IOCC

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The International Humanitarian Organization of Orthodox Christians in America and Canada

IOCC Final Report

NIS-2022-00-04

IOCC

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26 May 1995

Mr. W. Thomas Kelly, Director PVO/NIS Project
WORLD LEARNING
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Dear Mr. Kelly:

Please find attached six (6) copies of International Orthodox Christian Charities' final report for the closeout of Subgrant NIS-2022-00-04.

Per your letter of 21 February 1995, the following actions have been taken or are not applicable:

1. A copy of the final Financial Report is attached to each of the six copies of the final report.

2. IOCC has met with all the requirements of the "Reports" clause of the Subgrant agreement. Two (2) copies of quarterly reports were submitted throughout the duration of the project, beginning in December 1992 and continuing through January 1995. The final report covers the period of the last quarterly report (January - March 1995).

   In addition, per the grant requirements, a mid-term evaluation was completed in May 1994 by an independent evaluator and the report was forwarded to World Learning.

3. Under this grant, related Subgrant Agreements are not applicable.

4. With regards to the residual nonexpendable property, IOCC purchased two lap-top computers and two printers at the initiation of this project. For this purchase $5000 was used of the WL/USAid funds, with IOCC matching $1508. This equipment will continue to be used in the same manner as anticipated under the grant.

B

5. Under this grant, final patent and final royalty reports are not applicable.

We look forward to providing any clarification to this report. IOCC is very grateful for the support given by World Learning.

Sincerely,

Alexander Rondos
Executive Director

ORGANIZATIONAL INFORMATION

Name:	International Orthodox Christian Charities (IOCC)
Project Title:	*Podderzhka*
Project Number:	NIS-2022-00-04
Project Commencement:	26 August 1992
Date of Completion:	31 March 1995
Total Project Funding:	$ 761,462.00

W/L-USAID Funds Disbursed:	$ 282,477.00
IOCC Funds Disbursed:	$ 149,466.00

Total Disbursement:	$ 431,943.00

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FINAL REPORT: WORLD LEARNING NIS GRANT NIS-2022-00-04

I. EXECUTIVE SUMMARY

International Orthodox Christian Charities (IOCC) received a grant for the **Podderzhka** project (hereinafter referred to as **Podderzhka**) on August 26, 1992, with the goal of expanding the capacity of Russian charitable institutions to provide humanitarian assistance and social services. Activities were initiated in December 1992/January 1993. During the two-and-a-half-year length of the project, **Podderzhka** staff worked both independently and with outside professionals to design and implement the most effective strategies for assisting Russian non-governmental organizations (NGOs).

The Russian non-profit sector initially emerged to replace the government-sponsored social service networks which collapsed along with the Soviet system. Organizations in this sector then accepted the responsibility of providing for vulnerable groups previously non-existent or unacknowledged by the government. Their spectrum of beneficiaries grew to include such groups as orphans, the disabled, veterans, pensioners, families with many children, the homeless, alcoholics, and drug abusers.

Podderzhka sought to facilitate the growth and development of these organizations. The project's ultimate aim was higher, however, than that established by the NGOs themselves. **Podderzhka** strove to help these groups not only replace and maintain the services of defunct government institutions, but also to improve upon them and the situation of their beneficiaries. This was accomplished by following a two-part program: providing education and training through private consultations and group seminars and awarding small grants to local NGOs who had demonstrated the willingness and ability to make good use of the funds.

To strengthen the Russian NGO sector, **Podderzhka** worked on five principal services:

1. Helping to define the NGO sector and promoting awareness education to NGOs about their role in society; instruction in management, professionalism and strategy-building.

2. Building linkages between NGOs and both government bodies and private businesses.

3. Fostering cooperation and teamwork among regional NGOs (those working in the same geographical area).

4. Training in project design, proposal writing, budgeting, and project representation in competitions for grant funding.

5. Implementation of project designs; preparing financial and program reports; project monitoring; project evaluation.

IOCC took the unusual step of using an entirely indigenous staff which had developed their own methodological approach to the development of NGO's in Russia. To reach the NGO leadership population, the **Podderzhka** project staff conducted sixteen large-scale seminars and many personal consultations (Appendix 5). These seminars ranged in focus from group discussions on the role of the non-profit sector in Russia to the specifics of managing an NGO. Private consultations were held to resolve problems specific to a particular organization.

IOCC developed workshop themes based on internal deliberations and NGO feedback. The responses from the NGO leaders were especially critical to the success of the workshop series. For example, when the second stage of **Podderzhka** (the awarding of small grants) was scheduled to begin, the NGO leaders communicated their inexperience in writing grant proposals. Rather than rush into this next phase and meet with little or no success, IOCC determined that it would be more beneficial to postpone the funding process until the NGO leaders better understood the fundamentals of grant proposals. Additional seminars to this effect were then conducted.

The **Podderzhka** staff enhanced the NGO environment in Russia by bridging the information gap among NGOs, government officials and business representatives. Russian government officials were disinterested at best, occasionally even hostile, to the needs of NGOs. After participating in **Podderzhka** events, including conferences and meetings with NGO leaders, local officials have begun to be more receptive to the social service sector. They are now working with NGO leaders to locate funding and clarify legislation. In a similar reversal, business leaders who before either ignored or took advantage of the plight of NGOs now serve on the boards of local NGOs and provide such services as office support, financial aid and procurement of real estate.

Podderzhka also strove to improve relations between the NGOs themselves. Seminars on cooperation were received with enthusiasm and resulted in the creation of several regional projects. In Novosibirsk, leaders worked closely together to submit a grant proposal to World Learning/USAID. Directors of similarly-oriented organizations in Sochi signed a charter founding a Regional Center for Rehabilitation. Finally, the NGOs in St. Petersburg working with disabled children have united to conduct their own conferences and to initiate projects in conjunction with the local government.

As the demand for training sessions in grant procedures grew, **Podderzhka** staff conducted additional seminars. Training addressed such activities as designing a focused project, developing a reasonable budget, and implementing internal reviews and financial monitoring as well as other steps crucial to successful project execution.

Of the 150 organizations who attended at least one IOCC conference before the grant application deadline, 53 organizations submitted proposals. All these were reviewed according to the approval process created by **Podderzhka** staff. While 19 received approval from their appropriate Regional Review Panels, many of these approvals were

contingent upon a re-working of either the project plan, the budget or both.

Podderzhka awarded two grants to fund pilot projects. These organizations received continual support and consultation. They were reviewed in full towards the end of their project and at the end of **Podderzhka** (see Appendix 4.A and 4.B).

Over the two-and-one-half-years of its existence, **Podderzhka** evolved along with the Russian society, maturing in the face of the new demands laid before it by the population. Initially, **Podderzhka** intended to focus solely on the regions of Moscow and St. Petersburg. However, after receiving petitions from organizations outside these two areas, the decision was made to expand into other Russian regions. Consequently, Volgograd, Nizhniy Novgorod and Novosibirsk received **Podderzhka** services as well.

The unexpected necessity of grant and financial training slowed down the timetable of **Podderzhka**. Similarly, inflation complicated the execution of the final stage of the project. As the ruble plummeted and the dollar's buying power dropped, organizations struggled to re-figure their budgets, thus delaying the submission of adequate proposals and hampering the timely funding of other projects. Consequently, the time remaining in **Podderzhka**'s lifespan was not enough to guarantee support and evaluation for additional projects. Further funding will be re-considered outside of **Podderzhka**'s scope, as an independent IOCC continuation project.

Podderzhka laid a foundation for the growth of the social-services sector in Russia. It clearly defined the role of an NGO and conveyed this, not only to NGO leaders, but also to Russian government officials and the private sector. **Podderzhka** communicated to NGO leaders the fundamentals of managerial control, accounting methods, cooperation and collaboration, public awareness, project accountability and interaction with official representatives. By transferring better management ability and a professional approach to social services distribution, **Podderzhka** fulfilled its original purpose: "to develop local organizational capacity to provide a social safety net and foster self-help initiatives."

As the focus of the project shifted from providing individual NGOs with grants to enhancing communication and education for procedures and proposal writing within the Russian NGO sector, the project was underspent. At the close of the project, $ 282,477 of WL/USAid funds was spent and $ 149,466 was contributed by IOCC.

II. PROJECT DEVELOPMENT

1. Project Goal

To expand the capacity of Russian charitable institutions to provide humanitarian assistance and social services.

2. Objectives, Activities and Findings

Objective 1: Develop a typology of services active in the Russian social-service sector.

Activities:

- Created a catalog system to sort organizations by their primary services and beneficiaries.
- Entered all information into a database for easy reference and analysis.

Results: 1. **Podderzhka** staff created a list of the most-oft cited services offered by Russian NGOs. These included:

Services Offered	Beneficiaries
Medical Assistance	Children
Physical Rehabilitation	Children w/Disabilities
Mental Rehabilitation	Families
Employment Counseling	Elderly
Social/Legal Defense	Physically Disabled
Cultural Advancement	General
Educational Programs	
Athletic Organizations	
Support Network	
Substance Abuse Counseling	
General Charity Work	

2. It became apparent that compiling a precise list of the organizations which work in any particular sphere is impossible. As the Russian NGO is still in its formative stages and is still trying to replace disappearing State services, the typical public organization tends to encompass many, occasionally even all, of the various services cited. "General Charity Work" best labels the majority of the Russian NGOs with whom **Podderzhka** worked, including those NGOs formed with specific intentions.

Once the initial list was compiled it was entered into a computerized data-base for easy access. (Appendix 2).

Objective 2: Selection of NGOs to participate in **Podderzhka**.

Activities:

- Collaborated with the Russian Orthodox Church's Department of Church Charity and Social Services to locate and invite qualified NGOs to participate in initial organizational development workshops.
- Publicized **Podderzhka** conferences and seminars to attract additional potential participants.

Results: 1. Using the original pool of NGOs, **Podderzhka** selected an initial 38 organizations to take part in the project plan.

Podderzhka initially intended to concentrate its efforts on building a counterpart relationship with the Russian Orthodox Church (ROC) and those groups associated with it. It was believed that ROC authorities would have the most relevant information for locating potential NGOs, and that those NGOs would have the most exposure to the concept of voluntary initiatives. The selection of the first 38 NGOs to participate in **Podderzhka** was made in close consultation with the ROC, following the criteria developed (Appendix 3). Once the selection process was completed, the **Podderzhka** staff began to outline with the ROC the types of independent and cooperative initiatives which could be planned. It became apparent, however, by November 1993 (4th Progress Report), that the ROC would not be able to fully participate in the planned activities due to demands of time and resources by its on-going charitable activities. In addition, the ROC was too centralized in Moscow and was struggling to deal with its newly-found freedom after 75 years of oppression under Soviet rule. As a result, the decision was made to extend the scope of the project to non-ROC groups. However, some NGOs affiliated with the ROC continued to participate in **Podderzhka**; these included the "Sisterhood of St. Martyr Elizabeth" of the parish "All the Saints of the Russian Land", the Znamensky Cathedral of Moscow and the "Children of Orthodox Center" in Moscow.

2. Through word of mouth and frequent publicity in the local press, **Podderzhka** attracted additional non-ROC NGOs who wished to participate. All interested groups and individuals were encouraged to attend the workshops and training sessions. This created a base from which to find replacements for the occasional group that dropped out of the program.

In particular, the **Podderzhka** project received frequent solicitations from groups outside the original target areas of St. Petersburg and Moscow. Responding to this demand,

Podderzhka agreed to extend its services to three other regions: Nizhniy Novgorod, Volgograd and Novosibirsk. These areas had demonstrated themselves to be rich in experience and ready for the type of agenda **Podderzhka** offered. By the close of **Podderzhka**, these additional NGOs had yielded some of the most successful pilot projects and independent work.

For example, "Nordis", a rehabilitation school for deaf children in Nizhny Novgorod, wrote a proposal, received a small grant and implemented their project successfully. (Appendix 4.A). Additionally, in Novosibirsk 6 local NGOs collaborated and formed a Regional Coordinating Council to help promote the growth of the approximately 60 NGOs in various stages of growth in that region. Working together, and using skills obtained at **Podderzhka** seminars, they prepared and presented a proposal for institutional capacity building to World Learning, which unfortunately was not funded due to the intense competition for that particular grant. In addition, the Council organized a festival to publicize the creative and artistic achievements of handicapped people.

