own indigenous organizations and institutions; and
- diffusing assistance so that more activities are focused outside the capital city of Kyiv."

Ms. Bernstein closed by saying that the projects and people who work on them are very important, and that we are all working together at an historic crossroads. The US Congress is looking at us with much interest, and she asked that the partners continue to submit success stories to her through John Lechicky.

John Lechicky.

John Lechicky then shared some information about a new agency formed by the Ukrainian government called the Agency for the Coordination of International Technical Assistance. It was broken out of the Ministry of Foreign Affairs and itself has ministerial status.

While the government of Ukraine does not have the financial resources to support many of the partnership activities, it has recognized the need to coordinate foreign assistance and to try to minimize the bureaucracy involved in technical assistance projects.

The Agency is setting up a database of foreign assistance organizations active in Ukraine as well as a database of Ukrainian organizations who are actively seeking this sort of assistance and plans to match the two parties.

Another important function of the Agency is to assist getting technical assistance through customs without a hassle and duty-free. A new procedure has been designed whereby John Lechicky notifies the Agency that a shipment of technical assistance is being made, and fills out the appropriate form including information on the number of items, exact descriptions, shipping numbers, etc. The Agency will then issue a letter to the particular customs point-of-entry indicating that the IPP program is exempt from duty and that this shipment is part of this technical assistance project.

The Ukrainian binders have a copy of a general letter sent by the Agency to each customs point indicating that technical assistance may enter Ukraine duty-free.

Question & Answer.

Q: What are the tax advantages of accepting fees versus donations for services and membership dues?

A: (Georgii Dynys, CPARA) Only donations to the church are exempt from tax, everything else is taxable in Ukraine.

Q: Can equipment depreciation be deducted if a Ukrainian organization receives it as a donation?

A: This question will have to be researched. Answers will be forwarded to all participants of the Ukraine break-out session.

Q: Can a partnership use grant funds to go to a conference in Europe if it might help them to obtain additional funding from another source and increase their chances for sustainability?

A: (John Braley, USAID, Washington) This would need to be looked at on a case by case basis with IREX.

USAID

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

PROGRAM FACT SHEET

REGIONAL MISSION FOR UKRAINE, BELARUS AND MOLDOVA

February 1996

USAID ASSISTANCE TO UKRAINE

The United States Agency for International Development (USAID) is the U.S. Government's major foreign assistance agency. USAID's principal mission in Ukraine is to help the country make the transition to a broad-based democracy with a market-oriented economy. USAID also supports efforts of the Government of Ukraine to alleviate the privations imposed on the most vulnerable members of society during the economic transition. U.S. assistance focuses on six areas:

PRIVATIZATION AND CAPITAL MARKETS DEVELOPMENT

USAID finances and provides technical assistance for large- and small-scale privatization including: 1) a nationwide network of auction and bid collection centers; 2) public information campaigns on privatization and market reform; 3) preparing state enterprises for auction; 4) calculating and reporting auction results; and 5) legal and policy support to national and local officials on small-scale privatization. USAID programs support the privatization of housing, urban land and the private provision of residential maintenance services. Capital markets development assistance includes technical assistance, training and equipment to: 1) monitor the activities of investment intermediaries and support the new Securities Commission; 2) establish self-regulation within the investment fund industry and improve professional standards; 3) establish independent share registries and an over-the-counter trading system; and 4) foster awareness of shareholder rights. USAID supports new and privatized enterprises through the West NIS Enterprise Fund, business advisory services, and by assisting local and national governments to develop a policy environment conducive to business growth.

ECONOMIC RESTRUCTURING

The focus of USAID's economic restructuring program is to help Ukraine create the institutions of a market economy, particularly in the banking system, commercial law, tax systems and trade and investment regimes. The program concentrates on: 1) improving overall tax structure and administration; 2) developing tools for budget estimation, analysis and monitoring; 3) developing professional skills and organizational capability at the National Bank; 4) providing policy research and analytical support for key policy makers; 5) developing a new monetary policy tool in the government securities market; and 6) providing equipment to improve the payments system.

AGRICULTURE

Agriculture is a key part of the Ukrainian economy, and reactivating and transforming Ukrainian agriculture and the entire food production system is central to economic recovery and reform. Therefore, agriculture is a priority concern of USAID's assistance program. USAID is assisting

19 Nizhniy Val Street, Kiev 254071, Ukraine Telephone: 380-44-462-5678, Fax: 380-44-462-5834

Ukraine restructure and invigorate its agricultural sector in the areas of: 1) financing and developing additional inputs to agriculture, and processing agricultural products; 2) developing an effective agriculture commodities exchange; 3) privatizing agricultural land; 4) reducing the environmental impact of agricultural chemicals; and 5) implementing new agriculture policies.

ENERGY AND ENVIRONMENT

USAID has helped develop a multi-faceted energy program for Ukraine which focuses on: 1) power sector restructuring, which will help transform the power sector from a vertically integrated monopoly to a market system with regulatory oversight of tariffs and licensing, and power distribution based on financial bids; 2) improving energy production and conservation by introducing new technologies and applying market principles; and 3) supporting Ukraine's nuclear safety performance and improving nuclear sector regulation and inspection. U.S. assistance is also helping Ukraine improve its environment with activities to: 1) strengthen environmental institutions within government, the private sector and the NGO community; 2) assist governments to improve the operations and management of infrastructure, particularly water systems; 3) develop environmental assessment capacity within industry and promote eco-efficient business development; 4) coordinate with other donors and Ukraine to address social, environmental and energy efficiency isses related to the closure of the Chernobyl Nuclear Power Plant.

SOCIAL PROTECTION

USAID's support for social sector restructuring in Ukraine is designed to protect the most vulnerable members of the population during the economic transition, reduce government budget expenditures on the social sector, and facilitate the price increases necessary to increase the quality of social services. Our activities address the urgent humanitarian and health needs of the people of Ukraine by: 1) supporting the government in moving from universal housing and communal services subsidies to those based on income; 2) providing emergency medical assistance; 3) laying the foundation for a sustainable system of social insurance; 4) providing training and supplies to improve the quality of and access to reproductive health care; 5) supporting hospital partnerships for the exchange of information, training and personnel.

DEMOCRATIC REFORMS

USAID programs to promote democratic reform help to: 1) develop competitive and fair political processes, including elections; 2) put in place laws and legal institutions that support democratic processes; 3) strengthen local government to make it effective, responsive and accountable to its citizens; 4) promote the active participation of citizens in political and economic decision-making through non-governmental organizations; and 5) strengthen the independent media.

For more information on USAID's program in Ukraine, call the Program Office at 462-5678.

19 Nizhniy Val Street, Kiev 254071, Ukraine

Telephone: 380-44-462-5678, Fax: 380-44-462-5834

Thursday, April 25, 1996 16:20-17:30
Small Group Session **Group A: Technical Communications** **Bill Fick, Nina Pupkova, and Yaroslav Bykhovsky, IREX/Moscow** **Robert Woodward and Laura Larsson, AUPHA** **George Farnbach, UCSC**

This session was moderated by Vadim Medvedev, IREX/Moscow, and Siobhan Wilson, IREX/Washington.

Vadim Medvedev.

I would like to introduce myself. My name is Vadim Medvedev, I work at the IREX IPP Moscow Office, and among my other duties I deal with the questions on telecommunications. I would like to introduce to you our guests. At the table we have a representative of our Moscow office, Bill Fick, who is the co-director of the communications program at IREX Moscow, and his assistants, Nina Pupkova and Yaroslav Bykhovsky. They also deal directly with the telecommunications issues. I would also like to introduce Bob Woodward, Laura Larsson, and George Farnbach.

The theme of our seminar, "Sustainability of Projects," I am sure you will agree, to a large extent depends on how well the communications between partners have been set up and on how quickly and accurately you can receive the needed information.

If only one year ago, for the most of you and for me, such words as electronic mail and Internet meant almost nothing, today, as far as I know, practically all of you have your own e-mail addresses, which are being actively used. As you know, Internet services are not limited to e-mail alone and I would like to ask our colleagues from the Moscow IREX office to tell us more about some of the other types of services that one can use on the Internet.

Bill Fick.

My colleagues will introduce you today to the main services that Internet provides, besides e-mail. We have limited time, so we can not address any questions about how you can get connected to the Internet in your cities. We have provided you with a brochure which can, perhaps, answer some of your questions. Plus, IREX has a series of programs, which are designed to help various organizations facilitate access to the Internet. We are always glad to work with you on this.

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Nina Pupkova.

Our overview is on telecommunications services. I hope that many of you already use e-mail, and have already been able to assess the convenience of this service. I would like to remind you that e-mail can be used not only to send text, but also graphics, sound, and software applications.

Let's move to the next service—teleconferencing. The main idea behind teleconferencing is discussion by a group of participants of a specific issue. The participants of that group may be located anywhere in the world. Different networks implement telecommunications differently. Now we will show you several ways of using telecommunications.

