

PN-ACH-246

104306

→ Susan M / Terry

re partnerships

I asked for this from

Russia mission —

American-Russian Partnerships
Accelerating the Social, Political, and Economic Transitions
in Russia

Tom

USAID/Russia
November, 1996

A

Executive Summary	1
I <u>Introduction</u>	3
Why Partnerships?	5
About this Paper	6
II <u>What Makes a Partnership?</u>	6
III <u>What Kind of Partnerships are Working in Russia?</u>	8
IV <u>How Are the Partnerships Doing?</u>	13
Accomplishment of Objectives	14
Mobilizing Resources	16
Mutual Benefit for Both Partners	17
Equality in the Relationship between Members of the Partnership	19
Sustaining Activities	20
V <u>Conclusions and Recommendations</u>	21
<u>Annexes</u>	
A A Complete Listing of All Partnerships by Program	23
B Contact List for Partnerships	32
C English Translation of Russian Survey	33
D American Survey	46

Executive Summary

Today in Russia, hundreds of American and Russian organizations are working together in partnership to address many of the issues facing Russia as it pursues the simultaneous creation of a democratic society and a competitive market economy. Just over 100 of these partnerships have received funding from the U.S. Government's Freedom Support Act assistance program for the Newly-Independent States (NIS) through USAID.

The partnerships span all areas of USAID's development portfolio: agriculture, business, energy, housing, civic initiatives, legal reform, media development, health, and the environment. Health partnerships are the most numerous; the agribusiness partnerships have involved the greatest amounts of money. USAID has obligated more than \$111 million to partnership activities since the beginning of the Russia program in 1992.

In part, USAID has used this approach to providing development assistance because, in general, it is felt that partnerships

- more fully engage the energies of the partners than a contractual relationship would do,
- leverage additional financial resources from the partners for the implementation of activities which the partners mutually agree to carry out, and
- are sustainable indefinitely.

In Russia, USAID had other reasons for adopting the partnership approach. First, as early as 1992-93, USAID identified the need to respond *both* to the requests of the new Russian government for assistance in reorienting the structure of the political system and economy and to the demands of the newly-empowered "grassroots" for support and information. By making grants to key non-governmental "umbrella" organizations, and asking these organizations to make subgrants to American-Russian partnerships, it was possible to respond to a wide variety of immediate community needs and to encourage the rapid growth of Russians' own abilities to play a greater role in the social sector and economy than had been possible before. Second, by targeting partnership grants to organizations involved in addressing social problems -- health in particular -- USAID was able to play a small role in assuring that the personal difficulties faced by Russians as the social services of the old regime collapsed in the transition were in some way mitigated.

USAID/Russia has funded nine major partnership programs to date as well as a number of stand-alone partnerships which were received through unsolicited proposals.

In early 1996, as USAID/Russia began to plan for the closeout of its program and for the most effective focussing of activities and assistance in the 1997-98 period, it became clear that it would be useful to know more about just what made American-Russian partnerships tick -- or, conversely, what might make them grind to a halt. In summer, 1996, therefore, a few of the USAID staff -- supplemented by experienced Russian survey specialists -- prepared a questionnaire to explore systematically some of the issues which informal observation had indicated were important for American-Russian partnerships. Results from the survey and interviews provided some new insight into the partnership modality -- and to its appropriateness as a mechanism for accelerating Russia's democratic and economic transitions.

- Partners take their relationship seriously. Nearly all of the partnerships have established a formal agreement -- often a document such as a memorandum of understanding -- that governs how the partnership will function and who is responsible for what. However, most partnerships do not rely on the formal documentation to govern their relationship, rather, a premium is placed on good informal

communication between the partners. And most partners reported that such communication is good.

- 75 percent of all the partnerships received more than half of their funding from USAID. Those partners that received less funding from USAID were more active in seeking alternative sources of financing and in-kind support. This and other indications from the survey suggest a continued, widespread high level of dependence on USAID funding for these partnerships, a dependence that will shift to the American partner, other donors, or the Russian government once USAID funding ends.
- While American and Russian partners tended to agree that both partners benefitted from the partnership relationship, their views as to the benefit accruing to the other partner were completely different. American organizations generally saw the Russian partner as acquiring the resources for new activities -- a view consonant with Russians' own definition of their principal benefit. Most Russian partners, on the other hand, saw financial gain as the chief benefit accruing to their American partner -- even to the non-profit organizations and universities! This view was not shared by the American partner. This surprising result may be related to the fact that control of the budget is often in the hands of the American organization. This may be a potentially damaging element in sustaining partnership relationships when USAID funding ends.
- Equality between partners, or the perception of equality, was found to be an important factor in the partnership relationship, especially for the Russian partners. And most partners perceived that their relationship, on balance, was carried out on an equal plane.
- When questioned about the future of their partnership after USAID funding ended, most partners saw the future through rose-colored glasses. They were optimistic that the partnership would go on at the same level of activity. However, responses to the budget source questions and our own experiences with those few partnerships no longer receiving funding suggest that there is a certain amount of naivete regarding the financial future and that partnerships will have a difficult time finding new resources once USAID funding ends.

In view of declining USAID resources in Russia, and the interest which continued partnership activity has garnered both in the U.S. and Russia, we recommend that

- Future Russian-American partnerships should be conditioned on the American partner, rather than USAID, putting up more than 50 percent of the resources required for joint activities. This will ensure that the USAID support is minor from the start and that the partners will be active in seeking alternative sources to replace USAID when its support ends.
- As mentioned above, equality is an important factor in the relationship with Russian partners. Therefore, attention should be paid, in the design of future partnerships, to fostering the prospects for equality between the partners.
- In order to ensure that new partnerships do not foster the potentially damaging view that American partners are only in it for financial gain, Russian partners should be given more influence over budget decisions. This can be structured in such a way so that accountability for the funds is maintained by the American partner but decisions on allocations are jointly -- and transparently -- made.

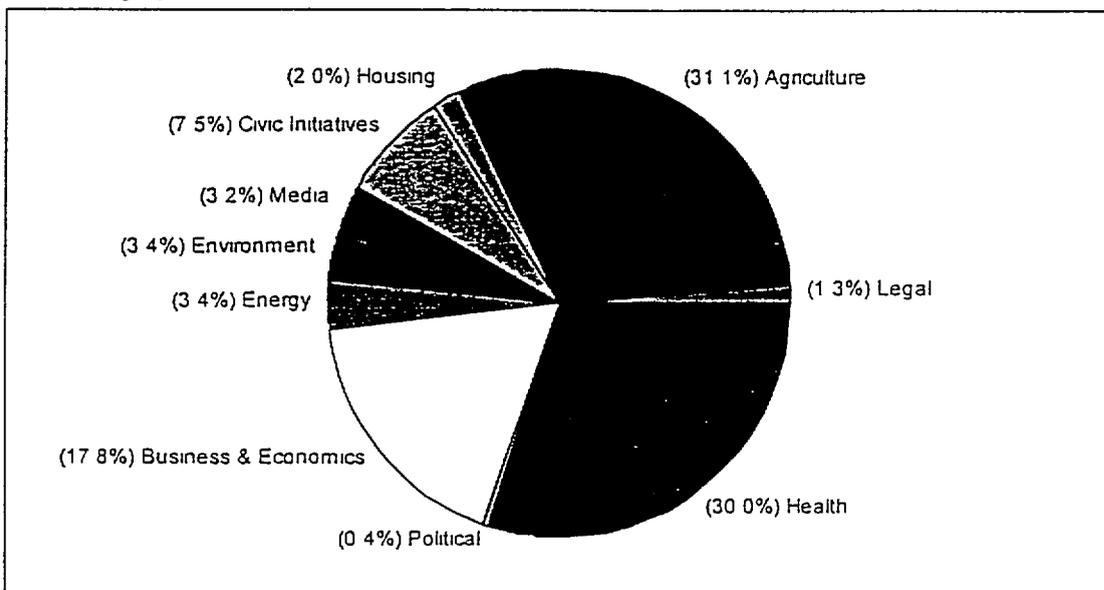
I Introduction

Today in Russia, hundreds of American and Russian organizations are working together in partnership to address many of the issues facing Russia as it pursues the simultaneous creation of a democratic society and a competitive market economy. Just over 100 of these partnerships have received funding from the U.S. Government's Freedom Support Act assistance program for the Newly-Independent States (NIS) through USAID.

The partnerships span all areas of USAID's development portfolio: agriculture, business, energy, housing, civic initiatives, legal reform, media development, health, and the environment. Health partnerships are the most numerous, the agribusiness partnerships have involved the greatest amounts of money. USAID has obligated more than \$111 million to partnership activities since the beginning of the Russia program in 1992.

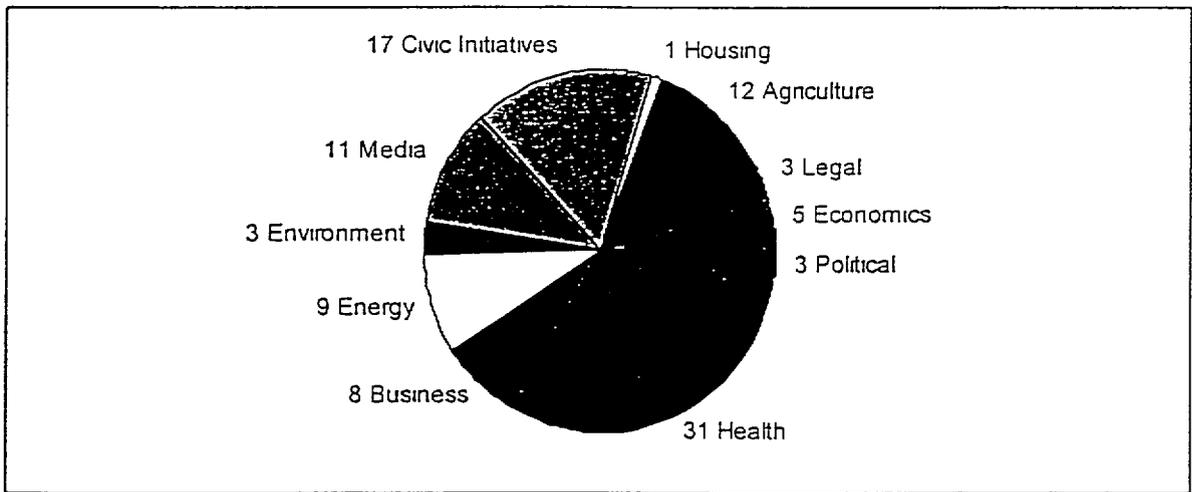
All of the partnerships will result in a sharing of skills between professionals in each of the partner organizations, an exchange of new ideas, and some kind of new activity on the ground in Russia. Some of the partnerships will result in profitable businesses, the agribusiness partnership between the American food industry giant, H. J. Heinz Co., and the Georgievsk Agro-Industrial Company, for example, is producing a baby food line with which they hope to capture a substantial Russian market share in the coming years. Other American partners are providing training services with established Russian training partners -- and supplying information which has never been needed in Russia before. The St. Petersburg University School of Management and the University of California at Berkeley's Haas School of Management are working together, for example, to provide Russian students the market-oriented analytical skills which are essential to the economic transition but were completely unnecessary in pre-perestroika Russia. Still other partnerships are simply introducing completely new concepts to the Russian scene. The International Republican Institute has partnered with three Russian organizations in different cities to acquaint voters with different facets of the new democratic election process.

**USAID/Russia Partnerships,
Financing by sector, 1993-1996**



All of these partnerships were expected, in some way to give a boost to the enormous tasks of economic restructuring and the establishment of a pluralistic democracy in Russia. With the USAID funding, partnerships were able to tap into the best of American expertise and goodwill and put it into direct, face-to-face contact with Russians eager to work together in applying this expertise and goodwill to specific problems associated with the country's economic and political transitions.

USAID/Russia Partnerships by sector, 1993-1996



A Why Partnerships?

A "partnership" may be one of the most difficult organizational forms in the world to manage successfully witness the high failure rates associated with the marriage partnership Nevertheless, there is a strong belief among development organizations such as USAID that a good partnership between two organizations committed to a development goal can be mutually satisfactory and productive Some even believe that partnerships are a more effective way to achieve development goals than more structured, "businesslike" organizational approaches such as those embodied in most technical assistance contracts

Following this line of thought, it is asserted that a partnership will

- more fully engage the energies of the partners than a contractual relationship would do,
- leverage additional financial resources from the partners for the implementation of activities which the partners mutually agree to carry out, and
- be sustainable indefinitely

USAID is perhaps best known for promoting, throughout the world partnerships between U S private voluntary organizations (PVOs) and host country non-governmental organizations (NGOs) Such PVO/NGO partnerships are seen as an effective means for developing capacity of the non-governmental organizations while, at the same time, enabling the U S PVOs to provide valuable humanitarian or development services directly to the people without involving governmental authorities But as already noted, the partnership approach adapts well to other kinds of organizations and other kinds of objectives as well

Partnerships between educational institutions, for example, involve faculty exchanges, student exchanges, and joint sponsorship of research, conferences, etc Such partnerships are expected to lead to a greater level of organizational linkage than might be the case with a more contractually-based arrangement Partnerships in USAID's private sector development programs have often focussed on fostering the establishment of joint ventures, or partnerships, between American businesses and local businesses These are seen as an effective means for bringing the experience and know-how from the American partner together with the local partner's greater knowledge of the local market The mutual objective or "stake", of course, is a viable and profitable, business

In Russia, USAID had other reasons for adopting the partnership approach First, as early as 1992-93, USAID identified the need to respond *both* to the requests of the new Russian government for assistance in reorienting the structure of the political system and economy and to the demands of the newly-empowered "grassroots" for support and information By making grants to key nongovernmental "umbrella" organizations, and asking these organizations to make subgrants to American-Russian partnerships, it was possible to respond to a wide variety of immediate community needs and to encourage the rapid growth of Russians' own abilities to play a greater role in the social sector and economy than had been possible before Second, by targeting partnership grants to organizations involved in addressing social problems -- health in particular -- USAID was able to play a small role in assuring that the personal difficulties faced by Russians as the social services of the old regime collapsed in the transition were in some way mitigated

B About this Paper

Some of the partnerships which USAID has launched have apparently succeeded, the Russian organizations are increasingly independent and effective and the American organizations continue to be involved as valuable partners. Other partnerships haven't worked, a lack of trust or outright conflict closed down the activity before completion.

In early 1996, as USAID/Russia began to plan for the closeout of its program and for the most effective focussing of activities and assistance in the 1997-98 period, it became clear that it would be useful to know more about just what made American-Russian partnerships tick -- or, conversely, what might make them grind to a halt. In summer, 1996, therefore a few of the USAID staff -- supplemented by experienced Russian survey specialists -- prepared a questionnaire to systematically explore some of the issues which informal observation had indicated were important for American-Russian partnerships. The questionnaire was refined through testing and sent to all Russian and American partners by E-mail and regular mail. Response to the mail survey was good, with about 60% percent returning completed questionnaires. In the end, 37 pairs of questionnaires were received from both Russian and American partners. In addition, 46 personal interviews were conducted with representatives of Russian partners all over Russia, providing valuable qualitative information.

This paper draws mainly on the written questionnaires, emphasizing where appropriate, the "matched sets" of response returned from both partners in a partnership. In the next section, Section II, we describe briefly the criteria which were used as benchmark criteria for a successful partnership. In Section III, the different partnership programs are described. In Section IV, we look at the responses regarding each of five benchmark criteria for success. Section V draws together the main points which emerge from the survey and suggest some lessons for modifications of future partnership program designs.

II What Makes a Partnership?

Though often loosely defined, a partnership between organizations usually implies

- some equality in the relationship between members of the partnership,
- joint action toward agreed-upon objectives, and
- mutual benefit from the activities going to each of the partner organizations

More specifically, partnerships might be said to "succeed" when *both* partners

- 1 contribute actively to realization of the objectives established by USAID as the rationale for the initial grant or cooperative agreement,
- 2 mobilize more resources (both human and financial) for the program than are required by the agreement with USAID,
- 3 derive mutual benefit from the activities of a scale significant enough to serve as an incentive to continue the partnership,

- 4 show a substantial degree of equality in the relationship between members of the partnership, and
- 5 are sustained after all USAID funding is terminated

These criteria were used to examine the responses to the questionnaire and to assess the degree of success attained so far. Improved understanding as to what makes Russian-American partnerships work -- or not -- are important to advancing USAID/Russia's effectiveness in responding to the New Partnerships Initiative recently launched by USAID as a whole.