3. At the time of **Podderzhka**'s end, approximately one hundred and fifty social-service organizations had interacted with **Podderzhka**, through seminars, workshops and/or individual counselling.

Objective 3: Determine the inputs necessary to strengthen the work of the Russian social-service sector.

Activities:

- Discussed with individual leaders the problems preventing the further structuring and growth of their organizations.
- Directed four general conferences on the status of the Russian NGO to generate discussion and feedback.
- Consulted with other Western groups engaged in similar developmental projects to compare findings.
- Conducted on-site evaluations of NGOs to ascertain both their level of management proficiency and their specific needs.

Results: 1. From the initial analysis activities of the project staff, **Podderzhka** concluded that very few, if any, Russian charitable organizations could meet Western standards of professional, accountable, non-profit organizational management. A similar conclusion was reached by Western specialists in non-profit organizational management at a conference sponsored by United Way International in Moscow in 1992. World Learning itself realized the nebulous conditions in which Russian NGOs were operating and the lack

of hard definitions for such organizations in Russia. Likewise, the leaders of the NGOs themselves were aware of their inexperience in directing social programs.

Based on this overwhelming evidence, **Podderzhka** determined that the most immediate need was training in the very basics of management theory: organizational planning (definition of goals and objectives; analysis of the operating environment; activity development; etc.); interpersonal relations; accounting; and fundraising. **Podderzhka** staff members took advantage of several training opportunities provided by USAID Net, and acquired new knowledge to help the local NGO leadership. Consultants in various fields were retained to aid in project development and grant writing seminars and, additionally, IOCC/Baltimore sent it's Chief Operating Officer to assist in financial management procedures.

2. Because of the lack of private voluntary initiatives during the Soviet era and the tendency of Russian NGO leaders to be "chiefs", NGOs resisted organizational collaboration. Additionally, from discussions and comments made during conferences, **Podderzhka** realized that the majority of NGOs considered themselves small support, groups formed by relatives of children afflicted with particular illnesses or handicaps, and not true professional bodies. Attention needed to be focused on the benefits of cooperation and pooled resources, as the groups saw no need for expansion in that sense.

Through seminars on cooperative efforts among NGOs, the various groups came to realize the advantages of cooperation among themselves. As mentioned above, a prime example of this cooperation was the creation of the Regional Coordination Council in Nizhny Novgorod. Also, some NGOs coalesced into advocacy groups, whose leaders quickly discovered they were now taken more seriously by the government, the business community and the media.

Objective 4: Improve communication and rapport between NGO leaders and government and commercial officials to help facilitate the further development of the non-profit sector.

Activities:

- Met with government officials to review the interactive process between authorities and the social-service sector.
- Interviewed business representatives to define their role in supporting local NGOs.
- Arranged meetings between government and NGO officials, occasionally accompanying NGO representatives.

- Invited local businessmen and government officials to participate in conferences and workshops to further broaden channels of communication.

Results: 1. **Podderzhka** emerged as an important liaison between NGOs and government officials. Discussions with NGO leaders had revealed strained relations with local and federal government officials. The murky status of the non-profit sector, the lack of any precedence and an indifferent government were making it virtually impossible for NGO leaders to conduct normal relations with their local authorities. In one example, a visit by **Podderzhka** staff to the Director of the Department for Social Support of Stavropol revealed that he had no comprehension about the work of the local NGOs.

Additionally, **Podderzhka** staff met with various government officials in Volgograd and Volzhsky to introduce them to the NGOs operating in their regions. By the time **Podderzhka** reached the end of its project term, local governments helped contribute financing for three **Podderzhka** seminars. The use of a conference hall was donated for the seminar in Novosibirsk, November-December 1993. Also in Novosibirsk, regional authorities furnished $ 700 and the volunteer help for the March 1994 seminar. And, the Moscow City Government funded **Podderzhka**'s final two-part seminar in Moscow, November 1994/January 1995 by assuming the entire cost (approximately 6 million rubles) of the event and its preparation.

2. **Podderzhka** invited government officials to all the seminars which were held. Representatives of government bodies attended five (nearly one-third) of **Podderzhka**'s seminars. These seminars included Pushino, June 1993; Novosibirsk, August 1993; Volgograd, October 1993; Novosibirsk, March 1994 and; Novosibirsk, April 1994. By participating in these conferences, the officials became more familiar with the goals and objectives of their local NGOs.

3. A similarly tense situation was discovered between NGOs and commercial organizations. Businessmen knew and cared little about the activities of their local NGOs. The lack of communication was not only unproductive, but it also hampered the NGOs' ability to attract funds. **Podderzhka** cultivated constructive relations between the private and non-profit sector.

Prominent businessmen attended all of the Novosibirsk seminars. In addition, at a special **Podderzhka** workshop held in Volzhsky, Volgograd (October 1993) a local businessman presented 20 million rubles and the use of a vehicle to the "League of Living Aid", a center for the rehabilitation of disabled children. Two weeks later another 11 million rubles were donated to the organization. The "League of Living Aid" also benefitted from **Podderzhka** through seminars and a successfully funded and implemented project (Appendix 4.B).

Objective 5: Provide appropriate training to strengthen the management abilities of NGO leaders.

Activities:

- Designed and conducted 16 conferences throughout Russia.
- Gave personal consultations to approximately thirty organizations each month.
- Offered assistance in connecting NGO leaders with the proper resources and/or individuals to answer specific questions.

Results: 1. The initial seminar theme (activities and charity development) was selected by the **Podderzhka** project team after careful review of the analysis information gathered. Subsequent topics were chosen in consideration of the concerns expressed by NGO leaders during seminar discussions. The following subjects were addressed in the **Podderzhka** seminar series:

The Activities and the Development of Local NGOs
How to Write a Grant Proposal
Social and Psychological Videotraining
Exchanges on Project Proposals
Activity Coordination Between NGOs
Creating a Joint Rehabilitation Center
Management of a Non-Profit Organization

For a complete description of the sixteen conferences, please see Appendix 5.

Two conferences deserve special attention. The "Activity Coordination" seminar held in Novosibirsk (April 1994) taught the benefits of cooperation between organizations. Based on this training, a proposal was submitted to World Learning/USAID for the development of a Regional Council of Novosibirsk NGOs. While this proposal for institutional capacity building did not receive funding due to the intense competition for that particular grant, the Council continues to develop independently.

The "Joint Rehabilitation Center" conference held in Sochi (May-June 1994) also emphasized the value of effective coordination. **Podderzhka** staff reviewed the two proposals submitted for grant approval and, with their guidance, participants worked together to revise the proposals, one of which was to organize a rehabilitation center in Sochi for Russian invalids. This proposal was reviewed at the **Podderzhka** roundtable meetings in St. Petersburg and Moscow and received favorable interest. It resulted in the participants drafting, with **Podderzhka's** help, a Founder's Agreement for the creation of the shared rehabilitation center for the disabled. Under the terms of the agreement,

any of the founders may use the premises and are invited to share their programs. The hope is that by combining various experts, programs, participants and funding, the center can become a place which continually hosts events available to all.

2. Private consultations for interested parties were regularly offered by **Podderzhka** staff. By working on a more personal basis, **Podderzhka** members were able to address concerns specific to an organization. These meetings varied in their locale depending on the location of the NGO and/or individual.

3. With the social-service sector so new and inexperienced in Russia, and the political situation continually shifting, frequent questions arose regarding procedural matters. **Podderzhka** provided contact names and numbers for those seeking help with a particular issue. These contact names included local coordinating councils of NGOs such as the association in St. Petersburg, which has 53 member groups working with families of disabled children, and experts who had participated in **Podderzhka** seminars. These included directors of various institutes, lawyers and doctors (Appendix 6).

In addition, **Podderzhka** also helped NGOs realize the requirements for legal activity in Russia. In Valentinovka, a suburb of Moscow, a seminar was held on the legal aspects of NGO work in Russia in light of current legislation. The seminar included a presentation about the requirements and procedures for registering formal agreements and organizations with local authorities.

Objective 6: Select qualified pilot projects for small-grant funding.

Activities:

- Offered training in project development and grant proposals.
- Developed a review and approval process for selection of pilot projects.
- Determined which projects merited funding.

Results: 1. When **Podderzhka** began discussing its plans for sponsoring a pilot project program, many participating NGO leaders expressed concern. They had no experience in designing a project, writing a grant proposal, structuring a sound budget, incorporating an internal review system, etc. Rather than push forward with the selection process, **Podderzhka** staff elected to direct seminars specific to these issues.

2. **Podderzhka** staff created their own methodology for determining which organizations qualified for funding. A list of organizational and project characteristics was developed and made public to NGOs. Once an NGO satisfied the basic requirements, its project was selected for proposal development (Appendix 7).

Public hearings were determined to be the most beneficial process for selecting which proposals would be funded. Three-day roundtable discussions incorporated a presentation of each project as well as constructive advice from both **Podderzhka** staff and other participants. All participating NGOs gained valuable insights into the improvement of not only their proposals, but also their overall project. Recommendations for funding were then made by the participants (Regional Review Panel) at the end of the hearings. Final decisions were made by **Podderzhka** project staff, contingent upon approval from IOCC Baltimore. This process resulted in 53 proposals that were submitted for review.

3. Even with the additional assistance of the grant-writing seminars, many of the 53 grant proposals received were unsatisfactory. More than half of the NGOs were insufficiently prepared for the responsibilities of even a small-sized grant. More importantly, their projects failed to strive beyond a basic maintenance of the status quo. The **Podderzhka** pilot project fund was designed to work with groups prepared to look beyond simple upkeep towards the greater goal of change and improvement. The number of organizations to be funded was, therefore, reduced from the 40 orignally anticipated to more closely match the number of proposals qualified.

After the roundtable project hearings, 19 proposals received preliminary approval with the provision that either project enactment, budgetary allowances, or both, be reworked by the organization. Eventually two proposals were declared ready for immediate funding, "Nordis" (Appendix 4.A) and "League of Living Aid" (Appendix 4.B). An additional 7 proposals were reworked and submitted (Appendix 8). These projects are ready for funding from IOCC or other sources.

Objective 7: Award grants to approved organizations and monitor the implementation and progress of their projects.

Activities:

- In conjunction with Russian and American experts, created a contract for financial accountability of disbursed grants.
- Reviewed projects and budgets with leaders to adjust for inflation.
- Provided support and assistance to the funded NGOs.
- Conducted on-site final reviews to observe the advancement of the pilot projects and to ensure proper expenditure of the grant allowance.

Results: 1. As there are few legal mechanisms in place in Russia for NGOs, the entire process to transfer funds, including legal contracts to protect the grants, had to be designed from scratch. As such a task required extensive legal knowledge, outside sources were consulted to create contracts valid in both Russia and America.

2. The lack of a legal contract delayed the immediate award of the first two grants which had received full approval ("Nordis" and "League of Living Aid"). The unexpected delay prompted a review of the two proposals' budgets in light of Russia's rapid inflation. Further postponement of one grant was requested by the organization itself as the president was out-of-residence, studying NGO management in America under the USAID NET program. Both projects were funded as soon as possible.

The remaining project proposals also encountered similar budgetary problems. Already struggling to re-figure their budgets, these project leaders then had to contend with the collapse of the ruble on Black Tuesday (October 11, 1994) when the ruble dropped more than forty percent of its value in a single day. While the government stopped the slide and returned the ruble close to its former strength, the instability and uncertainty remained. Inflation continued its rise while the buying power of the dollar fell. Once again, budgets were re-figured. By the time final proposals were re-submitted and received approval from both **Podderzhka** staff and IOCC Baltimore, there was not enough time remaining in the project's lifespan to guarantee the support and review required by **Podderzhka** guidelines. Further funding, therefore, was postponed to be reconsidered by IOCC at a later date outside of **Podderzhka** parameters.

3. On-site reviews were conducted for both organizations who received funding (Appendix 4.A & 4.B). Each demonstrated a marked improvement in both services available and their distribution. Parents and various staff members were interviewed for their reactions, and financial documents were examined to verify the appropriate disbursement of the grant.

