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FINAL REPORT

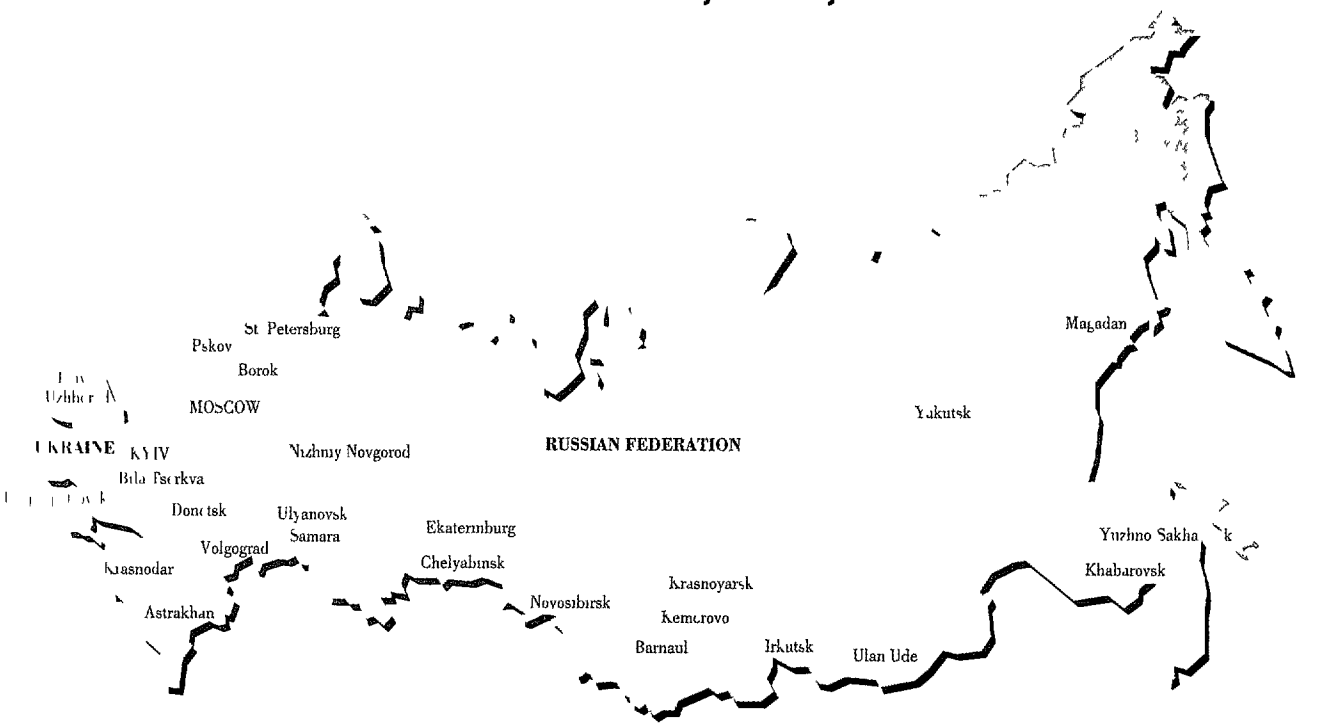
INSTITUTIONAL PARTNERSHIPS PROJECT

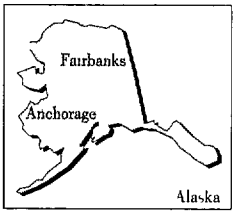
Strengthening the Foundations of Civil Society in the Russian Federation and Ukraine

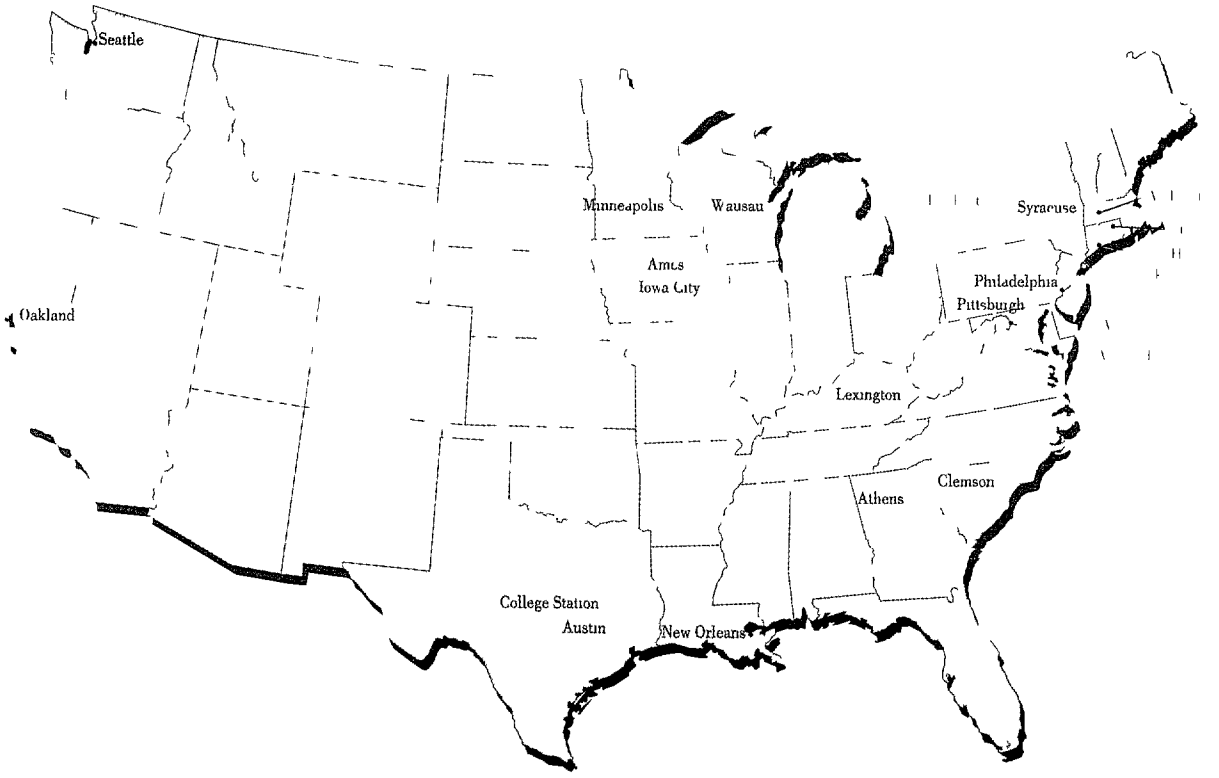
OCTOBER 1994 - AUGUST 1998

A

Locations of Partnership Activities in the United States, Russia, and Ukraine







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Executive Summary

McKinney H. Russell
Director, Institutional Partnerships Project

The news in this fall of 1998 of fresh political and economic instability in Russia and Ukraine must dishearten many in the United States who have worked to ease the two countries' transition to democracy and a free market But beneath and beyond the headlines of alarm, many thousands of Russians and Ukrainians are diligently at work, creating new or stronger institutions and laying the foundations for a just and effective future society

USAID's Institutional Partnerships Project, managed by IREX since its inception in late 1994, has nurtured these institutions and their sturdy new links to American counterparts This final report on the results of that nurturing offers heartening counterpoint to the perturbing uncertainties that roil both nations

With a minimal staff in Washington, Kyiv, and Moscow that never exceeded 20, IREX disbursed over $29 million during the life of the project When the project had run its course at the end of August 1998, more than 13,000 Ukrainians and Russians had undergone the training they needed to create new capacities and to strengthen the institutions and centers where this new know-how would be passed on to others At the same time, this training helped ensure that better than 80% of the partnerships would sustain their programs—as they have done—well past the end of USAID and IREX funding support

Only specifics about what has changed can bring these numbers to life In Section I B, of this report, called *Why Partnerships Matter*, we recall USAID's now-validated rationale for launching the institutional partnership effort in the first place This is followed (pp 4 - 9) by a short summary of just what each of the 22 partnerships accomplished To illustrate the range and impact of the projects, these accounts are grouped by the five sectors in which we worked agribusiness, civil society, democracy and NGOs, economic restructuring and business development, environment and infrastructure, and health We have also highlighted particularly notable partnership achievements in various *success stories* distributed throughout this report

Over 500 training products, including curricula, textbooks, CD-ROMs, course materials, and the like, were generated over the life of the project They had the makings of a real legacy With USAID encouragement and funding support we mounted a major program to offer over 300 of the best of the products to libraries and other institutions across Russia, Ukraine and other NIS republics Over 200 repositories are now our partners in making the training products available to many thousands of others To inform the general public about the availability of the IPP products at the repositories, we created a comprehensive dissemination catalogue, which is available free of charge electronically and in hard copy Section I C (pp 10 - 15) tells the dissemination story

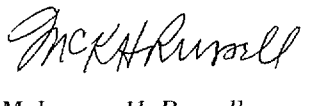
Of IREX's own creation was a varied effort, in late 1997 and early this year, to give the Russian and Ukrainian partners access to new tranches of funding support with one preeminent goal making their projects and partnerships truly sustainable in the years ahead Several partners had overestimated what they could efficiently expend during their project's two-year lifespan Drawing on these returned moneys as Section I D (pp 16 - 19) recounts, we offered competitive follow-on grants of up to $20,000 to the partners These were succeeded by four three-day sustainability workshops, richly provided with documentation, that we ran in Russia and Ukraine And these, in turn, were followed by targeted assistance to individual partner institutions principally in the fields of strategic planning and Internet technology

Next we look back at the realities of working across three cultures and making certain that the institutions we funded worked together as true partners and really did attain the goals, some of them quite lofty, that they had set. Section I.E (pp. 20 - 24) tells how we did the day-to-day monitoring of the partnerships, what was achieved at the five major workshops and seminars we set up in the three capitals, and how the communication links we fostered between them and us, and among themselves, made a major difference in the effectiveness of their work.

Did the partners, in hard professional terms, really achieve what they set out to do? We decided, in 1996, that we ourselves could not really tell in many cases, simply because our staff lacked the technical expertise to gauge the results of an aquaculture center or a feed grains training center. This section recalls how IREX organized and recruited truly qualified evaluators to assess - very positively, as it turned out - the actual results of the partners' common exertions.

For the interested specialist and the reader curious about how effectively the separate partnerships progressed and reached their goals, our Section II (pp. 24 - 110), called the Life of the Partnership Projects, offers a comprehensive account of the challenges and progress of each of the 22 partnerships.

Finally, in an effort to distill ideas and guidance from these four years, that may help us and others in the future generate genuinely sustainable working partnerships, we offer lessons learned in Section III beginning on page 111. We define what we know now about how best to run a complex program in III A, spell out in III B some of the tough challenges from working with far flung partnership organizations, and in III C, share with the reader our best judgments on what can make a successful partnership.



McKinney H. Russell
Director, Institutional Partnerships Project
International Research & Exchanges Board

Why Partnerships Matter

New Year's Eve 1991 launched a new era that brought about a veritable revolution in the lives of the more than 280 million people who became citizens of the New Independent States (NIS) that emerged from the Soviet Union's collapse on that date Most of the world focused on the opportunities and challenges those individuals faced, but the real origin of many of those challenges and opportunities was centered in the institutions they inherited universities, hospitals even local government administrations

After relying on State support for 70 years or more, many formerly venerable institutions were forced to confront a new dilemma that challenged their very existence To survive with severely curtailed funding, they would have to develop skills they had never needed under the Soviet regime Failure meant personnel layoffs and a withdrawal from society of the services they offered The potential impact on the NIS and its citizens was tremendous, further destabilization of what could best be called a delicate balance of shifting economic, security, and social forces could have a serious and destabilizing impact on the region and the world itself

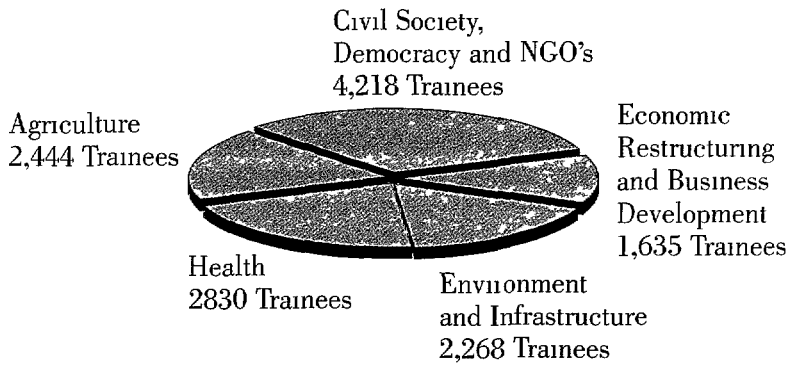
The United States Congress wisely recognized the value of providing technical assistance to the region, and allocated significant funding to the US Agency for International Development (USAID) to play a leading role in that development effort In October 1994 USAID selected the International Research & Exchanges Board (IREX) to administer the Institutional Partnerships Project as part of a broader initiative, the NIS Exchanges and Training program

The $29 3 million Institutional Partnerships Project (IPP) was designed by USAID to strengthen some of the key institutions that the dramatic events in the NIS had threatened educational institutions, professional associations, and trade organizations Focused in Russia and Ukraine, the project aimed to build these institutions' capacity to provide professional training, improve their member services and sustain themselves into the uncertain future It did so by funding 22 partnerships between Russian and Ukrainian institutions and their counterparts in the United States for intensive two-year projects in five different sectors By focusing technical assistance on grassroots-level institutions, IPP's very approach helped counteract the mentality of years of top-down rule

With significant training components built into the projects across the five sectors and two countries, IPP trained more than 500 NIS partners on site in the United States, and close to 13,000 in the NIS Hundreds more have been trained since the partnerships drew to a close in 1997, with newly trained instructors sharing their knowledge and skills with others as time passes Furthermore, over 80% of the institutions that took part in IPP are still working together almost a year later, continuing with other funding what they started together in 1995 and sustaining the centers, faculties and programs they founded

While these numbers are impressive, some might ask Can training on an individual institutional level have a lasting sectoral impact? IREX can confidently say that the answer is a resounding YES IPP had significant, sustainable, and measurable impact within the five sectors in which these partnerships worked This report documents that success

Total IPP Training by Sector*



*Partners tracked the number of people attending each individual training session Thus if a participant attended two training sessions the partnership reported a total of two attendees

Agribusiness

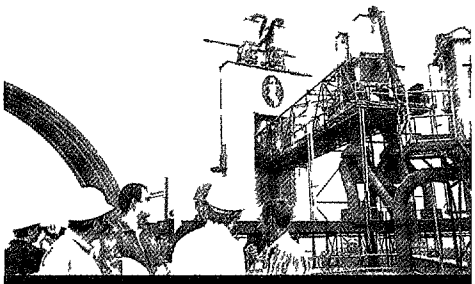
Agricultural Business Training for Farmers, Officials, and Professionals

(p. 25)

In Nizhni Novgorod, which is one of the biggest agricultural centers in Russia, business training is now available for local and regional government, related industry specialists, and agriculture faculty. The region's *State Agricultural Academy* has established a *Center for Continuing Education* that targets professionals whose work relates to agribusiness. Fifteen key faculty members at the Academy underwent training at their US partner institution *Iowa State University* in Ames, and gained additional expertise in accounting, farm management, Russian tax laws, and computer use. The fully accredited Center charges fees for its services for professionals, but allows Academy students to take courses for free, thus enabling more and more new agribusiness specialists to gain the skills to succeed—whether they choose to run a farm themselves, open an agriculture business, or work for the local administration on agribusiness issues.