Here is glasnet, which is very popular in Russia. Glasnet implements telecommunications in the form of electronic bulletin board. From the main menu we choose "conference" and enter the conference menu. This is not a real-time demonstration; we have recorded it and are playing it back for you now.

We choose the conference called "glassjoinfo." Here is the conference menu. You can view all of the postings or attach your own posting to this electronic bulletin board.

If you don't know the exact name of the conference you need, you can do a search by cue word. Let's insert the name "partners" and, here is the conference. We can open it up and look inside.

The second popular vehicle for teleconferencing is Relcom's "newsgroup." In this case, you can review the set of newsgroups choose the one you want and look through it.

The next way is informational archives. Here is how they work. You need to sign up for a newsgroup. After you have signed up, you become a member and all of the postings for a given newsgroup are sent to you in the form of electronic mail. Also, when you post your messages, all other members of the news group will receive it.

Here is a newsgroup located on IREX's information server, which is located in Washington DC. In order to sign up for the newsgroup (listserv) called "Partners" do the following:

⇒ write subscribe, newsgroup's address and your own address. After that you will be notified that you have been signed up.

I would like to draw your attention to two important addresses. The first is the address of the information server and the second is the address of a specific newsgroup.

The next service we would like to talk about is "gopher", a search system, based on the system of inserted menus. The system is very simple—you don't need to know any addresses or commands or programs. You work with a system of menus. Here is Glasnet's gopher. Here are menu elements; you can navigate them by using your mouse. After making your selection you physically connect to a different computer, somewhere on this planet. After you get the information you want, you can transfer it to your computer. This service is considered to be rather old, yet it is still popular.

The next service is telnet. Telnet is a way of accessing remote computers or networks. The remote computer can be in the same town or half-way across the world. Telnet is a way of accessing the remote computer, but not its resources. To access the resource, you

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would often need to have your name and password on the remote computer. Here we accessed our computer IREX. ru. I have my name on it and know my password. I can launch the e-mail program that the remote computer has and view the contents of my mail box. If you travel a lot, this ability to access your e-mail from wherever you are is very useful.

The next service is FTP, File Transfer Protocol. This service is designed for rapid file transfer between computers. Here we type in the name of the remote computer, choose the files we need. We click on the files and transfer them to my computer. We can do the same thing when we want to transfer files to the remote computer. This is very useful when you need to get large files, such as your job reports, to your computer.

The most wide-spread service provided by the Internet is the World Wide Web (WWW). It allows you to work with hypertext which is located at different points of the world. Hypertext is text with links. A link is a picture or word—a part of text. By moving through hypertext you move between different computers and search for information that you need. The first WWW page we want you to see is our own. This is the page of the IREX Russian server. There is a small problem with the Cyrillic font, which needs to be encoded.

There are three current code types for Cyrillic: KOI-8, Windows code and DOS code. All the user needs to do, is select the code that will work for a given page.

Here are the contents of our Web page. It is about what IREX does, its programs etc.

Here, by clicking on one of these highlighted words or links, we get to the USAID Web page in Washington DC.

Here is the "Friends and Partners" Web page. Here are information rubrics presented as highlighted links. This page contains information about funding and grants.

Here is an all-Russian Web page, which is so information rich that it has its own search engine. Here is how to search the World Wide Web by using search engines.

Here is a whole list of found resources. We have come back to the first one and decided to look at this Ukrainian page. This page will give you information about Ukraine and use it as a starting point in your journey through Ukrainian web pages.

In conclusion, I would like to tell you a little about a project of ours, "Open Web". This project was created together with the Historic Library. Any organization can place information about its activities or results of its research, on this Web Page.

This is very brief overview of the services of the Internet. If you have specific questions, we can address them at the end of this session.

Siobhan Wilson.

I would like to give you more information on two issues, the IREX Listserv and the IREX Web site.

IREX Web Site has lots of information on all of our partners as well as links to the partnership pages. The links to USAID have information on USAID regulations.

IREX Partners Listserv : We urge everyone here who has e-mail to subscribe. On the Partners Listserv, IREX sends out information on IREX policy, information on Russia and Ukraine, grant making opportunities, etc.

We would like to emphasize that the listserv not to be only used by the Institutional Partnership Project office. We want to hear your stories, your experiences. For example, we had Brad Muller from University of Iowa sent in a very interesting piece on his experience with the International Science Foundation. You don't need to have it approved: just send it to partners@info.irex.org.

You might have noticed that we had some problems about people responding to everyone rather than just to the individual. We don't want to discourage you from sending messages to the listserv. We only ask that everyone be more careful when replying to a listserv message.

(From a question posed by Joyce Kaiser, USAID) Not only can you get regulations on the USAID web page, you can also get procurement information. I also know you can get research information on regions throughout the world.

Bob Woodward.

Here is an example of what you can do with e-mail, listservs and web sites. REPNET is a project within a project. My co-writers are Laura Larsson who will talk about the web site and Alexander Bouche, from AUPHA. (See handouts, attached).

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REPnet Internet Projects
Проекты Интернета REPnet

Robert S. Woodward, Ph.D.
Д-р Роберт Вудвард
Laura Larsson, M.L.S.
Лора Ларсон
Alexandre Bouché
Александре Буше

Health Administration Program, Washington University

Outline / Схема

- Mission and Objectives
  Миссия и Цели
- Specific Projects
  Определенные проекты
  - Language Translation
    Языковый Перевод
  - REPnet Bulletin Board Discussion
    Дискуссионная Доска Объявлений
  - Web Home Page
    Web Домашняя Страница

Health Administration Program, Washington University

Mission
Миссия

- Facilitate communication among partners

  Обеспечить связь среди партнеров
- Increase access to world information resources

  Увеличить доступ к мировым источникам информации

Health Administration Program, Washington University

Specific Projects
Определенные проекты

- English-Russian and Russian-English translations by electronic mail (email)
  Англо-Русские и Русско-Английские переводы посредством электронной почтой (э-почта)

Health Administration Program, Washington University

AUPHA, 1911 North Fort Myer Drive, Suite #503, Arlington, VA 22209, phone 703/524-5501, fax 703/525-4791

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Specific Projects
Определенные проекты

- Email discussion groups
  Обсуждения в группах через Э-почту
  - Share course materials
    Обмен материалами курсов
  - Discuss current issues
    Обсуждать текущие дела
  - Exchange Communication daily
    Ежедневная связь

Health Administration Program, Washington University

Specific Projects
Определенные проекты

- Email discussion groups
  Обсуждения в группах через Э-почту
  - Announce meetings and seminars
    Объявлять встречи и семинары
  - Post job openings
    Объявлять новые рабочие места и возможности по финансированию
  - Offer technical courses by email
    Доступ к учебным программам

Health Administration Program, Washington University

Specific Projects
Определенные проекты

- World Wide Web (WWW) Home Page
  Домашняя Страница Всемирной Компютерной Сети (WWW)
  - Links to program home pages
    Связи с домашними страницами участников проекта
  - Administrative reports
    Административные отчеты по проекту
  - Links to other WWW information sources
    Связи с другими WWW информационными источниками

Health Administration Program, Washington University

Translation Program
Программа Перевода

- 6 Megabytes to date
  6 Мегабайт текста было переведено
- Write message with a word processor
  Писать сообщение на текстовом процессоре
- Save the file as a "rich text format" document
  Записать файл как ".rft" документ

Health Administration Program, Washington University

AUPHA, 1911 North Fort Myer Drive, Suite #503, Arlington, VA 22209, phone 703/524-5501, fax 703/525-4791

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Translation Program
Программа Перевода

- Attach it to an email message addressed to:

  Приложить это к э-почта сообщению, адресованному:

  ENGRUS@WUBIOS.WUSTL.EDU
- Send a copy to:
  Послать копию:

  RSW@WUBIOS.WUSTL.EDU

Health Administration Program, Washington University

Translation Guidelines
Руководящие принципы Перевода

- Use short uncomplicated sentences with simple grammar structure
  Использовать короткие несложные предложения с простейшей грамматической структурой
- Minimize fancy formatting and tables
  Минимум специальных форматов и таблиц

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Translation Guidelines
Принципиальная Схема Перевода

- Use the "Enter" key only for new paragraphs
  Использовать "Вход" клавиш только для новых параграфов

Health Administration Program, Washington University

REPnet Discussion Group
Обсуждения в группах через REPnet

- Listserver computer mail distribution
  Моментальная разсылка е-почты через главный компютер
- Available since December 1995
  Система открыта для использования с декабря 1995

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REPnet Discussion Group
Обсуждения в группах через REPnet

- Little traffic since computers to Russian partners are just being distributed

  До настоящего времени нагрузка на систему была небольшой по причине отсутствия компюторов у Русских партнеров которые доставляются в настоящее время