Objective 8: Review the strengths and weaknesses of the **Podderzhka** project.

Activities:

- Mailed questionnaires to organizations who had interacted with the **Podderzhka** team.
- Conducted an internal review.

Results: **Podderzhka** developed and mailed a questionnaire to the NGOs who had participated in the project (Appendix 9). Included in this questionnaire was a section asking participants to evaluate how **Podderzhka** could be improved. This section provided valuable insight in determining how effective **Podderzhka** had been; they incorporated into the "Lessons Learned" section of Part III of this report.

III. ANALYSIS OF PROJECT

1. Critical Issues

This section includes unanticipated issues which were encountered during the progression of **Podderzhka** and which had a significant impact on the project's development.

Defining a Russian Non-Profit Organization

The concept of a "non-profit organization" was unclear among the people of Russia and even among many of the NGO leaders themselves. Most NGOs viewed their activities as replacements for crumbling or disappearing state services. It still is not fully appreciated that the Third Sector can, and should be, qualitatively different from State social welfare systems.

The situation is further complicated by the newness of the social sector. It cannot be forgotten that Russia has only begun its privatization process within the last four years. Even for those organizations which recognize their inherent separation from the government, a complete break is not feasible. For a non-governmental organization to stand on its own financially is virtually impossible. At the same time, the government does not have enough finances itself to carry out the needed programs. This leaves organizations straddling two worlds, trying to take the best from each but never achieving status as an independent organization.

Initiating **Podderzhka**, therefore, required first explaining to Russian NGO leaders the basics of the social sector and its role in society, then helping them to establish their independence.

"Voluntary" NGOs

A significant number of Russian NGOs supported by this project originated from support groups of parents whose children suffer from particular illnesses or disabilities. These parents unite to secure or create services to help members of their own families. As such, Russian NGOs tend to be voluntary support networks rather than organized business structures even when there is some paid staff or compensation for the leadership. In many instances, a group registers as a "non-profit" simply in hopes of receiving funding from local or foreign businesses and governments. Only after taking this step do the organizations seem to appreciate their possibilities and responsibilities.

The leadership, however, remains non-professional. Lacking previous experience in managing an official organization, the overall objectives and goals of leaders tend to be vague. Unfamiliarity with contracts and budgets persists. Rarely does a true board of directors exist other than on paper. More than ninety percent of the leaders of these "voluntary" NGOs are above forty years of age and have been molded by the Brezhnev era. While trying to force them to change their ways now is difficult, promoting their activities is crucial; their efforts are essential to the evolution of the social-service sector.

Podderzhka training sessions had to be designed both to respect these older ways of thought and to introduce more innovative management styles.

The Russian NGO Environment

One explanation for the very different way Russian NGOs operate from their Western counterparts is the environment in which they function. Unlike the West, Russia and Russians have no recent experience in the social-service sector. Nor do they have any precedents on which to model new programs. The legal framework is vague, sometimes inconsistent, sometimes non-existent. NGOs are working without the basic foundations and are hampered by ambiguity.

This overall lack of history and clarity proved disruptive to **Podderzhka**'s endeavors as well: for example, in creating the funding contract and methods of observation. Such obstacles were overcome, but they often required more time than originally anticipated.

Timeframe

When the **Podderzhka** project proposal was submitted for approval, it was believed that only twelve months would be needed to research, understand and react to the nascent Russian social-service sector. This initial timeline of twelve months, however, proved to be insufficient, and a no-cost extension was requested and approved in late April/early May 1994. As the Russian non-profit has little in common with Western parallel institutions, **Podderzhka** continually encountered unexpected gaps, anticipations and standards. Although time-consuming, the project team managed to formulate a direct-response agenda catering to the specific needs of the Russian NGO.

Podderzhka experienced similar frustrations when it attempted to enact Phase Two of its plan: the funding, supervision and review of non-profit organizations. From the very beginning of its implementation, **Podderzhka** realized that this, too, would have to reflect the Russian reality and not what is standard to a Western NGO. Not only did staff need to develop a contract that observed both Russian and American laws, it then had to

explain the fundamentals of contract theory to the NGO leaders. Similarly, it was not enough to simply accept project proposals and then begin their funding; it was necessary to instruct leaders how to develop a sound project and a viable budget, how to translate this into a written grant proposal. Only then could funding begin.

Effects of Inflation

Due to spiraling inflation many of the pilot projects' budgets needed to be revised. This amendment process impeded the timely review and assessment of projects submitted for approval. This became an especially significant factor when the inflation rate was coupled with the sudden collapse of the ruble. October 11, 1994, earned the name "Black Tuesday" after the ruble lost more than forty percent of its value in one day, its slide stopped only by the early closure of the exchange. While the Russian Federal Government managed to restrain the initial devaluation, the ruble continued to decline while prices rose. As some of the highest rates of inflation occurred just as project proposals were being reviewed for funding (June-November 1994), budgets continually needed to be readjusted for feasibility. This caused many delays in the funding process.

2. Lessons Learned

Management of Podderzhka

IOCC chose to staff **Podderzhka** with Russian nationals as a project team, managed by an ex-patriate. The first ex-patriate to oversee the project did so from October 1992 to May 1993. Each successive ex-patriate managed the project according to IOCC guidelines.

Insufficient enforcement of day-to-day management and communications complicated the project's performance. This can also be attributed to the lack of understanding by the **Podderzhka** staff for American NGO accountability standards. In order to educate the staff, three members attended training opportunities provided by the USAID Net Program. One received instruction in financial management, while the other two participated in NGO management courses. Upon their return to Russia, they were able to apply the lessons learned to projects in process, as well as those in the development phase.

While the intent to maintain an entirely indigenous staff allowed a unique vantage point for the project, the relative managerial inexperience of the staff should have been recognized and addressed earlier by IOCC.

Project Documentation

At the initial start-up of **Podderzhka**, two notebook computers and two printers were purchased to aid staff members in the necessary documentation for proper record keeping. However, due to a mistrust for paper trails developed within the Soviet state, the staff members were less likely to have developed the necessary habits for proper record keeping. This issue was addressed when **Podderzhka** retained a consultant to help create an appropriate documentation system. In collaboration with the project staff, a special database was designed to sort and clarify the various pieces of data compiled during the life of the project. In addition, records concerning business trips and seminars were also collected and assembled into a series of notebooks for quick reference.

Funding of Pilot Projects

At the time IOCC submitted the **Podderzhka** proposal to World Learning for approval, the number of NGOs which would meet the necessary standards for funding and have the necessary skills for implementation and accountability was over-estimated. Of the 150 NGOs which participated, only 53 submitted proposals to **Podderzhka**. Of those 53, only two actually received funding with another 7 anticipating funding. IOCC, with its **Podderzhka** staff, quickly learned that the NGOs in Russia were lacking the basic knowledge for project development and proposal generation, hence the focus of **Podderzhka** turned to teaching the skills needed to complete these tasks.

Determining Seminars

Podderzhka selected its seminar topics and locations based on feedback received from participating NGOs. While this was a positive way of reacting to the needs of the Russian population, some NGO leaders later expressed the desire for a more concrete schedule of events. They wanted to know in advance, when and where each activity would be held, as well as its particular focus. Both systems have merit. Even in retrospect, however, a pre-planned agenda would have been insufficient for meeting all the needs of the NGO leaders. However, as soon as topics, dates and locations were decided upon, this information should have been transmitted to participating NGOs, as well as interested government officials and business contacts.

In addition, due to the unreliability of telephone and mail services to some regions of the Russian Federation, IOCC and **Podderzhka** staff learned that such information was difficult to disseminate.

Selection of Participants and Expansion of Services

The original participants in the project were selected after the first two conferences. Word about **Podderzhka**'s activities quickly spread, leading additional groups to ask for support and training. **Podderzhka** offered the same services to these additional organizations, but apparently did not adequately explain that a selection process had already been completed. As a result, some groups felt that they did not receive the same information and attention as others. Greater transparency would have insured that everyone understood the project's purpose and plans.

The decision to expand **Podderzhka**'s services to three other regions followed the requests of the NGOs. Organizations in Novosibirsk, Nizhniy Novgorod and Volgograd were so eager to retain **Podderzhka** that they even helped organize and find funding for their conferences. **Podderzhka** met with great success in these areas. However, it may have been a better investment to work consistently with one or two limited groups of NGOs from a region whose accessibility was easier.

Several comments from NGO leaders reflect the problem of consulting from afar. Leaders asked for more on-site visitations or the creation of a local consultation office. They mentioned additional seminars closer to their organizations. These suggestions came almost exclusively from participants from the Siberian region. **Podderzhka** staff did its best to meet everyone's needs, but many days and man-hours were lost simply in travel time to the four regions outside **Podderzhka**'s base.

Literature

It was noted both internally and by participating NGOs that more attention should be given to the production and distribution of educational literature. This information would have been helpful not only for reminding leaders of the nuances of conferences, but also for sharing their training with other staff members who could not attend.

IV. CONCLUDING STATEMENT

In the two and one half years of its existence, **Podderzhka** made significant advances in developing the Russian social service sector. It presented NGO leaders with a clear understanding of their role and obligation as a public, non-profit provider to vulnerable groups. It gave training in management skills and project development, as well as in the specifics of a grant proposal. It built ties with the government and business communities, integrating NGOs into society. Finally, **Podderzhka** funded and monitored the progress of approved pilot projects. Each of these steps increased the knowledge and ability of NGO leaders to successfully maintain and improve their charity work.

IOCC met its objective of expanding the capacity of non-governmental organizations to deliver social services.

APPENDIX 1
MAJOR PROJECT ACCOMPLISHMENTS

1. Worked with approximately Russian NGOs.

2. Conducted 16 seminars in five different regions.

3. Created a database system to sort the organizations with whom **Podderzhka** worked.

4. Integrated Russian governmental structures into the social service sector.

   - Governmental representatives attended five **Podderzhka** conferences: Pushino, June 1993; Novosibirsk, March 1994; Volgograd, October 1993; Novosibirsk, March 1994, and; Novosibirsk, April 1994.

   - Local officials donated the use of a conference hall for the Novosibirsk, November-December 1993 conference. In March 1994, regional authorities contributed $700 and the work of volunteers to run a **Podderzhka** seminar in Novosibirsk. Finally, the Moscow City Government financed the organization and execution of the two-part November 1994/January 1995 seminar (six million rubles). (These funds were never actually transferred into the financial system of the **Podderzhka** project; rather they went directly to the vendors who supplied the seminar.)

   - The President's Council for Invalids agreed to seek matching funds for one of the projects presented at the Novosibirsk Proposal Selection Conference, March 1994.

   - The President of the Novosibirsk Association of Young Disabled People worked with local officials, business leaders and academicians to form the "Charity Club." Its purpose is to develop charity and social policy in the region.

5. Cultivated constructive relations between the private and non-profit sectors.

   - Prominent businessmen attended every seminar in Novosibirsk.

   - At the workshop held in Volzhsky, Volgograd (October 1993) a local businessman presented 20 million rubles and the use of a vehicle to the "League of Living Aid". Two weeks later another 11 million rubles were donated to the organization. (Again, these funds were not donated to **Podderzhka**; rather the funds went directly to the "League" as a result of the workshop.)

6. Facilitated cooperation among similarly focused NGOs.

- The NGOs operating in the St. Petersburg area joined efforts to conduct their own series of seminars and programs in coordination with local authorities.

- Novosibirsk NGOs worked together to create a proposal on the formation of a regional NGO support council which they submitted to World Learning/USAID.

- Organizations working with the disabled in Sochi signed a charter establishing the opening of a shared rehabilitation center.

7. Sent three of the five **Podderzhka** staff to the United States for further training in managing NGOs under the USAID NET program.

8. Designed a legal contract for the disbursement of grant monies and financial accountability.

9. Fifty-three of the Russian NGOs which participated in at least one **Podderzhka** conference before the grant application deadline submitted proposals.