The New Partnerships Initiative (NPI) seeks to utilize partnerships to stimulate lasting economic, social and political development by building local institutional capacity, thereby accelerating host country "graduation" from U.S. Government assistance. The New Partnerships Initiative sees strengthening of civil society as the most critical element in a country's development -- especially local civil society as represented by non-governmental organizations, small businesses and local governments seeking to solve local development problems, but also national civil society seeking to improve the "enabling environment" for development.

NPI is an internal USAID initiative in the sense that it is targeted to changing the way USAID approaches sustainable development in its strategies and in its operations. However, the implications of NPI go beyond internal USAID concerns since it foresees utilizing three types of partnerships to achieve its objectives: (i) partnerships between USAID itself and the grantees and contractors that implement USAID programs, (ii) partnerships among the non-governmental organizations, small businesses and local government that can best effect the development of civil society at a local level, and (iii) partnerships between communities in the U.S. and in other countries, with a view to highlighting the direct relevance of foreign policy to the everyday concerns of U.S. citizens.

The last type of partnership is particularly relevant in Russia since one of the over-arching objectives of the U.S. assistance program is to strengthen the people-to-people and community-to-community relationship between the two countries. While only a portion of the USAID-financed partnerships in Russia directly address the development of civil society, they all seek to bring together Americans and Russians, thus bridging the gaps that have divided our countries for so long.

The creation and nurturing of partnerships between American and Russian organizations is expected to help to bring about a sustainable, stable relationship between the two countries that will be one of the lasting legacies of the U.S. Government assistance program.

III What Kind of Partnerships are Working in Russia?

Who were the people involved in the American-Russian partnership program -- and how did they get selected for USAID assistance?

USAID/Russia has funded nine major partnership programs to date as well as a number of stand-alone partnerships which were proposed through unsolicited proposal processes ¹

1 **Private and Voluntary Organizations' Initiatives**

Since 1992, the PVO Initiatives activity has provided small grants to non-government organizations (NGOs) throughout the Newly Independent States. USAID granted \$22.5 million to World Learning, an American private voluntary organization, for Russian grants alone.

World Learning held five successive competitions to identify American sub-grantees wishing to pursue a partnership with a Russian organization. Each of the five competitions was focused on an area of social concern: social safety net organizations, volunteerism, institutional development of non-governmental organizations, management and communications of non-governmental organizations, and health care. Initially, the PVO Initiatives American sub-grantees dealt with quasi-governmental Russian organizations as few genuine NGOs existed. A rapid scan of some of the partnerships funded shows the breadth of issues addressed:

- Dubna Educational Center in Dubna Hospital No. 9
Lutheran Hospital, LaCrosse, Wisconsin
- Human Soul Foundation
The Fountain House
- Novosibirsk Regional Sports Club "Finist"
Wheeled Mobility Center
- International Women's Center
Center for Development and Population Activities
- Chita Nursing Association, Yekaterinburg Nursing Association
World Vision Relief & Development
- Creativity Association, The Russian Association of Women Business Owners Alliance
of American and Russian Women
AID to Artisans
- Interlegal
America's Development Foundation

The full list of partnerships is found in Annex A.

This activity will come to an end in early 1997. The sizes of the World Learning grants ranged from \$150,000 to \$750,000 and the partners have used the money at widely differing rates.

2 Institutional Partnerships Project

The Institutional Partnerships Project (IPP) addresses the issue of continuing education and professional development, especially important in a Russia where retraining of professionals to adapt their skills and update their knowledge for work in a democratic, market-oriented economy is critical.

IPP grants were made to partners with good plans for strengthening the capability of (1) Russian educational and technical training institutions to provide sustainable continuing education programs and (2) professional associations to provide sustainable services to their members. The project was designed as a part of USAID's NIS Exchanges and Training (NET) Project. In Russia, more than \$93 million was directed to the NET Project and the IPP alone received more than \$29 million of the funding.

Through a cooperative agreement with the International Research & Exchanges Board (IREX), an organization which has fostered US-Russian educational exchanges for decades, USAID has assisted partnerships between American and Russian universities, associations, think tanks and advocacy groups. The complete list is found in Annex A. The funding for each partnership was more substantial than for the World Learning grants, averaging more than \$1 million per partnership.

3 Energy Industry Partnership Program

This Partnership Program is sectorally-focussed, and complements closely the USAID support for the Russian government's restructuring of the energy sector. Under the direction of the U.S. Energy Association (USAID's umbrella grantee), the \$2.5 million Energy Industry Partnerships Program fosters communication between Russian and American counterparts in the energy sector by establishing partnerships between Russian and American organizations active in the electric power, oil and gas sectors, sponsoring general study tours for participants in the partnerships, and developing customized US-based energy industry study tours. The Energy Partnerships have involved both national and regional firms, institutes, and regulatory organizations. As the list of partners in Annex A shows, the geographical spread of this Program is enormous, both in Russia and in the U.S. This Program is expected to continue through 1998.

4 Hospital Partnerships

The American International Health Alliance (AIHA) has partnered with USAID to develop a very active set of partnerships between Russian and American hospitals. The \$15 million (to date) Hospital Partnerships Program has enabled American hospitals and medical professionals to introduce improved management techniques and systems to Russian hospitals. Interviews with some of the Russian partners indicates that the Russian hospitals and professionals have introduced some new ideas and techniques to their American partners as well!

Each of the hospital partnerships listed in Annex A seeks to (1) adapt and disseminate successful

preventive and curative techniques which are unfamiliar in Russia, (ii) improve efficiency and productivity through better clinical and administrative management and (iii) train health policymakers and administrators so that they are better prepared to make rational system changes in the course of the Russian health care reform

The Russian partner in every case is still a government organization. However, with the gradual transformation of the economy and the reorganization of public social services to take into account market factors, many hospitals and medical facilities have begun to operate more autonomously and have begun to seek private sources of funding to supplement the diminishing public funds. The American partners, long used to the blending of public and private funds, have contributed a substantial number of fund-raising ideas to their Russian partners.

5 Media Partnerships

Before 1992, the Russian media were completely owned and controlled by the state. Since 1992, there has been an explosion of independent media outlets, particularly in the television sector. The demand for new technology and for training in advertising and marketing techniques has mushroomed along with the growth of the independent media industry.

Since 1992, therefore, USAID has funded a major training and advisory program with Internews, a U.S. nonprofit entity which promotes independent media, and its Russian partner, Internews/Russia. This program, however, was stretched to its limits just meeting the needs of the independent TV stations springing into life across Russia. In 1994, USAID designed a program to mobilize more support for a broader spectrum of independent media. The Russian American Public Information Center (RAPIC) and Internews teamed up to manage an \$10 million program which would foster partnerships between American and Russian media organizations with a view to developing the Russian organizations into sustainable, independent entities within a period of three years. As in other partnership programs, the Internews/RAPIC managers at the Media Development Project advertised a competition for partnership proposals and awarded sub-grants to winning teams. The breadth of the partnerships formed (and listed in full in Annex A) has been remarkable.

6 Agricultural Partnerships

One of the first areas of the economy targeted for American support in the Freedom Support Act program was the agricultural sector. The need to assure Russians' food supply during what was projected to be a difficult economic transition was uppermost in policymakers' minds, but there was also a strong sense that American agricultural know-how and technology could make a strong and immediate impact on the economic recovery.

In 1993, USAID entered into a cooperative agreement with the Citizens' Network for Foreign Affairs (CNFA). Since that time, \$18.5 million has been committed to agribusiness partnership grants intended to support the start-up of commercially viable Russian-American joint ventures, through which U.S. agribusiness companies would introduce market-based, modern technology and management techniques. On the basis of the proposals made, it was expected that USAID-provided grant funds would leverage \$135 million of American agribusiness investments, and that this investment would have a large "ripple effect" -- i.e., expansion of markets for farm produce, adoption of new methods by Russian companies,

and stimulation of ancillary investment throughout the food chain

Largely because of the difficult environment for doing business in Russia the reality has fallen short of expectations although some promising starts have been made To date less than \$55 million has actually been invested by U S companies in the ten American-Russian agribusiness ventures sponsored by the Program (and listed in Annex A) Only one, in which the American partner is the H J Heinz Company, has fully carried out its investment and appears to be an unqualified business success Four projects have made some progress but are still struggling One venture has had to scale back considerably and two are currently on hold as they search for new partners and financing One partnership just terminated without success and another plans to do so in the near future The Program will likely end with five or six sustainable partnerships in widely scattered areas of Russia

7 Civic Initiatives Program (CIP)

The Civic Initiatives Program in some ways might be considered a follow-on to the World Learning PVO Initiatives activity presented above Started in 1995, the CIP has been a key tool for USAID's portfolio for supporting the development of a grassroots democracy in Russia -- and partnerships between Russian and American organizations are an important approach to grassroots NGO development which has been employed Unlike the World Learning PVO Initiatives activity, however, the CIP activity focussed first on assisting NGOs to develop as organizations and then on improving their skills to deliver social and economic services to their members and the public at large

Save the Children and a consortium of other American PVOs have developed the many facets of the CIP jointly Two regional NGO centers, one in Novosibirsk and one in Krasnodar, have been started by American NGOs whose proposals for setting up and managing local NGO small grants programs were outstanding Through these regional programs, Russian non-governmental organizations receive small grants to consolidate public opinion and respond to public concerns and needs for social services Several of the small grants enabled the Russian organizations to establish partnership relationships with American organizations The list of these partners is found in Annex A

Most of the partnerships' activities aim to build the institutional capacity of Russian non-governmental organizations (NGOs) for social service, education, and professional development

To date, \$1.1 million has been obligated to the partnerships program element of the Civic Initiatives Program

8 Partnerships financed through the Eurasia Foundation

Since 1993, the Eurasia Foundation has used funding channeled through USAID to support economic reform and democratic institution building in the New Independent States through small grants Acting as an umbrella organization, the Foundation runs grant competitions on a regular basis and selects those proposals which have merit In some cases, these grants have been used to establish a partnership relationship between an American and a Russian organization

The partnerships' activities range from developing management, business and economic training programs to improving public administration and the delivery of public services Funding levels also

vary widely To date, a total of \$964,000 has been granted to partnership activities through the general Eurasia Foundation program

9 Political Process Partnerships

The International Republican Institute (IRI) has received USAID grant funding since 1993 to strengthen Russia's reform-oriented political parties Partnerships between IRI and Russian organizations have helped Russia's reform-oriented political parties to construct internal capacity for (1) conducting and managing election campaigns, (2) monitoring elections and reaching out to building political constituencies, and (3) creating infrastructures for candidate selection and platform development Partnership activities involve training to party activists, leaders, and parliamentary factions Specifically the partnerships are

- Don Center for Political Technology
International Republican Institute
- Moscow School of Political Studies
International Republican Institute
- Nevsky Research Foundation, St Petersburg
International Republican Institute

To date, \$177,800 has fostered IRI partnerships with Russian organizations

10 "Stand-alone" Partnerships

As the previous presentations indicate, USAID has generally worked through a U S umbrella organization which is qualified to make and supervise a sub-grant process The following partnership programs, however, have been financed outside of the "umbrella" mechanisms described above

- Krasnoyarsk State University
Washington State University
- Russian Initiative for Self Employment
Center for Citizens Initiatives
- Russian Energy Managers Association
Association of Energy Engineers
- The Union of Jurist of the Republic of Karelia
Vermont Bar Foundation
- Independent Mine Workers
United Mine Workers
- Nizhny Novgorod Vozmozhnost "Microbusiness Incubator and Leasing Activity"

Opportunity International "Microbusiness Incubator and Leasing Activity"

- Rostov Soprichastnost "Microbusiness Incubator and Leasing Activity"
Opportunity International "Microbusiness Incubator and Leasing Activity"

To date, \$8.9 million has been obligated to these partnerships

IV How Are the Partnerships Doing?

In surveying the 206 Russian and American partners whose partnerships have been financed by USAID/Russia, we learned a great deal about the types of organizations that we have supported and the resources that they put into a partnership. The responses to the factual questions about the organizations permit us to make some generalizations.

1 The Russian partner organizations are young organizations

Most of the Russian partners (60%) are organizations formed since 1992, while the overwhelming majority of American partners (93%) are organizations founded earlier. This contrast is to be expected given that many Russian organizations simply could not legally exist before the fall of the Soviet Union in 1991. The contrast may be exaggerated, however, as interviews indicate that some of the Russian organizations did exist in the 1980s but have changed their name and staffing since then.

2 The partner organizations have relatively small teams of staff working on the partnership's activities

Most partners, Russian and American, dedicate very few full-time or part-time staff to the work of the partnership. No matter how large the total staffing of a partner organization, most only dedicate the time of 5-10 people plus volunteers to the activities of the American-Russian partnership.

3 The American partners are responsible for the financial management (generally at USAID's request) but increasingly involve their Russian partners in budget management

The partnerships handle relatively large budgets for so few staff -- with most partnerships handling more than \$250,000 annually. In nearly all cases, the Russian organization does not have the financial management and accounting systems required to receive a grant from the U.S. government. Therefore, the money is nearly always passed through the American partner, though both partners may participate in managing the planning budget for the funds.

4 The partnership is not taken casually

Nearly all of the partnerships have reached some kind of formal agreement -- often a document such as a memorandum of understanding -- that governs how the partnership will function and who is responsible for what.

Using the more opinion-oriented survey responses, we then began to assess the success rate of USAID/Russia-funded partnerships against the five criteria for partnership success posited above -- at least from the perspective of the partners themselves

A Accomplishment of Objectives

Almost all partners believe they have met or will soon meet the objectives which they themselves have set for their partnerships. Since, especially at the beginning of USAID assistance in 1992, many partnerships were expected only to attain very broadly-stated development objectives, such as "improve health care" or "enhance indigenous capabilities to provide humanitarian and development assistance through development of local non-governmental organizations," the partnerships' achievement of their own objectives is really the only sensible indicator of success. By this standard, then, survey results indicate that a high percentage (70%) of the partners perceive that they have nearly accomplished the objective of the partnership or will soon do so. Few are pessimistic about their chances of achieving their objective. This generally upbeat mood indicates that the partners perceive the partnership positively. It might be tempered, however, by the view

of about 30 percent of the partners (Russian and American) that a partnership with an organization in their own country could be just as useful as their foreign partnership. One can surmise that the partners see their foreign partnership as an advantageous relationship that is going well, but that alternatives might be just as useful.

We also explored which of the partners specified as their objective a **development result** (or development impact) and which defined as their partnership's objective **the process** of bringing about the development result. For example, one partner stated as its objective "improvement of health care delivery." This is clearly an objective which incorporates development impact. Another partner stated as its objective "development and improvement of the training process [for medical school professionals]." This is clearly a process that will eventually bring about a development result. This distinction between development results and process is important to USAID because, as part of our reengineering reform, we are seeking to move the focus of our work towards the achievement of development results rather than on the processes that may eventually lead to the result.

Survey responses indicate that about half of the partnerships sought a development result while the other half were focussed on the process for bringing about the development result. There was no difference in terms of American or Russian partners being more or less likely to seek a development or process result.

A partnership between several hospitals in LaCrosse Wisconsin (Lutheran Hospital and St Francis Hospital) and Dubna Russia (Dubna Hospital No 9 Central City Hospital and Bolshaya Volga Hospital) began with an unique individual who had been born in the U S but spent most of his life in Russia leading to immediate access to all of the city government at the partnership's inception. The partnership assists people in many areas including diabetes, alcoholism and the handicapped. Using modern techniques and careful dietary monitoring diabetes patients in Dubna have lowered their need for treatments and have become more independent than they ever thought possible. As Sergei Ryabov, head of Dubna city's health dept explains. We have been so pleased with our partnership, we have named a new section of town after our sister city in the U S - LaCrosse District. This partnership lead to real impact -- improved health interventions -- as well as links between Russian and American societies.

There were, however, some common -- and contrasting -- themes expressed by Americans and Russians in discussing their objectives. In general, the American partners saw professional training for, or institutional development of, the Russian partner organization as the objective of the partnership. Many of the Russian partners, on the other hand, consider information exchange, technology transfer and networking as their main objective. In very few cases did one of the partners see the partnership relationship as an end in itself. Content clearly prevailed.