Making Russian Grain Growers More Competitive

(p. 32)



Russian participants at a US poultry farm, "Pilgrim's Pride"

Professional associations in the United States defend the interests of their members. While the same principle is integral to the concept of a labor union in the Soviet era, the unions' primary goal was to defend the interests of the Communist Party. To advance the cause of grain growers throughout Russia, the *US Feed Grains Council* in Washington, DC, teamed with the newly established *Russian Grain Union*, headquartered in Moscow. The focused technical assistance the partners gave the grain union has transformed it into a respected professional association of 140 paying members representing the majority of Russia's regions. The Russian Grain Union actively defends the interests of its constituents, and it has even learned to successfully lobby the Russian Federation's government to reverse decisions that would have been detrimental to the country's grain industry. Members are also able to take advantage of a new *American-Russian Training Center* in Samara, thanks to a second US Feed Grains Council partner, the private Russian company *Intensivnii Korm*. Despite the reluctance of the Center's leadership to fully embrace Western management techniques, the Center uses highly effective technology adapted from the United States to train professionals in a variety of agricultural topics, with a focus on feed grains.

Six New Sources of Market Training for Agribusiness Management

(p. 28)

Six Russian agricultural retraining academies serve as an important resource for agribusiness professionals by assisting them in understanding modern market forces, and thus helping them to thrive. *Texas A&M University* in College Station and the *Russian Ministry of Agriculture and Provisions* jointly trained over 150 instructors to teach the fundamentals of effective agribusiness management at their ministry's institutions. They added to this a fresh source of information in the form of a comprehensive textbook based on the lectures and seminars delivered by the partners during the project. In St. Petersburg, Moscow, Barnaul, Irkutsk, and Kazan, participating agricultural institutes now use adapted Western teaching methods and materials to help agribusiness survive in the competitive domestic and international market.

Teaching New Farm Management Skills in Ukraine

(p. 36)

Ukraine's agricultural conditions and fertile soil give it tremendous potential for bumper harvests, but running a family farming business is vastly different from operating a collective farm. With

this in mind, *Bila Tserkva State Agricultural University* set out to help Ukrainian farm families succeed in their new efforts In collaboration with the *Volunteers in Overseas Cooperative Assistance* in Washington, DC, the Russian partners sent 60 Ukrainian agricultural instructors to attend a month-long training session at *North Central Technical College* in Wausau, Wisconsin This exchange provided skills and information for the instructors to impart to farmers back at home The instructors also have a valuable tool in the form of an adapted Farm Business Production Management curriculum, which addresses the details of successfully operating a farming business by focusing on areas such as soil and crop management, livestock nutrition and management, farm records and business analysis and on-farm management strategies It takes a long time to reform a sector, but now a limited training system is in place to help

Civil Society, Democracy, and NGOs

Foundations for a Russia-Wide Training System in Disability Issues

(p 52)

Aleksei Kuzmin of Process Consulting and Valerii Shkolnikov of Perspektiva discuss strengthening parter relations at a Sustainability Program workshop.

Working through the Russian national association for the disabled, twenty regions across the country have established an in-service training system in disability awareness and legislation, the development and management of commercial enterprises, and public education through the media With the Oakland, California-based *World Institute on Disability*, the *All-Russia Society for the Disabled* created an inter-regional group of 35 active, qualified training organizers who have trained over 1,800 participants across the Federation To aid in the expansion of the training system throughout the country, the partners developed comprehensive curricula and three training videos The partnership also launched an intensive publicity campaign to reach out to other constituents and the general public and to extend the Society's networking contacts throughout the world Several high-impact follow-on projects in a variety of regions including Novgorod and Murmansk, are the direct result of the partnership's success

Ukrainian Local Administrations Learn Governance Skills

(p 43)

A redesigned and newly named *Institute for Public Administration and Regional Development* in Uzhhorod now offers technical assistance, training, and policy research opportunities to local Transcarpathian governments, thanks to its close partnership links with the *University of Georgia* in Athens The Institute, which is part of *Uzhhorod State University*, developed and hosted over 50 seminars for local administration employees in tax and budget issues, interdenominational conflict, and other topics essential to effective and democratic local governance The partners also have lasting tools for training in the 40-plus Ukrainian-language materials that they published, including a handbook for mayors that has been distributed to regional Transcarpathian governments

Human Rights Activists Gain New Tools for Effective Activism

(p 39)

More than 350 human rights activists learned new advocacy, networking, and information-gathering skills in seminars offered across Russia by partnership staff from *Americas Development Foundation*, based in Alexandria, VA, and the *Moscow Research Center for Human Rights* To provide an institutional basis for change, the partners selected nine regional affiliate human rights organizations for targeted assistance in organizational development, training, and distribution of the resource materials that are still so scarce in Russia The Center overcame major challenges to double its own network of human rights contacts Its Board of

Directors, staff, and member organizations can now provide better service to constituents thanks to workshops in fundraising and management.

New Center Trains Community Activists and Housing Officials (p. 48)

A new institute in Moscow now offers training to citizens and local government officials in community activism and the creation of housing resident organizations. *The Support Institute for Citizen Initiatives* uses a comprehensive curriculum in community development and resident-controlled housing that the two local partners and the New York-based *Urban Homesteading Assistance Board* adapted to Russian use. As part of this process, both Moscow organizations, the *Citizens Foundation* and the *All National Fund for Decent and Affordable Housing*, revamped themselves with institutional development support from additional US affiliate partners, overcoming differing philosophies on activism to develop a lasting working relationship. Their IPP-funded success led directly to the award of several new but related programs to publish the adapted curriculum and open a training center in Novgorod based on what they learned from their US partners.

Economic Restructuring and Business Development

Satellite Technology for Regional Planning in Pskov Region (p. 73)

For the first time, the Pskov region can effectively address its regional planning needs using contemporary Western technology. The staff of the *Center for Regional Planning*, a new component of *Pskov Polytechnical Institute*, now implements the training it received from the *University of Massachusetts* in Amherst to use top-of-the-line Geographical Information Systems (GIS) equipment for local and regional planning programs in the Pskov oblast. The Institute also trains new specialists as part of its Department of Regional Planning and Municipal Management, which was founded by the partnership. Fee-for-service business plans, map creation, and GIS and regional planning projects have helped the Department and Center sustain their activities beyond the end of IPP funding, making Pskov oblast a uniquely progressive region within the Russian Federation.

State-of-the-Art Training Tools for Finance Executives and MBA Students (p. 56)

IMI Computer Lab, where instruction on FAST and the Management Game takes place.

Finance executives and MBA students in Kyiv have access to advanced Western financial and business tools at the Kyiv-based *International Management Institute*, thanks to a successful two-year partnership with *Carnegie Mellon University* in Pittsburgh, PA. The US partners helped introduce two computer-based business simulation courses into the Institute's MBA and Executive Education curriculum. The Financial Analysis and Securities Training program offers students experience in off-line stock market trading using real-time information. In the Management game, students form hypothetical corporations and carry out all attendant operations, including the development of strategic business and marketing plans and the drafting of annual and shareholder reports. Decisions are made based on actual market conditions. The games have been modified to reflect Ukrainian and East European market conditions and are completely transferable. They are now an integrated part of the Institute's curriculum, which also includes modules on borrowing, lending, and banking negotiations.

Three Universities Create New Western Economics Programs (p. 68)

Three key universities in the Russian Far East now have the curricula, expertise, and tools to train undergraduates in the complexities of market economics during this crucial juncture.

in Russia's transition *The University of Alaska Anchorage* worked with Russian university business and economics instructors in the Russian Far East to develop 13 short economic courses and associated textbooks, including a unique comics-based economic text, at *Magadan International Pedagogical University* By emphasizing the Internet's role in education and communication, the partnership effectively changed the policy of information control at *Yuzhno-Sakhalinsk Pedagogical University*, to the distinct benefit of the students and faculty who use the new computer labs and e-mail accounts At *Yakutsk State University* partners trained 20 faculty in Western business subjects and teaching methods, and five more passed US discipline-specific comprehensive exams

Marketing Cutting-Edge Technology in Ukraine

(p 64)

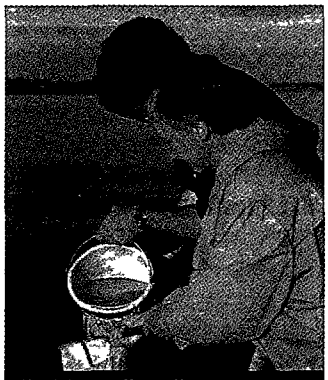
The encouragement of the innovation and imaginative marketing of technology, so necessary in today's world, was rare in Soviet times To do both, the *Lviv Institute of Management* and *Donestsk State Technical University* worked with partners at the Philadelphia-based *University City Science Center* to create new business and technology education opportunities in Ukraine The US partners helped establish a *Technology Promotion Center* at the Lviv Institute for the commercialization of Ukrainian technologies and innovations on domestic and international markets At the same time, technology, energy, and small business development centers were created at the Donetsk University Both NIS partners introduced new business and economics courses to help train 14 specialists in these topics and the new courses and centers now remain to help strengthen the sector in the coming years

Quality Business Support Services from Russian Chambers of Commerce

(p 60)

Businesses in 19 regions of Russia have new and effective advocates in their local and national Chambers of Commerce and Industry In cooperation with the *Center for International Private Enterprise*, an affiliate of the US Chamber of Commerce in Washington DC the Russian partners strengthened markedly their ability to provide services to their constituents The local chambers, in turn, were able to compete for up to $10 000 in small grant seed monies to promote their institutional development The projects varied widely, including the publication of a business atlas to facilitate business contacts in Novgorod, the establishment of a non-state arbitration court to settle business disputes in Penza the opening of an exhibition center to promote trade and investment in Yaroslavl, the creation of a legal consultation service to provide information and services to local entrepreneurs in Rostov-on-Don, and the creation of a tourism bureau to serve business travelers in Kirov The success of this effort led the Russian national chamber to launch a new accreditation program to ensure consistent improvements in the quality of regional and local chamber management and services across Russia

Environment and Infrastructure



Tom LaPoint & Natalia Kocheleva take sediment samples to analyze for contamination.

New System for Raising Uncontaminated Fish

(p 84)

The Rybinsk reservoir in the Upper Volga region is not the only contaminated inland water site in Russia, but it is the only site where residents can eat locally raised fish that do not absorb poisons as they grow Specialists working on an ingenious environmental project between *Clemson University* in Pendleten, South Carolina and the *Institute for the Biology of Inland Waters* developed a truly innovative, yet low-cost system for ensuring that fish farms can raise their fish even in contaminated areas knowing that the fish are free of pollution To develop the system the scientists had to identify and map the most polluted areas of the reservoir a long and rigorous process Not only did

the scientists succeed in their endeavor but they were also able to provide US-based training to key Russian scientists along the way and created a system that is so effective that even Clemson University now uses it in the winter to keep commercial tropical fish operations working

Environmental Technology Information for Industry

(p 88)

Industry professionals in Lviv had a unique opportunity thanks to the Institutional Partnerships Project The *University of Connecticut*-led partnership with the *Western Center of the Ukrainian Branch of the World Laboratory* conducted ten comprehensive seminars on environmental issues over the course of the past two years and left in place infrastructure to repeat that opportunity Two Lviv universities *Ivan Franko State University* and *Lviska Polytechnica*, offer 16 environmental technology courses taught by the seven faculty members who trained in the United States as part of this project Courses cover a wide array of state-of-the-art technological solutions for pollution prevention and control methodologies site remediation techniques and current environmental and analytical chemistry protocols High quality products, including the second-ever Ukrainian-language CD-ROM enable the universities and a new centrally located *Environmental Technology Resource Center* to continue to reach out to the business community as the partners move forward

Openness Lets Nuclear Energy Scientists Visit Formerly Closed Sites

(p 80)

The easing of tensions that existed for decades between the United States and Russia has given scientists long-awaited opportunities to learn real details about research topics they could only read about before For a group of energy and nuclear engineers and scientists from around Russia this meant visiting Oak Ridge National Laboratories and other sites to learn firsthand about US nuclear energy safety The 13 Russian visitors were hosted by the *American Society of Mechanical Engineers* based in New York City as part of a partnership with the *Institute for Machine Sciences* at the Russian Academy of Sciences The specialists shared ideas with American counterparts at two environmental remediation and safety workshops in the US and Russia and went on to conduct another event focusing on plant life extension in Moscow because the first two had been so successful The scientists will use their ideas for future technology transfer efforts and have laid the groundwork for a comparable professional society in Russia

Highway Professionals Cruise Across Russia

(p 77)

Partners in a unique project on highway administration caravanned 10 000 kilometers on a Trans Russia Expedition that drew attention to the *Russian Association of Territorial Bodies of Highway Administration* the *American Road and Transportation Builders Association* their Washington DC-based counterparts and US road and construction firms This event stemmed from a US-based training program for Russian highway professionals and interns and a corresponding Russia-based training program for local transportation officials on such issues as contract procurement setting of highway design standards the highway construction business safety concerns and the benefits of trade association membership As a result of the program, the Russian partner has the tools to improve its effectiveness as a membership association and a variety of new links between Russian and US regions arose And thanks to the Trans Russia Expedition partners have a new appreciation for the importance of good transportation and roads in a country as vast as Russia

FAMILY MEDICINE CENTERS FLOURISH IN ST PETERSBURG

(p 99)

DR. IGOR BOZHKOV UNDERGOES TRAINING AT THE FAMILY PRACTICE CENTER IN ST. PETERSBURG.