Health Administration Program, Washington University

REPnet Discussion Group
Обсуждения в группах через REPnet

- Send subscription requests to:
  Посылать запросы о подписке к:
  RSW@WUBIOS.WUSTL.EDU
  You will receive detailed instructions
  Вы получите детальные инструкции

Health Administration Program, Washington University

REPnet Discussion Group
Обсуждения в группах через REPnet

- To post an announcement, send email to:

  Чтобы отправить по почте сообщение/объявление, пошлите информацию по адресу:

  REPNET@WUBIOS.WUSTL.EDU

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World Wide Web (WWW) Home Page-Домашняя Страница Всемирной Компютерной Сети (WWW)

- Point your web browsers to:

  Найти нашу домашнию страницу вы можете по адресу: **http://weber.u.washington.edu/~larsson/partners/partners.html**

- Soon our REP Home Page will have new address and new features

  В ближайшем будущем адрес нашей домашней страницы будет изменен и будут добавлены новые характеристики/возможности

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Purposes of the WWW Site
Цели Всемирной Компютерной Сети WWW

- To inform / Информировать
- To give a Web presence to the Partnership
- Участие партнерств на WWW для работы и развития
- To link to other places on the Internet
  Связь с другими источниками информации в компюторной сети

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Purposes of the WWW Site
Цели Всемирной Компютерной Сети WWW

- Meeting Registration
  Регистрация для встреч/конференций
- To announce curriculum
  Объявления о разработке новых учебных програм
- For fun
  Для развлечения

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WWW

- Some information about each partner
  Некоторая информация относительно каждого партнера
- Links to/Связи к:
  - World Bank statistics
    Статистика Мирового Банка
  - World wide economic statistics
    Всемирная экономическая статистика
  - Public health information
    Информация об общественном здоровье

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A short (prerecorded) demonstration...

Короткая (заранее записанная) демонстрация

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Laura Larsson.

My presentation is on how much work you can get done creating a World Wide Web page in one weekend. I started work on this web site by Friday morning and by Sunday night it was in place, by Monday at 10am it was available for viewing by our partners. As you can see by the first page (see figure 1—attached). This is our opening screen. We have provided space for future Russian links.

We are looking at the partnerships page (figure 2) and the partnerships tree (figure 3) which lists all the persons that we are associated with. We have made links back to the screen, so that, if you did a search to get to our page, you could go up in the hierarchy. Librarians are very fond of letting people get higher in the hierarchy.

Now we are going to look at the third quarterly report (figure 4). What I would like to see eventually is a table of contents so that instead of having to page down through the whole page, you can just click on one part of the table of contents that is of interest to you.

As a librarian, it is very important to me to be able to provide information to other people. I actually run 8 or 9 different Web pages at the School of Public Health at the University of Washington. And what we are showing you now is my home page for sites organized by subject. You can go to a complete list of subjects or you can go to a complete list of all the sites that I have aggregated. This is a very extensive list. I have included links to copyright information, disability information, and a whole lot more.

We are now going to Bob Woodward's site (figure 5) on economics literature. We have, as on the previous web sites, access to search engines. We can also type in sites that we wish to go to.

Here is the World Bank site (figure 6).

AHCPR - Agency for Health Care Policy and Research (figure 7). One of our government agencies. They have excellent information on guidelines and medical outcomes research, consumer health, a very extensive on-line catalog.

This is a small sample of the wonderful material you can get on the Web.

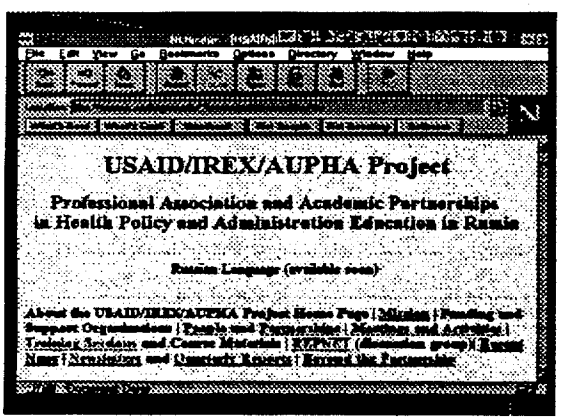


FIGURE ONE

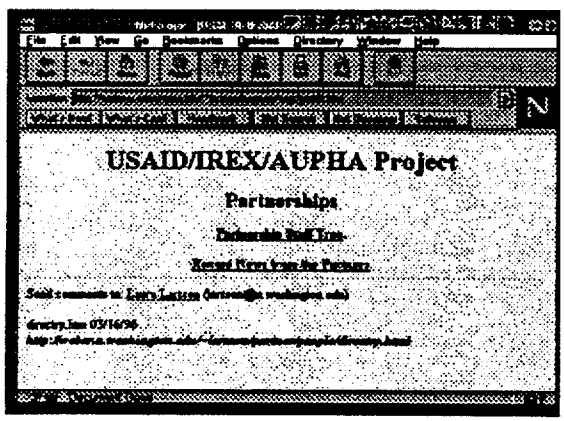


FIGURE TWO

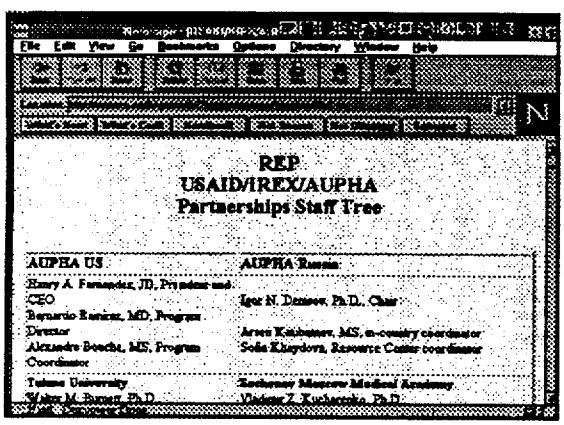
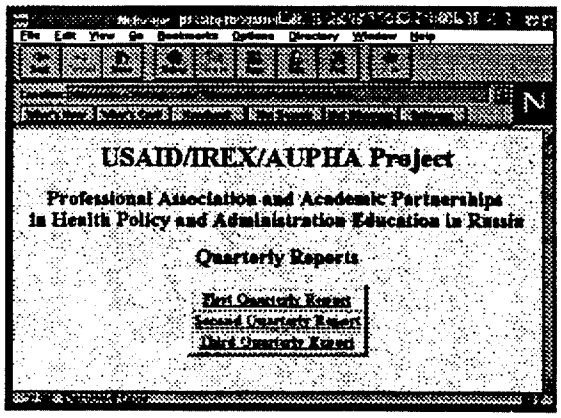


FIGURE THREE

BEST AVAILABLE COPY



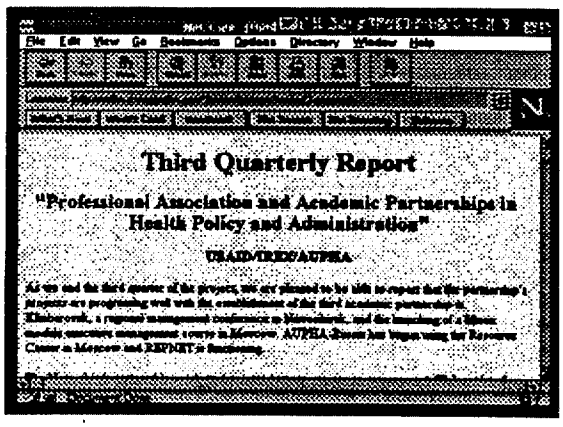
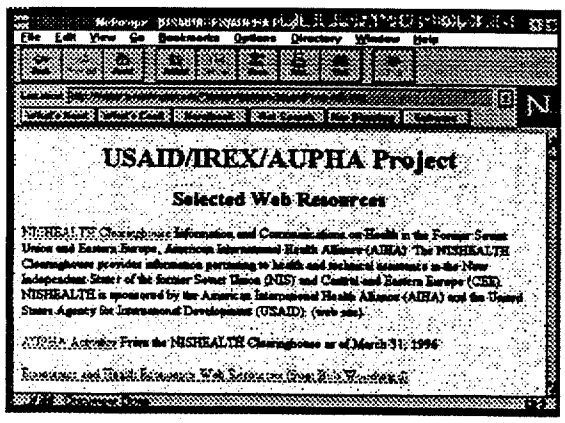