In nearly all cases where we received a survey from both American and Russian partners (the 37 pairs in the "matched set"), they generally agreed on the objective of the partnership. However, even then the partners often

did not state their objective in the same terms. For example, one partner might be more practical about the partnership (with Russian partners tending to be more interested in transfer of equipment and technology from their American partners) while the other partner (often the American) might be more focussed on the less visible objectives of the partnership, such as assisting Russia with its reforms.

The lesson here for USAID is that the partnerships have not, to date, been focused on what we consider to be development results, nor have they been involved in partnership simply for the sake of having a partner from Russia or America. Instead, they have generally been seeking to set in motion the processes that eventually lead to a development result. This makes measurement of the development results achieved by these partnerships a very difficult task but is also a reflection of the environment which we were entering just four years ago. The development challenge will be to move towards impact and away from process while sustaining the successful partnerships.

One example of sustainability effort is the attempt by Baikal Center for Ecological and Citizen Initiatives to link environmental concerns with economic modeling. Using valuable experience from their American partner Earth Island Institute and working with staff at the high pollution paper mill on Lake Baikal, the center has come up with a model to show the impact of various intervention scenarios on restructuring the plant and protecting Lake Baikal. The center understands that for the partnership to continue it must build positive relations with the business community and not be seen as an antagonist. Dr. Arkadiy Kalikhman at the center explains: "As environmentalists, we recognize that we cannot simply recommend that the plant should shut down in a one company town. Our model and assistance is designed to show how to change the product mix, maintain employment in the company town around the plant AND address environmental concerns. The partnership has brought American experience with approaches to solving environmental problems to bear on a Russian ecology problem."

One partnership which achieved all their goals is Nevsky Research Foundation and International Republican Institute. The objective of this partnership was to train observers of the political process for the elections in St. Petersburg. All the trainees were volunteers. The presence of these observers helped to ensure that the elections were free and fair. These trained observers will have the opportunity to apply their skills in future elections.

B Mobilizing Resources

In order to understand the extent to which the beneficiary partnerships have in fact mobilized more resources beyond USAID funding we asked several questions in the survey regarding financing. While it would be preferable to have obtained financial accounting data from the partners to objectively examine this question, in the Russian context, this proved to be somewhat difficult. Therefore, we structured the survey questions so that neither partner was asked for specific information about the value of their organization, but rather about the value of the activities of the joint partnership and about the other sources of financing received by the partners.

Responses indicated that 75 percent of all the partnerships receive more than half of their funding from USAID. This suggests a widespread high level of dependence on US Government funding for these partnerships. This impression was reinforced by the response to an open-ended question asking each partner what kind of support USAID could provide in the future. The majority of both partners would like more or continued funding from USAID. In many cases, the Russian partners were not aware that financing came from USAID or the U.S. Government (USG), apparently believing instead that their American partner was using its own resources for the partnership.

Is the dependence on USAID funding increasing or decreasing over time? While the survey did not produce sufficient detail to measure precisely the level of dependence, we were able to glean some impressions. First, the 75 percent of partnerships that receive more than half of their funding from USAID do not vary with the age of the partnership, suggesting that there is no movement of partnerships to less dependence as they mature. Second, when queried as to the change in their level of dependence, two-thirds of the partners perceived no change or even an increased dependence. Generally, then, these partnerships do not demonstrate that movement toward non-USAID sources of funding will automatically happen as the partnerships mature.

On the other hand, the partners *have* been active in seeking alternative sources of financing. An overwhelming majority of the partnerships have undertaken fundraising to finance the activities of the partnership -- in Russia, the United States and other countries. There is a divergence of views between American and Russian partners over the importance of other financing from other sources -- and a divergence in the types of other sources tapped. American partners responded to the survey by stating nearly unanimously that securing financing for the partnership is a major issue, while only 75% of Russian partners thought it to be a major issue.

The most popular fundraising technique is a combination of submitting grant proposals and making personal visits to potential donors or support groups. It has been successful for many of the partnerships. Nearly all of the American partners had received financing from other non-USG sources, and two-thirds of the Russian partners had received funding from alternative sources. Many of the Russian partners, however, had received in-kind support from the Russian government, reflecting an environment where

The Russian National Association of Telebroadcasters (NAT) and the U.S. National Association of Broadcasters is a dynamic USAID-financed partnership. In less than one year, the NAT has collected \$52,000 from membership fees and membership growth has increased by 100%. Part of this success is due to their American counterpart, the NAB, which provided organizational advice and information.

the government still controls nearly 50 percent of the economy and local governments still control a large amount of property. The results suggest, therefore, that the US Government will simply be replaced in many cases by another donor or government source, leaving the partnerships dependent on external sources of finance. Or, alternatively, partners will put pressure on USAID to continue funding as long as possible.

Few partners have sought to collect fees for services or undertaken membership drives which would make their revenues more predictable (for the exception that makes the rule, see the box on the partnership between the U.S. National Association of Broadcasters and the Russian National Association of Telebroadcasters). US partners have been more versatile in securing financing and in-kind support from multiple types of sources, including private firms, contributions, contracts or grants for services, etc. But Russian partners were less often able to secure financing or in-kind support from more than one type of source.

It should be noted that most of these partnerships were structured in such a way as to require a minimum non-USAID contribution. Often USAID grantees are only required to put up 25% or less matching funds. In some cases, grantees moved beyond that minimum requirement -- with the agribusiness partnerships actually providing a match of slightly better than \$2 for \$1 of USAID funds.

However, there is cause for concern that Russian-American partnerships in general are still overly dependent on USG funding and are not reaching out enough to garner multiple outside support. As a result of the survey, we have a general picture of American partners more worried about securing financing from multiple other sources, and more capable of finding such support, with their Russian partners remaining highly dependent on a few sources (especially Russian government sources). We also see that the partnerships in general are not using user fees and membership contributions to ensure their financial independence. All of this means that the burden for sustaining a partnership after USAID funding ends may shift entirely to the American partner. Will the American partners be ready to shoulder this burden -- especially when profit-making activities are not part of the joint venture?

The IREX partnerships provide 25% of matching funds; however, some of these partnerships provide more than 25% by mobilizing their own resources. The St. Petersburg Academy of Post Graduate Medical Studies, Department of Family Medicine and University of Iowa Department of Family Practice established a clinic for family medicine. The Russian partner used money from their own budget to renovate the clinic in order to provide better services and attract more patients. The Russian partner has mobilized much more than the 25% minimum requirement.

C Mutual Benefit for Both Partners

As far as USAID's development mission is concerned, the most important benefit to be derived from the activities of a partnership are the results in terms of moving Russia's transition forward. But if there is also a value to the very existence of a partnership between American and Russian partners -- and if that partnership will be the vehicle for continuing US assistance to Russia's transition after USAID closes -- then both partners must derive mutual benefit from the partnership that will keep them interested after the donor leaves the scene.

Our survey posed several direct questions of the Russian and the American partners regarding the benefits attained from the partnership. When asked frankly which partner benefitted more from the partnership, half of each side, Russian and American, responded that there was equal benefit. One third of each side saw the Russian partner as benefitting more.

We asked each partner to identify the **principal** benefit of their partnership, choosing among a list that included financial gain, new ideas, new skills, organizational strengthening, experience with new kinds of activities, or resources to do new kinds of activities. (Respondents could also write in a benefit if it was not listed.)

The majority of American partners perceived the chief benefits of working with a Russian partner to be organizational strengthening and experience with new kinds of activities. A small minority of the American partners saw the prime benefit to be resources for new kinds of activities, and an even smaller minority thought the principal benefit came from gaining new ideas. None of the American partners saw the principal benefit as financial gain.

On the other hand, the Russian partners saw the benefits from the partnership in the opposite way. A small minority perceived the chief benefits of working with an American partner to be organizational strengthening and experience with new kinds of activities. A large majority perceived the chief benefit to be financial gain or resources for new activities conducted by the partnership in Russia. As with the American partners, only a small minority identified "gaining new ideas" as the principal benefit.

These results might be explained by differences in organizational size and resources between Russian and American partners. Because American partners are (relatively) richer, they do not see the partnership as helpful in terms of resources but in terms of experience. The Russian partners, on the other hand, operate in an environment where resources are hard to come by, and thus see their chief benefit from a partnership in terms of resources. It is somewhat surprising that so few of the partners saw new ideas as a benefit from the partnership. Clearly, future partnerships that are designed chiefly to foster the exchange of ideas should be reconsidered.

This divergence of perception of benefits about the principal benefits achieved by one's own organization can, with little reflection, be understood. What is surprising, however, are the survey results which indicate a wide divergence of perception of the *other partner's benefits* from the partnership.

Using the same list of possible benefits, we asked each organization what was the principal benefit of the partnership for their partner. Most of the American partners agreed with their counterparts that the chief benefit for the Russian partner was resources for new activities. Most Russian partners, however, perceived that the American partner's chief benefit was financial gain. This perception is widespread, ranging across all types of US partner organizations -- for-profit, non-profit, educational, etc.

Making this observation even more interesting is that the Russian partners did not think that the (supposed) financial gain of the American partners was necessarily bad -- perhaps because they had already identified it as their own principal benefit. Probing with Russian interviewees on the question of disadvantages of having an American partner -- which might have been expected to result in some negative expressions regarding the American partner's posited motivation of financial gain -- resulted in a large majority of Russian organizations claiming that there were no disadvantages to having an American partner!

This somewhat cynical view of American partners' financial motivations may be tied to another result of the survey - a large minority of Russian partners would like more budget control - and may view the American control of the purse as a chief benefit to the American side. Steps to help the Russian partner responsibly manage the budget more could alleviate this cynicism.

In sum, most of the partnerships perceive that there is a mutual benefit from the accruing to both partners, benefits which are equally shared or lean slightly in favor of the Russian partner. There is a strong disagreement, however, of the nature of the benefit accruing to the American partners. This disagreement can be seen constructively as a need to help the Russian partner better understand and control the budget in the future.

D Equality in the Relationship between Members of the Partnership

Our analysis of this criterion relies solely on the results of our survey of the partners - since equality in a relationship depends entirely on the perceptions of the partners. We asked a series of questions about managing the partnership -- who is in charge of the budget, who manages the workplan, who initiates ideas for activities, how well do the partners communicate. The results are unambiguous in that the majority of partnerships believe there is equality in the partnership. Russians feel more strongly about equality in general, but both sides view it as very important. Most partnerships believe there is balance in the workplan, though a minority of Russian partners feel the American partner dominates the partnership and responsibility for the work plan. Partnerships are very positive on the ability to communicate and frequently do so informally without resorting to formally recording decisions.

Russians feel relatively more strongly about the American partner needing to do a better job of adapting their approaches and ideas to local conditions. This perception could be alleviated by more attention at the beginning of the partnership by the Russians in helping the American partner adapt to local conditions including very frank discussions about the difficulty of living in a given area. Partnerships do not see the budget as difficult to manage and believe there is management equality. The Russians would like to have more opportunity to take the initiative on activities and ideas in the partnership while the American partner is content with their ability to do so already. A large minority of Russian respondents to the survey felt the partnership had changed over time to their benefit, while the American partners did not feel this way at all.

Organizational inequality does exist in that the Russian organizations tend to have fewer staff, a leaner budget and fewer years of experience, but this reflects the environment for NGOs in Russia, not the partnerships. Interestingly, partnerships are not being used as vehicles to create employment. Despite large amounts of money involved, staffing on both sides is minimal. However, partnerships do influence large numbers of people and do attract volunteers who actively support partnership activities.

In sum, equality, or at least the impression of equality, is a factor that is quite important for Russian partners. Future partnership programs should be structured to ensure that equality of the partners is respected.

E Sustaining Activities

The study looked at several factors to assess the potential sustainability of these partnerships after USAID funding has ended: the views of the partners themselves on the future of the partnership, a realistic view of the financial outlook for the partnerships, and the effect of equality and mutual benefit on the continuation of the partnership relationship.

The first factor is the view of the partners themselves on the future of their partnerships. Our survey asked each partner if they saw the partnership as permanent. The response -- nearly unanimous -- was "yes". Furthermore, most partners foresee the partnership continuing into the future doing the same kind of activities done now and the same level of resource requirements for those activities.

However, financial reality is likely to intrude on these optimistic expectations. USAID financing of these partnerships cannot go on forever. Although most of the partnerships are seeking alternative sources of financing, as already discussed, there is a level of dependence on U.S. government funds that does not appear to be decreasing. For example, the Moscow Charity House and Access Exchange International partnership completed its objectives, but, as soon as USAID funding ended, the partners were not able to sustain some of the achievements of the partnership. One such achievement was providing transportation services for the disabled; this is no longer possible. There is little or no effort at charging user fees or collecting membership contributions, and, in the Russian context, tax-deductible charitable contributions from corporations are not an option. There is a real risk that many partnerships, and the work they do, will disappear at the end of USAID financing -- unless the American partner steps in with additional resources of its own, or another donor or the Russian government steps forward. For the current group of partnerships, time is running out fast. For future partnership programs, USAID should consider increasing the American partner's responsibility for the financial sustainability of the partnership from the start. A 50 percent or higher matching requirement might be warranted.

How do our findings on mutual benefit and equality affect the sustainability of partnerships? The perception

Prior to joining a partnership with World Vision Relief & Development, the Chita Nursing Association and Yekaterinburg Nursing Association had no regional nursing standards and their membership was low. Thanks to managerial training, networking, and the introduction of nursing standards from their American partner, both associations have developed regional nursing standards which may become a model at the federal level, and have increased their membership. The Yekaterinburg association started with 24 members and now has 1,342. These NGOs have blossomed into sustainable organizations which will continue to carry out their work long after USAID has gone.

The Novosibirsk Regional Sport club "Finist" for the handicapped is also interested in pursuing business. Located in a sports stadium, the club helps the handicapped learn to do sports that they had never dreamed they could do before. Based on a suggestion from their American partner, Wheeled Mobility Center, and an American advisor who is also disabled, the club began a new initiative with a small wheelchair factory to provide the disabled with low-cost wheelchairs. The wheelchair factory works hard to balance the need to provide low-cost assistance and to cover costs. Partnerships can promote new socially-conscious business initiatives in Russia.

of equality is very important for Russians participating in a partnership and American organizations wishing to sustain a partnership relationship must keep that in mind. The fact that both partners perceive benefits to themselves from the partnership is a positive sign for its continuation. However, the fairly widespread Russian perception that the American partner is in it for the money is a potentially damaging element in the relationship that could destroy the partnership if, after U.S. government funding ends, the American partner expresses expectations for a larger contribution from the Russian partner to sustain joint activities. A greater role for the Russian partner when budget decisions are made will help to ease that suspicion and lengthen the life of the partnership.

V Conclusions and Recommendations

In summary, the survey responses indicate that

- Partners take their relationship seriously. Nearly all of the partnerships have entered into some kind of a formal agreement -- often a document such as a memorandum of understanding -- that governs how the partnership will function and who is responsible for what. However, most partnerships do not rely on the formal documentation to govern their relationship; rather, a premium is placed on good informal communication between the partners. And most report that they have such good communication.
- While many of the American partners contributed the (USAID-required) 25 percent of costs to the partnership activities, and the American agribusiness partners contributed significantly more, 75 percent of all the partnerships received more than half of their funding from USAID. **Those partners that received less funding from the government were more active in seeking alternative sources of financing and in-kind support.** These and other indications from the survey suggest a continued, widespread high level of dependence on USAID funding for these partnerships, a dependence that is likely to shift to the American partner, other donors, and/or the Russian government when USAID funding ends. Alternatively, it could result in pressure on USAID to continue funding the partnerships indefinitely.
- While American and Russian partners tended to agree that both partners benefitted from the partnership relationship, they disagreed as to the benefit accruing to the other partner. American organizations generally saw the Russian partner as acquiring the resources for new activities. Most Russian partners, on the other hand, saw financial gain as the chief benefit accruing to their American partner -- even to the non-profit organizations and universities! This perception is a potentially corrosive element regarding sustainable partnership relationships -- both because it reflects a certain cynicism about the American partners' motivations and also because it could contribute to an expectation that the American partner can easily afford to sustain the relationship even if USAID funding ends. Indeed, for a smaller group of Russian respondents and interviewees, there was already an assumption that the American partner, rather than USAID or the U.S. Government, was the financing entity! One other potential benefit of the partnerships was noticeably absent, neither American or Russian organizations used the partnership funding to hire large staffs to run the partnership's joint activities. Staff sizes dedicated to the activity were generally on the order of 5 - 10 persons on each side.
- Equality, or the perception of equality, was found to be an important factor in the partnership

relationship for the Russian partners. And, even though American partners in almost all cases were responsible for financial management, most partners perceived that their relationship was carried out on an equal plane.