Two family medicine centers, are the joint creation of the *University of Iowa* in Iowa City, and the *Medical Academy of Postgraduate Studies* in St Petersburg The pilot center did so well that a second center was launched in mid-1997 and serves patients with either private or public health insurance plans The partners trained more than a hundred nurses and doctors using a newly adapted Russian-language family medicine curriculum and manual which is available online and has been placed in 17 IPP repositories across the NIS These successes led to a new USAID-funded effort to open a center in Novgorod-the-Great

NEW STANDARDS FOR EVALUATING MEDICAL TRAINING

(pp 103 & 107)

The only partnership with both Russian and Ukrainian counterparts was the *University of Rochester's* project to introduce standard assessment procedures for medical education and patient-focused training of future doctors Intensive training at Rochester for faculty from both countries led to the adoption of popular new ward team teaching methods The Ministry of Health of Ukraine has recognized the two partner institutions in Kyiv and Donetsk as standard-setters for the country, thanks to the essential testing procedures in basic and clinical disciplines that the partnership established While the Russian Ministry of Health decided not to adapt the system nation-wide, the tests are in use at the partner institutions and may be adopted elsewhere through the dissemination of the project's new manual on standardized test development

TRAINING FOR HOME HEALTHCARE ACROSS RUSSIA

(p 91)

The *American Red Cross* in Washington, DC and its Russian counterpart adapted and put into use a highly effective training system on home medical care, *Foundations for Caregiving* Extensive training for 29 instructors and 75 health and social workers, planned and carried out by the American Red Cross has created a new cadre whose efforts to teach others how to give home nursing care flourish in four far-flung provincial centers, Astrakhan, Kemerovo, Ulyanovsk, and Ulan-Ude, as well as in Moscow While the partnership had growing pains in its first year due to personnel shifts and contrasting cultures, it regained its footing with IREX assistance and did so well that new funding has flowed to them from Russian and international sources With the newly trained nurses, more than 15,000 adapted training manuals, and such great success in the regions, the Russian Federation Ministry of Health is considering adopting *Foundations for Caregiving* as the standard for home healthcare across the nation

NEW PROFESSIONAL GROUP OF HEALTH ADMINISTRATORS

(p 95)

In the wake of the disintegration of Soviet-era medical structures, the creation of an organization for health professionals to learn to run the residual system took on particular urgency The Arlington, VA-based *Association of University Programs in Health Administration* succeeded in this task, helping to form a Russian counterpart association and teaching participating medical institutes in Moscow, Novosibirsk, and Khabarovsk how to offer post-graduate programs and training modules for professionals in health management The newly established resource centers continue to flourish after the end of IPP funding The Russian partners have gone on as individual institutions to offer the training courses in an effective fee-for-service structure that gives those already in the field a chance to benefit from extension-type training, without US faculty or financial assistance

The Dissemination Program

From the beginning of 1997 through the close of the Institutional Partnerships Project in 1998 IRFX staff conducted an extensive effort aimed at sharing the materials the partnerships produced with professionals throughout the NIS and Mongolia Through this effort IRFX reached out to more than two hundred repositories to distribute products ranging from educational curricula and training materials to CD-ROMS and video cassettes In the process we learned a great deal about the structures needs and problems of the regional information institutions we selected as repositories

Our surveys demonstrated that the most significant constraint they faced was the lack of current updated information The IPP dissemination effort made great strides in meeting this need by providing repositories with more than 300 IPP products as well as a set of useful Russian and Ukrainian language resource books on NGO development management and the Internet In order to provide easier access to the new materials IRFX also created a dissemination database on the World Wide Web

The unique network that resulted from IRFXs dissemination campaign represents a much-needed foundation for the future sharing of information across the NIS and Mongolia (see repository site maps pp 14 & 15) The development of such a system which allows people to make contacts in similar fields and to keep in touch with new opportunities trends and research is crucial for the spread of information and ideas throughout the region With the help of the DC-based staff IPP dissemination program officers in Moscow and Kyiv worked to develop a unique approach for the program

The Products

The Institutional Partnerships Project generated over 550 products in the areas of agricultural reform business development the development of civil society and NGOs healthcare reform and the environment The dissemination staff selected 314 of the products that would be the most beneficial to a broad audience of NIS professionals and began planning for their dissemination

As IRFX staff collected the materials several of the partners expressed their reluctance to distribute their products free of charge to unknown third parties especially if the NIS partner had planned to sustain their project or organization through product sales To solve this problem the materials were divided into two categories free and reference only The free products can be copied and disseminated by the repositories without restriction but must not be sold Reference only products on the other hand cannot be distributed or sold by the repositories without the consent of both the author and IRFX In the end this system helped to bolster the partners sustainability efforts because the repositories serve as a means of free advertising for the partnership products Given the extent of the repository network this represented a significant increase in the potential market for these products beyond what the partners could have achieved on their own

The Search for Repositories

Finding suitable repositories for the products proved to be a difficult and time-consuming task, since no appropriate database or directory of such information centers and libraries existed IPP staff traveled to sector-specific conferences used extensive telephone and e-mail communications and worked with existing IRFX and NGO networks to distribute questionnaires to potential repositories They then selected the best repositories from the completed questionnaires Since partnership activities under IPP took place in Ukraine and the Russian Federation the greatest effort was put into finding suitable repositories in these countries (see maps pp 14 & 15 for repository sites) IRFX staff also worked with sector-specific organizations like TACIS

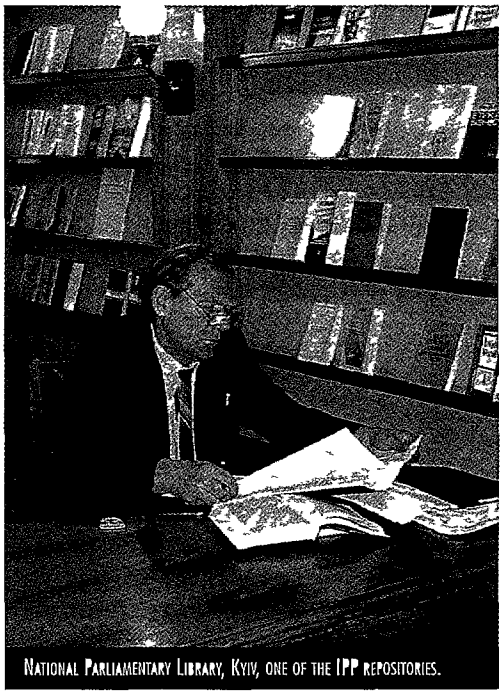
in the agriculture field and Kaiser Permanente in the health sector, to ensure that the products reached the greatest possible number of end-users Using these strategies, IREX was able to create an extensive network of 239 repositories throughout the NIS and Mongolia Typical locations for repositories are libraries, universities business and NGO support centers, as well as healthcare and medical information resource centers

To reach the largest audience possible at the least cost, all repositories selected to participate in the program agreed to provide visitors and clients free access to the products for a minimum of two years IREX also sought repositories which serviced an entire region rather than just one city Special preference was given to IPP participant institutions and USAID-recommended repositories Finally, to ensure that no products were altered or sold to a third party, and that all materials would be made available for at least two years, the repositories signed a contract called a Letter of Agreement (LOA) with IREX before they received copies of IPP products Along with the agreements each repository was required to complete a detailed six-page survey that provided a number of important insights into their services and challenges information which IREX and other organizations can use for similar efforts in the future

Because of its broad scope and diverse geography, this new network of repositories will continue to be a useful resource for distribution of other USAID project materials throughout the region well after the end of IPP

The World Wide Web Database

The Internet is one of the most efficient and inexpensive vehicles for providing free access to information, so IREX chose to create a WWW dissemination database that allows anyone with Internet access to acquire comprehensive information about the 314 products that were distributed, including detailed annotations on each product IREX also linked electronic copies of the 87 most popular products to the web database, which allows users to download copies of these products straight from the Internet The database is located at http //www irex org/ippdatabase



National Parliamentary Library, Kyiv, one of the IPP repositories.

The database also contains detailed information about the 239 repositories across the NIS and Mongolia including hours of operation, contact information, patron data and a complete list of available products The database is searchable by either product or repository, but is designed in such a way that users will be linked to information in both parts of the database Thus, users can quickly find the material that interests them and the nearest repository where it is located

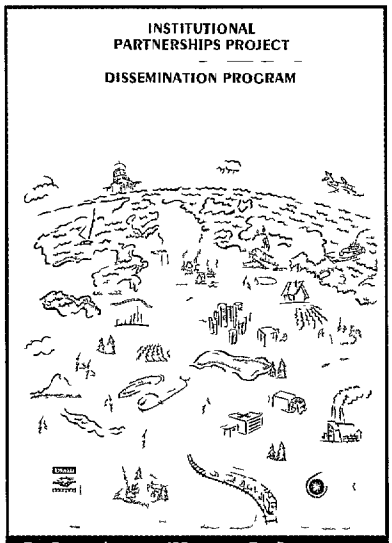
In order to cut copying costs at the repositories and to accommodate those who do not have access to the Internet, IREX scanned the 87 most popular documents into electronic format

"Our organization is very grateful to the US government, USAID, IREX, and IPP participants for providing us with the materials They are already actively being used to teach our students and to create new teaching materials that will be used with the next group of students We are sure that the US taxpayers' money used to produce and distribute these materials was used with great efficiency and will be useful for the development of market economics in Russia "

- Lyudmila Isakova, Siberian Foundation for the Development of Management in the Social Sphere and Medicine (Kemerovo, Russia)

and distributed them on a set of eight floppy disks to the repositories. Additionally, IREX was able to send disks to many organizations in the NIS outside the repository network. This process proved to be extremely cost-effective: for approximately $1000, 350 organizations received thousands of documents.

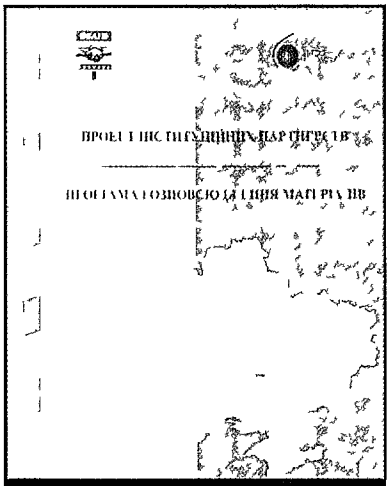
A sample search from this database is included on page 13.



THE ENGLISH-LANGUAGE IPP CATALOG. THE RUSSIAN VERSION SHARES THE SAME COVER.

Creation of the Dissemination Catalogue

A major initiative of the program was the creation of a dissemination catalogue in the English, Russian, and Ukrainian languages. Its core is a hard copy of the Web-based product and repository databases, with summaries of the products and repository information. This catalogue also offers an explanation of the dissemination program and provides information about the repositories taken from the detailed questionnaire filled out by each repository when completing its TOA. As a database of resource centers in the NIS, this publication is the first of its kind and has been praised by many organizations as a useful and badly needed resource. Over 600 copies of the catalogue were distributed to repositories, NGOs, USAID missions, foundations, government bodies, and citizen activists throughout the NIS and Mongolia. It is available at all repository sites and can be obtained at any IREX field office.



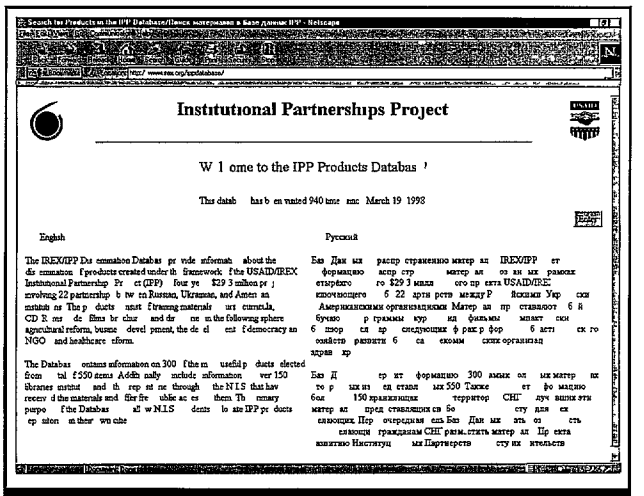
THE UKRAINIAN-LANGUAGE IPP CATALOG.