FIGURE FOUR



BEST AVAILABLE COPY

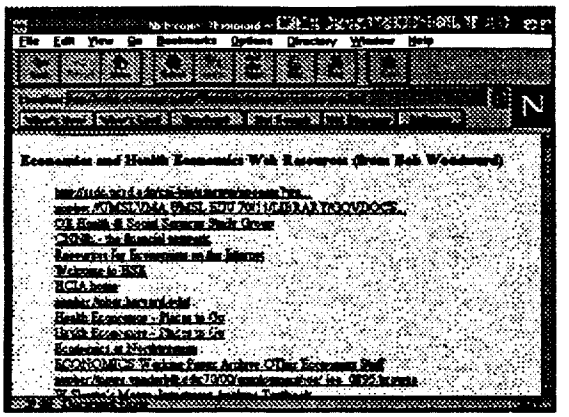


FIGURE FIVE

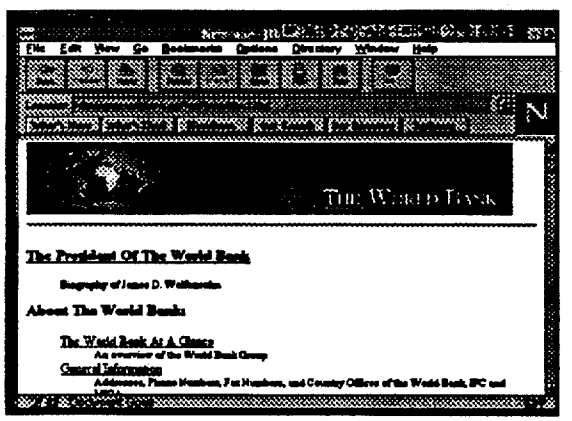


FIGURE SIX

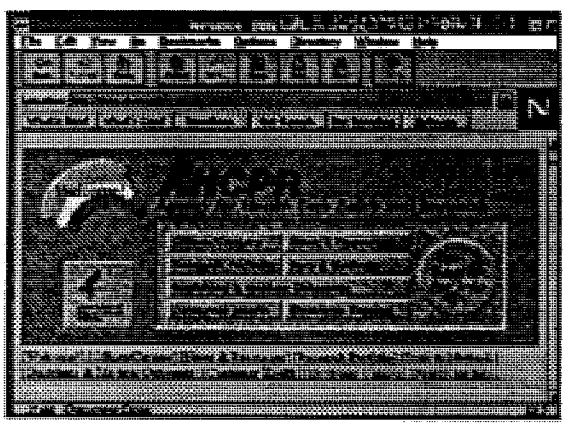


FIGURE SEVEN

BEST AVAILABLE COPY

Siobhan Wilson.

IREX has produced a one page list of useful web sites, including:

- Russia On-Line;
- CNN interactive; and
- USAID.

(See handout, attached).

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USEFUL WWW SITES

WWW ADDRESS	TITLE
http://www.smartdocs.com/~migre.v/russian/FSU.servers.html	Servers in the Former Soviet Union
http://www.eskimo.com/~palbank	Palm's Portal to Eastern Europe, the Russian Federation, the Baltics, and the CIS/NIS
http://www.eskimo.com/~bwest/mdr.html	Palm's Portal: Marketing Data Research
http://solar.rtd.utk.edu/friends	Friends and Partners
http://solar.rtd.utk.edu/oldfriends/funding/master.htm	Friends and Partners: Funding Opportunities in the NIS
http://www.glasnet.ru	Glasnet Homepage
http://www.usia.gov	US Information Agency
http://www.info.usaid.gov	US Agency for International Development
http://www.gu.kiev.ua	Global Ukraine
http://www.gu.kiev.ua/gu-offer.html	Global Ukraine: Information on Internet Access in Ukraine
http://undp.org/uk/docs/unua.html	United Nations Online: Information on Freenet (free email)
http://lingnet.army.mil/ukraine.htm	Ukrainian and Ukrainian-related Sites
http://www.online.ru/main	Russia on Line - Main Page
http://www.itaiep.doc.gov/bisnis/osin.html	NIS Commerical Information Sources
http://www.cnn.com	CNN Interactive
http://www.cs.umd.edu/ftp/pub/cyrillic/home.html	SovInform Bureau
http://www1.trib.com/NEWS/APwire.html	Wire Services
http://WWW.kiae.su:80/www/wtr	Window to Russia
http://bman.uucom.com/perdiem/perdiem.html	Per Diem Rates
http://www.omri.cz/publication/digests/ddnew.html	Open Media Research Institute (OMRI) of Open Society
gopher://gaia.info.usaid.gov:70	USAID
gopher://dosfan.lib.uic.edu//11doc_pub/handbook	Department of State: Foreign Affairs USAID Handbook 10: Participant Training
http://www.atmos.uiuc.edu/wxworld/html/detailed.html	World Weather Detailed Menu
http://www.rferl.org	Radio Free Europe/Radio Liberty
http://www.eastview.com	Eastview Publications (on Russia)
http://www.libertynet.org80/~niscntr	Center for NIS Cooperation
http://www.pitt.edu/vees.html	WWW Virtual Library: Russian and East European Studies

George Farnbach.

I am going to talk about video-conferencing systems and the results of UCSC's research of different systems. (See handouts, attached).

There are two kinds of video conferencing systems: boardroom and desktop system.

1. Board room conferencing

These systems include large screen TVs and are great if you set them at the end of a table and have 15 people on one site and have 15 people at the other end. You get the feeling that all 30 of you are working together. They are also expensive systems and they run form $15,000 to $45,000. They are set up to do large meetings, lecture halls; it would work fine in this hall to set one up.

They have remote-control cameras. So I am at one site and someone else is at the other, and I can control his camera. I can move the camera, look around the room, whatever I want to do. It is a nice feature. I am not sure how often it is used, however.

Most of these systems are not computer-based. And in order to share documents they have a separate camera that takes pictures of documents. There are some that are specialized that will hold up to nine pages and you can work on them jointly during a video conferencing situation.

Ten to 20 people in the room is no problem for that kind of a system.

2. Desktop Systems

The desktop system which run anywhere from $30,000 on down uses your computer screen, or you can get a converter and use a regular television if you like. They have simple cameras and they are just on a stand or stuck to the side of your computer.

Documents are shared through the computer and on the screen. They are good for a handful of people sitting around a desk. With video projectors, it is possible to use this type for large scale conferences as well.

3. Goals of video-conferencing

What are we trying to do with these video conferencing systems? It depends on who we are and what our goals are. We would ultimately like to use them for business consultation, educational consultation, conversations between professors preparing courses jointly delivered, etc. Courses in fact may be delivered using video conferencing.

File transfer: It is very nice to be able to send files back and forth.

Some systems allow you to share applications so if I have a document that I am going to work on with my partner, I can use my word processor and he can enter changes to the document using his word processor and when we are done, that new file sits on my disk.

Some of the systems have remote control. Sometimes this feature is nice, but other times is may just be costly and time consuming.

4. Problems in video conferencing

No matter what system you use, there is a lot of data in a picture. The boardroom systems use for their communications three ISDN lines (highspeed digital line). A standard highspeed modem (28.800) is not nearly as fast. Data transfer rates from Donetsk 4.7 kb (kilobytes) per second. There are no ISDN lines in Russia and in Ukraine. So the high speed boardroom conferencing is out.

⇒ CONCLUSION: Boardroom: Not possible in the NIS because of lack of ISDN. For desktop systems, we tried it on Plain Old Telephone System (POTS). We found that you don't need the really fast speeds. You can use a fax speed - 14.4 bbs per second. Standard Fax machines work at 9600 baud. At 28.8, the desktop system works well.

⇒ CONCLUSION: Desktop conferecing has been tested at different speeds. It is almost like being there. At 9600 baud, it does an acceptable job.

⇒ CONCLUSION: Sharevision (Used by UCSC—see description): can share files, applications (two PCs). Phone book, dialer, control over own camera and video.Also, it tells you line quality, frame rate, etc. We tested this system on a Lviv/Philadelphia connection. We were able to share a whiteboard, with both parties able to work on it at the same time. At the same time we can transfer files in the background. The longest we have had success to date was for seven minutes.

We hopt to explore how to get better quality international lines and hopefully will be able to keep a line longer than seven minutes.

SHAREVISION PC3000
FEATURES AND SPECIFICATIONS

FACE-TO-FACE VIDEO INTERACTION, ON SCREEN

Meet face-to-face with others regardless of distance. The built-in Phonebook stores names, numbers, and even faced of your frequently called colleagues. Autodialing brings colleagues only one mouse click away.

REALTIME APPLCIATION SHARING

[*]Share any popular Windows program with colleagues, using just a phoneline and your PC with ShareVision. Two people actually share the same program, and edit files together, accessing the application's tools, features, and full power - even if only one user has that application!

INTERACTIVE WHITEBOARD SHARING

Quickly and easily annotate your documents or brainstorm on new ideas using the Whiteboard's built-in tools, like the pointer, pencil, magnifying glass, lines, shapes, and text. Copy multipage documents to the Whiteboard, print from other applications to the Whiteboard, capture any image on screen, or import images from any TWAIN-driven device, including most scanners.

FAST AND SIMPLE FILE TRANSFERS

Send and receive file or entire folders of data quickly, without interupting your conversation. There's no need to learn complicated modem commands, just select and send!