- When questioned about the future of their partnership after USAID funding ended, most partners saw the future through rose-colored glasses. They were optimistic that the partnership would go on at the same level of activity. However, responses to the budget source questions and reality from those few partnerships no longer receiving funding suggest that there is a certain amount of naivete regarding the financial future and that these partnerships will have a difficult time finding new resources once USAID funding ends.

In view of declining USAID resources in Russia, and the interest which continued partnership activity has garnered both in the U.S. and Russia, we recommend that

- Future Russian-American partnerships should be conditioned on the American partner, rather than USAID, putting up more than 50 percent of the resources required for joint activities. This would ensure that the USAID support is minor from the start and that the partners will be active in seeking alternative sources to replace USAID when its support ends. It should also be understood that, for the near future, Russian partners will be obligated to rely to a certain extent on Russian government resources, especially in-kind contributions like land and office space.
- In response to the desire for equality between partners, and in order to ensure that new partnerships do not foster the potentially damaging view that American partners are only in it for financial gain, Russian partners should be given more influence over budget decisions. This can be structured in such a way so that accountability for the funds is maintained by the American partner but decisions on allocations are jointly -- and transparently -- made.
- As already mentioned, equality is a particularly important factor for Russian partners. Therefore, attention should be paid, in the design of future partnerships, to fostering broadly the prospects for equality between the partners. Specifically, this means ensuring that Russian partners perceive assistance received from the American partner as a two-way exchange of information and that positive and informal communications are always maintained. The fact that most of the partners involve only a limited staff in the activities of the partnerships should help to foster closer communication.

Annex A

A Complete Listing of All Partnerships by Program

1 Private and Voluntary Organizations' Initiatives

- Dubna Educational Center in Dubna Hospital No 9 Lutheran Hospital, LaCrosse, Wisconsin
- Center for Psychological Support
Center for Attitudinal Healing
- Human Soul Foundation
The Fountain House
- Novosibirsk Regional Sports Club "Finist"
Wheeled Mobility Center
- Compassion Center
International Rescue Committee
- Agudath Israel of Moscow
Agudath Israel
- International Women's Center
Center for Development and Population Activities
- Sverdlovsk Oblast Charitable Foundation "Healthy Family"
Feed the Children, Larry Jones International Ministries
- Russian Care
Counterpart
- Salus International Health Institute
Pacific Institute for Research Evaluation
- Center for Formation of Sexual Culture
Planned Parenthood of Northern New England
- Association of Obstetricians and Gynecologists / Population Services International
- Chita Nursing Association, Yekaterinburg Nursing Association
World Vision Relief & Development
- Creativity Association, The Russian Association of Women Business Owners Alliance
of American and Russian Women
AID to Artisans
- Moscow Charity House
Access Exchange International

- Local Goodwills in Moscow, St Petersburg, Rybinsk
Goodwill Industries
- YMCA Affiliates in CIS
YMCA of the USA
- United Way International Moscow
United Way International USA
- The Palace of Youth and Creativity
Project Harmony
- Vozmozhnost "Microenterprise Development Training Center"
Opportunity International "Microenterprise Development Training Center"
- Nizhny Novgorod Sluzhenie "Charitable Fund Activity" Opportunity International
"Charitable Fund Activity"
- Health and Environment Foundation, Association of Physicians of Don
Central European Center for Health and Environment
- Center for Curative Pedagogics
International Research & Exchanges Board
- Russian Orthodox Church
International Orthodox Christian Charities
- Socio-Ecological Union
ISAR (Institute on Soviet-American Relations)
- Association of Social Pedagogues and Social Workers National Association of Social
Workers
- Moscow Center for Gender Studies
Network of East-West Women
- The Foundation for Agrarian Development Research Rodale Institute
- Foundations for Social Innovations Moscow
Foundations for Social Innovation USA
- Interlegal
America's Development Foundation

2 Institutional Partnerships Project

- All Russian Society of the Disabled
World Institute on Disability
- Association of University Programs in Health Administration Russia
Association of University Programs in Health Association
- Russian Red Cross Visiting Nurse Program
American Red Cross
- St Petersburg Academy of Post Graduate Medical Studies Department of Family
Medicine
University of Iowa Department of Family Practice
- Charity Fund International Biomedical Agency University of Rochester School of
Medicine and Dentistry
- Russian Association of Territorial Bodies of Highway Administration
American Road and Transportation Builders Association
- Russian Chamber of Commerce and Industry
Center for International Private Enterprise
- Institute for Biology of Inland Waters, Russian Academy of Science
South Carolina University, Research Foundation, and Clemson University
- The Russian Academy of Sciences, Mechanical Engineering Research Institute
American Society of Mechanical Engineers
- Moscow Research Center for Human Rights
America's Development Foundation
- All Russian Fund for the Promotion of Individual Flats Urban Homestead Assistance
Board
- Ministry of Agriculture and Provisions of the Russian Federation, Tatar Institute of
Retraining and Agribusiness
Texas A&M University Agricultural Economics Department
- Russian Grain Union
U S Feed Grains Council
- Nizhny Novgorod State Agricultural Academy
College of Business at Iowa State University

- International Pedagogical University, Magadan State University, Yakutsk State Pedagogical Institute Yuzhno-Sakhalinsk
University of Alaska-Anchorage American Russian center
- Pskov Center for Regional Planning and Development University of Massachusetts

3 Energy Industry Partnership Program

- Vladimiroblgas
Brooklyn Union Gas
- Penzagas
Colombia Gas Company
- Lenenergo
Entergy Corporation
- Nizhnovenergo
Illinois Power Company
- Sibirgazservis
National Fuel Gas
- Samaragaz
Questar Corporation
- Rosgas
American Gas Association

4 Hospital Partnerships

- Savior's Hospital for Peace & Charity, Moscow
Magee Woman's Hospital, Pittsburgh
- Dubna Hospital No 9, Central City Hospital, Bolshaya Volga Hospital
Lutheran Hospital and St Francis Hospital, LaCrosse, Wisconsin
- Moscow Institute of Continuing Education of the Federal Administration of Biomedical Problems and Disaster Medicine, Russian Federation of Health and Medical Industries
City of Austin/Travis County Emergency Medical Services
- Pirogov First Municipal Hospital, Moscow
Brigham and Women's Hospital Boston Massachusetts

- Government Medical Center of the Russian Federation, Kuntsevo
Premir Inc , Chicago, Illinois
- Russian Federation Ministry of Health and Medical Industry, Institute of Pediatrics,
Children's Hospital No 13, Moscow
Children's Hospital of the King's Daughters Norfolk Virginia
- Murmansk Regional Hospital, City Ambulance Hospital
St Vincent's Medical Center and Memorial Hospital Jacksonville, Florida
- Stavropol Regional Hospital, City Hospital No 4
Mercy Medical Center, Iowa Hospital Association
- St Petersburg Medical University
Georgia Baptist Medical Center
- Medical Center of St Petersburg
University of Louisville School of Medicine
- Vladivostok Medical Institute, City Clinic Hospital No 2
Medical College of Virginia and Virginia Commonwealth University

5 Media Partnerships

- Vladivostok News
The News Tribune
- Ural State University Journalism Department, Yekaterinburg
University of North Carolina at Chapel Hill Journalism Department
- Moscow State Academy of Law
The Benjamin N Cardoza School of Law at Yeshiva University, The Nation Institute
- Abamedia
RISK film & video production
- Russian National Association of Telebroadcasters National Association of Broadcasters
- Russian Television Development Foundation
The US Academy of Television Arts and Sciences
- Tomsk Television Channel 2
Downtown Community Television, New York City

- SKATE Press
Multinational Strategies and Bloomberg
- "Gorodskie Vesti" Concern
Boles, Morgan & Canino, Inc
- Vladivostok Newspaper
Art Pattison Communication Exchange
- FAX Magazine
University of North Carolina School of Journalism

6 Agricultural Partnerships

- Intercenter Cooperative, Petrobank of Petrozavodsk, Petrozavodsk Palace
Ben and Jerry's
- Hozyain "Owner" Group of Private Farmers, Privolnoe "Open Spaces" Privatized Farm
Conagra
- Glebovsk Poultry Production Association
Continental Grain
- Georgievsk Agro-Industrial Company
Heinz
- AGROSIB and Iskitim Machine-Building Factory
Ibberson
- Oktiabrsky Fish Plant, Muskoy Beter, Akvandt, Raduga
Magna C
- Primorsky Krairybolovpotrebsoyuz, Dalryba Spassk, Vladivostok & Nakhodka
TPC Foods
- ROSAM Ltd, AKKOR, and Chapova AG Firm
Ventures East
- Efremovskı Corn Kombinat
Cargill

7 Civic Initiatives Program (CIP)

- AIDS INFOSHARE Russia, Moscow Association of Lawyers, Union of Women of Russia
AIDS INFOSHARE USA
- Russian Family Planning Association
Planned Parenthood of Northern New England
- Baikal Center for Ecological Information & Citizen's Initiatives
Earth Island Institute
- International Research & Exchanges Board Irkutsk, Information Center of the Independent Women's Forum, Raduga Education & Information Center
International Research & Exchanges (IREX) Board
- Interlegal
America's Development Foundation

8 Partnerships financed through the Eurasia Foundation

- Kola Business Development Center
Geonomics Institute
- St Petersburg University School of Management University of California at Berkeley
Haas School of Management
- Moscow State University
American Institute of Business and Economics
- Scientific Research Institute of Mechanics and Applied Mathematics, Rostov State University
Citizen Exchange Council International Partners

9 Political Process partnerships

- Don Center for Political Technology
International Republican Institute
- Moscow School of Political Studies
International Republican Institute
- Nevsky Research Foundation, St Petersburg
International Republican Institute

10 "Stand-alone" Partnerships.

- Krasnoyarsk State University
Washington State University
- Russian Initiative for Self Employment
Center for Citizens Initiatives
- Russian Energy Managers Association
Association of Energy Engineers
- The Union of Jurist of the Republic of Karelia
Vermont Bar Foundation
- Independent Mine Workers
United Mine Workers
- Nizhny Novgorod Vozmozhnost "Microbusiness Incubator and Leasing Activity"
Opportunity International "Microbusiness Incubator and Leasing Activity"
- Rostov Soprichastnost "Microbusiness Incubator and Leasing Activity"
Opportunity International "Microbusiness Incubator and Leasing Activity"

Annex B

Contact List for Partnerships

PARTNERSHIP CONTACT INFORMATION		RUSSIAN SIDE		AMERICAN SIDE								
Partnership No.	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept. or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
STRATEGIC OBJECTIVE 3 2 IMPROVED EFFECTIVENESS OF SELECTED SOCIAL BENEFITS AND SERVICES												
1	HEALTH/HUMAN DIMENSION	AIDS INFOSHARE RUSSIA Moscow Association of Lawyers Union of Women/AIDS INFOSHARE (SAVE THE CHILDREN)	1) Moscow Association of Lawyers Marksistski Per 1/32 Moscow 109147 Karina Moskalenko 2) Union of Women of Russia 211 Ul Krasny Put Omsk 644002 Tatiana Naumova 3) Together Against Aids 3 Ul 9th January Ust Izhora St Petersburg 188635 Evgenii Voronin 4) Alena N Pyoryshkina Program Director Moscow 105037, P.O. Box 51		1) (095) 912 5441/192 5933 fax (095) 912 5441 2) 23 28 08 3) (812) 265 4757 fax (812) 265 6446 4) (095) 110 2460	infoshare@glas.apc.org	743 Addison St Suite A Berkeley CA 94710	Julie Stachowiak	President	(510) 204 9090	(510) 843 4066	infoshare1@aol.com
2		Russ Family Planning Ass /Planned Parenthood of Northern New Eng (Save the Children)	Ludmila Kamsyuk Deputy Director 18 20 Vadkovskiy Per Moscow 101479		(095) 973 1559/1917 (fax)		51 Talcott Road Williston VT 05495 8116	Ellen Dorsch	Director International Affaires	(802) 878 7232	(802) 878 8001	eppnne@vbr.champlain.edu
3		Savior's Hospital / Magee Womancare Internl (AIHA) (WL SAVE the Children)	Alexander Petrovich Goldberg Chief Physician Savior's Hospital Federativny Prospect 17/10 113399 Moscow		(095) 304 4939 / 303 9769		Savior's Hospital Project Magee Women's Hospital 300 Halket St Pittsburgh PA 15213	Tanya Kotys	Coordinator	(412) 641 1189	(412) 641 4949	
4		Dubna/LaCrosse Wisconsin Hospitals (AIHA)	Gennadiy Smirnov Deputy Mayor or Irina Dmitrievna Makarova Chief Specialist in Healthcare Health Sciences Resource Center 11 Sovetskaya 141980 Dunna Moscow Region		(09621) 4 0390	madina@main.jnr.dubna.su	Lutheran Hospital 1910 S Avenue LaCrosse WI 54601	Sandra McCormick	Vice President	(608) 785 0530	(608) 791 6334	71075 1173@compuserve.com
5		Dubna/LaCrosse Wisconsin Hospital (World Learning)	Tamara Zhitnikova Clinical Coordinator or Elena Titova Administrative Coordinator Russia Dubna 141980 ul Universtetskaya 19		(221) 2 2706/28 49 4 5698 (V/fax)	huruh@univer.dubna.ru altov@thsun1.jnr.dubna.su	Lutheran Hospital 1910 S Avenue LaCrosse WI 54601	Sandra McCormick	Vice President	(608) 785 0530	(608) 791 6334	71075 1173@compuserve.com
6		Moscow/Austin Tx Hosp EMS Training Center (AIHA)	Ludmila Alexeevna Gizatulina Director Postgraduate Nursing School 30 Volokolamskoye Shosse Moscow		(095) 190 7250/1		City of Austin EMS 15 Waller St RBJ Health Center, Austin TX 78702	Sue Edwards		(512) 469 2050	(512) 482 9407	
7		Moscow/Boston Mass Hospitals (AIHA)	Valeriy Vershirin MD Chief Physician President or Andrey Davidovich Lishansky Deputy Chief Physician Pirogov First Municipal Hospital Leninsky Prospect 8 Moscow, 117334		(095) 236 9145/3151/608 9	pirogov@glas.apc.org	Richardson Fuller Building 221 Longwood Avenue Boston MA 02115	Elena Catizone	Program Coordinator	(617) 732 8332	(617) 264 6856	aihaborston@igc.apc.org
8		Moscow/Chicago, Illinois (AIHA)	Marina Olegovna Ugrmova Head International Patients Department Central Clinical Hospital marshala Timoshenko Str 15 121359 Moscovo		(095) 414 0687 415 0710 (fax)	kuntzevo@glas.apc.org	Three Westbrook Corporate Center 9th Floor Westchester Il 60154	Sharon Weinstein	Director Office of International Relations	(708) 409 3793	(708) 409 3499	aihawein@igc.apc.org
9		Moscow/Norfolk VA Neonatal Project (AIHA)	NVN Olga Nikolaevna Belova Chief Neonatologist Ministry of Health Rakhmanovskiy Per 3 Moscow 101431		(095) 274 7207/5022		Children's Hospital of the King's Daughters 601 Children's Lane Norfolk VA 23507	Ldwad Karotkin	MD Director of Neonatal Medicine	(804) 668 7456	(804) 668 9255	