Reference Books to Strengthen Repositories

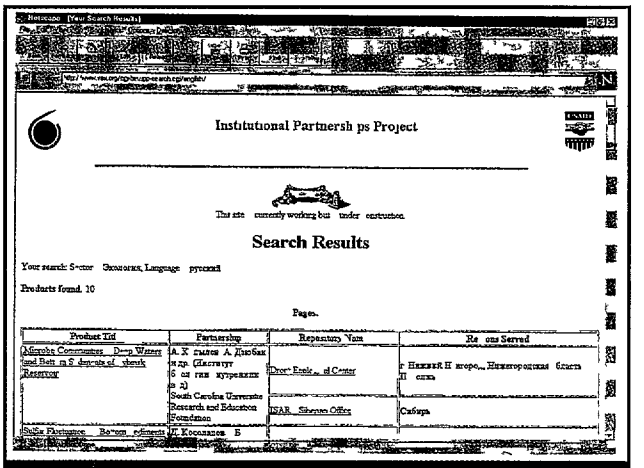
In receiving the detailed questionnaire that repositories filled out, IREX gained special insight into the problems that they faced. The respondents said that one of their greatest information challenges was obtaining recently published reference materials that a wide readership could use. IPP staff determined that a good way to help repositories sustain themselves and increase general interest in the products would be to identify, purchase, and send a set of Russian or Ukrainian language resource books to them. Some of the titles the repositories in Russia received include *The Internet for Dummies*, *A Guide for Beginning Internet Users*, *How to Ask for Money*, *A Handbook on Grant writing for NGOs*, and *Marketing Basics*. In Ukraine, IREX worked with the Sabre Svitlo Foundation to distribute 271 books. Some illustrative sector-specific examples of the books they distributed include *Finding Money*, *Overdrive*, *Managing In Crisis Filled Times*, and *Strategic Planning for Local Governments*.

Impact

A project's success is often measured in concrete results, the degree of cost-effectiveness, long-term impact, sustainability, and feedback from participants. The dissemination program succeeded not only in these terms, but surpassed all of IREX's expectations. Over 25,000 documents were distributed to 239 repositories in 13 countries. An average of 17 people use the IPP materials at each repository per month, and hundreds of other organizations will be able to retrieve



OPENING SCREEN FOR THE IPP PRODUCTS DATABASE.

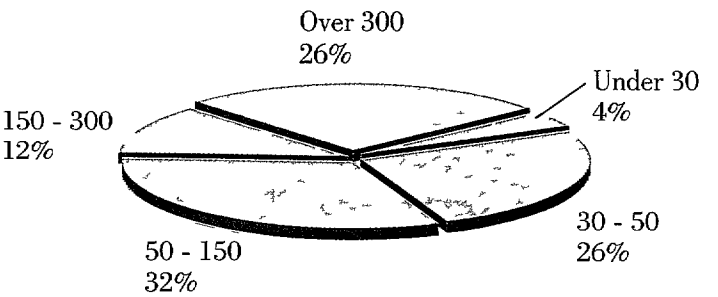


SAMPLE SEARCH FOR REPOSITORY INFORMATION.

materials from the World Wide Web database for years to come all free of charge and free of cost to USAID or IREX By conservative estimates, in the next two years well over 100,000 people will have used the IPP materials (See Figure 1)

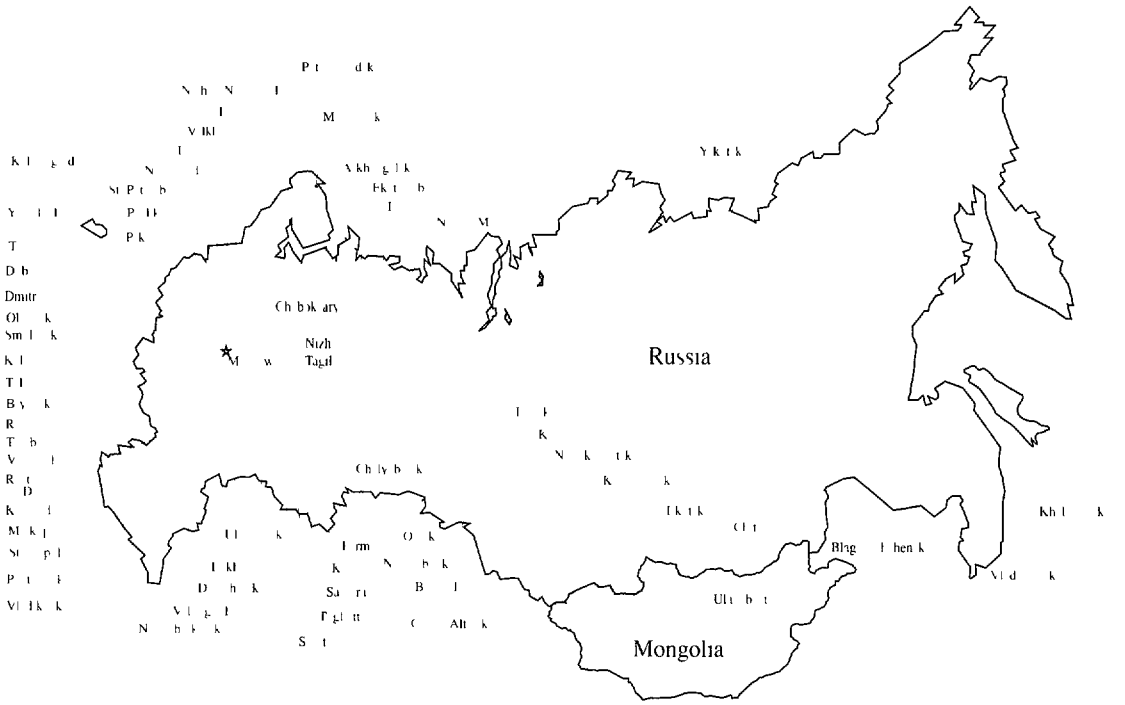
Feedback and comments that IREX has received from those that have used the IPP attest to the fact that the materials have a real use to professionals in the NIS who are attempting to build a civil society and market economy by merging American know-how with the contemporary NIS environment

Figure 1 Number of Repository Clients Per Month



IPP Repository Sites Maps

IPP Dissemination Repository Sites in Russia and Mongolia



IPP Dissemination Repository Sites in Belarus Ukraine and Moldova

IPP Dissemination Repository Sites in Central Asia

IPP Dissemination Repository Sites in the Caucasus Region

The Sustainability Program

In spring 1995 IREX signed agreements with the 22 partnerships to cover activities for two years. Given the magnitude of the challenges they undertook, we were not surprised that many US partners asked for unfunded extensions in early 1997. All of them were intent on taking their efforts as far as they could while funding was available, and in this they had our full support.

"The training we received at the seminar will help us to increase our level of operational efficiency. Not only will we be able to optimize both current resources and future outlays but we'll also be able to improve the quality of medical service we provide to the community."

– I. F. Ivashchenko, Participant at Khabarovsk Economic and Management Training

We could see, however, that thanks to careful cost conservation over the course of the project, a portion of Institutional Partnerships Project (IPP) funds would remain unspent. IREX wanted to ensure that these funds would be used to benefit the partners themselves as directly as possible, so the IPP team developed the concept of a sustainability training program tailored to the needs of the individual partner institutions in the NIS.

From project inception onwards, IREX helped the partnerships focus sharply on how they would continue their activities and keep their close ties after the end of USAID funding. Many had made great progress in developing innovative ideas for sustainability. In order to make these ideas a reality, however, the NIS partners needed more targeted training. For example, most had gained valuable exposure to the Internet, but needed more hands-on training in how to use it more effectively. A great number of the partners also sought to reach a wider audience with the products and resources they developed under IPP. These new directions called for improved planning skills, new equipment, and better publishing capabilities, as well as broader access to information.

The IPP Sustainability Program sought to meet these needs through:

- A competition for small follow-on grants of up to $20,000 to the Russian, Ukrainian, and American partners;
- General training in the core elements of sustainability; and
- On-site training by specialists on topics closely tailored to each Russian and Ukrainian partner.

Stage I: Small Follow-on Grants

The small follow-on grants program began in October 1997 with the signing of subagreements between IREX and 23 Russian, Ukrainian, and American institutions. Each grant recipient received an award between $5,000 and $20,000 and was required to make additional matching contributions of at least 25% of that amount. However, cost sharing far surpassed our expectations: the overall figure reached nearly 40% of the USAID funds allocated to the program.

The real results of these small follow-on grants were quite impressive. Many organizations took advantage of this opportunity to share expertise honed under IPP with other organizations and local governments through training sessions, workshops, and publications. Others sought to increase their technological capacity by purchasing needed equipment and establishing computer systems such as videoconferencing packages and servers. Many academic institutions organized additional exchanges to increase the effectiveness of teaching methods in fields such as economics and business management. A summary of the achievements reached by each organization that received a small follow-on grant is included in the next section within the partnership summaries.

Stage II Training in Sustainability

As IREX surveyed the NIS partner institutions we learned that virtually all of them would benefit from further training on certain sustainability topics The partners were spread widely across the farflung reaches of the Eurasian continent, and it seemed that the most cost-effective way to provide that training was to bring groups together in central locations

We convened a series of four sustainability workshops, two in Moscow and one each in Kyiv and Novosibirsk, which were attended by 83 people The workshops ran three days, with a day focusing on strategic planning, promotional strategies, and fundraising, respectively While locally hired Russian and Ukrainian consultants were charged with the responsibility of conducting all training sessions, IREX worked closely with them to make sure that the general approach to each topic at the four training sessions was similarly focused

The trainers encouraged the groups to learn through active participation In order to promote an understanding of what is involved in creating a strategic plan, participants were encouraged to look probingly at their own organization, to define their goals, to write a mission statement, and to formulate a plan for the future The trainers discussed fundraising on the Internet through presentations that showed participants how to perform relevant searches for funding opportunities and how to effectively advertise their organizations online

Fifteen to 30 participants from a variety of partnerships and sectors attended each training seminar The diverse attendance allowed partners to network with each other and learn how the various projects were progressing Each participant received a comprehensive binder of Russian or Ukrainian materials produced by the trainers as well as nearly twenty outside resources such as *The Post-Soviet Handbook, Internet Resources for the NIS*, and *Fundraising on the Internet Recruiting and Renewing Donors Online*

The four training sessions were held on the following dates

- Moscow December 15-17, 1997,
- Moscow February 2-4, 1998,
- Kyiv February 9-11, 1998, and
- Novosibirsk February 23-25, 1998

Luidmilla Kinarova of RRC/Astrakhan, Natalya Gracheva of the Center for Professional Retraining for NGSKA members, Olga Kuznetsova of St. Petersburg Medical Academy of Postgraduate Studies, and Marlow Schmauder of IREX present a mock press conference at the February Moscow training.

Stage III Specialized Training Efforts

For the third part of the Sustainability Program, Russian and Ukrainian IPP partnership organizations were invited to apply for tailored professional training and consultation opportunities. The primary goal of these on-site training sessions was to further support the sustainability of IPP organizations by providing them with the means to enhance their future work in an area targeted to the particular needs of their organization. IREX approved and successfully implemented a total of 28 training sessions and consultations for 442 participants from 19 organizations across Russia and Ukraine. In Russia, training sessions were held in Khabarovsk, Yakutsk, Chelyabinsk, Kemerovo, Novosibirsk, Astrakhan, Moscow, St. Petersburg, Borok and Pskov. In Ukraine, training sessions were conducted in Uzhhorod, Lviv, and Kyiv.

If our administration can successfully implement the information received at the strategic planning seminar, our organization will continue to experience success even under the current economic conditions.

– I. I. Smetanina, Participant at Strategic Planning Workshop held by the Institute for the Biology of Inland Waters

This phase of the project was especially rewarding because the NIS organizations took an active role in designing their own training sessions by choosing an appropriate topic, inviting those who would benefit the most from the training, and identifying trainers within their region capable of fulfilling partner demands. In those cases where no qualified local trainers could be found, IREX assisted partners in locating a suitable trainer. The diversity of the training efforts that emerged from this process was quite impressive. Subjects addressed included website creation, strategic planning, grant writing, business planning, and financial management, ecological politics in the Upper Volga region, project evaluation, political marketing, and television production.

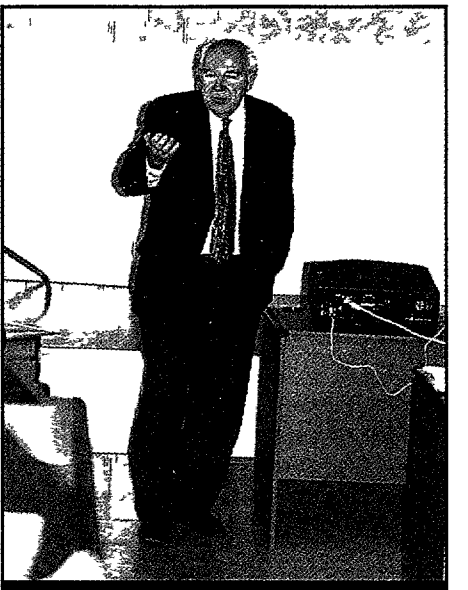
These training sessions provided a forum for searching discussions of issues facing the hosting institution and the region. For example, at a training on website development at Pskov Polytechnical Institute, time was set aside for discussing how local government and institutions can work together to improve local access to computer technology, such as email, and to better educate area youth in the field of computer science. In evaluations submitted by participants, many commented on the frank and open conversations sparked by the training sessions and expressed hope for future collaboration among those in attendance. For more detailed Stage III results, refer to the partnership summaries.

The IPP Sustainability Program provided a unique opportunity for the partners to tailor their projects to meet needs they had not foreseen when first developing their proposals and signing agreements with IREX. This freedom proved especially important for NIS partners because the environment in which they work steadily changes, requiring new skills and technology. IREX was heartened to see how enthusiastically the partners rose to meet this challenge in their fields of expertise. Experience like this provides an irreversible momentum for change and innovation in Russia and Ukraine.

Valerii Shkolnikov of Perspektiva presents ideas on strengthening partner relations at the February Moscow training.