THE SHAREVISION PC3000 PACKAGE INCLUDES

[*]Video Blaster RT300 video capture & compression card

[*]ShareVision 1/3" CCD Color Video Camera with Stand

[*]ShareVision PC Audio Card

[*]High-Speed Fax/Data Modem

[*]ShareVision software

[*]Hands-free Audio Headset

[*]All necessary cables, etc.

TELEPHONE REQUIREMENTS

[*]One standard telephone line, with RJ-11 jack (or adapter)

SYSTEM REQUIREMENTS

[*]486SX 33MHz with 8MB RAM (486 DX2-66 recommended)

[*]6 MB hard disk space

[*]Two available 16-bit ISA bus slots

[*]VGA or SVGA display (16- or 24-bit VGA display card recommended)

[*]MS Windows 3.1 and above

WARRANTY

[*]ShareVision PC3000 is backed by a one-year limited hardware warranty covering parts and labor.

TECHNICAL SUPPORT

[*]Creative Labs offers ShareVision owners telephone, facsimile and bulletin board support for installation and technical assistance 7 days per week.

ShareVision Mac3000 & Mac300
Features and Specifications

Features

Cross-Platform Video Conferencing

Meet face-to-face with others regardless of distance, anywhere there's a phone line. The built-in Phonebook stores names, numbers, and even faces of your frequently called colleagues. Autodialing brings them only one mouse click away.

Real-Time Application Sharing

Share any macintosh program with remote colleagues, using a regular telephone line, and your Macintosh with ShareVision. Two people can share the same program, access the same applications' features and edit files together, even if only one user has that application!

Cross-Platform Interactive Whiteboard

Brainstorm or annotate existing documents with Whiteboard's built-in tools, like the pencil, shapes, lines, text, and magnifying glass. It's easy to bring documents into the Whiteboard, print directly from applications to the Whiteboard, copy and paste to the Whiteboard, or use ShareVision's own screen-capture capability to bring Onscreen images into the Whiteboard to be shared.

Cross-Platform, Fast and Easy File Transfers

Send and receive files or entire folders of information quickly, without interrupting your conversation. There's no need to learn any complicated modem commands, just select and send!

Cross-Platform High Quality Color Image Capture

Take full-color snapshots from local or remote video cameras. Composite (NTSC, PAL) or S-Video sources can be connected at each side for maximum flexibility.

Telephone Requirements

One standard telephone line, with RJ-11 jack (or adapter).

System Requirements

Apple Power Macintosh 7100 AV, Power Macintosh 8100 AV, with System 7.1.2 or higher, or Apple Macintosh Quadra 840 AV with System 7.5 or higher, one free NuBus slot, 8MB available RAM, 8MB available hard disk space.

ShareVision Mac300 may also be installed on a 68030 or higher Macintosh with System 7.5 or higher, one free NuBus slot, 8MB available RAM, 8MB available hard disk space.

Specifications

Video Input

Composite video (NTSC or PAL) or S-Video

Video Display Modes

8, 16, and 24-bits per pixel (full 24 bits per pixel color depth is always captured and sent)

Video Frame Rates

Up to 15 fps at 96x80 pixels

Up to 12 fps at 128x96 pixels

Up to 10 fps at 160x112 pixels

Video Snapshot Capture and Display

320x240 pixels or 640x480 pixels, at 16 bits per pixel

Audio Input

Earpiece microphone

Audio Output

Earpiece speaker & separate line out for free-standing speakers

Compression Algorithm

VATP™ (Vector Adaptive Transform Processing)

Camera (ShareVision Mac3000 only)

Type: 1/3" CCD color video camera

Output: composite NTSC color video signal with RCA connector

Base: adjustable, detachable

Modem

External fax/data modem supports data rates up to 28,800 bps

Video conferencing, snapshot features, and specifications apply only to ShareVision Mac3000, or Mac300 with a user-supplied video camera, when installed into a Power Macintosh 8100 AV, 7100 AV, or Quadra 840 AV.

Performance subject to modem connection speed and CPU performance. Incoming video performance can be improved by 1-2 fps by closing "self" video window.

Thursday, April 25, 1996
16:20-17:30

Small Group Session
Group B: Training Techniques and Lessons Learned
Alexei Kuzmin, Process Consulting Company

This session was moderated by Janetta Nigmatullina, IREX/Moscow.

Janetta Nigmatullina.

1. Background

The concept of training has only recently entered our everyday vocabulary. For many years, lectures and seminars were traditionally used in the educational process in this country. There is no doubt that they have their own advantages and merits. Major changes are taking place in the countries of the former Soviet Union in all spheres of life: political, economic, cultural, as well as in the areas of education, which have undergone significant modification.

This process certainly had to happen. The very foundation is changing. Hence, approaches to and methods of organizing and managing this basis are bound to change, too. Recently in this regard new principles and methods related to the sphere of education have spread out and entered our everyday life. These differ in a significant way from the one which was more traditional and quite common for us. One of these newly adopted formats is training. So, what are its advantages, and why does it find such popular application to the practical side of the matter today?

2. Advantages

In the first place, training offers a unique opportunity to participate in the educational process to all parties concerned: both trainers and participants, Each and every person has an opportunity not only and not simply to speak out one's mind but to argue and support one's point of view. The entire audience can take active part in the dialogue, the main goal of the trainer being to facilitate the group discussions, keeping close to the selected subject. In the second place, the audience does not illustrate questions and answers with vague, made-up answers, but does so as a rule with specific events from real life.

In the course of joint discussions, participants try to find solutions which can provide assistance in various professional and every day contexts in the future. One of the key reasons for the growing popularity of training as an instruction format is its direct and close link with practical application, as well as the application of accumulated experience. Participants appear to be not just listeners, but active participants in lively dynamic conversations which often turn into more discussions.

The trainer's role strongly differs from the traditionally domineering image of teachers as "wise men" whose reasoning and explanations were often accepted as a premise, in many cases detached from real life. In the training format, the trainer is an equal participant of the group who provides no ready-made answers but leaves that up to the listeners who have to come up with a solution to the given problem situation. The main and quite challenging task of the trainer is to get the group

going and get each and every participant involved in discussions. It works on the principle of "chain reaction."

At the same time, the trainer has to see that discussions do not get diverted from the selected subject by managing them in a flexible manner. This opportunity to work in small groups, a device which is found in the basic principles of training where each and every participant is given an opportunity to speak and take an active part in discussions, is undoubtedly one of the advantages of the training format. No one is left without attention, and participants of groups have equal rights.

3. Training in the Framework of the Program

In the framework of the Institutional Partnership Project, many partnerships have already worked in this format or are about to use it as the main instruction format. Based on the observations of IREX employees and comments of participant, one can note that almost all conducted training was successful. Information that participants received at training significantly enriched already accumulated experience and assisted with solving some topical problems.

Results of training are out of question. All participants with great enthusiasm note that this is a far more advantageous way of instruction, in comparison with seminars and lectures. It is good to know that in Russia there already exist Russian professional trainers who apply their experience gathered abroad with due skill and taking into account the peculiarities of this country. Instruction organizers within the partnership project have shown a high professional level in conducting training, as well as Process Consulting Company employees, whose services have been used already by many partnership organizations involved in this Project.

Alexei Kuzmin.

I would like this session to take the form of a discussion. The primary issue is the requirement of training. The question is: whom to train and on which subject to train. It seems quite clear, but on the other hand it is quite complicated. In the State Duma of the last year, a survey was conducted in order to determine the requirement for training. And the person who conducted the survey told me about the results. What do you think? What were the first two requirements given by the Duma participants on what they want to learn? [Audience: how to make more money, and how to work as a deputy].

The priorities of the deputies were in fact to learn English and also driving. They certainly gave honest answers. It is very important to differentiate between the subject which the person wants to learn from what the organization needs to become more effective. The question should instead be formulated like this: "What tasks does our organization face which are connected to its effectiveness and to what extent can we solve these through training?" It is very important to know from the start what results you want to get out of the training. It is good to be in touch with a top manager about this. Generally, you can split the goals of training into three groups:

1. Training in skills that people need to do their day-to-day work more effectively;
2. Preparation for new things that may come in the future; and
3. General training which contributes to the overall organization and prepares staff for introduction of new innovations, etc.

Someone said yesterday that in some discussions with Russian partners they are often so polite that they don't express their true thoughts on their interactions. As an outsider to many partnerships, I have seen this situation many times. The American side suggests to the Russian side to conduct some training, and the grounds for this are that the Americans are *absolutely sure* it is necessary, because it is according to American tradition. And everyone should understand this, in order to work effectively. I'm sharpening the formulation of this situation intentionally, but in some cases, the position of the Russian partner works in the following way: "Once again, our American partners have invented some training for us and it seems that we need to agree to it." It is a pity that we will have to waste our time and money on this, but it seems it would be awkward to object to this.