10. Awarded grants to two organizations.

11. Conducted a final survey of NGOs who worked with **Podderzhka** to solicit reactions about **Podderzhka**.

12. Through **Podderzhka** training, organizations have begun to extend and succeed in their search for funding support.

- The Regional Sports Club for Disabled People, "Finist," applied for and received a grant from World Learning.

- The Association of Parents with Disabled Children (Dzherzhinski Region, Volgograd) submitted to a European associatin a proposal for the professional rehabilitation of disabled children. Results are pending.

ORGANIZATIONS

CODE		NAME OF ORGANIZATION	REGION	CITY
M	1	Association Of Families With Disabled Children	Moscow	Moscow
M	2	Antileukemia Association	Moscow	Moscow
N	3	Club For Handicapped People- October Revolution House Of Culture	Novosibirsk	Novosibirsk
N	4	Society "Memorial"	Novosibirsk	Novosibirsk
N	5	Association "Integration"	Novosibirsk	Novosibirsk
NN	6	"Nordis" Rehabilitation School For Disabled (Deaf) Children	Nizhniy Novgorod	N. Novgorod
SP	7	Club Of Young Invalids "We Are Together"	St. Petersburg	St. Petersburg
M	8	Children's Diabetic Association North-Eastern Region	Moscovskaya	Moscow
N	9	Association Of Young Invalids (Novosibirsk) (Aka, NAMI)	Novosibirsk	Novosibirsk
N	10	Association "Special Child"	Novosibirsk	Novosibirsk
M	11	Charitable Center "Harmonia"	Moscovskaya	Moscow
V	12	League Of Living Aid (Rehabilitation Center For Disabled Children)	Volgograd	Volzhskiy
T	13	Tomsk Association Of Disabled People And People With Cerebral Palsy (TASITsEP-KE)	Tomsk	Tomsk
O	14	Omsk Association "Nadezhda"	Omsk	Omsk
A	15	Mother's Center "Bereginia"	Abakan	Abakan
UF	16	Foundation SZRI	Ufa	Ufa Center

CODE		NAME OF ORGANIZATION	REGION	CITY
CN	17	The Society Of Disabled People	Caianogorsk	Caianogorsk
SP	18	Creative Asssociation Of Parents With Disabled Children	St. Petersburg	St. Petersburg
M	19	Fund Of Social Defense "Milost"	Moscovskaya	Moscow
N	20	Novosibirsk Regional Board, All-Russian Society Of Blind People	Novosibirsk	Novosibirsk
N	21	Non-Governmental Organization Of Parents With Disabled Children, Kalininskii Region, Novosibirsk	Novosibirsk	Novosibirsk
SP	22	The Union Of Lonely Mothers And Mothers With Disabled Children "Nika"	St. Petersburg	St. Petersburg
V	23	The Union Of War And Labour Veterans, Central Region, Volgograd	Volgograd	Volgograd
V	24	The Association Of Clubs For Teenagers	Volgograd	Volgograd
S	25	Foundation Of Disabled Children - Sochi	Sochi	Sochi
V	26	The Association Of Parents With Disabled Children (Dzerzhinski Region, Volgograd)	Volgograd	Volgograd
M	27	Association "The Support Of Mothers" "Podderzhka Maternistva"	Moscovskaya	Moscow
NN	28	Association "Raduga"	Nizhniy Novogorod	N. Novgorod
NN	29	Charitable Foundation "Serafima"	Nizhniy Novgorod	N. Novgorod
CH	30	Association Of Parents Of Disabled Children (Metallurgichesky Region)	Chelyabinsk	Chelyabinsk
EL	31	Republic Association Of Parents With Disabled Children - Kalmalkiia	Kalmykie	Elista
M	32	Moscow Patriarchy- Kostroma Diocese	Kostroma	Kostroma

ORGANIZATIONS

CODE		NAME OF ORGANIZATION	REGION	CITY
SP	33	League Of Living Aid, St. Petersburg	St. Petersburg	St. Petersburg
SP	34	Association For Children's Health (Aka, "Health For Children" Or "Lymphological Service")	St. Petersburg	St. Petersburg
SP	35	Soyuz - Chernobyl - Kolpino	St. Petersburg	Kolpino
N	36	Computers For Disabled People, " Spartak-Finist"	Novosibirsk	Novosibirsk 24
N	37	"Sisterhood" (Mercy And Rehabilitation Treatment O f Patients)	Novosibirsk	Novosibirsk
N	38	"Typhlo Center" (Methods Of Teaching Blind People)	Novosibirsk	Novosibirsk
M	39	Center Of Medical Pedagogics	Moscovskaya	Moscow
M	40	Social Rehabilitation Center Initiative Of Good De eds	Moscovskaya	Moscow
	41	Brotherhood "Sobriety And Health"	Moscovskaya	Moscow
M	42	Charitable Foundation "Ogonyok-Vid-Antispid"	Moscovskaya	Moscow
N	43	"Soyuz - Chernobyl" (Sovetsky Region) Novosibirsk	Novosibirsk	Novosibirsk
N	44	Novosibirsk Society Of Jewish Culture	Novosibirsk	Novosibirsk
KV	45	Enterprise Of The All-Russian Society Of The Blind	Kemerovo	Kemerovo
N	46	Association "Pansionat" For The Mentally Disabled	Novosibirsk	Novosibirsk
N	47	All-Russiab Organization Of Disabled People "Zhele snodoroshny" Region, Novosibirsk	Novosibirsk	Novosibirsk
N	48	Non-Governmental Organization Of Parents With Disa bled Children, Zayeltsovsky Region, Novosibirsk	Novosibirsk	Novosibirsk

CODE		NAME OF ORGANIZATION	REGION	CITY
N	49	Non-Governmental Organisation Of Parents With Disabled Children, Central Region, Novosibirsk	Novosibirsk	Novosibirsk
N	50	All-Russian Organization Of Disabled People (Oktyabrskaya Region- Novosibirsk)	Novosibirsk	Novosibirsk
N	51	Society "Nazhdezda" Rehabilitation Center For Disabled Children	Novosibirsk	Novosibirsk
NN	52	N. Novogorod School Of Arts And Handicrafts "Izograph"	Nizhniy Novgorod	N. Novgorod
SP	53	St. Petersburg Interregional Association For Disabled Children With Cerebral Palsy "Ozerski"	St. Petersburg	St. Petersburg
CH	54	Association "Special Child"	Chelyabinsk	Mias
IZ	55	Association Of Parents And Adoptive Parents Of Disabled Children	Izhevsk	Udmoortia
N	56	Novosibirsk Society "Friends Of Children"	Novosibirsk	Novosibirsk
N	57	Association Of Parents With Handicapped Children "Kristina"	Novosibirsk	Novosibirsk
KL	58	All-Russian Society Of Disabled People- Koltsova Branch	Novosibirsk	P.Koltsova
NN	59	Association Of Disabled People With Cerebral Palsy "Pandus"	Nizhniy Novgorod	N. Novgorod
IZ	60	Association Of Families With Many Children	Izhevsk	Udmoortia
O	61	Omsky Theater	Omsk	Omsk
M	62	Society Of Deaf Children	Moscovskaya	Moscow
V	63	Association Of Disabled Children (Krasnooktyabr Region)	Volgograd	Volgograd
V	64	Kirovskii Regional Department - Association Of Assistance To Disabled Children	Volgograd	Volgograd

ORGANIZATIONS

CODE		NAME OF ORGANIZATION	REGION	CITY
M	65	Foundation Of Social Defense	Moscovskaya	Moscow
KN	66	Orthodox Children's Center	Moscovskaya	Konakova
SP	67	Agency "Parents' Bridge"	St. Petersburg	St. Petersburg
SP	68	Association Of Non-Government Organizations For Parents With Disabled Children	St. Petersburg	St. Petersburg
BL	69	All-Russian Organization Of Disabled People, Bolotnoye	Novosibirsk	Bolotnoye
NN	70	Charitable Foundation Of Parents With Disabled Children "Puls"	Nizhniy Novgorod	N. Novgorod
SP	71	Association Of Parents And Adoptive Parents Foundation "Agency Parents' Bridge"	St. Petersburg	St. Petersburg
M	72	House Of Culture, The; "Berendy"	Moscovskaya	Moscow
	73	Center For Families (Central Region) Volgograd	Volgograd	Volgograd
M	74	Association Of Parents With Deaf Children	Moscovskaya	Moscow
M	75	Children's Department Of The Society Of Disabled People (Sokolnicheski Region)	Moscovskaya	Moscow
M	76	Union Of Parents "We-To The Children"	Moscovskaya	Moscow
SP	77	Soyuz Chernobyl Primorskogo Region (St. Petersburg)	St. Petersburg	St. Petersburg
IR	78	Association Of Parents "Rostok"	Irkutsk	Irkutsk
M	79	Church Of The Icon Of The Virgin Mary-Religious Society Of Znamensky Temple In Sheremetyev Courtyard	Moscovskaya	Moscow
K	80	Association Of Parents With Disabled Children	Krasnodar	Krasnodar

CODE		NAME OF ORGANIZATION	REGION	CITY
V	81	Voroshilov Regional Department - Association Of Assistance To Disabled Children	Volgograd	Volgograd
M	82	Pedagogical Society, The; "Raduga"	Moscovskaya	Moscow
VZ	83	Committee Of Parents With Disabled Children (Volshsky)	Volgograd	Volzhsky
KR	84	Kransoobskaya All-Russian Society Of Disabled People .	Novosibirsk	Krasnoobsk
S	85	Center Of Medical-Social Rehabilitation Of Disabled Children (Sochi)	Sochi	Sochi
M	86	Society Of Disabled People (Kuntsevo Region) "Sodruzhestvo"	Moscovskaya	Moscow
NC	87	Association Of Parents With Disabled Children	Naberezhnye Chelny	Naberezhnye Chelny
M	88	Order Of Mercy And Social Defense	Moscovskaya	Moscow
V	89	Society Of Disabled People Central Region Volgograd	Volgograd	Volgograd
M	90	Center Of Social And Medical Assistance To Sick People And Pensioners	Moscovskaya	Moscow
N	91	Non-Governmental Organization Of Parents With Disabled Children, Pervomaiskii Region, Novosibirsk	Novosibirsk	Novosibirsk
NN	92	Experimental Rehabilitation Center, The; "Nadezhda"	Nizhniy Novgorod	N. Novgorod
V	93	Center Of Pedagogical Affairs "Rodnik"	Volgograd	Volgograd-66
SP	94	"TOR" (Society Of Parents With Disabled Children"	St. Petersburg	St. Petersburg
IR	95	Irkutsk, Leninski Region, All Russian Society Of Disabled People	Irkutsk	Irkutsk
M	96	Orthodox Children's Center	Moscovskaya	Moscow

ORGANIZATIONS

CODE		NAME OF ORGANIZATION	REGION	CITY
M	97	Rehabilitation Center For Children With Cerebral P alsy	Moscovskaya	Moscow
NN	98	Athletic And Cultural Club "Yashma"	Nizhniy Novgorod	N. Novgorod
V	99	Association Of Disabled Children (Central Region)V olgograd	Volgograd	Volgograd
KV	100	Charitable Organization "Social Partnetship"	Kemerovo	Kemerovo
SP	101	Soyuz Chernobyl	St. Petersburg	St. Petersburg
EL	102	Kalmyk Republic Association Of Parents With Disabl ed Children	Kalmykie	Elista
C	103	Order For Children "Dom"	Naberezhnye Chelny	Naberezhnye Chelny
M	104	Ecopolis	Moscovskaya	Moscow
	105	Society Of Disabled Children, The; "Mechta"	Novosibirsk	Novosibirsk
V	106	City Organization Of Disabled People (Volgograd) "Soyuz Miloserdiye"	Volgograd	Volgograd
V	107	Association Of Lonely Mothers "Vera"	Volgograd	Volgograd
TB	108	Association Of Parents With Deaf Children	Tambov	Tambov
DZ	109	Society Of Parents With Many Children	Dzerzhinsk	Dzerzhinsk
SP	111	Association "Rehabilitation And Culture"	St. Petersburg	St. Petersburg
M	112	Moscow Association Of Assistance And Help For Disa bled People With Cerebral Palsy	Moscovskaya	Moscow
M	113	Rehabilitation And Education Center "Podsolnukh"	Moscovskaya	Moscow