PARTNERSHIP CONTRACT INFORMATION	RUSSIAN SIDE	AMERICAN SIDE										
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address Including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
10		Murmansk/Jacksonville Florida Hospitals (AIHA)	Alexander Alexandrovich Pisarenko Head Murmansk City Health Administration 20 4th Floor Profsoyuznaya, 183038, Murmansk		(4778)55 53 35 91 0452(fax)		St Vincent's Medical Center 1800 Barrs St Administrative Suites Jacksonville FL 32204	Vicki Lynn Gloger	Vice President	(904) 387 7305	(904) 387 7326	aihajax@igc.apc.org
11		Stavropol/Cedar Rapids Iowa Hospitals(AIHA)	Nikolai Arternovich Shibkov Head Stavropol Krai Health Administration Antonia Dunchenko Deputy Director Stavropol Kray Regional Hospital Semashko, 1, Stavropol, 355030		(8652) 26 13 81/42 18/35 29	hospital@ hospit stavropol su	100 East Grand Avenue Room 100 Des Moines IA 50309	Philip Lalessa	President	(515) 288 1955	(515) 282 0454	aihaiowa@igc.apc.org
12		St Pete Medical Univ /Georgia Baptist Med Center (AIHA)	Larisa Valerianovna Kochorova Director, Delor Medical Center		(812) 234 0989/2749		303 Parkway Drive NE Atlanta, GA 30312	Charles Hancock	MD	(404) 265 4214	(404) 265 3903	aihageorgia@igc.apc.org
13		Med Centr St Pete/Univ of Louisville (AIHA)	Jakov Alexandrovich Nakatits Head Physician or Irina Sergeevna Bakhina Director Postgraduate Nursing School Sokolov Medical Center Lunacharskiy Av 41 S Petersburg, 194291		(812) 558 0508// 559 9893/9685/967 3(fax)	aihapeter@ glas.apc.org	1220 Missouri Avenue Jeffersonville IN 47130	Jane Younger		(812) 283 2147	(812) 283 2688	aihalouisga@igc.apc.org
14		Vladivostok Med Inst /Med College of Virginia Virginia Commonwealth Univ (AIHA)	Sergei Pavlovich Novikov Chief Physician City Clinical Hospital #2 and Alexander Pavlovich Partin Director EMS Training Center 57 Russkaya St, Vladivostok, 69015		(4232) 48 18 91/69 49 32 82 77/ 49 88 (fax)	aihavlad@ glas.apc.org	Virginia Commonwealth University 1008 East Clay St, Richmond VA 23219	Charles Brundel	Professor	(804) 828 5212	(804) 828 1894	aiharichmond@igc.apc.org
15		Center for Psycholgl Support/Center for Attudinal Healing (World Learning)	Tatyana Ignashova Executive Director or Irina Kosova Director Assistant Russia Moscow 123371 Box 17 for T. Ignashova		(095) 311 9600 (Ufax)	cab@ glas.apc.org	33 Buchanan St Sausalito CA 94965	Carolyn Smith	Project Director	(415) 331 8161	(415) 331 4545	cathel@holonet.net
16		The Human Soul Foundation/The Fountain House (World Learning)	Igor Donenko President Moscow 111394 ul Martenovskaya, 30	(095) 308 2	(095) 301 7204/1810 (fax) 963 13254 964 3087	humansoul@ glas.apc.org	425 W 47th St New York NY 10036	Tom Sweet	Director of Education	(212) 582 0340	(212) 397 1649	
17		Novosibirsk Reg I Sports Club Finist' /Wheeled Mobility Centr. (SFSUF) (World Learning)	Irena Boskar WMC Regional Coordinator or Victor Simenkova Representative of the Board Russia Novosibirsk 630031 ul Frunze, 15		(3832) 24 03 49/55/3801 (fax)	ncil@ finist.nsk.su	2233 California St Berkeley, CA 94704	Marc Krizack	Project Manager	(510) 548 3652	(510) 548 3652	krizack@sfsu.edu
18		All Russ Soc of the Disabled/World Inst on Disability (World Learning)(IREX)	Alexandr Lomakin Chairman or Tamara Zolotseva Deputy Chairman Moscow 121165 Kutuzovskiy prospekt, 30/32		(095) 241 2286/1880/7825/69 55/2280/8180 (fax)	mscwid@ glas.apc.org	1616 H St NW Washington DC 20008	Robert Huber	Senior Vice President	(510) 783 4100	(510) 783 4109	marroginsky@delphi.com
19		Compassion Centr /Internat Rescue Comm (World Learning)	Aleksey Korotaev Executive Director or Marina Berkovskaya Moscow Komsomolskoi prosp, 9 apt 45		(095)245 2209 (Ufax) 923 4778 (fax) 973 2094		122 42nd St New York NY 10168 1298	Randy Martin	Regional Director of Asia & Europe	(212) 551 3000	(212) 551 3185	
20		Agudath Isreal of Moscow/Agudath Isreal (World Learning)	Alexander Rabinovich Chairman Moscow Pervaya Brestskay ul, 60	(095)201 2 231	(095)250 9202/16 (Ufax)		84 William St New York NY 10038	Ursula Lehman	Director	(212) 797 9000 886 1222	(212)269 2843	75404 1323@ compuserve.com

PARTNERSHIP CONTACT INFORMATION				RUSSIAN SIDE		AMERICAN SIDE						
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept. or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
21		Internl Women s Centr /Centr for Devtment and Population Activs (CEDPA) (World Learning)	Aleksandr Momdjan Director or Natalie Grigoryeva Deputy Director Moscow 125124 Tretaya ul Yamskogo Polya 14/16 room 20	(095) 235 8113	(095) 257 0438 (U/fax)		1717 Massachussets Ave NW #200 Washington DC 20036	Adrienne Allison	Vice President	(202) 667 1142	(202) 338 4496	cedpa_lh@carf.net
22		Russian Care/Counterpart (World Learning)	Andrey Stepanov Director or Irina Kozireva Chariman of the Board Moscow 121019 ul Vozdvizhenka 9 room 50 51		(095) 290 0761/03 (fax)	counterpart@glas.apc.org	910 17th St NW Suite 220 Washington DC 20006	Stan Hosie	Exec Director	(202) 296 9676	(202) 296 9679	colsp@igc.apc.org
23		Sverdlovsk Oblast Charitable Found Healthy Family /Feed the Children Larry Jones Internl Ministries (World Learning)	Dr Alexey Kulikov President Russia Ekaterinburg 620149 Regional Children s Hospital No 1 Ul S Derubina, 32		(3432) 55 1546 (U/fax)	harbour@olga.eburg.su	PO Box 36 Oklahoma City OK 73101	Lou Ziskind		(405) 942 0228	(405) 945 4168	
24		Salus Internl Health Inst /Pacific Institute for Research Evaluation(PIRE) (World Learning)	Olga Petroukhina Amministrative Director or Olga Klimenko	(095) 250 1560	(095)971 3287 (U/fax)	salus@glas.apc.org	172 Lancaster Road Walnut Creek, CA 94595	Mary Kay Wright	Project Director	(510) 946 9238 or 938 7754	(510) 946 1522	
25		Centr for Formation of Sexual Culture/Planned Parenthood of Northern New Engl (World Learning)	Aleksandr Shmaglit Director or Valentina Shelkova Deputy Director Russia Yaroslav 150044 ul Pionerskaya, 19		(0852) 55 5064/6691 (fax)	root@cfsc.yaroslavl.su	51 Talcott Road Williston VT 05495 0116	Ellen Dorsch	Director International Projects	(802) 878 7232	(802) 878 8001	eppnne@vbi.champlain
26		Ass of Obstetricians and Gynecologists/Population Services Internl (World Learning)	Stvetlana Shumkova Executive Director or Elizabeth Gardiner PSI Country Representative Russia Ekaterinburg ul Kiylova 2 225th room	(3432) 56 28 01	(3432) 44 2770/42 7282 (U/fax)	psieburg@glas.apc.org	1120 19th Street NW Suite 600 Washington DC 20036	Alex Brown	Vice President	(202) 785 0072	(202) 785 0120	psiwash@delphi.com
27		Chita Nursing Ass Ekaterinburg Public Nursing Ass /World Vision Relief & Develmt (WVRD)(World Learning)	Valentina Vishnayakova President or Valentina Kharina Director or Nursing Collega or Nadezhda Gesudinova Russia Chita Health Administration Directorate ul Bogorniakova, 23		(30222) 613 46 632 50 (fax)		220 I Street NW Suite 270 Washington DC 20003	Ann Claxton	Regional Director International Programs (DC)	(202) 547 3743	(202) 547 4834	
28		Russ Red Cross Visiting Nurse Program/American Red Cross (IREX)	1)Sergei Kulyov Program Assistant Russian Red Cross Society Cheryomushkinski Proyezd 5 room 404 Moscow 17038 2) Valentina Shishkina Moscow 17038 Head of Visiting Red Cross Society Tcheryomushkinski Proezd, 5		(095) 126 7410 310 7048 (fax) 126 7521 230 6620 (fax)		International Services Dept 2025 F St NW Washington DC 20006	Martin E Perret	Associate Global Tech Transfer	(202) 728 6685	(202) 728 6437	perretm@usa.redcross.org
29		Ass of Univ Programs in Health Administration (Russia)/Ass of Univ Pigms Admstn (AUPHA) (IREX)	1) Igor Nikolaevich Denisov or Vladimir Zakharovich Acting Chairman Moscow 119881 AUPHA/Russia B Pirogovskaya 2 6 2) Dr Pavel L Sakmanov Chief Department of Management Moscow 103473 Semashko Moscow Medical Stomatological Institute Delegatskaya 3) Dr Anatoly Ivanovich Viaikov Head of Health Department Khabarovsk Russia 680002 Khabarovsk State Administration 72 Frunze Street 4) Maria V Udaltsova Pro-rector on Science Novosibirsk 630070 Novosibirsk Academy of Economic and Management 56 Street		1) (095) 248 5321/0181 (fax) 2)248 7288/1766 (fax) 3) (4212) 33 2081/8616 (fax) 4) (3832) 24 2710/5910	e mails 1) root@medacad.msk.su 2) mmsi@glas.apc.org 3) khv1@healthadmin.khv.ru 4)shem@seman.nsu.nsk.su	1911 N Fort Myer Dr #503, Arlington VA 22209	Bernardo Ramirez	Vice President	(703) 524 5500 ext 114		Beramirez@aol.com

PARTNERSHIP CONTACT INFORMATION			RUSSIAN SIDE			AMERICAN SIDE						
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
30		St Pete Acad of Post Grad Med Studs Dept of Family Med /Univ of Iowa Dept. of Family Practice (IREX)	Nikolai Aleksevich Belyakov Rector St Petersburg 193015 St Petersburg Medical Academy of Postgraduate Studies Salliekova Schedrina, 41		(812)275 1839 273 0039 (fax)	enver@maos.spb.su	318 Medicine Administration Building Iowa City IA 52242 1101	Brad Muller	Project Coordinator	(319) 353 3014	(319) 335 7025	
31		Charity Fund Internl Biomedical Agency(CIPE)/ Univ of Rochester School of Med and Dentistry (IREX)	1) Dr Nail Amirov Rector Kazan 420012 Kazan State Medical Institute 49 Butlerova St 2) Dr Yuri L Fomin Project Manager IBA Ekaterinburg PO Box 107 Ekaterinburg 620142 (3) Dr Yuri S Shamourov Rector Chelyabinsk 454092 Chelyabinsk State Medical Acad 64, Vorovskogo		1) (8432) 36 0652/0411/0393 (fax) 2) (3432) 23 5552 53 6858 (fax) 3) (3512) 34 0226/0356/0336 (fax)	2) yf@ibarus.eburg.ru	601 Elmwood Dr Box 601, Rochester NY 14642	Michelle Landers	Assoc Director of Int Medicine Programs	(716) 275 7203	(716) 273 1016	mlanders@urms.rochester.edu
STRATEGIC OBJECTIVE 15 A MORE ECONOMICALLY AND ENVIRONMENTALLY SOUND ENERGY SYSTEM												
40	ENERGY	Vladimiroblgas/Brooklyn Union (USEA U.S Energy Agency)	Vladimir Tarasenko General Director Vladimiroblgaz 3 Krasonnamennaya St 6000717 Vladimir		(09222)3 7245/4985		Brooklyn Union Gas One Metro Tech Center Brooklyn NY 11201 3851	Anthony DiBrito	Senior Vice President	(718) 403 2437	(718) 643 2277	
41		Penzagas/ Colombia Gas Co (USEA)	Victor Kuzin General Director Penzagazifikatsiya 50 Gorky St 44062 Penza		(88412) 68 3358/3649 (vfax)		Columbia Gas 200 Civic Center Dr P O Box 117 Columbus OH 43216 0117	James Lee	Executive Vice President	(614) 460 6413	(614) 460 6455	
42		Lenenergo/ Entergy (USEA)	Vladimir Chernyshov Director Lenenergo 1 Marsova Pole 191186 St Petersburg		(812) 219 3886/3477		Chairman's Office Entergy Corporation P O Box 61005 New Orleans LA 70161	Matt Jordan	Manager	N/a	N/a	
43		Nizhnovenergo/ Illinois Power (USEA)	Valery Titov Deputy Director Nizhnovenergo 33 Mayakovskogo St. 603600 Nizhny Novgorod		(8312) 31 9350/2303		Illinois Power Company 500 South 27th St Decatur, IL 62525 6860	Richard Eimer	Vice President	(217) 424 6860	(217) 362 7417	
44		Sibirgazzservis/National Fuel Gas (USEA)	Victor Pyanov General Director Sibirgazzservice 5 Revolution St 630093 Novosibirsk 93		(3832) 10 3503/2692 (fax)		10 Lafayette Square Buffalo, NY 14203	Walter DeForest	Senior Vice President	(716) 657 7861	(716) 627 5515	
45		Samaragaz/Questar (USEA)	Yelim Veisman General Director Samaragaz 18a L Tolstogo St 443010		(8462) 32 3061/0847 (fax)	clydeh@gc1.gstr.com	Questar Corporation 180 East First South P O Box 45433	Clyde Heiner	Senior Vice President	(801) 534 5136	(801) 534 5483	
46		Indep Mine Workers (NPG)/United Mine Worker's (PIER Partnr's in Eco Reform)	Christine Mulligan 15 Novy Arbat room 2101 Moscow Russia 121910		(095) 202 3569/fax 203 0598	pier@glas.apc.org	900 15th Street Washington D.C. 20005	Cecil Roberts	President	(202) 842 7200	(202) 842 7342	
47		Russ Energy Mangs Ass (REMA)/Ass Energy Engineers (AEE)	Victor P Gritsina Executive Director 54 Korpus 4 Novocheremushkinskaya St Moscow Russia 117418		(095) 120 5147/fax 120 9209 or 883 9563 call first	cenef@glas.apc.org	4025 Pleasantdale Road Suite 420 Atlanta Georgia 30340 4264	Albert Thumann	Executive Director	(770) 447 5083	(770) 446 3969	www.aeecenter.org
48		Rosgas/ American Gas Ass (USEA)	24 Bolshaya Dmitrovka Room 407 Moscow, 103824		(095) 229 7313 926 8133 (fax)		American Gas Association 1515 Wilson Blvd., Arlington VA 22209	Nelson Hay	Vice President Intern Affairs	(703) 841 8475	(703) 841 8697	