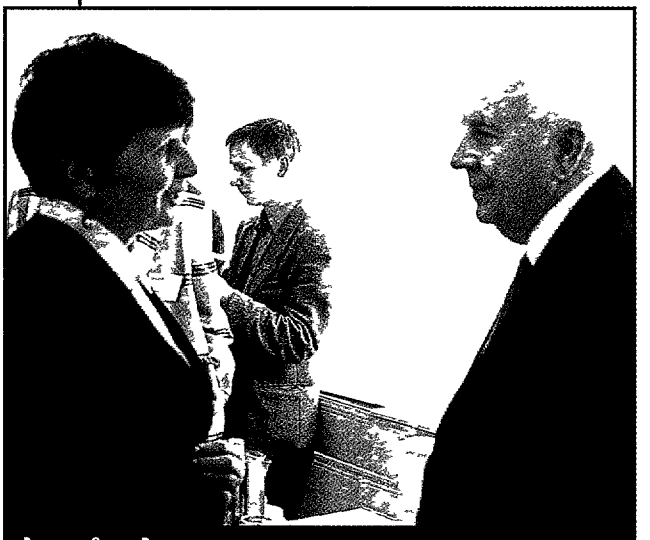
Distance Learning Training at Novsibirsk State Academy of Economics and Management

With all the training opportunities that the Institutional Partnerships Project created, Ukrainian and Russian partners were exposed to a host of techniques, information and technology from the United States but rarely did they have the chance to look closely at the way things are done in other parts of the world The focus of course, came with the source of the funding – the US Agency for International Development The intent to make the most of Western practices however, reached further To demonstrate this, one of the Russian recipients of IPP funding for specialized training, the Novosibirsk State Academy of Economics and Management (NSAEM), made a special request to have a expert from Great Britain's Open University, George Rzevski conduct training sessions for them As a result, they shored up their international contacts in a way that provides resources for ongoing activities in the future



Professor George Rzevski, Open University of Great Britain.

The training sessions on distance learning with Professor George Rzevski, who is also the University's Director of the Center for the Creation of Intellectual Systems gave 60 specialists from a variety of regional technical institutes a unique opportunity to compare distance learning approaches in the United States and Europe The experience also had a positive impression on Rzevski "All the participants were actively involved in the training process," he noted "Those who did not have opportunities to say everything they wanted during formal hours met me during breaks for informal discussions The atmosphere was lively and cooperative In fact, the feedback that I received from the audience was so positive that I would welcome a repeat visit, possibly somewhat longer, to ensure that we achieve sustainability ' The participants would also welcome that opportunity, and are planning to take advantage of what they learned to ensure that their new links with Professor Rzevski continue long after the end of USAID funding



Professor George Rzevski discusses the progress of the seminar with a participant.

IREX Monitoring, Technical Assistance, and Evaluation

Effective management of the Institutional Partnerships Project demanded resourcefulness and flexibility from the IREX staff in the three countries. With the diversity inherent in a five-sector international cooperative program, IREX employed a multi-faceted strategy to ensure that cultural differences and other obstacles did not hamper the partnerships' efforts overmuch. Our day-to-day monitoring of the 22 partnerships allowed us to provided guidance and assistance that was critical to the partnerships' success. We augmented this approach with a series of technical assistance workshops for partners in all three countries, enabling them to network, share ideas on innovative approaches, and to learn more effective program implementation, financial tracking, and reporting skills.

IREX staff also devoted significant energy to ensuring that the vast distances separating the participating institutions did not hamper effective communications, using the Internet and e-mail for internal communications and to keep in touch with the partners. Finally, our support efforts focused on the real technical merit of each of the 22 projects: to produce objective feedback for them, we hired sector specialists who conducted independent evaluations. The evaluators then shared the results with each of the partnerships and with IREX so that any problems could be resolved mutually.

IREX found these strategies to be quite effective in helping the partnerships to thrive. The following sections provide detailed information regarding their implementation.

Day-to-Day Monitoring of the Partnerships

Keeping track of the activities of 22 partnerships spread across the US, Russia, and Ukraine was a constant challenge for the Institutional Partnerships Project staff. By developing a policy of regular contact and guidance, the IREX team was able to remain in close touch with each of the partnerships under the project. This could only be achieved with the closest coordination between the IREX Washington, DC, Moscow, and Kyiv teams.

Since the US organization in each of the partnerships was the recipient of USAID funding, monitoring, guidance, and support responsibilities resided primarily with the Washington-based program officers. The Moscow and Kyiv staff worked closely with the DC program officers and directly with the Russian and Ukrainian partners. A key ingredient in this teamwork were the daily and weekly updates exchanged by the three teams. This allowed us to present the partnerships with clear and coherent direction.

While distance communication like e-mail sufficed to spread IPP general administration policies, the IPP team knew that the most effective way to learn how the projects were faring was to see them with our own eyes. Therefore, IREX program staff, both DC and field, made scheduled monitoring trips to partnership sites.

Each US program officer made at least two yearly monitoring trips to either Russia or Ukraine and numerous trips within the US. By the conclusion of the Institutional Partnership Project, the US-based staff had visited all of the Russian sites at least once, and most of the US sites at least twice. This travel added another dimension to understanding the progress of the partnerships themselves, because US-based personnel were the only staff who had the opportunity to visit all the partners. The Moscow-and Kyiv-based IREX program officers conducted their own monitoring trips to the Russian and Ukrainian partnerships. Whenever possible, these were made jointly by members of both the US and Russian or Ukrainian project teams.

The visits were based on the project activity implementation timetables or Achievement Plans

(AP), as IREX called them, submitted by all the partnerships in mid-1995 The AP was used as a tool for dividing project resources and outcomes into manageable segments, complete with benchmarks and other indicators IREX and the partnerships measured the 22 projects' progress against these detailed workplans The concept of the Achievement Plans was inspired by the USAID Monitoring & Reporting System, and is described more fully on page 23

Comparing the results of the monitoring trips with the markers built into each Achievement Plan enabled IREX to accurately gauge projects' progress and spot the challenges facing the partners After each monitoring trip, IREX program staff sent a copy of the site visit report to the project's principals to share with them the visit's findings The IREX program officers responsible for tracking and assisting the project followed up with partnership principals by discussing any problems listed in the report and trying to identify effective solutions In cases requiring involvement of several individuals IREX would set up a teleconference or use fax and e-mail to address issues of less urgency

Despite IREX's proactive strategy of monitoring of the partnerships, some unexpected problems naturally arose Often partners with growing conflicts would call their IPP program officers to alert them to what was going on and solicit help and guidance In those cases, IREX would make sure that both partners were aware of the issue first, and subsequently mediate a solution satisfactory to all parties, always keeping in mind the sensitivities of partnership personalities, cultural differences, and other considerations At times, the only workable solutions involved changes in partnership staffing and significant project modifications IREX made every effort, however, to ensure that in all cases the solutions were reached with full consent of all parties, and that the resultant changes benefited the partnership in the long run

Overall, monitoring proved to be one of the most rewarding aspects of administering IPP Meeting the partners and being directly involved in fostering their success created a real sense of teamwork among the partnerships and with the IREX IPP staff Clearly, overcoming geographic and cultural barriers to share information and ideas is one of the best ways to effect positive change in today's world

Seminars and Workshops

The seminars and workshops held in Washington, Moscow, and Kyiv were the cornerstone of the Institutional Partnership Project team's effort to provide the IPP partners with policy information as well as training and networking opportunities that would aid them in achieving their goals These workshops provided a forum for questions and answers regarding IREX and USAID policies and offered a chance for the partners to make important ties with others pursuing similar projects

February 13-14, 1995 Washington, DC

IREX carried out this Technical Assistance Workshop for US partner organizations just as the finalists began to sign their project subagreements with us It was attended by over one hundred representatives from individual partnerships and Washington organizations The workshop's main goal was to familiarize the partner organizations with the USAID IREX, and Pact (IREX's partner for financial monitoring) procedures and regulations by which they would be guided in carrying out their projects A range of qualified speakers on the politics and economics of Russia and Ukraine as well as the legal and social ramifications of work in the two countries introduced US partners to the challenges and on-the-ground challenges they would potentially encounter The participants received a compendium of concrete information about IPP and how it should unfold

May 17 18, 1995 Kyiv, Ukraine
May 24-25, 1995 Moscow, Russia

Following the February workshop, IREX held workshops in both Kyiv and Moscow to ensure that the Ukrainian and Russian partners also gained a first-hand sense of the direction and

parameters of IPP In addition to informative presentations by IREX and USAID officers comprehensive informational binders similar to those distributed in Washington in February were prepared in the relevant language The binders contained practical information on key topics such as legal issues cash and equipment transfers relations between US and Russian/Ukrainian partners USAID regulations and effective electronic communications

April 23 25, 1996 Moscow, Russia

Held at the halfway point of the partnership projects the April workshop in Moscow marked the first and last time that all of the partners from the three countries would meet in a central location to discuss project issues The workshop aimed to review what was accomplished during the first project year noting which efforts and approaches were successful and what types of problems had arisen It also created a forum to plan our activities for the second year of the projects emphasizing the need to sustain the partnerships after USAID funding ends The conference gave the participants important opportunities to network once again with other partners in person enabling them to learn from one anothers experiences and to capitalize on synergies within and across sectors

June 27, 1996 Moscow, Russia

IREX and Pact held this Moscow financial mini-seminar in response to a large number of subgrantee questions and requests for additional information and guidance on financial matters The purpose of the event was to inform 30 Russian and American partnership representatives of rules and legislation governing grant management and accountability for US government funds Both Russian and US regulations were discussed with a heavy focus on the rules for documenting project cost-sharing

A binder of explanatory materials about Russian and US regulations was provided to all participants and observers binders were produced in English and Russian In addition the materials were translated into Ukrainian and distributed to all the Ukrainian partners Many organizations observed that the binder particularly the section on documenting match was a unique resource that would serve them well over the course of IPP and in years to come Notably several other American NGOs that give subgrants under USAID contracts requested copies of the binders as well

All five of these workshops were vital for IREX to understand and resolve partner concerns Through their evaluations the partners told us that we were successful in meeting this goal In evaluating the May 1995 workshop for example Ukrainian and Russian participants rated their experience at 4 5 on a scale of 5 0 In evaluations of other workshops the majority of participants commented that they found workshop content informative and that the binders in particular were invaluable resources

Communicating with the Partnerships

Keeping in close touch with more than 50 institutions across three nations presented particular challenges especially since the countries in question are separated by great distances Technological differences in the infrastructures of Ukraine and Russia as compared with the United States meant that ease of communications could not be taken for granted If the goal had only been to ensure that the partnerships had at their disposal up-to-date information about reporting requirements program policies and funder requirements IREX could probably have relied on telephone and facsimile alone

However one of the preconditions for an equal partnership is constant easy communication Further the Institutional Partnerships Project (IPP) had as a central goal the idea that the relationships and programs established under its umbrella should continue well beyond the end of USAID funding This meant that a solid and viable basis for continuing communication had to be created and that information about opportunities for sustainability and potential future funding among other essential data had to be timely and accessible

For this IREX turned to the Internet Drawing from considerable institutional experience and staff expertise on Internet growth in the NIS the IPP team set up two primary centralized infor-

mation vehicles for the partnerships the *Partners* electronic list service and the IPP home page on the World Wide Web

The IPP list service was the principal tool for transmitting important and time-sensitive information to the partners During the life of the project, IPP staff sent out 94 numbered policy messages to the partners These addressed current program developments, USAID rules and regulations, IREX programmatic and financial requirements, plans for future activities, and a range of collegial guidance on customs clearance, participant training in the US, visa requirements, and so forth

As for the IPP home page on the World Wide Web, it supplied the partnerships and audiences at large with specific information about the Project, contact information for the IPP program staff, and hyperlinks to partnership web sites Many US partners have their own web sites that are linked to the IREX IPP web page In addition, nine partnerships developed web sites specifically related to their respective IPP programs

Perhaps most important of all, early in the program IREX encouraged each of the 22 partnerships to work into their budgets and programs the introduction and use of electronic mail as the primary mode of communication between partners There were very few areas where the infrastructure did not permit Internet use, but even in some of the most remote areas, Russians and Ukrainians learned how to use electronic mail as part of their daily business routine By the end of the first year of IPP, the majority of the 22 partnerships had established electronic mail links that then served as one of the most effective means of interaction

By combining these various forms of communication, IREX maintained a steady dialogue with each partnership, and this proved crucial to effective monitoring of IPP We knew how individual projects were developing, and how the partners felt about their progress and the challenges they met More importantly, these forms of communication allowed the partnerships to develop and strengthen ties amongst themselves ties that will outlast the Project itself

Independent Technical Evaluation of the Partnerships

While IREX staff have strong cultural, language, and management skills, as well as some expertise in many of the fields in which the Institutional Partnerships Project subgrantees worked, certain technical areas were beyond the knowledge base of the program officers This led us to decide to conduct an independent evaluation of the 22 individual projects in the fall of 1996 to assess the technical merit and appropriateness of the work done by the partnerships

IREX hired nine sector-specific consultants to travel to over 19 cities where partnership activities took place and to provide IREX and USAID with verification that the training partners conducted and the products that they created were current, appropriate, and technically competent IREX also wanted to provide the partnerships with recommendations, leads, and suggestions for their work from someone with specialized experience in their sector

The success of this effort flowed directly from solid planning The IPP staff developed a timeline to schedule the recruitment and selection of evaluators, drafted contracts and scopes of work and organized briefing materials for each partnership to supply the appropriate consultant In addition, IREX provided the consultants with guidance for reporting on each partnership's efforts

Active recruitment of the consultants began in July 1996 IREX used newspaper resources and list services in order to advertise for the evaluators In addition, informational announcements were posted in USAID Missions and US Embassies in the NIS After reviewing the submissions of over 100 applicants, IREX selected a nine-person team of NIS-based and US-based specialists

The IPP staff drew up the contracts to include an attachment with key activities each evaluator needed to observe, names of people to meet with, and project-specific questions to help them focus on the key issues facing each partnership The staff prepared an intensive briefing binder for each partnership that was the critical source of background information for the eval-

uators. The binders were shipped to the evaluators about a month prior to their visit to ensure sufficient time for review of the material.