CODE		NAME OF ORGANIZATION	REGION	CITY
M	114	"Art Therapy"	Moscovskaya	Moscow
M	115	Charitable Center "Orion" (Social Rehabilitation And Correction Of Delinquent Teenage Behavior)	Moscovskaya	Moscow
KV	116	Maternity School "Raduga"	Kemerovo	Kemerovo
IR	117	Society Of Disabled Children, "Padonski Region"	Irkutsk	Bratsk
V	118	Association Of Assistance To Disabled Children (Regional Organization)	Volgograd	Volgograd
N	119	All-Russian Organization Of Disabled People, Sovet sky Region, Novosibirsk	Novosibirsk	Novosibirsk
N	120	"Edinstvo" The Trade Union Of Disabled And Poor Ci tizens, Borozdin School	Novosibirsk	Novosibirsk
V	121	Asssociation Of Mothers With Many Children "Semya" Center For Improvement Of Womens Conditions	Volgograd	Volgograd
VT	122	Association Of Parents With Many Children	Viatka	Viatka
M	123	Charitable Center "Souchastil V Sulbyeh"	Moscovskaya	Moscow
M	124	Children's Upbringing Center "Aist" Medical And Ed ucational Department	Moscovskaya	Moscow
M	125	White Crane "Bely Zhuravlik"	Moscovskaya	Moscow
M	126	"Kengurayonok"	Moscovskaya	Moscow
M	127	"Tiross" (Creativeness Of Disabled Persons)	Moscovskaya	Moscow
M	128	"Zhivaya Nit" ("Living Aid") (Hypotherapy, Assists Children With Cerebral Palsy)	Moscovskaya	Moscow
SP	129	Asssociation "Nasledie"	St. Petersburg	St. Petersburg

CODE		NAME OF ORGANIZATION	REGION	CITY
KV	130	"Serdolik" (Defense Of Authors' Rights)	Kemerovo	Kemerovo
N	131	All-Russian Society Of Disabled People (Novosibir sk)	Novosibirsk	Novosibirsk
N	132	Soyuz Chernobyl		
N	133	Regional VOI (All-Russian Organization Of Disabled People	Novosibirsk	Novosibirsk
NN	134	Theater-School Of Clay Arts, "Piano"	Nizhniy Novgorod	N. Novgorod
NN	135	Borskaia Association Of Disabled Children	Nizhniy Novgorod	Borskii
N	136	Regional Cports Club For Disabled Children, "Finis t"	Novosibirsk	Novosibirsk
K	137	All Russian Association Of Disabled People, Central Region, Kemerovo	Kemerovo	Kemerovo
	138	Medical-Social Rehabilitation, "Optimist"	Sochi	Sochi
NN	139	Association Of Families With Many Children	Kirov	Kirov
IR	140	Bratskoe Branch Of "Human Rights Defense Assn. Vei n-89"	Irkutsk	Bratsk
M	141	Fund "Nadezhda"	Moscow	Moscow
NN	142	Parent's Association "Petushok"	Nizhnyi Novgorod	N. Novgorod
SP	143	Brotherhood Of Salvation	St. Petersburg	St. Petersburg
KR	144	Association Of Families With Many Children	Kirov	Kirov
SP	145	Association Of Families With Disabled Children, "Sofia"	St. Petersburg	St. Petersburg

CODE		NAME OF ORGANIZATION	REGION	CITY
SP	146	Society "Salys"	St. Petersburg	St. Petersburg
V	147	Association Of Assistance To Disabled Children, Voroshilovskoe Regional Branch	Volgograd	Volgograd
M	148	Society Of Disabled Children (Territorial Administration "Khamovniki")	Moscow	Moscow
M	149	"Vera"	Moscow	MoscM 149 "Vera"
M	150	Council Of Families With Many Children, Sokol Region	Moscow	Moscow
M	151	Association Of Families With Many Children, "The Large Family," Kuzminki Region	Moscow	Moscow
M	152	Association Of Families With Many Children, "The Large Family," Rizamskii Region	Moscow	Moscow
M	153	"RIDI" (Association Of Parents With Disabled Children)	Moscow	Moscow
M	154	Society Of Families With Many Children, "Ramsheki"	Moscow	Moscow
M	155	Society Of Disabled People, "Troparevo-2"	Moscow	Moscow
M	156	Council Of Families With Many Children, "Voikovski i"	Moscow	Moscow
M	157	Society Of Families With Many Children, "Aspiet", Sokolniski Region	Moscow	Moscow
M	158	Center Of Social-Economic Aid To Families With Many Children, Severno-Zapadnoe Region	Moscow	Moscow
M	159	Volunteer Society Of Pamilies With Many Children, (DOMS), Krasnoi Presni	Moscow	Moscow
M	160	Association, "Maternity Support"	Moscow	Moscow
M	161	Association Of Families With Many Children, "Happy Life," Yaroslovskii District	Moscow	Moscow

ORGANIZATIONS

	CODE	NAME OF ORGANIZATION	REGION	CITY
M	162	"Basmannoe," All-Russian Society Of Disabled People	Moscow	Moscow
M	163	Association Of Families, Strogino	Moscow	Moscow
M	164	Section Of Parents With Disabled Children, "Krasnoselskoe"	Moscow	Moscow
M	165	"Echo"	Moscow	Moscow
M	166	Charity Association, "Zybko"	Moscow	Moscow
M	167	Asociation Of Families With Many Children, Severnoe Pushino	Moscow	Moscow
M	168	Charity Organization For Families With Many Children, "Ogach"	Moscow	Moscow
M	169	Society Of Families With Many Children	Moscow	Moscow
	170	Society Of Families With Many Children, "Danilovskii Semeinoii" (Danilovskii Families)	Moscow	Moscow
M	171	Society Of Families With Many Children, "Sodruzhestvo" (Cooperation)	Moscow	Moscow
M	172	Society Of Families With Many Children, "Ryabinushka"	Moscow	Moscow
M	173	Council, "Filievskii Park"	Moscow	Moscow
M	174	Council Of Families With Many Children, Ochakovo	Moscow	Moscow
M	175	Society Of Incomplete Families, "Bembi"	Moscow	Moscow
M	176	Committee On Family Affairs	Moscow	Moscow
M	177	Association Of Disabled Children, Vereshilevskoe Branch	Volgograd	Volgograd

CODE		NAME OF ORGANIZATION	REGION	CITY
M	178	Society Of Families Eith Many Children, "Savelovsk oe"	Moscow	Moscow
M	179	Council Of Families With Many Children, V. Degunin o	Moscow	Moscow
M	180	Council Of Families With Many Children, Timirezevs kii	Moscow	Moscow
M	181	Society Of Families With Many Children	Moscow	Moscow
M	182	Association Of Families Wtih Disabled Children	Moscow	Moscow
M	183	Society Of Families With Many-Children	Moscow	Moscow
M	184	Association Of Parents With Disabled Children	Moscow	Moscow
M	185	Public Organizaton Of Families Having Many Childre n, "Solnishko"	Moscow	Moscow
M	186	Society Of Disabled People And Incomplete Families , "Koordinatsiya"	Moscow	Moscow
M	187	Club Of Families With Disabled Children	Moscow	Moscow
M	188	Society Of Disabled Children, "Nastie"	Moscow	Moscow
M	189	Society Of Families With Many Children, "Happy Lif e"	Moscow	Moscow
M	190	Society Of Families Wtih Many Children, "Salys"	Moscow	Moscow
M	191	Branch Of "Miloserdie" (Families With Many Childre n)	Moscow	Moscow
M	192	Charity Organization For Defense Of The Family, "M arfino"	Moscow	Moscow
M	193	Charity Society Of Help For Families, North-West D istrict, "Femina"	Moscow	Moscow

CODE		NAME OF ORGANIZATION	REGION	CITY
M	194	Society Of Families With Many Children, Krasnoselskoe Area	Moscow	Moscow
M	195	Center For Social Aid To Signle Mothers	Moscow	Moscow
M	196	Society Of Incomplete Families	Moscow	Moscow

Number of Organizations: 195

APPENDIX 3

CRITERIA of the selection of organizations for the realization of the program

"Small projects for non-government charitable organizations"
(English translation)

I. ORGANIZATIONAL AND FORMAL CRITERIA

1. An organization works immediately with the needy (people who cannot earn their living), disabled, families with many children, pensioners, etc.

2. Projects of the organizations that do not participate in conferences and other events held by **Podderzhka**, are not examined.

3. Projects of those organizations are examined that give the right to **Podderzhka** and other auditing organizations to check their activity and use of the given means.

4. **Podderzhka** works with those organizations whose charitable activity has not lost credibility in the society.

5. The projects for examination should not break the State Legislation.

II. CRITERIA OF ESSENCE ACTIVITY

1. Non-government organizations develop their activity in the context of establishment of the charitable sector in Russia taking into account the public significance of their activity.

2. The activity of charitable organizations provides transference of the needy into the not-needy (self-realized) or as a preventive measure of appearing this or that category of the needy.

III. CRITERIA OF CONTENTS ACTIVITY

1. The activity of charitable organizations is directed toward rehabilitation, adaptation, and integration of the needy in the society, but not on their isolation.

2. The organization activity is not only of distribution type.

3. Immediate commercial projects that do not meet the requirements of essence activity are not financed.

4. We finance projects that are aimed at self-development of organizations and their following self-dependent activity.

5. The charitable activity of organizations is carried out in the context of the city, region, country.

6. Organizations work with the society and within the society.

IV. CRITERIA OF ORGANIZATIONAL ACTIVITY

A] An organization has:
1. real charitable practice
2. clear goals, objectives and mission of the organization.
3. strategy of the organization
4. program activity
5. (a) specific charitable project(s)
6. stages, boarders, and limits of charitable activity
7. the activity on the provision of charitable projects as well as specific limitation of the activity
8. the activity is carried out on the basis of a predicted situation

B] Charitable activity: Capacity of leaders in the organizations. The organization is ready and capable of:
1. discussing their problems with other organizations
2. analytical work on the correlation of the essence and goals of the carried out activity
3. changes and development (ability to acknowledgement of mistakes and to correct them)
4. forming the experience into a technology of charitable activity.

V. CRITERIA OF COOPERATION, COLLABORATION AND INTERACTION AS AN ASPECT OF ENSURING OF THE SYSTEM

1. Openness of the organization
2. Knowledge of the legal bases and ability to establish agreement based relations.
3. The submitted project is provided with the necessary cooperations.
4. Organization assists in the establishment of cooperation in the society.

APPENDIX 4.A.
EVALUATION REPORT OF "NORDIS"
5 MARCH 1995

INTRODUCTION

NORDIS received $7,476 (in dollars) from IOCC on 27 September 1994. This money was to purchase specific computer equipment for training deaf children to speak, as well as to pay for instruction in the programs and teachers' salaries. The following report outlines the condition of NORDIS and the implementation of its "visual speech" program as seen during the site review of 4 March 1995.

ORGANIZATIONAL HISTORY

NORDIS as an official organization evolved from a support group begun some 15 years ago. At that time, a number of concerned parents raising children with hearing problems united to find an alternative to the standard State institutions. Their solution lay in a program created by E. I. Leonard. His theory maintains that deaf children ought to integrate into the hearing world; they should learn to speak, read lips, attend hearing schools and be a member of regular society, rather than the "deaf" society. Instead of sending their children away to the special State establishments, these parents implemented a home-study program based on Leonard's theories. They met with outstanding success. Their children are now studying in regular universities, speak foreign languages and are rarely noticed as hearing-impaired.

The founders of this small group soon began receiving inquiries from around the country. Did they have any advice, any tips, any suggestions for other parents? In 1992, in response to this continual stream of requests, NORDIS the school was formally established as an alternative approach to education for the deaf.

CURRENT STATUS

NORDIS is a completely self-supported institution. It charges a nominal fee for classes (R4,000 each, R30,000 for a full month) and for those who choose to use the school's hotel facilities (R10,000 a night per family). While it also receives a modest amount of support from the local Administration of Social Defense (which is obliged to give a token payment for each child's education), the bulk of financing is done through fund-raising and private commitments. Rent, utilities and salaries are all privately financed.