PARTNERSHIP CONTACT INFORMATION		RUSSIAN SIDE	AMERICAN SIDE									
Partnership No.	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
STRATEGIC OBJECTIVE												
49	ENVIRONMENT	Inst for Biology of Inland Waters (IBIW) Russ Academy of Sciences/South Carolina Univ Research Found (SCUREF) Clemson Univ (IREX)	Alexander Kopylov or Boris Flerov Head of Physiology and Toxicology IBIW Russian Academy of Sciences Borok, Yaroslavl, 152742		(0852) 25 3845 (V/fax)	postmaster@ibiw.yaroslavl.su	Department of Environmental Toxicology TIWET Clemson University One TIWET Drive Pendleton SC 29070	Tom La Point	Associate Professor	(864) 646 2237	(864) 646 2277	tlpnt@hubcap.clemson.edu
50		Baikal Centr for Ecological Info & Centr Initiatives/Earth Island Inst. (Save the Children)	Irina Birnbaum Dyatlovskaya Director 7 19 Proletarskaya Irkutsk 664003		(3952)33 1322/43 2322 (fax)	siberia@igs.apc.org irkutsk@glas.apc.org	Earth Island Institute 300 Broadway Suite 28 San Francisco CA 94133	Gary Cook	Director	(415)788 3666	(415) 788 7324	earthisland@igs.apc.org
51		The Russ Academy of Sciences Mechanical Engineering Research Inst /Amer Society of Mech Enneers (IREX)	Dr Nikolai Makhlov Head Mechanical Engineering Research Institute or Mikhail Gadenin Chief Scientific Specialist 4 Griboedov Street, Moscow 101830		(095) 135 7771/3097	makhlov@ies.msk.su	345 E 47th St New York NY 10017	Chor W Tan	Managing Director Education	(212) 705 7722	(212) 705 7739	tancc@asme.org
52	MEDIA	Vladivostok News/The News Tribune (Media Devmt Project)	Nonna Chernyakova		(4232) 28 7115	news@estv.iasnet.ru	Sister Cities International 120 South St Alexandria VA 22314	Aaron Lamar	Russian Partnership Director	(703) 836 3535	(703) 836 4815	Telex 401565
53		Ural St Univ Ekaterinburg/Univ of North Carolina Dept of Journ (Media Devmt Project)	Boris Lozovskiy Dean Journalism Department, Ural State Un		(3432) 55 8001/56 8112 (fax)		University of North Carolina at Chapel Hill School of Journalism and Mass Communication CD#3365 Howl II Hall Chapel Hill NC 27599 3365	Cathy Parker		(919) 962 1204	(919) 962 0620	
54		Moscow Acad of Law/The Benjamin N Cardozo School of Law at Yeshiva Univ & The Nation Inst (Media Devmt Project)	Andrei Richter Media Law Center P.O. Box 229, Moscow, 121019	(095) 907 8275	(095)203 6571	arichter@glas.apc.org	Brookgate Center 55 Fifth Av. New York, NY 10003	Sue Folder		(212) 790 0402	(212) 790 0205	suefolder@aol.com
55		Abmedia/RISK (Media Devmt Project)	Igor Grigoriev Risk Film Production Studio 4 Likhov Per 103051 Moscow		(095)209 4055		Abamedia LP 4025 Tarnworth Rd Fort Worth TX 76118	J Mitchell Johnson	President	(817) 336 0777	(817) 338 0858	
56		NAT/Natl Ass of Broadcasters (Media Devmt Project)	Elena Zlotnikova 15 1 Ilinka Ul Moscow, 103070		(095) 206 8428/9523/088 6/8927 (fax)	nal@natelebr.msk.ru	National Assoc of Telebroadcasters 1771 N St NW Washington DC 20036	Terri Rabel		(202)424 5300		
57		RTDF/ATAS (Media Devmt Project)	Alexei Mitrofanov		(095)251 4064		RTDF/ART Los Angeles Rep Office c/o ATAS National Headquarters 3220 Lankershire Blvd North Hollywood CA 91604	Mikel Pippi		(818) 789 8489	(818) 760 0661	
58		Tomsk TV 2/DCTV (Media Devmt Project)	Arkady Malolis, President		(3822)26 5884		Down town Community Television 87 Lafayette Street New York NY 10013	Jon Alpert	Executive Director	(212) 219 0248		
59		SKATE press/Multinatl Strategies and Bloomberg	Sergiy Skaterschikov 18 Vyborgskaya St Floor 5 Moscow 125212		(095) 232 9272/3/4/5/176 9 248 2859 (fax)	index@skate.msk.su media@skate.msk.su	87 Irving Place New York NY 10003	Judy Weddle		(212) 674 2677	(212) 533 7449	jkweddle@aol.com

PARTNERSHIP CONTRACT INFORMATION		RUSSIAN SIDE				AMERICAN SIDE							
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address	
80		Gorodskie Vesti Concern/ BMC Inc (Media Devmt Project)	Anatoly Karman Editor in Chief Valentin Kverin, Deputy Director		(8442)36 1387/ 33 7333		Bolcs Morgan and Canino Inc 102 South Street Suite 505 Florence, Alabama, 35630	Van Morgan		(205) 740 8234	(205) 740 8203		
81		Vladivostok Newspaper/ Art Pattison Comms Exchange (Media Devmt Project)	Nashi Syedain 10 Krasnogo Znameni, Vladivostok, 690600		(4232)25 0471 0397 22 1642 (fax)	100742 354@ compuserve.com	26411 218th Av SE Seattle Maple Valley WA 98038	David Edicott		(206)292 8255	(206) 682 1697		
82		Fax Magazine/Univ of N Carolina (Media Devmt Project)	Boris Lozovskiy Dean Journalism Department, Ural State Un		(3432) 55 8001/58 9112 (fax)		University of North Carolina at Chapel Hill School of Journalism and Mass Communication CB#3365 Howell Hall Chapel Hill NC 27599 3365	Cathy Parker		(919) 962 1204	(919) 962 0620		
83	CIVIC INITIATIVES	Moscow Chanty House/Access Exchange International (World Learning)	Galina Bodrenkova President 11Novy Arbat, Moscow	(095)282 3 698	(095) 291 3041/ 292 9127		112 San Pablo Ave San Francisco CA 94127	Thomas Rickett	Executive Director	(415) 661 6355	(415) 661 1543		
84		Local Goodwills in Moscow St Pete Rybinsk/Goodwill Industries (World Learning)	1)Vera Karpenkova 8/9 36 Sredniy Karetny per Moscow 103051 2) Elena Chumak St Petersburg 3) Vacheslav Grafenkov		1) (095) 917 7374/ 299 09 17/238 398 9 2) (812) 174 8417 (/fax) 3) (08555)2 3863/400 7 (fax)	2) elien@ goodwill.spb.su 3) root@ goodwill.yaroslavl.su	9200 Wisconsin Ave Beltszda MD 20814 3896	Elizabeth Scott	Director Int Affairs	(310) 530 6500	(301) 530 1516	mjordan@clark.net	
85		YMCA Affiliates in CIS/YMCA of the USA (World Learning)	Joe Wootten NIS Field Director or Michail Guskov Development Secretary Moscow 127276 YMCA of the USA Field Director ul Acad Koroleva, 11, kv 35		(095) 219 2067 (fax) 205 4252		101 N Wacker Dr Chicago, IL 60606 7386	Sam Evans	International Division Director	(312) 269 0570/17	(312) 977 9063	(800) 872 9622 (home S Evans)	
86		United Way Intern I Moscow/United Way Intrn I USA (World Learning)	Nancy Galloway Director Moscow ul. Gilyarovskogo, 5		095)956 8114 (fax)	uw@glas.apc.org	701 North Fairfax Street Alexandria, VA 22314	Russy D Surnarvalla	President & CEO	(703) 519 0092	(703)519 0097	uw@igc.org	
87		Moscow Research Centr for Human Rts/America's Devmt Foundation (IREX)	Alexei Smirnov Executive Director or Andrei Pribylov Russian Project Manager 4 Luchnikov Perulok Doorway 3, room 5, Moscow 103982		(095) 206 0923/8853 (fax)	hcenter@glas.apc.org	America's Development Foundation PO Box 517 Brownsville VT 05037	Karen Diop	Director of Int Dev and Training	(802) 484 3610	(802) 484 0121	advermont@aol.com	
88		The Palace of Youth and Creativity/Project Harmony (World Learning)	Galina Razbivnaya Director or Irina Maslova NIS Co Director 8 Ul Krasnaya Petrozavodsk Karelia 185000		(81422)73 381 (/fax)	phstp@sovam.com lconid@dtd.pgu karelia.su (Rus/Eng)	6 Irasville Common Waitsfield VT 05673	Charles Hosford	Co Director	(802) 496 4545	(802) 496 4548	pharmony@ igc.apc.org	
89		Vozmozhnosti/Opportunity Intern I (World Learning)	Vera Chadaeva Executive Director or Eugenia Verba 11 Pamirskaya N Novgorod 603600 and 25 Bol Pokrovskaya Suite 14 N Novgograd 603008		(8312) 522 448/889/657 0305 (fax)	sluz@ vozm.kis.nnov.su	Opportunity International P O 3695 OakBrook II 60522	Dennis Ripley	Executive Vice President	(708) 279 9300	(708) 279 3107	103001 737@ compuserve.com	
90		Nizhny Novgorod Stizheniya/Opportunity Intern I (World Learning)	Vera Chadaeva Executive Director or Eugenia Verba 11 Pamirskaya N Novgorod 603600 and 25 Bol Pokrovskaya Suite 14 N Novgograd 603008		(8312) 522 448/889/657 0305 (fax)	sluz@ vozm.kis.nnov.su	Opportunity International P O 3695 OakBrook II 60522	Dennis Ripley	Executive Vice President	(708) 279 9300	(708) 279 3107	oppint@attmail.com	

54

PARTNERSHIP CONTACT INFORMATION			RUSSIAN SIDE	AMERICAN SIDE								
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept. or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
71		Health and Env Found (HEF) Ass of Physicians of Don (APD)/ Central European Cntr for Health (World Learning)	Andrei Demin President or Irina Demina Vice President Pokrovka 22 Korp 1 Moscow 2) Igor Simakov President (ADP) Rostov on Don Oblast 346740 Azov, ul Izmailova, 58		1) (095) 916 5889 (U/fax) 916 5229 2) (86342) 3 0746/1784/ 4416 (fax)	1) helrus@ glas.apc.org 2) postmaster@ adp.rnd.su	3333 K St NW Suite 110 Washington DC 20007	Natalie Tomitch	Program Officer	(202) 965 5990	(202) 965 5996	ceche@glas.apc.org
72		Centr for Curative Pedagogics/Internl Research &Exchanges Board (World Learning)	1) Roman Dimenstein Director Moscow 117311 Center for Curative Pedagogics ul Stroiteley 17 B (2) Bill Fick IREX Program Coordinator IREX Moscow Office Moscow 118842 ul Volkhonka 14 street 5 Institute of Philosophy 5th Floor		1) (095) 131 0683 2) 203 9889/9696/569 2/5966 (fax)	1) ccp@glas.apc.org roman@ccp.msk.su 2) lick@glas.apc.org irexmos@glas.apc.org	1616 H St NW Washington DC 20006	Tony Byrne	Senior Vice President	(202) 628 8188	(202) 628 8189	tonyb@igc.apc.org irex@ gwuvm.gwu.edu
73		Russian Orthodox Church/Internl Orthodox Christian Charities (IOCC) (World Learning)	Denis Averin Orthodox Charity Davitovskiy Val 13/1 Moscow 113191		(095) 911 1535/1474 (fax) 912 4042	ioccmoscow@ glas.apc.org	711 W 40th St Suite 356, Baltimore MD 21211	C W T Hagelman III	Director Int Programs	(410) 243 9820	(410) 243 9824	iocc@igc.apc.org
74		Socio Ecological Union(SEU)/ISAR (Inst on Sov Amer Relations) (World Learning)	Lyubov Rubinchik Director of Center for Coordination and Information (CCI) SEU Moscow Bogoyavlensk per. 3 build 3		(095) 304 2579 2051 7617	soceco@glas.apc.org isarmos@glas.apc.org	1601 Connecticut Ave NW Suite 301 Washington, DC 20009	Eliza Klose	Executive Director	(202) 387 3034	(202) 667 3291	isar@igc.apc.org
75		Ass of Social Pedagogues and Social Workers/Natl Ass of Soc Workers (NASW) (World Learning)	Dr Valentina Bocharova President or Victor Victorov Director Moscow 119906, ul Karchagina, 7, apt 40		(095) 283 8492/8314/873 4 246 5799	zimmakova@ glas.apc.org	750 First Street NE Suite 700 Washington DC 20002 4241	Eileen McGowan Kelly	Director Peace and International Affaires	(202) 408 8600	(202) 336 8310	ekelly@capcon.net bbustos@capcon.net
76		Moscow Centr for Gender Studies/Network of East West Women (World Learning)	Elena Kochkina Director Moscow 117218 Ul Krasikova 27 (2) Olga Lipovskaya Project Coordinator St Petersburg 198097, P.O. Box 83		1) (095) 332 4532 (U/fax) 395 5005 2) (812) 528 9293/1830 (fax)	1) mcgs@glas.apc.org isepp.glas.apc.org 2) sisters@sovam.com	1601 Connecticut Avenue NW Suite 300 Washington, DC 20009	Shanna Penn	Executive Director	(202) 265 3585	(202) 265 3508	newwdc@igc.apc.org
77		The Foundation Agrarian Devmt Reseach (FADR)/Rodate Inst (World Learning)	Dr Alexander Makeev General Director or Dmitry Durmanov President Moscow 117261 Leninskyy Prospekt, 85		(095) 932 1182 (U/fax)	admin@fadr.msk.ru	611 Siegfriedale Road Kutztown, PA 19530	Jonathon Landeck	International Projects Team Leader	(215) 683 1400	(215) 683 8548	jonathon_landeck inbox@ partn.inforum.org
78		Foundations for Social Innovations(FSI) Moscow/FSI USA (World Learning)	Gennadiy Alferenko President Moscow 101000 Novaya ploschad 3/4		(095) 926 6211/921 0077 (fax)	fsimosc@glas.apc.org	777 United Nations Plaza 6th Floor New York NY 10017	Nellie Gregorian	Vice President	(212) 697 6222	(212) 692 9748	fsiusa@igc.org
79		IREX Irkutsk Info Center of the Independent Women s Forum Ruduga Education & Info Center/IREX (Save the Children)	1) Bryce Rich Program Officer Nizhnyaya Naberezhnaya 6 232 Irkutsk 660453 2) Tatiana Konysheva Information Center of Women s Forum Mb 414 Moscow 119270 3) Andrei Vakulenko Raduga Information and Education Center Rusakovskaya St 28 199 Moscow 268 4035		1) (3952) 33 55 59 (U/fax) 2) (095) 954 4429 (095) 368 9274 395 5864 (faxes) 3) (095) 268 4035/956 7968 (fax)	1) bryce@irex.irkutsk.su	1616 H St NW Washington DC 20006	Robert Huber	Senior Vice President	(202) 628 8188	(202) 628 8189	irex@info.irex.org
101	POLITICAL	Don Center for Political Technology/ International Republican Institute (International Republican Institute IRI)	Mikhail Titenko 83 Bol Sadovaya Rostov on Don		(8632) 22 5950		Suite 900 12112 New York Ave NW Washington DC 20005 3987	David Denehy	Director	7 (095) 956 9510		