The evaluators had to submit reports to IREX within thirty days after the site visit. When the reports were in final form, IREX shared them directly with both the US and Russian or Ukrainian partners, as well as with USAID. Not only was the technical evaluation useful to IREX staff in analyzing the success of the project as a whole, but the recommendations were very helpful to the partnerships themselves, most of which were able to use the suggestions to make real improvements to their projects. Details on how each partnership incorporated the evaluators' comments into their project are included in the individual partnership summaries.

The Life of the Partnership Projects

Each of the 22 partnerships submitted a comprehensive final report to IREX as part of its closeout requirements. The IPP team reviewed these reports and combined information from them with our knowledge and observations about the partnerships' achievements in writing this section. While the individual project results vary, each partnership was required to complete their work within a certain framework that allowed IREX and the partners themselves to monitor their progress.

Tailored workplans constituted the core of this framework. At USAID's request, IREX created the model for these workplans, which we called "Achievement Plans" (APs) based on USAID's Monitoring and Reporting System and were designed to identify, in a usable monitoring format, each project's goals and plans to make these goals reality. Using USAID monitoring language, progress was measured against resources, expected outputs, use of outputs, and outcome achievement. Successful achievement of all outcomes demonstrated attainment of the stated goal.

Each partnership created its own AP during its first months, with assistance from IPP staff. Interim project reports, both from the partners to IREX and from IREX to USAID, measured the partnerships' progress against the APs. The IPP team and the independent evaluators IREX hired (See Section IE, p. 20) also used the APs to measure progress during site visits, evaluations, and at other key times during the course of the Institutional Partnerships Project.

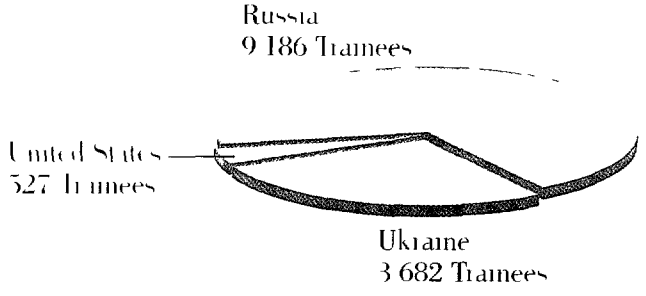
The narrative below showcases the partners' achievements based on the same monitoring and evaluation tool. Because the achievement plan terminology is rather technical, IREX has adapted it here for easier reading, so that instead of "outcomes," these write-ups use the more commonly understood term "objectives," in reference to the interim accomplishments that led to the attainment of each partnership's goal.

The 22 write-ups also focus on the success of each partnership in sustaining its efforts and collaborative activities after the end of project funding. This element not only covers individual partnership initiatives, challenges, and successes, but also focuses on IREX's efforts to aid the partnerships in their sustainability efforts.

Each partnership was also required to create project materials that could usefully be shared with others across the NIS. We identify several of these key products for each partnership in the write-ups.

Contact information for the primary partner institutions is included at the bottom of each report.

Institutional Partnerships Project
Total Training in US, Russia, and Ukraine*



*Further, tracked the number of people attending each individual training event. Thus, if a participant attended two trainings, even if the partnership reported a total of two attendees

Iowa State University & Nizhnii Novgorod State Agricultural Academy

Project Duration
March 1, 1995 - February 28, 1997

USAID Award
$1,498,276

Matching Contribution
$690,830 59

Project Goal
To establish a continuing education center at the Nizhnii Novgorod State Agricultural Academy (NNSAA) and develop a cadre of trained leaders in business, financial services, and agribusiness in the Nizhnii Novgorod region

Objectives

1 Development of a trained core of faculty members at NNSAA capable of providing continuing education for market-oriented business concepts and practices on a sustainable basis
2 Establishment of a center for continuing education within NNSAA capable of assessing and meeting the needs for continuing business education in the Nizhnii Novgorod Oblast
3 Business and government leaders in the oblast trained in market-oriented business concepts and practices and supportive of the NNSAA Continuing Education Center

Achievements and Impact

During this time of economic transition in Russia, access to information is crucial for success, particularly at the grassroots level An innovative two-year program developed by the Nizhnii Novgorod State Agricultural Academy (NNSAA) and Iowa State University (ISU) has greatly contributed to this process by helping to lay the foundation for the transference of knowledge in the business sector "Our faculty will be working with their faculty to develop knowledge and skills in several areas," said Jim Chrisinger, the project's director The program also aimed to help the NNSAA contend for scarce resources to support itself in the more competitive environment that exists in Russia today

Fifteen NNSAA faculty members and over 200 local and regional government and business leaders underwent training through the project (Objs 1, 3) The seminars were delivered jointly at first by ISU and NNSAA faculties, and later solely by NNSAA instructors at the Academy and at remote locations throughout the region They covered virtually every area of agribusiness, including such tailored subjects as taxation in the Russian Federation, farm management and accounting

The partners also created five case studies all of which are used today at NNSAA as ancillary study materials The guides were so well created that ISU decided to incorporate them into its own management strategy and organizational theory and behavior courses

Of course, the road to success is not always an easy one The partners weathered some communication problems and persevered through a six-month trial and error period in order to find the right training model The winning formula turned out to be two-week seminars at NNSAA followed up with intensive training in the United States The best and brightest members of the NNSAA faculty, after receiving initial training in Novgorod, were flown to Iowa for additional intensive training, both in the classroom and peer-to-peer

According to comments from the students at NNSAA who were taking classes from the US-

An NNSAA class taught by one of nine ISU-trainer/instructors.

MEMBERS OF ISU AND NNSAA FACULTIES WITH VISITING USAID AND IREX PROGRAM STAFF.

trained instructors the level of agribusiness education they got at NNSAA was probably the best in the region The students love our facilities and the practical business knowledge and skills that our programs deliver said Vitaly Khlustov who manages the Continuing Education Centers (CEC) computer lab and teaches computer courses at the Academy The demand for time at the computer lab has been tremendous, Khlustov stated

The Centers operations have been steadily gathering momentum (Obj 2) The Center continues to effectively perform its main function of training local agricultural leaders farmers and members of local and regional governments It is arguably the best-known agribusiness training facility in Nizhny Novgorod as Alexander Lunchev CEC s director noted Our Center is the first point of contact for most Russian and international organizations such as the Know-How Fund and the International Finance Corporation that look for agribusiness training in the Nizhny Novgorod region It is an enviable position for many similar organizations in the region

SUSTAINABILITY OF THE PROJECT

The Center continues to function as the region s leading agribusiness training facility In addition to their work there both Lunchev and the Centers accountant Natalia Vorobieva also hold teaching positions at the Academy Both are candid about the fact that the Center cannot boast huge revenues but the activities conducted by the CFC do result in sufficient inflows to keep the organization working and fully staffed albeit on a part-time basis

The CEC gets most of its revenues from its fee-for service training activities These train-

PROJECT RESOURCES

The key products of the center are the transcripts of over 35 seminars covering such topics as Basic Economic Theory Accounting Small Farm Management and more All of the seminar lectures may be used as primary or ancillary instructional texts at other institutions in the NIS The partners have also developed a series of six study guides to be used by NNSAA faculty to teach their students Three product examples are given below

Business Planning as a General World-Wide Instrument for Decision-Making about Finance and Credit (75 pp)

Accounting and Taxation in Agricultural Enterprises (15 pp)

Economic and Political Aspects of Local Self-Government for the Development of Agricultural Production (63 pp)

ing activities are held twice a month on average and cover most agribusiness topics The participants of the seminars and workshops are usually members of large local farms, business managers, and members of local and regional administrations Seminar fees are usually paid either directly by the participants or through funding provided by the Nizhnii Novgorod local and regional administration

The fees from the training activities are usually enough to cover the cost of seminar materials, staff time, and presenters' salaries, but the center also saves a great deal of money on rental fees, since NNSAA has agreed not to charge for the two rooms the CEC occupies

The CEC's highly-equipped computer lab provides an additional source of revenue for the Center The lab contains 10 Pentium-class computers connected by a Local Area Network, all purchased by the Institutional Partnerships Project and upgraded thanks to a **small follow-on grant** from IREX It is used for two purposes to provide free training to the students at the Academy and to conduct fee-for-service computer seminars, which are conducted by a member of the CEC staff

The Center is also trying to work with Moscow's Temeriazev Academy of Agriculture, Russia's leading institution in the agricultural field Since the Temeriazev Academy was recently selected by the World Bank to administer its ARIS project, the negotiations with the Academy are a positive sign of the Center's success and may yield a new partnership

Larichev and Voiobieva continue to search for new ways to generate additional revenues "With time, the CEC will be able to tap into other agribusiness training markets in the area" commented Larichev Recently the Center signed a contract with the Know-How Fund to conduct a two-week agribusiness management seminar Although the fee that the Center will collect for conducting this activity will not be very high CEC staff believe that if the workshop is successful others will follow

Lessons Learned

"Focus on peer-to-peer training"

This focus proved to be the most effective NNSAA faculty training tool Seminars and internships were also effective, but not to the same degree as transferring information directly from ISU faculty to their Russian counterparts

"Carefully select your training candidates through a competitive process"

This involved a comprehensive interview process and trial lectures The testing enabled ISU faculty to select those NNSAA instructors who were more likely to adapt to Western teaching methods

"Take the accreditation process slowly and seriously"

Accreditation can be a useful tool in structuring a new institution effectively enough to ensure its success By paying more attention to involving NNSAA's key players in the accreditation process, the partnership would have ensured full agreement by all parties on the purpose and role of the Center

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Texas A&M University & Ministry of Agriculture and Provisions of the Russian Federation' Six Regional Agribusiness Academies in Moscow, St. Petersburg, Krasnodar, Kazan, Irkutsk, and Barnaul

Project Duration
April 15 1995 – June 30 1997

USAID Award
$1 475 034 00

Matching Contribution
$508 840 00

Project Goal
To develop and implement Western agribusiness curricula at six Russian agricultural retraining academies to introduce selected faculty members of the partner institutions to Western teaching methods and to train local agribusiness professionals in correctly assessing market conditions when making business decisions

Objectives

1 Development of a trained group of 120 instructors to teach fundamental agribusiness management principles for a market-oriented economy in a continuing education format
2 Establishment of a sustainable system for retraining agribusiness professionals
3 Establishment of learning/network linkages to Texas A&M University's agricultural information resources as an access point to nationwide/worldwide agricultural information databases

Achievements and Impact

In a novel effort to change the way information flows in the agricultural sector, Texas A&M University (TAMU) and the Krasnodar Agricultural Retraining Academy created a fee-for-service consulting center on site The center gives advice to farmers and other agribusiness practitioners, and develops marketing and business plans for them all for a sizable but not exorbitant fee The new approach practiced by the academy has made an indelible impression on the system of training agribusiness professionals in Russia "These are hard-working, well-educated people, but they have been shut off from the outside world for so long that they don't have a concept of how a market economy can work Our hope is that this program can make a good beginning," said J D McCrady, TAMU's principal investigator for the partnership

With the help of TAMU, over 150 instructors were trained to teach the fundamentals of agribusiness management at the Russian partner institutions This was accomplished through six two-week seminars in Russia and rigorous follow-up workshops and field training exercises in the United States The audiences at the seminars consisted not only of faculty members, but also included local farmers, local agriculture officials, and instructors from nearby agribusiness retraining institutes Agribusiness professionals and US instructors conducted seminars at the partner sites in Russia and subsequent follow-up training in the United States However, the planning, design, and curricula for the training components were developed jointly by TAMU and its Russian partners

Based on IREX's suggestion to reinforce the results of the training, the partners conducted a second series of seminars during which the actual training was done jointly by TAMU instructors and partner institutions' faculty members This had the added benefit of giving the Russian faculty members an opportunity to apply their knowledge using a very hands-on method, which helped them increase their confidence In addition, conducting the training gave the instructors more time to practice the new student-oriented lecture format, very different from the Germanic method that had been instilled in them throughout their educational careers and subsequent tenures

The combination of the first and second series of seminars and especially the US-based training has proven to be a very effective formula "The US training has changed the psychology of the teachers," causing what amounts to a revolution in the way they think about their jobs, explained Boris Shaitan, Rector of the Moscow Academy of Agribusiness and Management

Although the partners tried hard, they were not as successful as they had hoped in basing their training system on the US extension service model (Obj 2) In the United States, the extension service links the federal, state, and local agricultural agencies in order to facilitate the transfer of information to agricultural practitioners For this project the partners focused closely on raising awareness at the grassroots level However, this goal proved more difficult to achieve than originally planned, the fundamental obstacles were the relatively slow tempo of agricultural reform in Russia and the fact that the Russian government still has not decided which, if any, form of extension service it will approve for domestic use

Nevertheless, the Russian partners learned a great deal about agribusiness retraining as a result of their exposure to the multi-level US extension service During their US-based training, the Russian instructors combined their theoretical workshops with hands-on extension experience in the field The program included visits to various parts of Texas, where the participants interacted with local extension centers' staff and the farmers themselves — an experience with a dramatic impact on the Russians "In Russia, we don't have resources like this For us it's very interesting, and we think we see our future in it," observed Ildar Valnikov, who directs an agricultural retraining academy in Kazan

The partners established truly effective communication channels (Obj 3) All six partner institutions are equipped with computers and necessary telecommunications equipment and use e-mail and the Internet to communicate with one another On-line access to TAMU databases and various agricultural and economic information has also made the partners

Faculty members of the Kazan Agricultural Retraining Academy and their TAMU trainers.

responsive to innovations in their field With the telecommunications training that TAMU provided for their partner institutions, each has at least one trained computer and telecommunications technician ready to fix any equipment problem that might arise – which means that the six academies can share ideas and information on their progress for years into the future

Sustainability of the Project

In the field of international development, there is much talk about how well the training of a few people can have truly lasting benefits Three of the six TAMU partners have demonstrated that the impact really can have longer-term prospects

Thanks to their cooperative project with TAMU, the Moscow Academy of Agribusiness and Management has offered a series of new courses for the past two years, and plans to maintain the courses into the future Topics include general business, management, and economics, as well as specific agribusiness subjects The Moscow Academy, being the senior and, arguably, leading retraining academy in Russia, is also very active in terms of getting the latest agribusiness information and sharing it with other agribusiness retraining academies in Russia in the form of a quarterly newsletter, *Vestnik* The journal is printed at the Moscow academy with equipment purchased through the Institutional Partnerships

MEMBERS OF THE TEXAS A&M UNIVERSITY TEAM AND THEIR MOSCOW PARTNERS.