STRUCTURE OF THE CENTER

The primary focus of NORDIS is on helping deaf and hearing-impaired children integrate into the hearing world. The best time to begin this process, in NORDIS's estimation, is before the child has begun to realize that he or she even has a problem. The stress, therefore, is on working with children who have yet to enter school (ages 3-8).

NORDIS holds the philosophy that teaching a deaf child to interact with hearing people is not an individual effort, but a family responsibility. All classes, therefore, require the presence of both the child and at least one parent. Training is provided not only in the speech process, but also in treating the child like a regular person and not someone slow or disabled. Thus, both the parent and the child are schooled. Approximately 45 families take advantage of NORDIS's services.

Children are divided into three groups: local pre-schoolers (ages 3-8), pre-schoolers who have come from another city, and, children already in school. The first group usually visits on a daily basis. Their classes include speech therapy, psychological counseling, drawing and music. Parents participate in all of the classes, taking notes on what they need to practice with the child as "homework."

Children who live far away find it difficult to attend classes on a regular basis. For this group a special service is offered. The school has two rooms set up as "hotel" space. Parents are invited to come with their children for one to two weeks and receive an intensive training course. During this time, counselors observe general family habits (how people speak to the child, how he is bathed, what types of responsibilities he is given, etc.) as well as the progress of the child. Based on the child's particular needs, a personalized program is developed with specific tasks and assignments. Every six months, the family returns to the center for re-assessment and new coursework.

Older children are also welcome to visit the premises. While the psychologist, speech therapist and other instructors are available for consultation, the children's time in the school is usually spent in more "hands-on training." As the goal of the school is to integrate the hearing and non-hearing worlds, both types of children meet together in the latter hours of the day. Dance classes, music lessons and a recreation room are all available for the use of both.

The school is open from 9:00 a.m. until 6:00 p.m., Monday through Friday, with Saturday being a free day for anyone interested in extra help. Younger children with their parents primarily attend during the early part of the day, their visits ending around 2:00. The latter half of the afternoon is frequented by older children (after they finish their regular school day) who come in for extra practice and to socialize.

ADMINISTRATIVE STRUCTURE

NORDIS's staff is small and compact. There are five instructors and three administrators. Neither the teachers nor the manager have formal training in education. They rely on their own experience and intuition. Responsibilities appear to be evenly distributed among the group, and information well-circulated. Even in the absence of the director or assistant-director, work would be able to progress smoothly.

DESCRIPTION OF THE SITE

The school occupies the third floor of one building. There are approximately ten rooms plus the two "hotel" rooms. Included in the space is a special dance room for training and rehearsal, as well as a recreational room with ping-pong and electronic games. Overall, however, instructional equipment is simple and old. Small toys and handmade props are used in classroom activities. Modern teaching tools are sparse. This appears to be due to a lack of funds.

USE OF GRANT

The majority of the funds received from IOCC was spent on computer equipment. NORDIS was already in possession of the computer itself and used the money only for additional software and hardware. In particular, they purchased:

A. "Visual speech" software and accessories
B. Eighteen-disk series, "Computer and Childhood"

A portion of the grant went towards training one person (two in total) in each of the programs. The remainder of the money has gone towards salaries.

At the time of the evaluation, $910 remained unspent. The submitted budget proposal included year-long salaries for the two trained specialists. The unspent money is to be disbursed over the remainder of the year in salary payments.

Documentation was provided confirming the purchases and are on file at IOCC/Baltimore and IOCC/Moscow.

USE OF THE NEW EQUIPMENT

All young children have a short attention span. Trying to teach a hearing-impaired child to better form a sound he himself cannot even hear tends to shorten even that brief timespan. The computer, with its fancy designs and hands-on opportunities, holds the children's concentration.

The 18-disk series, "Computer and Childhood," while not a particularly direct program, remains effective. It requires a teacher to explain the rules of each new screen and game, and it is only through the teacher that speech is demanded. This program is more of an overall educational tool than a specific medium for speech practice. As one teacher explained, "It is just as important to train their mind as their speech." The program is combined with the children's other classes.

The "Visual Speech" program is an interactive approach to speech practice. By speaking into a microphone, a student can "see" his speech on the computer monitor. This is used to train a child in voice modulation, inflection and pronunciation.

Due to a delay imposed by the importing company, NORDIS only received the "Visual Speech" equipment on March 17. The one specialist in this program has completed her orientation. They are only now preparing to introduce the children to this new system of learning.

SUMMARY EVALUATIONS

NORDIS is a promising organization with much enthusiasm and an interest in expansion. Their relatively small size contributes to an open environment with shared management and delegated responsibilities. They have a proven success rate and rank high with their beneficiaries.

IOCC's grant provided an invaluable opportunity for NORDIS to augment its capabilities. Because of its small budget, teachers were working with the most rudimentary of toys. The addition of computer equipment has helped to bring them up to date with the more advanced methods of interactive learning. The ideas of loudness and tone are now explained in terms that the children not only understand, but enjoy. They *want* to "play" with the computer; they *want* to learn.

NORDIS would greatly benefit from a continued relationship with IOCC or another organization which offers training in management and program development skills. While they are still in their growing stage and have yet to acquire the negligent habits common to many organizations, they need to cultivate the positive practices intrinsic to a successful association.

In particular, NORDIS is in need of further instruction in fund-raising. Their limited funds confine the possibilities for growth. At present, if they were to accept many more pupils they would need more staff and, soon, more space. Both require additional financial support which is at present lacking.

In addition, it is uncertain how the organization would react to any significant growth. Because the present staff consists primarily of the original founders (whose own children are deaf or hearing-impaired), they have many years experience working together. The introduction of new staff could upset the system they presently follow. Special training in personnel management might be necessary if true expansion were to occur.

Similarly, it is uncertain how NORDIS would work with a large budget. They kept meticulous records of their grant spending, which demonstrates competency in financial affairs, but additional experience is rarely a detriment. In the instance that NORDIS received more funding, an accountant would be advantageous.

IOCC made a sound judgment by investing in NORDIS.

APPENDIX 4.B.
EVALUATION REPORT OF LEAGUE OF LIVING AID
20 MARCH 1995

INTRODUCTION

The League of Living Aid received $9,975 (R26,379,522) from IOCC on 10 October 1994. This money was to purchase specific medical equipment for the rehabilitation of disabled children, as well as to pay for salaries and rent. The following report outlines the structure of the League in terms of both financial and organizational progress as seen during the site review of 16-17 March 1995.

ORGANIZATIONAL HISTORY

The Volzhsky Rehabilitation Center for Disabled Children (hereinafter called "Center") was opened in 1993 on the site of a former pre-school/kindergarten complex closed by the government. The Center remained a government sponsored and funded organization, retaining much of the same staff as the previous kindergarten.

On the first of July 1994, a small group branched out from the Center and registered as a non-profit organization -- the League of Living Aid (hereinafter to be called "League"). Shortly thereafter, the League applied for and received a grant from IOCC.

CURRENT STATUS

The sole purpose in becoming an NGO, as admitted by various members in the organization, was to attract funds. In reality, the group functions more as a part of the Center than as an independent organization. The government pays for all salaries as well as rent and utilities. They are exempt from taxation in many spheres due to their "state" status. According to the director of the League, Antonina Ivanovna Makarova (who is, incidentally, also the director of the Center), the League has no intention of giving up its connections with the government at present time. Despite the occasional legal difficulties they encounter, the financial benefits of being associated with the government far outweigh the disadvantages.

Technically the Center is, in Antonina Ivanovna's description, two-thirds State-owned, one-third League owned. The one-third owned by the League includes the equipment recently purchased by the League with the IOCC grant, as well as rooms soon to be donated to their exclusive use. In general, however, the two work as a single unit with the League occasionally branching out on its own do private fund-raising.

[Because of their overlapping work, much of this report describes the work of the Center without isolating the specific efforts of the League. This is intentionally done as it is virtually impossible to separate the two entities. While legally they each have their own status and various equipment may belong to one group or the other, the actual work they do has no clear distinction. This issue will be further addressed in terms of its financial effects at a later point.]

STRUCTURE OF THE CENTER

The Center is open Monday through Friday from 7:00a.m. until 7:00p.m. Most of the children leave the Center early in the afternoon, however, and the rest of the day is fairly empty. The staff rotates in shifts; half work in the morning, the other half in the evening.

According to official figures, one hundred thirty (130) children, aged two (2) to sixteen (16) currently utilize the services of the Center. Of these, approximately sixty (60) are in the overnight school (where ages range from seven to sixteen), the remaining seventy (70) being dropped off in the morning and picked up in the afternoon. While the actual number of children seen during the review was closer to ninety-five (95), the discrepancy most likely results from absentees and illnesses.

The Center is also open on a walk-in basis. As the services are presently free to all, this help is available to all. Most walk-in's, but not all, come in the latter half of the day.

The main building divides its children into seven groups, each with two adult leaders -- one in the morning, one in the afternoon. There are also two nannies on staff, four doctors, five physical therapy instructors, a speech therapist and a psychologist. The school separates its children similarly. Unfortunately, a full list of employees was unavailable during our visit.

ADMINISTRATIVE CONTROL

The League is under the tight administrative control of Antonina Ivanovna. Most of the doctors and staff appear unaware of the more basic aspects of the League's structure and financial abilities. An accountant is also on staff, but aside from that, it is unclear as to how exactly the management responsibilities are divided. However, because of this sharp distinction between the two groups, even when the management is not present, work with children in the Center continues unhampered. The two are practically separate institutions -- one financial, the other medical.

DESCRIPTION OF SITE

Both the Center and the League occupy the same buildings. There is a primary building which houses the administration and the bulk of the rehabilitation equipment. Another building, a short walk away, accommodates a type of weekly boarding school for disabled children who live too far away to be brought to the center on a daily basis. These children live here Monday through Friday and receive schooling as well as medical and psychological therapy.

A wing in the main building is currently being renovated for the exclusive use of the League and its newly purchased equipment. It is expected to be available for use shortly and was in the process of being painted during the review. In addition, reconstruction is being done to create a "hotel" in the second building. This space will provide accommodation for those parents who live far away and may occasionally need to stay overnight.

A playground sits next to each building, replete with swings, jungle gyms and the standard schoolyard equipment. Repairs on a small wading pool are underway outside the main building.

USE OF FUNDS

As explained in a letter from the director, inflation led the organization to reorganize its priorities in allocation of the funds received from IOCC. The letter states that less money was given to salaries and more to the purchasing of equipment. As the government agreed to give the "League" use of the space rent-free, that money went to "renovation and reconstruction of the medical wing." Purchase of a non-medical computer was justified as a means of exchanging information electronically with international medical institutions. Finally, the note comments on R350,000 spent on training of specialists.

The other half of the IOCC grant purchased rehabilitation equipment for use with the children. The money purchased the following equipment:

A. Weight machine
B. Various therapy toys
C. BOS computer to assist in breathing
D. 2 amplipulse machines
E. 2 laser equipment
F. Computer

With the exception of the laser equipment, all of the apparatuses were in use during our visit. Documentation was presented verifying the purchase of the equipment and is on file at IOCC/Baltimore and IOCC/Moscow.

USE OF THE NEW EQUIPMENT

As became evident during the two-day evaluation, the newly purchased equipment has transformed the Center. Before its introduction, virtually nothing existed. The "rehabilitation" consisted of massages and basic exercises. Now the rehabilitation is interactive, with children actually participating in the routines and being able to monitor their own progress.

The bio-feedback (BOS) computer targets breathing and improving a child's ability to control his or her lung muscles. The exercise is disguised as a videogame; the goal is to paint the fence, escape from the cat, etc. In one example, the mouse only avoids the cat when a complete breath is taken, slowly and fully. At the end, the computer tallies how many breaths were properly taken in each minute. Those with severe asthma, cerebral palsy and other debilitating problems work on this machine.

The various balls and toys are used with the younger children who need an easier way to understand the tasks they are trying to do. They are also utilized with those who have little-to-no control over their muscles -- they serve the double purpose of massaging muscles while encouraging the movement of specific muscles.