PARTNERSHIP CONTACT INFORMATION		RUSSIAN SIDE		AMERICAN SIDE								
Partnership No	Sector	Title of Partnership (umbrella organization in ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept. or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
102		Moscow School of Political Studies/International Republican Institute (IRI)	Elena Nemirovskaya 4 2 353 Kutuzovskiy Prospekt Moscow 121248		(095) 940 2806/ 243 1756/ 290 4158 (?)		Suite 900 12112 New York Ave NW Washington DC 20005 3987	David Denehy	Director	7 (095) 956 9510		
103		Nevsky Research Foundation/ International Republican Institute (IRI)	Anatoly Beniceno	(812) 525 0889	(812) 311 4586/ 319 9304/8/ 325 8618		Suite 900 12112 New York Ave NW Washington DC 20005 3987	David Denehy	Director	7 (095) 956 9510		
STRATEGIC OBJECTIVE 1.3 ACCELERATED DEVELOPMENT AND GROWTH OF PRIVATE ENTERPRISES												
32	BUSINESS	Creativity Ass The Russ Ass of Women Business Owners Alliance of Amer and Russ Women/AID to Artisans (World Learning)	Eleni Aloskina Program Director Moscow 129626 Alleaya Zhemchugovoi, 1, build 1, apt. 61		(095)370 5237 (V/fax)	lena_a@arw msk su	14 Brick Walk Lane Farmington CT 06032	Claire Brett Smith	President	(203) 877 1649	(203) 678 2170	atausa@aol.com
33		Russ Ass of Territorial Bodies of Highway Admins (RADOR)/ Amer Road and Transp Builders Ass (ARTBA) (IREX)	Alexander Afanasiev General Director RADOR 9 Rota Street 16 Building 3 Moscow 107061		(095) 963 2033 / 964 3720 fax	nel@mador msk su	1010 Massachusetts Ave NW Washington DC 20001	Tracy Busch	International Affairs Specialist	(202) 289 4434	(202) 289 4435	staff@abs.hq.net
34		Russ Chamber of Commerce and Industry/ Centr for Internl Private Enterprise (CIPE) (IREX)	Alexander Udachin Deputy Chief of the Center for Business Education Chamber of Commerce and Industry of the Russian Federation (RCCI) 8 Ilyinka Moscow 103684		(095) 929 0158/0316/022 7/0365 (fax)	lppr@rcci rospac msk su	1615 H St NW Washington DC 20006	Stephen Deane	Project Manager	(202) 463 5901	(202) 887 3447	sedeane@aol.com
35		Krasnoyarsk State Univ /Washington State	Andrea La Fayette Fisher Project/Country Director Russian Federation 660014 Krasnoyarsk 44 Telmana Street Yakhont Hotel		(3912) 23 79 47	andrea@biccenter krasnoyarsk su	Washington State University 401 W 13th St Vancouver WA 98660 2806	Robert Tolar	Project Director	(206) 696 6431	(206) 696 6431	tolar@vancouver.edu
36		Nizhny Novgorod/Opportunity Internl	Stacie Schader O L Coordinator Russian Federation 603005 N Novgorod B Ponkrovskaya 25 apt. 14		(8312) 33 72 27 (V/fax)	103001 737@compuserve.com	Opportunity International P O 3695 OakBrook II 60522	Dennis Ripley	Executive Vice President	(708) 279 9300	(708) 279 3107	103001 737@compuserve.com
37		Rostov Soprichastnost/Opportunity Internl	Christopher Pitt Director Russian Federation 344019 Rostov on Don 91/91 Beregovaya Pervaya Linia		(8632) 53 41 33 (V/fax)		Opportunity International P O 3695 OakBrook II 60522	Dennis Ripley	Executive Vice President	(708) 279 9300	(708) 279 3107	103001 737@compuserve.com
38		Russ Initiative for Self Employment (RISE)/ Centr for Citizens Initiatives(CCI)	Nancy Glaser Russian Federation St Petersburg 197348 Aerodromnaya 4, room 307		(812) 394 7355/0659 (V/fax)	icci@sovam.com	Center for Citizens Initiatives 3268 Sacramento St San Francisco CA 94115	Dale Weedles	Vice President	(415) 346 1875	(415) 346 3731	
39			Nikolai Melnikov Director Mining Institute Kola Science Center 24 Fershman St 184200 Apatity Murmansk Oblast		(47789)14 140	kolar.lsc.mine@murmansk.su	Geonomics Institute 14 Hillcrest Ave Middlebury VT 05753	Robyn Young	Senior Program Officer	(802) 388 9619	(802) 388 9627	
40	HOUSING REFORM	All Russ Fund for the Promotion of Ind Flats/Urban Homestead Assistance Board (UHAB)(IREX)	Igor Kokarev Citizens Foundation Smolenskiy Boulevard 17 Moscow 119121		(095) 244 0042/ 230 2200		UHAB 40 Pince St 2nd Floor New York NY 10012	Dan Karan	Project Director	(212) 226 4119	(212) 966 3407	HN580@connectinc.com

PARTNERSHIP CONTACT INFORMATION		RUSSIAN SIDE			AMERICAN SIDE							
Partnership No	Sector	Title of Partnership (umbrella organization In ())	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
81	AGRI CULTURE	Ministry of Agr /Provision of the Russ Fed Tatar Inst of Retraining and Agribus /Texas A&M Agric Econ Dept (IREX)	Boris Shaitan Rector or Ivan Perov Moscow Project Assistant Russian Academy of Management and Agribusiness 15 B Orenburgskaya st Moscow 111621 (2)Alexey S Malakhov Rector of Academy 12 Pushkinskaya Street St Petersburg 189626		(095) 700 0843/0867/879 (fax) 2) 700 0847 (Vfax)	1) shaitan@raatp msk ru 2) rechapin@tamu msk ru	Texas A&M University College Station TX 77843 2124	J D McCrady	Project Coordinator	(409) 862 8965	(409) 862 3019	jd_mccrady@tamu.edu
82		Russ Grain Union/U S Feed Grains Council (IREX)	Natalya Vasilieva Director Center for Feed Manufacturers and Livestock Prodedures Ul Metallurgichuskaya 92 Samara 443097 (2) Boris Yukish President Russian Grain Union Moscow 113324 Dmitrovskaya highway, 11 Room #318		1) (8402) 22 8587/ 58 9263 (fax) 2) (095) 976 2128/1428 (fax)	1) fgsam@sovcust sprint com 2) fgcgu@sovcust sprint com	US Feed Grains Council 1400 K St NW Suite 1200 Washington DC 20005	Richard Vogen	Director of International Operations	(202) 786 0789	(202) 898 0522	usfgc wdc@usfgc sprint com
83		Nizhniy Novgorod St Agric Acad / Iowa St Univ College of Bus (IREX)	Andrei Novotarov Director of Continuing Education Center or Alexei Galkin Rector Nizhny Nov 603107, 97 Gagarin Avenue		1) (8312) 660600 (Vfax)	andrew@nnoov nnsaa ru	Iowa State University 106 E O Building Ames IA 50011	Augie Ralston	Project Director	(515) 294 9355	(515) 294 3525	aralston@iastate.edu
84		Intercenter Coop Petrobank of Petrozavodsk Petroz Palace /Ben and Gerry's (CNFA)	Vasiley Makeev Pioneer Palace Petrozavodsk, Karelia		(81400)7 4108/4 87 28 (fax)		Ben & Jerry's Homemade P O 240 Route 100 Waterbury VT 05678	Bram Kleppner		(802) 244 8955	(802) 244 5944	
85		Hozyain Owner' Group of Private Farmers Open Spaces Privatized Farm /ConAgra (CNFA)	1) John Satter Lukyanenko Nil Seikhoz Krasnodar 350012 2) Anatoly Kochugurov Open Spaces selo Privolnoye Krasnodar Krai		1) (8612)507 907/562 795 (fax) 2) (8616)538 95/429 88		ConAgra Diversified Products Companies 6866 Washington Avenue South Eden Prairie MN 55344	Jim Watkins		(612) 942 3229	(612)942 3271	
86		Glebovsk Poultry Prod Ass Exportkhib /Continental Grain (CNFA)	Anna A Strelkova Glebovsk Poultry Production Association Exportkhib Istra Moscow Region 14 184 Sr Pereyaslavskaya, Moscow 129110		(095) 974 1244		Finagnan S A av Eugene Pittard 18 Case Postale 351 1211 Geneva, Switzerland	Raymond Rodgers		41 (22)702 0702	41(22)702 0515	
87		Georgievsk Agro Industrial Company /Hinz (CNFA)	Aleksandr I Gaevo 53 Oktyabrskaya Ul Georgievsk Stavropol Krai, 357800		(095) 238 8883 915 7772 (via Moscow)		H J Hinz Co Ltd 600 grant Street Pittsburgh PA 1521902857	Brian Falck		(412) 456 5707	(412) 456 7872	
88		AGROSIB Iskitim Machine Building Factory /Ibberson (CNFA)	Sergey Krivoshey AGROSIB Krasny Prospect, 184, Novosibirsk, 630049		(3832) 26 9592 (Vfax)		Ibberson International inc 825 Fifth Street South Hopkins, MN 55343 7750	David Berg		(612) 939 6960	(612) 939 0451	
89		Oktyabrskiy Fish Plant Muskoy Beter Akvandt Radvga /Magna C (CNFA)	Victor Petrenko Oktyabrskiy Fish Plant poselok Morskoy Veter Kamcharka Region		(41500)26 768		Magna C inc 5517 Seaview Ave NW Seattle, WA 98107	Lois DuPey		(206) 781 8586	(206) 781 0682	
90		Primorsky Krairybolovpotrebsoyuz Dalryba Spassk /TPC Foods (CNFA)	KRPS and Dalryba Spassk Vladivostok and Nakhodka Primorsky Krai		(4232) 26 4683/28 8888 (fax)		TPC Foods Inc P O Box 19818 Seattle, WA 98109	Randy Gebhardt		(206) 285 8200	(206) 285 1714	
91		ROSAM Ltd AKKOR Chapova AG Firm /Ventures East (CNFA)	Veniamin Shalomov Shchapovo AG Firm Moscow Region 32 1 103 Suvorovskaya, Moscow		(095) 963 255/4124		Ventures East 24000 Hwy Suite 115 Excelsior MN 55331	Vladimir Chibovskiy		(612) 472 4469	(612) 470 8164	

PARTNERSHIP CONTRACT INFORMATION	RUSSIAN SIDE	AMERICAN SIDE										
Partnership No	Sector	Title of Partnership (umbrella organization in (1))	Contact name(s) and address(es)	Home Phone (area code)	Office Phone (area code)	E mail address	Postal Address including zip code	Contact Person (s)	Dept or title of contacts	Office Phone (area code)	Office Fax (area code)	E mail address
92		Efremovski Corn KombinaU Cargill (CNFA)	Garrit Hewtin Efremovskiy Corn Kombinat Molodezhnaya Efremov Tuia Region		(095) 280 9718 931 9756 (fax)		Cargill International Seeds P O 5724 Minneapolis MN 55440 5742	Nancy Ballsrud		(612) 742 6174	(612) 724 6969	
96	ECONOMIC	Internl Pdagogical Univ Magadan State Univ Yakutsk State Pedagogical Inst Yuzhno Sakhalinsk/Univ of Alaska Anchorage Amer Russ Centr (IREX)	1)Natalya Chiryava Head of Economics and Management Dept. Yakutsk 677000 Yakutsk State Univ Institute of Economics Ul Ammorsova 4 kv 3 (2) Galina Golubkova head Economics Dept Magadan Magadan International Pedagogical Univ 16 Portovaya Street (3) Boris Misikov Rector Yuzhno Sakhalinsk 693000 Sakhalin State Pedagogical Institute		1) (41122)8 2289/5 22 39 (50985)4 3005 (fax) 2) (41322)3 4337/053 8 (fax) 3) (42422)3 2985 (50995)1875 (fax)	1) rabc@talanov magadan su 2) mwv@yucnit yacc yakutia su 3) arc@sovcust.sprint.com	American Russian Center 3211 Providence Dr. Anchorage AK 99508	Charles Neff	Director	(907) 786 1786	(907) 788 7739	alglp@orion.ataska.edu
97		Pskov Centr for Reg I Planning and Devm/Univ of Massachusetts (IREX)	Alexander Zadontsev Director of Pskov Polytechnical Institute Center for Regional Planning and Development or Vladimir Andreyev Vice Director Pskov 180680 L Tolstov 4		(811) 246 1372/ 222 2938 (fax)	alex@crp.pskov.su	Dept of Landscape Architecture and Reg Landscaping Univ of Massachusetts Amherst MA 01002	Meir Gross	Dept Head	(413) 545 6625	(413) 545 1772	meirgross@larp.umass.edu
98		St Petersburg Univ /UC Berkeley (Eurasia Foundation)	Dr Yuri Pashkus Dean of School of Management 199155 St Petersburg, per Dekabristov, 16		(812)350 0406	pashkus@som.sbu.su	Univ of California at Berkeley The Regents of the Univ of California Berkeley CA 94720	Dwight Jaffee	Professor	(510)642 4041	(510) 642 2826	
99		Moscow St Univ /Amer Inst of Business and Econ (Eurasia Found)	Dr Dmitri Pushcharevski Assistan Dean of Geology Dept 117234 Moscow Moscow State University Main Building A 416		(095) 939 1222/23		American Institute of Business and Economics 216 Bliss Lane Great Falls VA 22068	Edwin Dolan	President	(703) 759 2507	(703) 759 3389	
100		Scientific Research Inst of Mechanics and Applied Mathmcs (IMAM) Rostov St Univ /CEC Internatl Partners (Eurasia Found)	Dr Fedor Alekseevich Surkov Deputy Director Rostov on Don 344104, 200/1 Stachki		(8632) 28 9755/0194/5985 (fax)	sur@ciem.rnd.su	CEC International Partners 12 W 31 St New York NY 10001	Mary Shea	Director	(212) 643 1985	(212) 643 1996	cecny@igc.apc.org
STRATEGIC OBJECTIVE 2 2 LEGAL SYSTEMS THAT BETTER SUPPORT DEMOCRATIC PROCESSES AND MARKET REFORMS												
93	LEGAL REFORM	Interlegal/America s Devmt Foundation (World Learning)	Nina Belyaeva President Moscow 117331, Ul. Marii Ulianovoy, 16/1		(095) 138 4408/5918/568 6 (fax)	nina@assist.msk.su interlegal@glas.apc.org	101 North Union Street Suite 200 Alexandria VA 22314	Michael Miller	President	(703) 836 2717	(703) 836 3379	adl@igc.apc.org
94		Interlegal/America s Devmt Foundation (Save the Children)	Nina Belyaeva President Moscow 117331, Ul. Marii Ulianovoy, 16/1		(095) 138 4408/5916/568 6 (fax)	nina@assist.msk.su interlegal@glas.apc.org	101 North Union Street Suite 200 Alexandria VA 22314	Michael Miller	President	(703) 836 2717	(703) 836 3379	adl@igc.apc.org
95		The Union of Jurist of the Rep of Karelia/ Vermont Bar Foundation (Associates in Rural Devmt/Chechchi)	Sergey Pavshukov		(81400) 75604	root@souz.karelia.su	Supreme Court of Vermont 109 State Street Montpelier Vermont 05609 0701	John A. Dooley	Associate Justice		(802) 828 3457	

Annex C

English Translation of Russian Survey

Survey of Partnerships

Name _____
Organization _____
Date Questionnaire Completed _____

This survey is part of a study by USAID of partnerships between Russian organizations and American organizations. USAID is interested in better understanding what kind of partnerships are successful and we would like your opinion of your partnership experience.

I Organizational Data In this section, we would like to record some of the factual information about your organization and your partnership with _____
_____ (fill in the name of your American partner please)

1 When was your organization/institution founded?

- ___ before 1992
- ___ 1992
- ___ 1993
- ___ 1994
- ___ 1995
- ___ 1996

2 What is the size of your organization/institution?

- _____ Total number of employees (professional and support staff)
- _____ Number of members (if a membership organization)
- _____ Annual budget (from all sources, in rubles)

3 What is the legal status of your organization/institution?

- ___ Registered Russian charitable organization
- ___ Affiliate of a registered Russian charitable organization
- ___ Affiliate of an American nongovernmental organization
- ___ Private business organization
- ___ Government organization
- ___ Other, please specify _____

4 The partnership has been actively planning and implementing joint activities since

- before 1992
- 1992
- 1993
- 1994
- 1995
- 1996

5 Who was the initiator of the partnership idea?

- We (the Russian partner) did
 - The American partner did
 - We jointly thought of the idea
 - Someone else, please explain _____
-

6 Do you and your partner-organization have any kind of formal agreement/governing your relationship?

- Yes What kind? _____
- No

7 What is the number of people currently involved in partnership from the Russian side (professionals plus support staff)?

- On a full-time basis _____
- On an occasional basis _____

8 What is the number of people currently involved in partnership from the American side?

- On a full-time basis _____
- On an occasional basis _____

9 Are any of the American partner-organization representatives resident in Russia?

- Yes
- No

10 Do you send personnel to visit your American partner, or vice versa?

- Yes (How many per year? _____)
- No

11 It is planned that the partnership will continue

- until the end of the current funding (What year? ____)
- as long as there is useful work to do together
- as long as there is continued funding
- on a more limited basis from time to time over the next several years

12 The principal objective of the partnership right now is

Is this your initial objective? If not, what was the initial?