Project (IPP). Also, Moscow academy principals have published several articles and one book since the beginning of the project. The book *Industrial Management* (*Proizvodstvenu Venedzhment*) by Shaitan and Simoshenko is based largely on what the authors learned during the project.

The St. Petersburg Retraining Academy has had the most success among its partners in using its new knowledge and skills to receive additional funding and promote itself as a leading agricultural retraining institution in Russia. It recently won a portion of the World Bank sponsored ARIS project and is using the funds to train agricultural specialists in Northwestern Russia to deal with various aspects of market-driven agriculture, particularly with insolvency and taxation issues. The St. Petersburg academy shares the distinction with the Temeriazev Academy in Moscow of being the only Russian institutions to receive World Bank agricultural training funding. Alexander Malakhov, the St. Petersburg academy's rector, appreciates this distinction. "The World Bank, the Russian government, and the Temeriazev Academy would have never endorsed the St. Petersburg Retraining Academy had it not been for the experience we gained under IPP," he told IREX recently.

The St. Petersburg academy also competed for and won a **small follow-on grant** under IPP to purchase new Pentium computers, printers, and several other smaller pieces of equipment to improve the training services that it offers. In addition, the academy held two training seminars: Internet Technology and Business Planning. During the first seminar, nine Academy teachers were instructed in the creation of web pages. By the end of the training, they had created a web site for the Academy, which was scheduled for uploading in early September. During the business planning seminar, 31 regional agribusiness leaders met to learn how they can better market the services and products of their organizations, as well as best manage their companies to survive in market conditions. These skills will serve them well in their work as their organizations grow and develop.

For its part, Krasnodar Agricultural Retraining Institute participants applied the skills they learned through IPP training to the task of creating a popular on-site fee-for-service business plan development center and to publishing more works than the other five partners. During the two series of Russia-based workshops, Krasnodar faculty and other local participants showed notable, genuine interest in learning about the West and its ways of maximizing agricultural out-

PROJECT RESOURCES

Most of this partnerships resources focused on training materials in Agribusiness Management. Some of the most notable materials developed were:

Agribusiness Training Workshop (268 pp.) (a textbook based on all of the workshops held by the partnership in the course of the project, it can be used as a stand-alone text or as an ancillary teaching tool)

Anthology: Training and Re-Training Curricula for Leaders and Specialists of the Agroindustrial Complex of the Altai Region (100 pp.)

Economic Market Issues in the Agroindustrial Complex of Russia, USA, and Germany (120 pp.) (a comparative study of the agricultural systems of the three cultures with emphasis on combining the best elements of the three to improve standards of agribusiness in Russia)

Fundamentals of Marketing: Lecture Notes and Workbook (82 pp. + 70 pp.)

put Several of the Krasnodar faculty members decided to share their knowledge with a broader audience and in 1996 published two books on agriculture The books, *Marketing and Management* by C V Muromtzev and *Basics of Marketing* by T N Polutina met very positive peer reviews Many smaller works and articles have also been published by project participants during the project and after its completion, clearly demonstrating the academic impact the program continues to hold for the Krasnodar institute

Finally, all six academies and many others throughout Russia now have a chance to use the guide developed by the partners to plan and teach agribusiness management The partners in 1997 completed this book, entitled *Curriculum Guide and Presentation Materials for Agribusiness Management* One thousand Russian copies were published and disseminated to numerous agribusiness training institutions throughout Russia All project participants who were asked to evaluate this product have praised its quality, lauded the partners' efforts, and promoted further printing of the book

In a system with an agricultural sector so controlled by a central government as in Russia few efforts to sustain agribusiness projects would succeed for long without government support in some form The Russian Federation's Ministry of Agriculture and Provisions hosted a training session in April 1998 for 27 of its members in new forms and methodology of strategic planning The individual efforts of the key TAMU partners are impressive, but the Ministry s interest may well be one of the best signs of the partnership's success

Lessons Learned

"Select your partners carefully "

The Russian partner institutions that demonstrated real dedication to making the partnership work were naturally the ones who learned the most and who will apply those lessons long into the future On the other hand, several of TAMU's other partners held radically different views on the goals of the program from the start, and as a result never had the success with the new curriculum that the three academies had

"Don't forget diplomacy "

Pronounced differences in the partners' economic views contributed to disagreements between TAMU and some of the participating institutes Careful, diplomatic solutions can almost always be found, and staff who have the skills to find such solutions should always be sought

"Tailored training works best "

Working with multiple partners can be difficult because it is easier to develop broad approaches to implementation than to tailor them to the needs of each partner However, as this partnership learned, tailored training would have helped guarantee that participants learned the most, and that the training would have a long lasting impact

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duction Not until they were awarded this grant did the partners begin active work toward meeting their objectives

The American Russian Training Center has to date trained over 500 agriculture practitioners from various regions of Russia (Obj 2) The two-week seminars are taught by US specialists—all with extensive experience in Russia—usually selected by USFGC "The seminars are extremely popular among the participants and they do not mind paying a fee in order to attend," noted Galina Okunyevskaia, Director of the Center

The principal purpose of the seminars has been the introduction of the Russian agriculture specialists to Western methods of feed grain production and use (Obj 2) The excellent reputation of the American Russian Training Center

Boris Volkov, President of Intensivnii Korm, accepts Richard Krajeck's USFGC presentation of the Russian-language Importer Manuals to the Samara training center.

across Russia has helped the partners meet this objective effectively The seminars are always full and participants give consistently positive evaluations and feedback

In addition to introducing agribusiness specialists to US agricultural methods via the American Russian Training Center, the partners launched two agricultural software projects in Russia (Obj 3) The two software packages, PigChamp and Brill are widely used in the United States for swine and poultry production In Russia, five farms were selected as pilot sites for PigChamp testing by the partners PigChamp has been translated into the Russian language and is being sold now after a successful trial, on the Russian agricultural market The second software package has not been tested in Russia as thoroughly as PigChamp but is also being marketed in Russia

Project Resources

The partnership has produced a number of products dealing with feed formulation and agricultural production The Russian Grain Union has produced volumes of informational material on the structure of the agricultural sector in Russia and on existing agricultural legislation in that country Several of the products are described below

Course on Feed Grains Production (50 pp) Describes US feed production techniques

Course on Broiler Production (60 pp) Introduces US methods and technologies for broiler production with the focus on the importance of feed formulation in the production process

The Annual Digest of the Grain Union (300 pp) A directory of Russian enterprises involved in agricultural production and report on all major activities carried out by RGU

PigChamp Computer Package Software and Manual (Manual, 108 pp) PigChamp program diskettes and manual translated by the partnership into Russian

Sustainability of the Project

USFGC and both of the Russian partners have been able to continue their cooperation after the close of IPP However, RGU's efforts have been dramatically more successful than those of the American Russian Training Center in Samara

The Center continues to hold regular albeit less frequent, fee-for-service seminars for Russian agricultural specialists but the management of Intensivnii Korm is not yet convinced that it needs to seek independent funding USFGC has been supporting the Center by paying the fees of seminar instructors, but cannot continue doing so indefinite-

ly. Both USFGC and IREX worked with Intensivnii Korm to share approaches to funding procurement, but to date these appeals have not led to any action. The American-Russian Training Center continues to exist, but its future is less than certain.

The Russian Grain Union, on the other hand, is an unqualified success. It is a fully self-sustaining organization with over 140 paying members and a well-trained staff. RGU's sustainability depends directly on the level of service that it provides for its members. To date, that level has been very high, and the membership has been steadily increasing.

RGU continues to actively pursue funding opportunities, Yukish said. Recently, it secured a grant from the Know-How Fund to continue publishing the monthly *RGU Bulletin* that was launched with USAID funding. RGU and its US partner also won a grant from IREX in the first round of the USAID-funded Sustaining Partnerships into the Next Century (SPANC) competition. The partners will continue the work they began under IPP and will spend the next two years trying to adapt US grain production and trade models to Russian reality.

Yukish is also convinced that the Internet is a tool that will help his organization succeed long into the future. "RGU will maintain its commitment to the Internet as the primary tool for gathering and transferring information from our headquarters in Moscow to its affiliates and member organizations throughout Russia." He added, "RGU's informative web site (http://www.rgumsu.ru/grains) provides information about the organization's activities, agricultural forecasts, and more. It is an excellent information resource for the members and for all those interested in the current state of affairs in the Russian agricultural market."

Lessons Learned

"Be attuned to your members' needs."

In reaction to difficulties in collecting dues, RGU modified its membership fee structure to reflect the financial profile of its members. This has reduced the number of non-paying members and strengthened RGU's financial position.

"Leadership must come first."

The excellent leadership abilities of the President and Vice President of RGU and their focus on funding procurement have been a key reason for the success of the organization. Both officers added focus to RGU's activities, something that was missing under former management.

"Word of mouth rarely provides enough advertising to maintain your business."

The services of the Samara Training Center are well known and are in high demand throughout Russia, but if more effort and resources were channeled into promoting the Center, higher levels of sustainability would most likely be reached.

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Building Stronger Bridges: The US Feed Grain Council, Intensivnii Korm, and The Russian Grain Union

The whole group at "Pilgrim's Pride," a poultry farm visited by the Russian participants

Three students, Valeii Starodubtsev, Mikhail Leovskikh, and Oleg Tiourine, spent a great deal of time away from the classroom talking with US consultants at a technical seminar in Samara, Russia Their extra interest and hard work paid off, members of the United States Feed Grain Council (USFGC) arranged for the students to visit the United States Tiourine, Starodubtsev, and Leovskikh spent three weeks in the States studying feedmilling, animal nutrition and applying production techniques to farm operations The students also learned how to use special nutrition/cost evaluation software, Least Cost Feed Formulation from Agridata USFGC and the Intensivnii Korm company joined in partnership to open this Business Training Center The network of Russian and US participants that developed in this project has proven beneficial to all involved

The three students traveled to Russia thanks to financial backing from the respective employers and USAID/IREX In return, they will use all they learned in the United States to train a cadre of other animal nutritionists at the Center Because the newly trained specialists work for influential and highly visible companies, OGO and Intensivnii Korm, the impact on the future development of feedmilling in Russia can already be seen By using more effective feed methods and cost-effective, nutritional grains, Russian animal nutritionists will produce a finer quality of livestock in their region

Russian participants outside of the chicken houses on a farm in Texas.

Volunteers in Overseas Cooperative Assistance &

North Central Technical College

Bila Tserkva State Agricultural University

Project Duration
March 1 1995- April 30 1997

USAID Award
$989 115 00

Matching Contribution
$331 236 00

Project Goal
To improve the Ukrainian agricultural sector by establishing a program to educate farmers in farm business and production management

Objectives

1 Development of a trained cadre of 70 agriculture instructors who will implement the Farm Business and Production Management (FBPM) program and assist in replicating it throughout the system of agriculture education in Ukraine
2 Establishment of a new curriculum which will link private farmers with the agricultural institutes and continue the process of agriculture education at the farm level

Achievements and Impact

Historically referred to as the breadbasket of Eurasia, Ukraine has long been a strong agricultural producer Agriculture and agro-industry are so significant a component of the Ukrainian economy that, as a sector, it offers tremendous potential for nationwide economic growth and employment essential to the sustainable development of a free-market economy Unfortunately, agricultural education has not kept pace with the slow process of privatization Training and research institutes in the rural areas are still primarily geared to supporting the state and collective farm system This being the case, many private farmers are not adequately prepared to do business in a market-oriented environment

Volunteers in Overseas Cooperative Assistance (VOCA), in cooperation with North Central Technical College (NTC) in Wausau, Wisconsin, undertook an ambitious project with Bila Tserkva State Agricultural Institute to help reverse this trend VOCA and NTC sent experts from the United States to teach their partners the principles of agricultural education, and to establish the Farm Business Production Management (FBPM) program in Ukraine "We're living in a global economy now," said Robert Ernst, president of NTC I anticipate Ukraine will be a future trading partner In the meantime, this broadens our horizons and gives us a more worldly perspective "

The FBPM program was originally designed by faculty and experts at NTC to help American farm families succeed The curriculum consists of seven technical areas operating a farming business, soil management, crop management livestock nutrition, livestock management, farm records and business analysis, and on-farm management strategies With modification, the curriculum was made relevant to Ukrainian agricultural realities

The Bila Tserkva State Agricultural Institute also sent 64 Ukrainian faculty members to NTC for intensive training in the FBPM curriculum and in the operation of farming enterprises in the United States (Obj 1) "We're packing everything into each month-long visit," explained LaVerne Doenier, an instructor in the NTC program "The visiting instructors are getting a taste of everything – farm computers, classroom instruction, on-farm visits, and field trips " The knowledge and materials acquired on these exchanges formed an indigenous foundation for the continued education of farm families in the FBPM program As a result of these exchanges, curriculum was translated and implemented, albeit to a limited extent, in the participating schools

Project Resources

The materials from this partnership were all translations from existing NTC training materials The main product developed was

Farm Business and Production Management Curriculum (400 pp) Covers dairy herd health and nutrition, crop management and economics, labor management, land use, feed management, farm records and other topics