The amplipulse machines stimulate specific muscles electronically. This allows the muscles to work even when the patient is unable to initiate the work on his or her own.

Weight-training is for more advanced children who have already mastered the basics of motor control and now need to build strength.

The laser equipment has yet to be used. Its purpose is two-fold. It can work as a laser-acupuncture instrument to relieve pain, or it can actually remove a painful nerve (as was understood by the explanation). Apparently, they are waiting for the availability of a separate room before beginning work with the laser, as it could be dangerous with other interference. It would seem, however, that part of the problem may be that, at this point, there is no immediate need for the instrument.

Training on the equipment is sporadic, at best. "Each person has his own specialty," explained one doctor in answering the question why more people have not been trained to use the new equipment. Diagnoses are done only by the "specialists" on each machine, but a variety of the staff are capable of leading a child through his or her daily exercises.

SUMMARY EVALUATIONS

The work of the League and the Center is a valuable contribution to the Volzhsky region. The equipment purchased through the grant has made an enormous difference in the progress that the Center is able to make in rehabilitating its patients. The children enjoyed their time in the Center, and the parents were equally appreciative.

The financial aspects of the League/Center lend some doubts as to their credibility in managing money. A percentage of the grant funds (IOCC matching funds) appear to have been used by the League/Center in a manner different from what was originally outlined in their proposal.

The League/Center do valuable and needed work in the city of Volzhsky. Without the equipment they were able to purchase using IOCC's funding, their efforts were being wasted. The modern technology has given a new burst of life to the Center and all who work there. Several articles appeared in the local press about the Center and the impact it has on the surrounding areas.

The majority of "public organizations" in Russia today closely parallel the League and its relationship with the Center. It cannot be forgotten that Russia has only begun its privatization process within the last four years. It is virtually impossible for a non-government organization to stand on its own financially. At the same time, the government does not have enough finances itself to carry out the needed programs. This leaves organizations such as that in Volzhsky straddling two worlds, trying to take the best from each.

And while it would appear as though there are a few people in the League who are responsible for the shifting of expenditures of the grant money, it can also be said that without these few there would be no Center and there would be no League. There would, in fact, be no help for the children in Volzhsky who are now receiving aid on a daily basis. With that most relevant factor in mind, the allocation of a grant to the League was a sound investment.

To avoid such problems in the future, one suggestion would be to distribute the grant money over a period of time rather than in one lump sum. Another idea is to continously

monitor the organization rather than just before the grant is given and when the project's time has nearly elapsed. In both these ways, problems could be caught earlier.

Equally important is to distribute management over a larger group. When the control remains in the hands of one or two, it is impossible for others to notice the inconsistencies let alone remedy them. It is doubtful that any of the medical staff are aware of the amount of money which was available but not spent on concrete goods. The idea of a Board of Directors holds merit, but its existence needs to be verified. The seminars provided by **Podderzhka** laid the groundwork for running a private organization, but they did not go far enough into the details. Moreover, usually only the very top management attended. Private workshops ought to be conducted within the organizations which receive funding -- with attendance chosen in tandem by the organization and the grant-giver -- to allow further training and to deal with trouble spots as applied to the specific group. This allows for a broader understanding of how the organization runs -- a broader understanding for everyone, and not just the director or assistant-director. Further thought ought to be given in this direction as a possible future project in training and development.

APPENDIX 5
SEMINARS IN BRIEF

1. May 10-15, 1993; St. Petersburg; Activities and Charity Development in St. Petersburg

A general-issue workshop discussing the role of the non-profit sector in Russian society. Subjects raised include the problems faced by charity groups, how to resolve these problems, and training in management and organizational development.
52 representatives from 42 NGOs.

2. June 13-19, 1993; Pushino, Moscow; Activities and Charity Development in Moscow

A general-issue workshop discussing the role of the non-profit sector in Russian society. Subjects raised include the problems faced by charity groups, how to resolve these problems, and training in management and organizational development. Encouraged and facilitated new methods of cooperation among charitable organizations.
43 representatives from 34 NGOs/1 press organization.

3. August 22-28, 1993; Novosibirsk; Activities and Charity Development in Siberia

A general-issue workshop discussing the role of the non-profit sector in Russian society. Subjects raised include the problems faced by charity groups, how to resolve these problems, and training in management and organizational development. Special attention was given to those NGOs already engaged in cooperative activities.
63 representatives from 40 NGOs/5 governmental organizations/5 commercial organizations.

4. September 5-11, 1993; Nizhniy Novgorod; Activities and Charity Development in Nizhniy Novgorod

A general-issue workshop discussing the role of the non-profit sector in Russian society. Subjects raised include the problems faced by charity groups, how to resolve these problems, and training in management and organizational development. NGO leaders made presentations about their specific organizations, offering critiques and suggestions to one another. Weighed the cultural traditions of the region and their impact on NGO work. Finally, considered the idea of creating a community organization of local NGOs.
33 representatives from 19 NGOs.

5. October 18-23, 1993; Volgograd; NGO development in Volgograd/How To Write Grant Proposals

General workshop on inter-NGO collaboration and the fundamentals of writing a grant proposal. A special workshop on transitioning conducted on the premises of one local NGO.
25 representatives from 14 NGOs/2 governmental organizations.

6. November 21-December 2, 1993; Novosibirsk; How to Write Grant Proposals

Training in basic skills of grant proposal writing. Discussions and preparations for pilot projects. Special attention directed towards the creation of NGO associations in the area.
21 representatives from 16 NGOs/2 commercial organizations/1 church.

7. December 13, 1993; Moscow; How to Write Grant Proposals

Training in basic skills of grant proposal writing. Discussions and preparations for pilot projects. Additional grant-related topics included how to set project priorities and how to invest grants and loans effectively.
18 representatives from 12 NGOs.

8. December 17-18, 1993; St. Petersburg; How to Write Grant Proposals

Training in basic skills of grant proposal writing. Discussions and preparations for pilot projects. Additional grant-related topics included how to set project priorities and how to invest grants and loans effectively. Workshops on NGO cooperation and issues related to charities for disabled children.
9 representatives from 8 NGOs.

9. January 17-20, 1994; Moscow; Social and Psychological Videotraining

An interactive workshop re-creating situations experienced by NGO leaders. Videotaped role-plays and showed them to participants to identify the most effective leadership styles. Topics raised included: facilitation of group discussions; negotiations with government and business representatives; interpersonal relations with team members and volunteers.
12 representatives from 9 organizations.

10. April 15-16, 1994; St. Petersburg; Proposal Selection

Roundtable discussion of pilot projects submitted for proposal. Recommendations from participants concerning who ought to receive funding.

11. March 1-5, 1994; Novosibirsk; Proposal Selection

Roundtable discussion of pilot projects submitted for proposal. Recommendations from participants concerning who ought to receive funding.
50 representatives from 17 NGOs/7 governmental organizations/9 commercial organizations.

12. April 3-7, 1994; Moscow; Expertise of "Pilot Projects"

Roundtable discussion of pilot projects submitted for funding. Recommendations from participants concerning who ought to receive funding.
21 representatives from 16 NGOs.

13. April 29-30, 1994; Volgograd; Workshop with Volzhsky Rehabilitation Center

A general analysis of rehabilitation center activities. Seminars on developing concepts for further activities.
10 representatives from 1 NGO.

14. April 28, 1994; Novosibirsk; Activity Coordination

Building an infrastructure for charity work in Novosibirsk. Other topics included how to finance projects and how to facilitate organizational cooperation.
9 representatives from 4 NGOs/2 governmental organizations/1 commercial organization.

15. May 28-June 1, 1994; Sochi; Creation of an All-Russian Rehabilitation Center

Dialogue on common problems experienced by local NGOs and how to resolve them. Development of plans to create an open, regional rehabilitation center for children. Ten NGOs signed a charter agreement defining roles and responsibilities of members of the rehabilitation center.
10 representatives from 16 NGOs (6 letters of support).

16. November 15-17, 1994/January 31-February 2, 1995; Moscow NGO Management

Training program in NGO management co-sponsored by the Moscow Department of Family and Youth. Issues raised include the principles and techniques of negotiation and the importance of documenting meetings and transactions.
53 representatives from 53 NGOs.

* Detailed notes are available at IOCC/Baltimore on these conferences.

Private Consultations

In addition to **Podderzhka**'s many private consultations, several regional, or group, consultations were also conducted. Themes ranged from the legal status of charity work in Russia to the coordination of government support to securing press attention, etc. These consultations were spread out across each of the five regions involved with **Podderzhka**'s work.

APPENDIX 6

Information on **Podderzhka** Experts and Regional Activities

Novosibirsk

Experts: Igor Vladimirovich Gall-Savalskii
Sergei Ivanovich Kisel
Sergei Andreevich Grigorov

Organization: Coordinationg Council of Novosibirsk Public Organizations (created as a result of the **Podderzhka** conference in Novosibirsk, August 1993).

Telephone: (3832) 354-157

Accomplishments:

1] Organizational assistance in preparation for **Podderzhka's** two conferences in Novosibirsk;
2] Organized and led an entire series of press-conferences, round-table discussion, and seminars on the problems of building cooperation between groups;
3] Organized and led an entire series of festivals and holidays for the town;
4] Influenced local authorities to help solve problems (for example, financing non-governmental organizations projects);
5] Presently, they are beginning work on creating a "Volunteer's Club" in Novosibirsk, which would include representatives of NGO's, authorities, businesses and academics.

St. Petersburg

Experts: Vsevolod Yurevich Kirilov
Margarita Alekseevna Urmancheeva
Viacheslav Dmitrievich Ozerov
Olga Bezborodova

Organization: Association of NGO's Working with Families with Disabled Children, St. Petersburg (a union of 53 non-governmental organizations).

Telephone: (812) 272-69-54
Fax: (812) 119-10-16

Accomplishments:

1] Led two conferences:
   a] International Conference on the Rights of Mentally Disabled People;
   b] City Conference on the Problems of Disabled Children;
2] Led two round-table discussion with representatives from public organizations and city authorities about the difficulties in developing cooperation;
3] Worked with the main contractor for the St. Petersburg government about a summer camp program for disabled children and children from uncaring families;
4] Recently, city authorities have invited this organization to become the Expert Counsel on projects of public organizations working with family problems.

Individual Experts who worked with Podderzhka, IOCC

1] Sergei Ivanovich Krasnov; Assistant Director of the Pervo-Maiskaya Laboratory of the Institute of Pedagogical Innovations, Moscow; Tel: (095) 472-94-44

2] Roman Gennadievich Kamenskii; Director of the Laboratory of the Russian Institute of Higher Qualifications of Workers' Education, Moscow; Tel: (095) 212-32-09

3] Viktor Kirilovich Zaretskii; Doctoral Candidates of Psychology/Director of the Laboratory NII of Higher Education, Moscow; Tel: (095) 273-59-69

4] Vera Viktorovna Riashina; Psychologist/Co-worker at the Institute of Personality Development of the Russia Academy of Education, Moscow; Tel: (095) 446-54-69

5] Valerii Tarasov, Moscow; Tel: (095) 543-82-93

6] Evgeniia Sobol, Moscow; Tel: (095) 958-86-53; (095) 230-00-48

7] Irian Karpenko

8] Valentina Petrovna Karpova, Kaluga

9] Yulia Leonidovna Yudokhina; Graduate student of artistic education, Moscow

10] Nikita Glebovich Alekseev; member/correspondent of the Russian Academy of Education, Moscow

11] Aleksandr Arkadevich Shterman; lawyer/director of consulting firm

APPENDIX 7

"HOW TO APPLY FOR IOCC GRANT"

Each NGO must complete an application in order to receive a grant. The application must include the following ten items:

1. Description of organization
2. Brief summary of application
3. Problem definition
4. General ideas on the project
5. Project description
6. Project's resources
7. Budget for the project
8. Progress monitoring
9. Post-budget follow-up
10. Additional information

1. Organizational Description
   a] Full officially registered name.
   b] Address, contact numbers.
   c] Name of the applying representative.
   d] Organizational activities and goals.

2. Brief Summary of Application
   Project summary and its cost on the moment of its implementation (approximately 7 or 8 sentences).