13 How would you rate progress toward achievement of this objective?

- We have achieved or have nearly achieved everything we set out to do
- Much has been accomplished it will be completed by the end of the funding
- Some things have been accomplished but difficulties have prevented us from achieving all we wanted
- Not much progress has yet been made we have just begun
- Not much progress has yet been made, it has been difficult to solve all the start-up problems
- Other, please specify _____

II Resources In this section we would like to have some information about the resources which this partnership is using

14 What is the approximate annual budget for activities being undertaken by your partnership?

- Less than \$50,000
- \$50,000 - \$250,000
- \$250,000 - \$1 000,000
- More than \$1 million
- Can't tell -- it varies year by year

15 Do you manage budget jointly?

- Yes, but we each have specific areas of control
- Yes, we do make all decisions jointly
- No, the American partner makes all decisions
- No we each have control of specific accounts which are separate

16 How much financial support has this partnership received to date from USAID?

- Exact amount _____ (Indicate \$ or Rubles)
- Don't know, American partner keeps books
- Can only estimate
 - Less than \$50 000 so far
 - \$50,000 - \$250 000 so far
 - \$250 000 - \$1,000,000 so far
 - More than \$1 million so far

17 Has the partnership ever received financial support from (may check more than one)

- Russian businesses
- Russian Government contributions (including municipal government)
- Private international donations
- Other international foundations (such as Soros, Eurasia, etc)
- Membership contributions
- Sale of services
- Competitive awards from various projects
- Other, please specify _____
- _____
- None

18 Has the partnership ever received any in-kind support (for example, free office space, the grant of a computer, etc) from

- Russian businesses
- Russian Government contributions (including local government)
- Private international donations
- Contributions from other international foundations (such as Soros, Eurasia, etc)
- Membership contributions
- Competitive awards from various projects
- Other please specify _____
- _____
- _____
- None

- 19 Has the partnership ever undertaken any fundraising activities
- In Russia
 - In the U S
 - In other countries
 - No fundraising activities
- 20 What fundraising techniques have you used? (indicate one or more)
- Writing applications for grants, either solicited or unsolicited
 - Personal visits to individuals or groups who might provide support
 - Sales of services or products to public
 - Collection of fees for various services or activities
 - Membership drives
 - Other, please specify _____
-
- 21 Does your partnership involve volunteer workers, that is, people who work with you and/or provide specific services with no pay?
- Yes
 - No
- 22 What percentage of the total cost of activities undertaken by the partnership in the last year were covered by USAID support?
- 100 %
 - More than half, but not all
 - Between 25 % and 50 %
 - Less than 25 %
- 23 Has the percentage of the total cost of activities you implemented with your partner covered by USAID support increased or decreased since the partnership started?
- Increased
 - Decreased
 - No change

24 Is securing financing for your partnership a major issue?

- Yes
- No

25 How much of management time is spent on assuring finances? (Meaning how much time is spent by your whole management team, not by individual)

- 100%
- More than half, but not all
- Between 25% and 50%
- Less than 25%

III **Benefits of Partnerships** In this section we would like to know your views as to the benefits or disadvantages of the partnership as far as your own organization is concerned

26 What do you think is the principal benefit to your organization of your partnership with an American partner? (Check only one)

- Money
- New ideas with regard to actions which my organization could undertake
- New skills in planning and managing organizational development
- Strengthening our organization in a number of ways
- Experience in carrying out certain kinds of activities which we have never done before
- Ability to undertake an activity which required inputs which our organization did not have on its own
- Other, please specify _____

27 What is the principal disadvantage of having an American partner? (Check only one)

- People are suspicious of the partner and won't work with us
- American partner controls all the money
- American partner doesn't understand the local situation
- American partner is too far away to react quickly and provide advice or services on a timely basis
- The people working for the American partner organization do not always stay with the organization so we are always having to break in new people
- Other, please specify _____

28 Do you think that your American partner values the partnership with you for reasons which you do not share?

- Yes
- No

29 What do you think is the principal benefit of the partnership for your American partner?
(Check only one)

- Financial gain
- New contacts with a new group of people in Russia
- Activities in Russia strengthen the organization in a number of ways
- Provides experience in carrying out certain kinds of activities which they have never done before
- They are able to undertake an activity which required inputs which their organization does not have on its own
- Other, please specify _____

30 How would you compare the benefit your organization receives from the partnership from the benefit which your American partner is receiving?

- About equal We both get the benefits we expect
- American partner benefits more than we do
- We benefit more than the American partner does
- American partner gets most of the benefit and we get very little
- Other, please specify _____

31 Have you ever discussed the benefits associated with the partnership with your American partner?

- Yes
- No

32 Have you made any changes in your partnership agreement in order to increase the benefits you are deriving from the partnership?

- Yes
- No

33 If yes what kind of changes did you make?

IV Managing the Partnership In this section we would like to know a little more about how manage your partnership Please circle your opinion of each of the statements

34 Our American partners dominate the partnership make decisions without consulting us manage all the money without always sharing details, and lead in the definition of our work plan

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

35 We on the Russian side are in charge of the partnership s work plan and activities

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

36 It is relatively easy to discuss problems with our American partners

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

37 When we meet with our American partners, we find that their approaches and ideas often need substantial change to adapt them to the Russian environment

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

51

38 Equality between the partners is an important factor for achieving the objectives of a partnership

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

39 We have difficulties in managing the budget

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

40 We would like to be able to initiate activities and ideas more in our partnership

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

41 There have been great changes in the quality of our partnership over time We now feel the partnership is of greater benefit to us than to our American partners

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

42 Informal communication with our partner is always difficult We prefer to have formal meetings at which discussion points and agreements are carefully recorded to avoid misunderstanding

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

58

V **Partnerships in the Future** In this final section we would like your views on the future of your partnership and your recommendations for other partnerships

43 Do you see your partnership in any way as 'permanent'?

- Yes
- No (go to Question 48)

44 If yes, will the partnership continue to involve joint activities in Russia or will it be more in the nature of occasional communication personnel exchanges etc ?

- Joint activities
- Occasional personal communication
- Regular written communication and sharing of materials
- Personnel exchanges
- Other please specify _____

45 What sources of financing will you use to sustain the partnership? (Can indicate more than one)

- Grants we are getting or hope to get from international organizations
- Fees from services we provide or publications (or other goods) we sell or other payments we get from our activities
- Russian government support
- Membership contributions
- Other, please specify _____

46 How much financing do you need to sustain your partnership for a year?

- Less than \$1,000
- Less than \$10,000
- Between \$10,000 and \$50,000
- \$50 000 - \$250,000
- \$250,000 - \$1,000 000
- More than \$1 million
- Can't tell -- it varies year by year or it depends on what our work plan is

47 What sorts of expenses are necessary to sustain your partnership?

- Funding for joint activities in Russia
- Funding for personnel exchanges (plane fare per diem)
- Costs of mail, E-mail, and faxes
- Phone costs
- Other, please specify

48 If you do not see your current partnership as permanent why not?

- It depends on having international financing and right now we don't know about future financing
- We have learned all we can from this partnership
- We are strong enough to work on our own
- We don't particularly enjoy working with our partner organization
- The political situation in Russia makes it difficult to have a permanent American partner
- We would like to develop new partnerships with other organizations
- Other, please specify _____

49 Would a partnership with a Russian organization (for example, in another city, or in a complementary field) be as useful to you as your partnership with an American organization?

- Yes
- No

If yes why? _____

If no, why not? _____

50 Do you have any other "lessons of experience" with regard to partnerships between American and Russian organizations which you would like to share??

50

51 What kind of support you would like to have from USAID in future?

Thank you for taking the time to respond to this survey! USAID will send you a copy of the final report of this partnerships study

Appendix D

American Survey

Survey of Partnerships

Name _____
Organization _____
Date Questionnaire Completed _____

This survey is part of a study by USAID of partnerships between Russian organizations and American organizations. USAID is interested in better understanding what kind of partnerships are successful and we would like your opinion of your partnership experience.

I Organizational Data In this section we would like to record some of the factual information about your organization and your partnership with _____
_____ (fill in the name of your Russian partner, please)

1 When was your organization/institution founded?

- ___ before 1992
- ___ 1992
- ___ 1993
- ___ 1994
- ___ 1995
- ___ 1996

2 What is the size of your organization/institution?

- _____ Total number of employees (professional and support staff)
- _____ Number of members (if a membership organization)
- _____ Annual budget (from all sources, in dollars)

3 What is the legal status of your organization/institution?

- ___ Registered American charitable organization
- ___ Affiliate of a registered American charitable organization
- ___ Affiliate of an American nongovernmental organization
- ___ Private business organization
- ___ Government organization
- ___ Other please specify _____

- 4 The partnership has been actively planning and implementing joint activities since
- before 1992
 - 1992
 - 1993
 - 1994
 - 1995
 - 1996

- 5 Who was the initiator of the partnership idea?

- We (the American partner) did
 - The Russian partner did
 - We jointly thought of the idea
 - Someone else please explain _____
-

- 6 Do you and your partner-organization have any kind of formal agreement/governing your relationship?

- Yes What kind? _____
- No

- 7 What is the number of people currently involved in partnership from the American side (professionals plus support staff)?

- On a full-time basis _____
- On an occasional basis _____

- 8 What is the number of people currently involved in partnership from the Russian side?

- On a full-time basis _____
- On an occasional basis _____

- 9 Are any of the Russian partner-organization representatives resident in the U S ?

- Yes
- No

- 10 Do you send personnel to visit your Russian partner or vice versa?

- Yes (How many per year? _____)
- No

- 11 It is planned that the partnership will continue
- until the end of the current funding (What year? ____)
 - as long as there is useful work to do together
 - as long as there is continued funding
 - on a more limited basis, from time to time over the next several years

- 12 The principal objective of the partnership right now is
- _____
- _____
- _____
- Is this your initial objective? If not, what was the initial?

- 13 How would you rate progress toward achievement of this objective?
- We have achieved or have nearly achieved everything we set out to do
 - Much has been accomplished, it will be completed by the end of the funding
 - Some things have been accomplished, but difficulties have prevented us from achieving all we wanted
 - Not much progress has yet been made we have just begun
 - Not much progress has yet been made it has been difficult to solve all the start-up problems
 - Other, please specify _____
 - _____
 - _____

II Resources In this section we would like to have some information about the resources which this partnership is using

- 14 What is the approximate annual budget for activities being undertaken by your partnership?
- Less than \$50,000
 - \$50,000 - \$250,000
 - \$250,000 - \$1,000,000
 - More than \$1 million
 - Can't tell -- it varies year by year

15 Do you manage budget jointly?

- Yes, but we each have specific areas of control
- Yes, we do make all decisions jointly
- No, the Russian partner makes all decisions
- No, we each have control of specific accounts which are separate

16 How much financial support has this partnership received to date from USAID?

- Exact amount _____ (Indicate \$ or Rubles)
- Don't know Russian partner keeps books
- Can only estimate
 - Less than \$50,000 so far
 - \$50,000 - \$250,000 so far
 - \$250,000 - \$1,000,000 so far
 - More than \$1 million so far

17 Has the partnership ever received financial support from (may check more than one)

- American businesses
- American state and/or local government contributions
- Private international donations
- Other international foundations (such as Soros, Eurasia etc)
- Membership contributions
- Sale of services
- Competitive awards from various projects
- Other, please specify _____

- None

18 Has the partnership ever received any in-kind support (for example, free office space the grant of a computer, etc) from

- American businesses
- American state and local government contributions
- Private international donations
- Contributions from other international foundations (such as Soros Eurasia etc)
- Membership contributions
- Competitive awards from various projects
- Other, please specify _____

- None

- 19 Has the partnership ever undertaken any fundraising activities
- In Russia
 - In the U S
 - In other countries
 - No fundraising activities
- 20 What fundraising techniques have you used? (indicate one or more)
- Writing applications for grants either solicited or unsolicited
 - Personal visits to individuals or groups who might provide support
 - Sales of services or products to public
 - Collection of fees for various services or activities
 - Membership drives
 - Other please specify _____
 - _____
 - _____
- 21 Does your partnership involve volunteer workers that is people who work with you and/or provide specific services with no pay?
- Yes
 - No
- 22 What percentage of the total cost of activities undertaken by the partnership in the last year were covered by USAID support?
- 100%
 - More than half, but not all
 - Between 25% and 50%
 - Less than 25%
- 23 Has the percentage of the total cost of activities you implemented with your partner covered by USAID support increased or decreased since the partnership started?
- Increased
 - Decreased
 - No change ✓

24 Is securing financing for your partnership a major issue?

- Yes
- No

25 How much of management time is spent on assuring finances? (Meaning how much time is spent by your whole management team, not by individual)

- 100%
- More than half but not all
- Between 25% and 50%
- Less than 25%

III **Benefits of Partnerships** In this section, we would like to know your views as to the benefits or disadvantages of the partnership as far as your own organization is concerned

26 What do you think is the principal benefit to your organization of your partnership with a Russian partner? (Check only one)

- Money
- New ideas with regard to actions which my organization could undertake
- New skills in planning and managing organizational development
- Strengthening our organization in a number of ways
- Experience in carrying out certain kinds of activities which we have never done before
- Ability to undertake an activity which required inputs which our organization did not have on its own
- Other, please specify _____

27 What is the principal disadvantage of having a Russian partner? (Check only one)

- People are suspicious of the partner and won't work with us
- Russian partner controls all the money
- Russian partner doesn't understand the local situation
- Russian partner is too far away to react quickly and provide advice or services on a timely basis
- The people working for the Russian partner organization do not always stay with the organization so we are always having to break in new people
- Other, please specify _____

28 Do you think that your Russian partner values the partnership with you for reasons which you do not share?

- Yes
- No

29 What do you think is the principal benefit of the partnership for your Russian partner?
(Check only one)

- Financial gain
- New contacts with a new group of people in the U S
- Activities in the U S strengthen the organization in a number of ways
- Provides experience in carrying out certain kinds of activities which they have never done before
- They are able to undertake an activity which required inputs which their organization does not have on its own
- Other please specify _____

30 How would you compare the benefit your organization receives from the partnership from the benefit which your Russian partner is receiving?

- About equal We both get the benefits we expect
- Russian partner benefits more than we do
- We benefit more than the Russian partner does
- Russian partner gets most of the benefit and we get very little
- Other please specify _____

31 Have you ever discussed the benefits associated with the partnership with your Russian partner?

- Yes
- No

32 Have you made any changes in your partnership agreement in order to increase the benefits you are deriving from the partnership?

- Yes
- No

33 If yes, what kind of changes did you make?

IV Managing the Partnership In this section we would like to know a little more about how manage your partnership Please circle your opinion of each of the statements

34 Our Russian partners dominate the partnership make decisions without consulting us, manage all the money without always sharing details, and lead in the definition of our work plan

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

35 We on the American side are in charge of the partnership s work plan and activities

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

36 It is relatively easy to discuss problems with our Russian partners

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

37 When we meet with our Russian partners, we find that their approaches and ideas often need substantial change to adapt them to the American environment

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

5

38 Equality between the partners is an important factor for achieving the objectives of a partnership

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

39 We have difficulties in managing the budget

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

40 We would like to be able to initiate activities and ideas more in our partnership

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

41 There have been great changes in the quality of our partnership over time We now feel the partnership is of greater benefit to us than to our Russian partners

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

42 Informal communication with our partner is always difficult We prefer to have formal meetings at which discussion points and agreements are carefully recorded to avoid misunderstanding

Strongly Agree *Agree* *Neutral* *Disagree* *Strongly Disagree*

V **Partnerships in the Future** In this final section we would like your views on the future of your partnership and your recommendations for other partnerships

43 Do you see your partnership in any way as 'permanent'?

- Yes
- No (go to Question 47)

44 If yes, will the partnership continue to involve joint activities in the U S or will it be more in the nature of occasional communication personnel exchanges etc ?

- Joint activities
- Occasional personal communication
- Regular written communication and sharing of materials
- Personnel exchanges
- Other please specify _____

45 What sources of financing will you use to sustain the partnership? (Can indicate more than one)

- Grants we are getting or hope to get from international organizations
- Fees from services we provide or publications (or other goods) we sell or other payments we get from our activities
- U S government support at any level
- Membership contributions
- Other, please specify _____

46 How much financing do you need to sustain your partnership for a year?

- Less than \$1,000
- Less than \$10,000
- Between \$10 000 and \$50 000
- \$50,000 - \$250 000
- \$250,000 - \$1,000 000
- More than \$1 million
- Can't tell -- it varies year by year or it depends on what our work plan is

47 What sorts of expenses are necessary to sustain your partnership?

- Funding for joint activities in Russia
- Funding for personnel exchanges (plane fare, per diem)
- Costs of mail, email, and faxes
- Phone costs
- Other, please specify

48 If you do not see your current partnership as permanent why not?

- It depends on having international financing and right now we don't know about future financing
- We have learned all we can from this partnership
- We are strong enough to work on our own
- We don't particularly enjoy working with our partner organization
- The political situation in Russia makes it difficult to have a permanent American partner
- We would like to develop new partnerships with other organizations
- Other please specify _____

49 Would a partnership with an American organization (for example, in another city, or in a complementary field) be as useful to you as your partnership with a Russian organization?

- Yes
- No

If yes, why? _____

If no, why not? _____

50 Do you have any other "lessons of experience" with regard to partnerships between American and Russian organizations which you would like to share??

51 What kind of support you would like to have from USAID in future?

Thank you for taking the time to respond to this survey! USAID will send you a copy of the final report of this partnerships study