I believe this is one of the subjects that is rarely discussed between partners, and it is rarely discussed because no one knows what arguments could be given as pros and cons in such a situation, or what could be a constructive solution. I'd like to suggest one of the options. I believe that it needs to be talked over first of all. It should be grounded on the needs of the organization, what type of needs will this training satisfy.

For instance, if you are talking about strategic-planning training, if one of the partners says you need to be trained in this, and another says that, then I believe the constructive resolution should be found by finding out whether there are aspects of the organization which need to be enhanced or perfected. This is one point I wanted to emphasize.

The second point relates to training adults. Any adult has his own life experience, skills, and convictions. If it is one-sided training, like the kind I am doing right now, the audience switches its attention off quickly because each person is trying to correlate things he is hearing from the trainer with his own experience. And if there is no feedback and no opportunity to discuss and argue, this type of training will be ineffective.

I was really surprised by an article I was reading recently in the newspaper on a prestigious business school in Switzerland. What surprised me was that the chiefs of the largest corporations in the world come for a week of training at this school. Despite the knowledge they obviously have already, still they come to this school. The training there is organized in the following way: the participants sit in a discussion circle and set up new contacts with the people they find interesting. The trainer of the group are fulfilling two functions — one is that he is facilitating the discussion and secondly, like in hockey, he is pushing new ideas and new technologies which could be used in those organizations represented by the participants. I believe this type of training very effective, especially when you are working with adults. Sometimes, however, it is necessary to have the kind of training that takes the form of instruction.

I wanted to discuss the role of the trainer. It is not a position of a parent who is teaching his children how to live, but rather a position of an adult who pays respect to the experience of the people in the audience and whose primary task is to provide assistance to those in the audience to make them come together.

And the very last thing I want to mention is how the manager of the organization should relate to the person coming in to do the training. In order to make the training effective, it is very important to set the goals or results of it. What does the organization need and want out of this training? When the trainer suggests the route to this, it is good to have the manager study the suggestion and also participate in the discussion of the route to achieving these goals. I believe the leaders of

organizations who are ordering the training should play the role of the customer. The customer is not indifferent to what kind of service he gets. He at the same time sees the relationship with the trainer as a partnership and refers to the trainer as a partner.

Question and Answer.

Q: What are the differences between Western and Russian trainers?

A: (Alexei Kuzmin) There are many different styles of training out there, and I wouldn't want to draw a line between the American and Russian trainers. I'd rather draw a line between the approaches, like directive approach or facilitation. Undoubtedly, great differences in cultures and the specifics of cultures should be taken into account.

Two brief examples: When I participated in a group with American trainers, the American trainer began by asking the audience if they thought they were real master of their businesses and everyone raised their hands. In a Russian audience, no one would raise their hand because it is a cultural norm here. Whereas in America if you don't say you are an expert people will be suspicious of you, in Russia they will have suspicious attitudes if you *do* say such things about yourself. The other thing American trainers notice about Russian audiences is that there is much greater emphasis placed on setting up a personal relationship between the trainer and themselves.

A: (Janetta Nigmatullina): I'd like to add a few words as I have experience visiting training sites. I recall how at first it was difficult to set up dialogue with the audience. I believe the reason for this was that the American trainers coming here were just trying to copy the experience they had in America with Russian audiences, and I believe that it is quite an objective fact that there are differences in mentality and cultural things. Later on, the American trainers realized they needed to adapt their presentations to Russian audiences and trainers who actually lived in Russia and spent some time here have had more success at adapting the approaches.

Q: How can you become a certified training provider?

A: (Kuzmin) The problem in Russia is that when you are trying to found something for which you want licensing, you face the question of who will be the judges, why will this body be certifying us, who licensed them? So, so far, it is an unstable process. Although I know in some directions, there are already well-formed societies, though narrow, like in the area of narrow linguistic programming, and these societies have international relationships and get licensing abroad from other organizations of this type.

Q: I was talking about institutions. We have 12 trainers who instruct different audiences and the question was double-sided. How do we license our organization (but this is impossible), or how can we as an institution issue certificates to trainees of our training sessions?

A: (Kuzmin): You can issue licenses to the people you train. You can get approval from the city administration.

Q: What happens when the audience is very diverse?

A: (Kuzmin) It is always good to draw from the experience of the participants. Let's take for example a financial management seminar. The program which we developed with World Learning

is built in the following way: It is a sort of business simulation game, which is carried out in three days. The whole group is split into smaller groups, 3 or 4 people in each. Then each group represents a non-profit organization. All these NGOs are located in the same city and we tell them the story of the city first. And they are given 3 days to elaborate the budget, to apply for a grant, to put the application to the funder, receive funding, and then enter the monitoring phase, making managerial decisions in response to the changes in the environment which we suggest.

Then, they make an annual report and present it to the audience. Over the course of this work, they acquire new skills, including computer skills. And if say there is an accountant in one of the groups together with a person not well-versed in finance, then in the process of decision-making, the discussions they have will be very instructive. I gave this example because finance can be a boring subject, but if you use the right method of training, any subject can be made lively if you involve people in a lot of discussions and make people use their own experiences. But sometimes a good lecture cannot be replaced by anything.

Q: Are you preparing any printed materials for this type of business simulation games?

A: (Kuzmin) Yes, we are working with World Learning and they have good resources to do this.

Thursday, April 25, 1996 15:30-18:00
Plenary Session **General Q&A Session and Closing Remarks** **McKinney Russell, Project Director IPP** **Vadim Medvedev, IREX/Moscow** **Irina Sinelina, AED/Moscow** **John Lechicky, Kyiv Representative IPP** **Lisa Hayden, Moscow Representative IPP**

This session was moderated by McKinney Russell and IREX staff.

Vadim Medvedev.

We work closely with representatives of AED. Irina Sinelina, AED representative, is here with us today and she will tell us about the subtleties of filling out forms and what changes have been made to this process since last year.

Irina Sinelina.

Hello, on behalf of AED, I would like to greet you. I will very briefly talk about our role in processing internship documents and about new procedures and requirements. First of all, our main function is filling out forms. IREX is a middle link between the projects and consulates. We are the next link and are directly responsible for submitting the documents to the consulate so the applicant could get his or her visa. We have the right to process the J-1 Visa and our regional director has the right to sign the visa. Accordingly, we are responsible for everything that is going on in all of the projects.

Our services for contractors are paid by the contractor. The fee is stipulated in the Agreement for the Services, which is signed by the heads of the partnership projects. It is necessary that the documents make it to us no later than four weeks prior to the applicant's planned departure date.

1. HAC and Medical Clearance Processes

The participants' medical applications play a very important role. If the applicants have serious health problems, then longer procedures are needed to grant them the requested visas. Since all of the participants are granted medical insurance, it is very important to ascertain what chronic ailments the applicants have at the time of the departure. If such ailments are present, AID makes a decision on whether or not the applicant can visit the US and in the case of a positive decisions signs a waiver for preexisting conditions. If the groups have participants with chronic medical problems, we need twice the amount of time for processing all of the necessary documentation. This is important to have in mind when planning the visits.

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Recently, we had one of IREX's partnership projects that had a group visiting the US. The group had six people with heart ischemia. Unfortunately, four of the people were not able to come to the US for their internships.

Medical problems per se are not a reason for discrimination and do not necessarily result in preventing the applicants from coming to the US. But it is a very serious indicator when processing the paperwork, as the ill person might not be able to fully participate in the program.

I have a small comment about filling in the contract forms. If you want us to work on getting health insurance for the participants, you need to reflect in the contract the cost of the insurance *and* the cost of insurance processing.

2. J-1 Visa Processing

What are the new developments in visa processing. You see, with the addition of the Ekaterinburg consular district, the whole territory of Russia is now divided into four consular districts. We have been ordered to process the participants in the corresponding consular districts. So, if the J-1 applicant is from Vladivostok, he or she needs to submit their applications to the Far East region of Russia, they need to apply in Vladivostok. This makes more difficult the efficiency of our work, but this problem has a solution.

I also would like to let you all know that in the future the J-1 visa will be free. However, the applicant needs to pay $20 to the consulate, the so-called consular dues. If the participants are told to pay $60 or $80 for the visa do not do it. The applicant needs to inform IREX in Moscow or AED to fix this problem. Sixty dollars is a fee for a business visa, not a J-1 visa. A business visa does not give the right to participate in our internships.

There is an exception. Anyone, from anywhere in Russia can apply for a J-1 visa at the Moscow consulate if she or he comes to Moscow and applies personally. You should keep this option in mind as a reserve plan. Sometimes it is more convenient to come to Moscow rather than go the regional consulate. In this case, the applicant should come to Moscow, two days prior the planned departure and get his or her J-1 visa in the course of one day.

In order to get the visa in the regional consulates, the participants should have in hand the IAP-66 form, which we prepare for them, based on their applications; their travel passports; a visa application and two photographs.