3. Problem Definition
   a] Description of current situation.
   b] Development description of situation if no action is taken.

   This section should include an objective description of the current situation in the country, region, without your organization's operations both planned and carried out, as well as problems of vulnerable groups you work with or plan to work with in the process of project activities.

4. General Project Ideas
   a] What changes would you like to introduce into the current situation? What are you going to do to change the situation?
   b] How and in what field would you like to improve the current situation? How different would the situation be after your actions?
   c] What are you going to do to change the situation? What is your operational strategy going to be?
   d] Why do you think these particular measures will be most effective?

   This section should describe your project plan (a), (b) and your operational strategy (c), (d). The project description first of all suggests singling out aspects of your future operations (in the context of situation you described in point 2) to achieve goals determined by your projects.

   One of the most important issues is consideration of different alternative approaches and ways of resolving the problems defined and justification of effectiveness of the methods suggested by you.

5. Project Description
   a] Project goals: these should be general statements and their meaning. Please, write how you see the ways of resolving this problem.
   b] Project objectives: detailed, controllable and assessable results of your project operations. Objectives may correspond with the steps of operational plan, indicating all "shifts", improvements, etc., which evolve in the course of project activities.
   c] Your consistent actions to meet the project's objectives.
   d] What possible consequences in the region may your project lead to and what sort of experience can you acquire in the process of its implementation among other NGOs?

6. Project's Resources
   a] Previous experience in supervising this type of project in your region or organization.
   b] Expert advice available necessary for the project activities in your organization/region.
   c] Equipment.
   d] Office space.
   e] Budget.
   f] Other resources.

This section is to explain what sort and amount of resources is necessary to carry out the project, sources of financial support. Area of funding your organization is requesting from IOCC.

7. Project Budgeting
   a] Salaries.
   b] Major costs on the project: office rent; rent or purchase of office equipment; transport and travel costs; office supplies.

If necessary, you may include extra entries (for example, training costs). Any sum of money requested should be justified on the basis of current prices in the region.

8. Progress Monitoring
   a] When do you plan to accomplish project tasks and how may their fulfillment be controlled in steps?
   b] What amounts will be spent and within what period of time? How can it be substantiated and submitted for monitoring?

Section (a) should include control over project progress:
   1] Define progress steps (they may coincide with project objectives).
   2] Describe in detail results of each step taken. The results should be specific and enable assessment and revision.
   3] Suggest methods of progress and results monitoring.
   4] Possibility and methods of project's updating in the course of its fulfillment.

Section (b) should include information on control of the use of resources:
   1] Resources allocated may be used exclusively on the project.
   2] All accounting documentation should be provided.

9. Post-budget Follow-up
   a] Are there any local businesses or State entities able to finance your new projects if this project is a success?
   b] What other projects do you plan after you have completed this one? Have you found sources of financial support?

Could you supply documentation proving that you are prepared to continue financing your new projects? Could this project provide sufficient finances? In what way will you search for sources of financing?

10. Additional Information (optional)
    a] Organization's history.
    b] Organization's achievements.
    c] Projects accomplished.
    d] Information on organization's staff, professional level, volunteers involved.
    e] Letters of support or reference characterizing achievements of your organization (publications in the media, personal opinions, references from offices, NGOs, etc.).
    f] Possible sources of information about your organization.
    g] Information, statistical data, statements by regional officials, scholars who draw public attention to the problem of your project, etc. to describe present situation on vulnerable groups you work with in the region.

APPENDIX 8
SUMMARY OF Podderzhka PROJECT PROPOSALS

1. **Project Name:** "Hospital at Home"
   Location: Novosibirsk
   Name of NGO: Sisterhood of the St. Martyr the Great Princess Elizabeth Fiodorvona

   Project Summary: Medical assistance to the elderly and invalids. Purchase ultrasound scanner to analyze internal organs of an abdominal cavity and cardiac ethoscopy. Medical team will travel to surrounding villages to provide care. The program also facilities the rehabilitation of patients in hospital. Budget request (in English) is for staff salaries and purchase of equipment.
   Project Duration: Three months

   Budget:
   $ 11,600.00 - equipment
   $ 3,268.00 - salaries

   $ 14,868.00 - Total

2. **Project Name:** Lymphological Service
   Location: St. Petersburg
   Name of NGO: City Lymphological Service

   Project Summary: Purchase surgical equipment (sutures, sterile gloves, surgical instruments) for surgical interventions, and equip a surgical team for travel to surrounding areas. Cover staff salaries for the provision of lymphological services through Association of Parents called "Health to Children".
   Project Duration: Six months

   Budget:
   $ 2,500.00 - equipment
   $ 4,340.00 - salaries and taxes
   $ 651.00 - 15% indirect costs
   $ 600.00 - local transport costs

   $ 8,091.00 - Total

3. **Project Name:** "Leukemia Medication Information Bank"
Location: Moscow
Name of NGO: Antileukemia Association

Project Summary: Create information bank to coordinate the distribution and exchange of leukemia drugs between parents and hospitals. Obtain current statistics about leukemia. Implement a subagreement with Children's Hematological Research Institution for economical and medical analysis of costs of medical cure of cancers.

Project Duration: Fifteen months

Budget:

$ 2,835.00 - computer equipment
$ 2,616.00 - staff salaries
$ 100.00 - advertising costs
$ 150.00 - booklet publication
$ 3,000.00 - researchers' salaries
$ 250.00 - conference

$ 8,951.00 - Total

4. **Project Name:** Borozdin School
Location: Novosibirsk
Name of NGO: Novosibirsk Association of Disabled Youth

Project Summary: To provide therapy to children with DOWNS Syndrome to facilitate their integration into society as a whole. Techniques for providing therapy to these children will be filmed and distributed to other locations where DOWNS Syndrome children are attended to.

Project Duration: One year

Budget:

$ 2,109.00 - video equipment
$ 4,280.00 - staff salaries

$ 6,389.00 - Total

5. **Project Name:** School for Parents of Diabetic Children
Location: Moscow
Name of NGO: Moscow Diabetic Society

Project Summary: Instructing the parents of diabetic children in caring for their diet, possible health risks, provision of related literature. Medical screening for children to test for diabetes. The school may eventually evolve to include children directly.

Project Duration: One year

Budget:
$ 250.00 - entry fee for International Program
$ 1,796.00 - visual materials and equipment
$ 4,500.00 - glucometer for blood tests
$ 1,200.00 - staff salaries

$ 7,746.00 - Total

6. **Project Name:** Frunzensky Region Bakery
Location: Moscow, Frunzensky region
Name of NGO: Assoc. for Families with Handicapped Children

Project Summary: The project committee will equip a free-standing building with ovens and other equipment to produce bread that will be both freely distributed and sold to members of the region, with an emphasis on those families with disabled children since they are financially burdened with child care costs.

Project Duration: Three months

Budget:
$ 8,540.00 - staff salaries
$ 3,501.00 - salary taxes
$ 2,059.00 - excess wage tax

$ 14,100.00 - Total

7. **Project Name:** Good Deeds Initiative
Location: Moscow
Name of NGO: Social Rehabilitation Center of Disabled Persons

Project Summary: Improve the quality of medical service for economically and socially vulnerable persons. Plan to open a surgical center equipped with special diagnostic equipment to be used prior to surgery.

Project Duration: One year

Budget:
$ 4,482.00 - staff salaries
$ 4,390.00 - diagnostic equipment

$ 8,872.00 - Total

APPENDIX 9

Podderzhka Evaluation Questionnaire, English Translation
(Sent to participants)

Dear _____:

As the **Podderzhka** project is ending in March 1995, we are now conducting an evaluation of that project. Please help us in this effort by answering the following questions.

1] In which activities led by the **Podderzhka** group did you or representatives from your organization participate:

* conferences
* seminars
* meetings
* consultations
* other: _____

2] Using five point scale, please evaluate how participating in **Podderzhka** activities affected you or your organization in the following areas:

* organizational management
* fundraising
* cooperation between non-governmental organizations and with State structures
* designing projects and program activities
* development of regional systems of charity activity
* other: _____

3] Did your organization submit a grant proposal to IOCC?

Yes *No*

4] Did your organization submit a grant proposal to any other organizations or funds?

Yes No

If yes, then to whom? Did you receive the grant?

5] Please give us your suggestions for improving the **Podderzhka** project.

Please return this form before the end of March 1995.

Sincerely,

Director, IOCC

APPENDIX 10
FINANCIAL STATEMENT
&
FINANCIAL STATEMENT EXPLANATION

In the total to date section of the final IOCC World Learning/NIS Grant NIS-2022-00-04 financial report, there are two adjustments from previous reports that are reflected in the total to date, but not the quarterly.

The first adjustment is $ 8,866. In previous reports, this amount was classified in the "Training and Tech Assistance" line item. The final report classifies this expenditure in the "Evaluation" line item. The expenditure was for our mid-term evaluation done in May/June 1994.

The second adjustment was for $ 1,508 as an IOCC expense in equipment. This equipment was previously purchased with IOCC funds, but not included in the summary report.

WORLD LEARNING/NIS FINANCIAL REPORT FORMAT

AGENCY: INT'L ORTHODOX CHRISTIAN CHARITIES (IOCC) GRANT #: NIS-2022-00-04 TOTAL AMOUNT OF GRANT: $400,000.00 GRANT PERIOD: AUG 26, 1992 TO March 31, 1995

	THIS PERIOD FROM: January 1, 1995 TO: March 31, 1995		TOTAL TO DATE FROM: TO:		BUDGET FOR TOTAL PERIOD OF GRANT (SEE GRANT AGREEMENT)		
	WORLD LEARNING	IOCC	WORLD LEARNING	IOCC	WORLD LEARNING	IOCC	COMMENTS
1. BALANCE BEGINNING PERIOD (LINE 6 PREVIOUS FINANCIAL RPT)	$40,456	$0	$0	$0			
2. TOTAL RECEIPTS	$0	$20,901	$288,325	$149,466			
3. TOTAL AVAILABLE (ADD LINES 1 AND 2)	$40,456	$20,901	$288,325	$149,466			
EXPENSES (BY LINE ITEM; SEE GRANT AGREEMENT)							
DIRECT COSTS							
A. Salaries & Benefits (US)	$13,044	$9,014	$101,517	$40,816	$115,000	$35,000	
B. Salaries & Benefits (NIS)	$7,274	$7,274	$24,566	$23,515	$30,000	$25,000	
C. Travel	$2,693	$0	$21,708	$18,384	$39,000	$19,000	
D. Vehicles & Equipment	$0	$0	$5,000	$1,508	$24,400	$2,500	
E. Office Rent/Furnishings	$300	$300	$1,660	$3,460	$5,600	$6,400	
F. Communication	$1,265	$680	$2,795	$2,348	$6,000	$3,500	
G. Supplies	$387	$0	$1,878	$44	$11,000	$600	
H. Training & Tech Assistance	$3,630	$0	$45,763	$8,813	$70,000	$10,000	
I. Small	$0	$0	$0	$16,917	$0	$188,762	
J. Evaluation	$0	$0	$8,866	$0	$10,000	$0	
K. A-133 Audit	$0	$0	$9,233	$0	$9,000	$0	
L. Indirect Costs	$6,016	$3,633	$59,491	$33,660	$80,000	$70,700	
TOTAL EXPENSES	$34,608	$20,902	$282,477	$149,466	$400,000	$361,462	
6. EXCESS (DEFICIENCY) END OF PERIOD (subtract line 5 from line 3)	$5,848	($0)	$5,848	($0)			

IF USING NON U.S. CURRENCY, PLEASE GIVE U.S. DOLLAR EQUIVALENT ONE DOLLAR:

The undersigned hereby certifies:

a. that payment of the sum claimed under the cited subgrant is proper and due and that appropriate refund to World Learning will be made promptly upon request by World Learning in the event of nonperformance in whole or in part under the Subagreement for any breach of the terms of the Subagreement; and,

b. that information in the financial report is correct and such detail supporting information as World Learning may require will be furnished by the Subrecipient promptly to World Learning on request; and

c. that all requirements called for by the Subagreement to the date of this certification have been met.

By: [signature] Title: COC Date: 5/16/95