After the visa has been processed, a special envelope with a copy of the IAP-66 form, is attached to the participants' passports. This envelope allows the participants to enter the US. So, the IAP-66 visa by itself is not enough. A participant needs to have two documents to enter the United States.

In conclusion, some information for the contractors, for the coordinators of the partnerships. AED, starting May 15, is beginning to charge an additional 5% for visa processing expenses, which are incurred by AED during processing of the participants' visas. So, if the cost of the medical insurance is $500, you will be billed $525. Since we represent these companies, we charge the applicants for these expenses accordingly.

Dima Fadeyev (USAID/Moscow): The $20 fee has been canceled for J-1 visas.

Irina Sinelina: I have not heard of this. We are still billed by the consulate for the J-1 visas.

Question from the audience: This information has been pretty critical. Do you have a concrete plan for disseminating it?

Vadim Medvedev: Most of it can be found in your binders. Or, you can call IREX/Moscow and talk directly with me on this issue at any time.

Question from the audience: Our partnership is working with partners from Altai, Irkutsk and Tatarstan.

Sinelina: Tatarstan is in the Moscow consular district. Irkutsk is in the Vladivostok consular district.

Medvedev: All of you have the map of Russia with the consular regions clearly marked. We are sorry that we could not provide a similar map for Ukraine.

Sinelina: In any case, all of the documents and applications are first sent to Moscow through IREX, except for the passports—we don't need them. We only need a copy of the passport.

Medvedev: Now is the time to close this discussion. Thank you very much. And again, please do not hesitate to call IREX/Moscow or IREX/Kyiv to talk to us about these issues.

McKinney Russell.

Indeed, what was just said to you is complicated enough that you need it in writing. It is in the back of the last tab of the binder (of the Americans and the Russians). The map of the consular districts—for reasons that nobody understands—were not placed in back of Tab 9 of the binder but in back of Tab 8. But it is there, so if you want to know where your city is in regard to the consular districts, it is in Tab 8 (in the Russian binder—not in the Ukrainian binder).

I would like to mention a fact that may not have occurred to some of you: IREX is a non-profit NGO—just like most of your organizations. My staff and I and all of our colleagues at IREX have a particular feeling of sympathy and support for the problems that face you as you consider what will happen after 1997. Just as you must think about sustainability, IREX must itself think about sustainability.

We are a completely non-government organization, but we depend on funding for projects from the US government, from foundations, from corporations. And every day there are colleagues of mine at IREX who wonder how it will be three months or six months or a year from now. I say this only to stress that, if there is one thing I take away from our two days together, it is a redoubled desire to do everything we can during the remaining year or fifteen months of your partnerships to help you enter the next phase supported and helped.

Let me say, before talking about some steps that we would like to follow, that the concept of partnerships—the idea that citizens in the US and their institutions and their counterparts in the former USSR ought to come together together as you have—is an idea which is finding substantial attention in the US Congress. There is a lot of interest in it. One of the private organizations in

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Washington completed last month a detailed study of how partnerships have worked out. The name of the study was "Aid to the Former USSR: Less is More." The general finding was that the effectiveness of technical assistance transmitted from the US by small organizations to small organizations was as a rule a good deal more effective than technical assistance that came from the US in big $50-$150 million increments. This was good news from us, and we know that those who make policy in the US Government are thinking very seriously about the partnership option as something that works well.

I learned just within the last two days that there is plan to do a detailed evaluation of the partnership model as it has been developed by IREX with all of you, and we welcome that for the same reasons mentioned in the Evaluations Session yesterday. We also welcome it because we think that by and large the partnership model that we have developed out with you is working. In any case, I think there may be some good news in that area in the next several months—obviously I cannot promise anything. But I wanted to let you know that we are in the mainstream of thinking about how technical assistance ought to continue between the US, Russia, Ukraine, Central Asia, and the Caucasus.

I would like to thank all of you very much, because the contributions which you have made during these two intensive days have been extremely valuable for us. We have learned a great about your interests and your needs. I think that you have learned a good deal about your colleagues in similar professional sectors.

We hope within three to four weeks to have a protocol (notes) of yesterday's sessions and today's in Ukrainian, Russian, and in English. In the course of thinking how we might be supportive to you during the remaining 12-15 months of the partnership arrangement, here are a few thoughts we have (and if any of you has others ideas, please let me know):

- We have made fairly extensive use of the "Partners" listserv. I believe that there is room for us to put more information on that listserv—specifically information about competitions for funding offered by other foundations. We have done some of that; I think there is room for more of it in the future. Now that we know more about what is on your minds, we will be particularly alert in all three capitals to find information to share with all of you.

- Now that you know each other—for example, now that Ted Gashler of VOCA down in Kyiv knows what ISU is doing in Nizhnii Novgorod and will put a face on ISU, because he knows Andrei Novotorov and Augie Ralston now—there is a good reason for IREX to publish perhaps every two months a short newsletter with news about how the other partners are doing. About what centers they have opened, what achievements they have had, what problems they have solved. And unless we find that an impossible thing to do with the size staff we have, we would like by the middle of June or first of July to have a regular news letter reach you. If we cannot do it in printed copy, we will certainly do it by e-mail.

- We have heard some talk here about a database that lists all of the funding sources in the G-7 countries—the seven most economically powerful nations: Germany, France, Italy, Canada, the US, Japan, and Great Britain. I do not know anything about this database, other than it exists, but if we can share it with you, we will try to do so.

- The Ukrainian partners have in their binders a list of all of the contract organizations in Ukraine with which USAID has worked. A similar list is soon to be published in Moscow, we are told by the USAID Mission there. We promise to share it with you, so that you will know who the other organizations are and how to contact them.

- There is software in Russia to help people develop business plans. There are some Russian trainers in the field of business plan development. We will we looking in to ways that we might be helpful to you as you plan sustainability, and if such software can be shared, we will do so.

Here are what we see as the responsibilities that lie with the partnerships. First, continue to work together as you have, and strengthen the level of your cooperation. Work as closely as you can together. Second, develop the sustainability plan. Give it some serious thought. The first effort was a good start, but it really was just a start. We were struck that in none of them was the phrase "market research" mentioned. Many of you are doing market research, but none of you said so in the plan. I suggest that you treat it as a growing document.

Third, we ask you to tell us your thoughts on dissemination of products; we gave you a deadline of June 3. Fourth, begin to publicize yourself. We at IREX decided to produce a brochure in English, Russian, and Ukraine. Three of the partnerships have already followed our example. Here are three examples from the University of Massachusetts, Carnegie Mellon University/IMI, and Nizhnii Novgorod State Agricultural Academy.

Mr. Russell thanked the IREX staff and USAID colleagues and all of the participants. He also thanked the interpreters.

John Lechicky.

I have just one last thought to share with you. I started yesterday's plenary with a discussion about communication, that you should stay in frequent communication. Now that you have met partners in all three countries, I think it has been useful, and I think you should continue this. Let this not be the last time that you speak with one another. Use e-mail. We just had a fabulous presentation about the Internet and coming on line. Stay in touch, and we will meet again soon, at least on the Internet. Thank you!

Lisa Hayden.

In the US I used to work in a supermarket where our motto was "we are here for you." This is also true today: we are here for you. You might know that my favorite word is "mechanism." If we can establish a mechanism for us helping you effectively, we will do so.

I would like to thank my colleagues at USAID/Washington and USAID/Moscow, who have been here for two days. Thank you for your advice and your help. I would like to thank my staff: Elena Pushkareva and Janetta Nigmatullina.

I would like to thank all of our IREX Washington colleagues, without whom we would not get any sleep at all. I would especially like to thank Vadim Medvedev, who has been instrumental to

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making this conference as problem-free as possible. My greatest thanks goes to you, the participants. Thank you very much.

APPENDIX A

International Research & Exchanges Board

USAID

Institutional Partnerships Project Workshop

Hotel Yugo-Zapad at the Russian Academy for Public Service
Moscow, Russia
April 23 - 25, 1996

DAY ONE: TUESDAY, APRIL 23, 1996

TIME	ACTIVITY
16:00-18:00	Registration in the lobby of the Hotel Yugo-Zapad. Information on location of the Hospitality Suite and dinner will be available at the registration table.
16:00-22:00	Hospitality Suite will be available.
18:00	Dinner for out-of-town guests.

DAY TWO: WEDNESDAY, APRIL 24, 1996

TIME	ACTIVITY	BINDER TAB
8:00-9:00	Breakfast & Late Registration	
9:00-9:30	**Greetings and Introductory Remarks** *McKinney Russell, Project Director, Institutional Partnerships Project* *Lisa Hayden, Moscow Representative, Institutional Partnerships Project* *John Lechicky, Kyiv Representative, Institutional Partnerships Project*	Tab 1: Logistics
9:30-11:00	**Plenary session - *Strengthening the Partnership*** Introduction by McKinney Russell *Moderated by John Lechicky, IREX/Kyiv, and Lisa Hayden, IREX/Moscow* Presentations by Judith Korch and Volodymyr Tounitsky, University of Connecticut/World Lab; and Chor Tan and Nikolai Makhutov, American Society of Mechanical Engineers/Moscow Engineering Research Institute * What goes into good working relationships * Decision-making processes * Methods and frequency of communications * Key elements of working well together	Tab 2: Strengthening the Partnership

TIME	ACTIVITY	BINDER TAB
11:00-11:20	Coffee break	
11:20-12:45	**Plenary session - *Showcasing Your Progress*** *Moderated by Bernadine Joselyn, IREX/Washington* Presentations by Julie Allaire-MacDonald, Deputy Director, Office of Democratic Initiatives and Human Resources, USAID/Moscow; and Alexei Kuzmin, Director, Process Consulting Company * Why evaluation is important: benefits and uses * Target audiences for evaluation * Formats and mechanisms, including US Government requirements	Tab 3: Showcasing your Progress
12:45-14:15	Lunch - *assigned tables by Technical Sector*	
14:15-16:00	**Small group session - *Technical Sector Presentations*** I. Agriculture *Moderated by Eugene Shekhtman and Janetta Nigmatullina* II. Civil Society, Democracy, and NGOs *Moderated by Marlow Schmauder and Lisa Hayden* III. Economic Restructuring and Business Development *Moderated by John Lechicky and Siobhan Wilson* IV. Environment and Infrastructure *Moderated by Bernadine Joselyn and Oksana Maydan* V. Health *Moderated by Joyce Warner and Elena Pushkareva* Please see *Presentation Outlines* sheet in binder for more information. **Each project (represented by both US & NIS partner) is given 10 minutes to make a presentation to its group.**	Tab 4: Technical Sectors
16:00-16:20	Coffee break	
16:20-17:30	**Plenary session - *Disseminating Products and Public Information*** *Moderated by Marlow Schmauder, IREX/Washington* **Products -** Presentation by John Braley, Training Advisor, USAID/Washington * USAID requirements * Exemplary products * Products in non-paper format **Press relations -** Presentations by Marina Mrouga, International Biomedical Agency/Kyiv; and Pam Mendelsohn, World Institute on Disability/Oakland	Tab 5: Disseminating Products and Public Information

TIME	ACTIVITY	BINDER TAB
18:00-19:00	Cocktail reception	
20:00	Conference Banquet	

DAY THREE: THURSDAY, APRIL 25, 1996

TIME	ACTIVITY	BINDER TAB
8:00-9:00	Breakfast	
9:00-10:15	**Plenary session - *Sustainability: What, Why, and How*** Introduction by McKinney Russell *Moderated by Lisa Hayden, IREX/Moscow, and Joyce Warner, IREX/Washington* Presentation by Dmitri Fadeyev, Chief of Human Resources Development, USAID/Moscow **Partnership sustainability** - Presentation by SCUREF/IBIW **Government relations** - Presentation by UGA/USU **Fee-for-service** - Presentation by CMU/IMI **Synthesis of various funding strategies** - Presentation by ISU/NNSAA	Tab 6: Sustainability
10:15-10:35	Coffee break	
10:35-12:30	**Small group session - *Technical Sector Discussions on Sustainability*** I. Agriculture *Moderated by Eugene Shekhtman and Janetta Nigmatullina* II. Civil Society, Democracy, and NGOs *Moderated by Marlow Schmauder and Lisa Hayden* III. Economic Restructuring and Business Development *Moderated by John Lechicky and Siobhan Wilson* IV. Environment and Infrastructure *Moderated by Bernadine Joselyn and Oksana Maydan* V. Health *Moderated by Joyce Warner and Elena Pushkareva* Please see *Presentation Outlines* sheet in binder for more information. **Each project (represented by both US & NIS partner) is given 10 minutes to make a presentation to its group.**	Tab 6: Sustainability
12:30 - 13:45	Lunch - *open seating*	
13:45 - 15:00	**Three concurrent small group sessions: *Forms of Sustainability*** **GROUP A: *Fee-for-service*** *Moderated by Eugene Shekhtman, IREX/Washington* Presentation by Rachel Mays, Field Director, Magee Womancare International/Russia	Tab 6: Sustainability

TIME	ACTIVITY	BINDER TAB
(13:45-15:00 Continued)	**GROUP B:** ***Membership organizations: dues and services*** *Moderated by Bernadine Joselyn, IREX/Washington* Presentation by Vera Chadayeva, Executive Director, *Vozmozhnost* **GROUP C:** ***Outside funding: local and international*** *Moderated by Lisa Hayden, IREX/Moscow* Presentation by a representative of the Eurasia Foundation	Tab 6 : Sustainability
15:00 - 16:00	**Two concurrent sessions:** ***Country-Specific Legal and Political Discussions*** **GROUP A:** ***Ukraine*** Presentations by John Lechicky, Kyiv Representative, IREX/Kyiv; and Linda Bernstein, Training Specialist, USAID/Kyiv **GROUP B:** ***Russia*** *Introduction by Elena Pushkareva, IREX/Moscow* Presentations by Olga Moshkova, Project Manager, USAID/Moscow; Elena Abrosimova, Attorney, Charities Aid Foundation; and Tatiana Samolyotova, Assistant to the Mayor of Moscow	Tab 7: Ukraine Tab 7: Russia
16:00-16:20	Coffee Break	
16:20-17:30	**Two concurrent small group sessions:** **GROUP A:** ***Technical communications*** *Moderated by Vadim Medvedev, IREX/Moscow, and Siobhan Wilson, IREX/Washington* Presentation by Nina Pupkova, Program Assistant, IREX/Moscow, and Yaroslav Bykhovsky, Program Assistant, Internet Projects, IREX/Moscow * IREX Frequently Asked Questions publication (FAQ) * WWW and Internet access in Russia and Ukraine Presentation by Robert Woodward, AUPHA/Washington University * REPNET Presentation by George Farnbach, UCSC * Video conferencing	Tab 8: Technical Communications

TIME	ACTIVITY	BINDER TAB
(16:20-17:30 Continued)	**GROUP B:** ***Training techniques and lessons learned*** *Moderated by Janetta Nigmatullina, IREX/Moscow, and Tara Anderson, IREX/Washington* Presentation by Alexei Kuzmin, Director, Process Consulting Company * Training techniques * The importance of follow-on training	Tab 9: Training
17:30 - 18:00	**Plenary session - *General Q&A Session and Closing Remarks*** *McKinney Russell and IREX staff* Presentations by Vadim Medvedev, Program Assistant, IREX/Moscow; and Irina Sinelina, NET Specialist, Academy for Educational Development (AED)/Moscow * Update on changes in requirements for training documentation	
18:30	Final Dinner * All travel reimbursements to Russian and Ukrainian participants will be granted at this time.	

APPENDIX B

WORKSHOP BINDER

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- Letter of Welcome from the Project Director
- Map of Yugo-Zapad
- Workshop Agenda
- Partnerships Project Contact List
- Participants Contact List

Tab 2 (Orange) — ***Strengthening the Partnership***

- Lessons Learned

Tab 3 (White) — ***Showcasing your Project***

- Memo on Financial and Administrative Relations Among Partners
- Example of an Evaluation Form from TAMU

Tab 4 (Yellow) — ***Technical Sectors***

- List of Technical Sector Small Groups
- Presentation Outline
- Project Summary Sheets by Technical Sector
  - I. Agriculture
  - II. Civil Society, Democracy, and NGOs
  - III. Economic Restructuring and Business Development
  - IV. Environment and Infrastructure
  - V. Health

Tab 5 (Green) — ***Disseminating Products and Public Information***

- Agreement Requirements on Public Information and Products
- IPP Products Catalog
- Sharing the Products of Partnership Cooperation
- Dealing with the Press
- Sample of a Press Release from WID

Tab 6 (Gray) — ***Sustainability***

- Presentation Outline
- Excerpt from USAID's original Request for Application
- February 27 Letter on Sustainability
- Program Planning and Proposal Writing

WORKSHOP BINDER

Tab 7 (Blue) — ***Country-specific legal and political issues***

Information sheets on Russian legislation relating to Non-Governmental Organizations

Tab 8 (Orange) — ***Technical Communications***

The Partners Listserv
Internet Projects
OpenWeb Workshop Announcement
Videoconferencing—UCSC's experience
American Consular Districts in Russia

Tab 9 (White) — ***Training***

Elements of Training
IREX Memorandum on US-based Participant Training Procedures
Checklist of Steps for Arranging US-based Participant Training
Example TIPs from University of Rochester
USAID Memorandum on Allowance Rates
1996 Domestic Per Diem Rates
Participant Data Form Instructions
Participant Health and Accident Coverage (HAC) Program Information
AED Service Agreement
FAQ on HAC for Russian participants
Instructions on pre-departure documentation for Russian participants