Originally, the partners had intended to reach more than 25 agricultural institutes across Ukraine However, it soon became clear that VOCA did not have the time or financial resources to support such an effort and they revised their strategy to provide targeted assistance in implementing the FBPM curriculum to five schools (Obj 2) These five schools, Bila Tserkva, Zhytomir Agricultural Institute, Dnipropetrovsk Agrarian University, Kharkiv Agricultural Institute, and Kamianets-Podilsky Agricultural Institute have trained approximately 700 private farmers through academic courses and seminars

The partners also sought to reach out to private farmers through on-the-farm training This part of the program assisted farmers in adapting theoretical knowledge into practice through intensive hands-on training in farm management, which was tailored to the specific needs of the farmer Although this was one of the main goals of the project, shortage of funding limited the degree to which it could be implemented A total of 55 farmers were visited over the course of the project

Sustainability of the Project

The agricultural sphere remains one of the most troubled areas in Ukraine educational institutions are severely under-funded and farmers face serious financial and technological constraints As a result, the partners faced many difficulties in implementing project goals Progress was also slowed by the partners decision to reach out to 25 schools at the beginning of the project which greatly stressed partnership resources

Nevertheless, the partnership did succeed in transferring much-needed expertise that can be disseminated at the grassroots level to foster the development of successful private farming One of the most successful aspects of the project was the wide distribution of the FBPM manual All five participating schools received a copy and IREX distributed the manual to all 20 agricultural repositories in 18 cities across Ukraine as part of the dissemination program "Although our company is not a training organization, we are practicing professionals, we like the Farm Business and Production Management manual best of all the resources provided by IREX We really feel a lack of such materials in our region—the manual is particularly useful for our young colleagues who have just begun farming ' commented Vitaliy Diadiura who is deputy director of a Kryvy Rih agro-industrial company called *Region* In addition to the manual VOCA, with IREX's encouragement, provided the strongest partner schools with limited audio-visual computer, and print materials to support their teaching efforts with the FBPM curriculum

An innovative part of the project was an internship program allowing Ukrainian youths to gain hands-on farm experience, while at the same time providing much-needed assistance during harvest time

The exchange of instructors also fostered important new trends in agriculture education Visiting institutions in the United States, Ukrainian agricultural instruc-

tors acquired up to-date information on free-market farm management They then returned to their institutions teaching others about the new curriculum and about their experiences with American agricultural education While not all five schools fully integrated the FBPM program into their regular academic curriculum most of them were able to offer several courses especially in the areas of accounting and farm management to private farmers and the wider student body Many of the institutes plan to introduce new courses and reach out to private farmers through resource centers pending sufficient funding

Finding new sources of sustainable funding however remains a significant barrier to the projects future success One of the biggest problems is that the partner schools continue to rely too heavily on international or state financial assistance – a real disincentive to make sufficient efforts to generate their own revenue Inter-school rivalries also hamper communication between the Ukrainian partners which is a real obstacle to a collective effort at developing other funding opportunities

Lessons Learned

"Don't overextend limited project resources by trying to affect change nationwide Instead, start with small pilot projects and work from there "

The partners found that their efforts yielded much more success when they reduced the number of participating schools from 25 to 5

"Listen to your partners regarding the implementation of program activities on the ground "

American volunteers from VOCA who visited Ukrainian farmers could have been more effective if the partners had worked together to develop the training program Instead much of the training led by the volunteers covered areas already familiar to the Ukrainian farmers

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America's Development Foundation & Moscow Research Center for Human Rights

Project Duration
April 15, 1995 - April 14, 1997

USAID Award
$601,918 00

Matching Contribution
$272 133 00

Project Goal
To establish and maintain a network of nine regional affiliate human rights organizations and to enhance the effectiveness of the Moscow Research Center for Human Rights (MRCHR) as an umbrella human rights organization

Objectives

1. Enhancement of the ability of the Center's Directorate to provide sustainable and professional services to its member organizations and to operate effectively and efficiently
2. Extension of MRCHR geographic outreach to and collaboration with regional human rights organizations throughout the Russian Federation
3. Development and maintenance of more effective and efficient operations by member organizations to increase their impact and improve their chances for sustainability
4. Increased ability of organizations associated formally or informally with the MRCHR to design and implement effective human rights programs that increase public understanding of human rights to build constituencies, to mobilize societal and government commitment to human rights and to hold the government accountable

Achievements and Impact

Human rights activists in Russia have not always been so fortunate as to have opportunities to learn more about international human rights and how they apply to Russian citizens Thanks to the partnerships between America's Development Foundation (ADF), a small not-for-profit organization in Alexandria, VA, and the Moscow Research Center for Human Rights (MRCHR), more than 350 people across the Russian Federation were given that chance

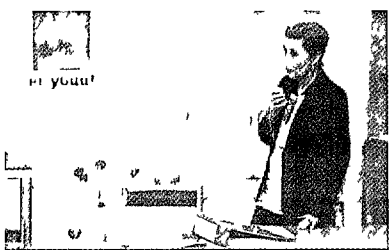
Under the partnership, ADF's Moscow representative overcame early delays to work with its Russian partner and provide on-site training in human rights education and advocacy, as well as institutional development for a network of nine regional human rights affiliate centers around the Russian Federation (Obj 4) As part of these training seminars, ADF and MRCHR supplied activists with resources on international human rights, the Russian constitution, other human rights activities in the country, and a variety of European resource materials

"Most of the information and supplies we get are donations to our organization," said Ella Polyakova who directs a small human rights organization in St Petersburg, "and these seminars offer materials and information we can't get anywhere else We're very thankful for it " Organizations and activists in smaller towns and more distant regions have an even more difficult time finding materials, one participant from Rostov-on-Don said that he had never understood what a non-profit sector was, and how human rights organizations could operate within it, until he attended the workshop

It is easier to find materials in Moscow, the MRCHR's base of operations As an umbrella organization for nine smaller human rights groups, some of which are internationally known, the Center provides services and support to key reformers in the country ADF wanted to bolster those services, and focused some of the project's resources on conducting seven institutional development workshops for the Center's staff, directorate, and member organizations (Objs 1, 3) "One of the best ways to promote the sustainable transformation of Russia into a democratic society," explained Michael Miller, President of ADF "is to enable the Center to do its job better " If the Center and its members work

"We used information and materials from the St. Petersburg human rights and education workshop to write a report on torture and other human rights violations in the Russian Army that we presented to the United Nations Commission on Torture on 12 November, 1996

– Ella Polyakova, Association of Soldiers' Mothers of St. Petersburg. *The Association of Soldiers' Mothers and the Moscow Center for Prison Reform, a member of MRCHR, were the first two human rights groups from Russia to be invited to the UN Human Rights Committee to present evidence.*



Ella Polyakova leading a public training session at the St. Petersburg Soldiers' Mothers Committee.

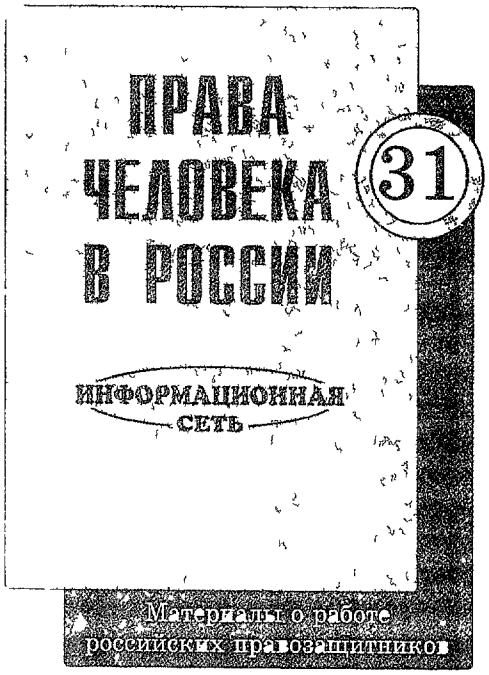
more effectively they can have a greater impact on their network of activists and organizations across the Federation.

That network of human rights contacts was a key part of the partnerships project as well. In addition to strengthening the affiliate centers in nine regions, the partners used some of their resources to almost double their reach to as many as 700 organizations and activists, including groups in such isolated areas as Siberia and the Russian Far East. The Internet was central to that expansion, as was the ongoing publication of a monthly human rights journal (Objs. 1, 2).

The journal will now be issued on a regular basis with other funding from local and European sources, continuing the work of the partnership into the years ahead. ADF and the MRCHR also translated six human rights reference materials, including a human rights glossary, for partnership use and for distribution across Russia. These and other materials were added to the small reference libraries created under the Institutional Partnerships Project (IPP) at the nine regional affiliate centers. The centers also received computers and other office equipment. Together, these resources helped the centers continue to serve their constituents.

Sustainability of the Project

Russian activists have always had to struggle for their achievements, either against their government or against a



The MRCHR monthly human rights bulletin.

persistent lack of resources to fund their efforts. Knowing that IPP funding would only last two years, MRCHR and ADF built sustainability elements into their program from the start.

ADF held a series of seminars on institutional development for MRCHR. That training has had a lasting impact on the Center's ability to serve its constituents. "We were initially skeptical of institutional development training when we felt we were in the middle of waging a war for our basic rights," MRCHR's president Aleksei Smirnov explained recently. "But we found that staffers in our member groups are much more receptive to clients because of the training we received. Seven Russian facilitators were also trained in these subjects and can now train others after partnership funding ends."

While the US partner was responsible for handling the USAID monies awarded by IREX, MRCHR managed some funds as a sub-grantee in the project. Working with those funds and learning US financial practices was a tough task, but Smirnov is grate-

HUMAN RIGHTS ACTIVISTS AT AN ADF HUMAN RIGHTS EDUCATION AND ADVOCACY TRAINING SEMINAR IN KRASNODAR, RUSSIA.

ful for the experience "We're more confident about approaching new benefactors now, and donors are recognizing our new skills " With funding pledged by the British and Russian governments for a Federation-wide conference in St Petersburg in mid-1998, Smirnov had every reason to believe in the success of the training

The partnership's institutional development work is also helping the Center remain more relevant during a period of diversification in international funding for the regions, away from Moscow During the two-year partnership project, the Center started up an affiliate foundation to take on activities it could not initiate as a membership organization ADF included this new Civil Society Foundation in its institutional development training courses, and the Foundation applies that learning now, more than a year after the end of the USAID-funded project, to help regional activists win and manage outside funds

THOMAS KAMBER, UHAB, AND SERGEI TSYGANOV, ADF, SHARE NETWORKING IDEAS DURING THE IREX APRIL 1996 MOSCOW CONFERENCE.

The regions themselves still see lasting benefits from their cooperation with ADF The Center's work with the regional network continues to expand via the Internet with other funding, adding new activists and organizations monthly MRCHR also continues collaboration with the nine region-based groups that they trained in 1996 and 1997 "Their level of development is dramatically higher than organizations that didn't have the opportunity to participate in IPP," Smirnov observed Some have won funding directly from Western sources funding that was previously awarded only through more experienced Moscow or US partner organizations The St Petersburg Association of Soldiers' Mothers exemplifies this, with several new opportunities pending when the funding from USAID ended in 1997 "We have improved not only our organizational abilities, but also our professionalism and outlook toward working with other groups," Polyakova explained This can only bode well for the organization's role in the Russian Federation's human rights movement

LESSONS LEARNED

"Revise your training schedule to respond to changing situations"

The partnership's revised, intense schedule of human rights education and advocacy training seminars in the field helped overcome serious early delays and effectively delivered information that was necessary to the participants Part of the reason the partnership was able to continue project imple-

mentation on schedule was that they had a US representative on-site in Russia.

"Turn for sustainability"

The budget management and institutional development skills that MRCHR and its member organizations learned in the latter part of the project proved valuable to its long-term survival. Without this focus, the Russian institutions might not have had much success in finding new funding to continue their work at the end of IPP.

A HUMAN RIGHTS ACTIVIST FROM THE KRASNODAR REGION IN RUSSIA WITH FLOWERS AS THANKS FOR ORGANIZING THE TRAINING SEMINAR.

PROJECT RESOURCES

The key resources created as part of this project are the training and reference materials in human rights education and advocacy. The partnership also assembled a number of topics in a monthly publication on human rights in Russia and distributed them to activists using partnership funds. Several product examples are listed below.

Human Rights in Russia (a monthly informational publication)

Monitoring Human Rights: Manual for Assessing Country Performance: Parts II and III (approx. 170 pp.)

Advocacy Workshop for Human Rights NGOs: Trainer's Guide (13 pp.)

How to Conduct an Advocacy Campaign: Training Manual for Participants (24 pp.)

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University of Georgia, Carl Vinson Institute of Government & Uzhhorod State University, Institute for Public Administration and Regional Development

Project Duration
April 1, 1995 – June 30 1997

USAID Award
$385,231 00

Matching Contribution
$152,136 78

Project Goal
To help the Center for Public Administration Reform and Assistance (CPARA) provide training and consulting services to local governments in the Transcarpathian region

Objectives

1 Eight faculty members affiliated with Uzhhorod State University's (USU) Center for Public Administration Reform and Assistance develop the capacity to provide training and technical assistance to local governments and regional departments in the Transcarpathian Region
2 Better trained key employees in local governments and departments of the Trancarpathian regional government
3 Better functioning local and regional government departments in the Trancarpathian region

Achievements and Impact

Regional and local governments in Ukraine serve an important role as "laboratories for democracy" by implementing policies locally that, if proven successful, can be replicated on a nation-wide scale They are also training grounds for future national leaders and, because of their accessibility, can be a good environment for citizens to learn how to exercise a voice in government However, the potential influences of local governments are often diminished by the fact that regional and local governments are undervalued and underfunded "Our system of government is completely different from the US system,' said Natalia Kanchiy, a Ukrainian tourism and recreation planner who took part in a US-based training program sponsored by Institutional Partnerships Project (IPP) 'Our local governments are not independent They are centralized " she added

The necessity of reform was clear to one IPP partnership Continuing an earlier effort to develop the Center for Public Administration Reform and Assistance (CPARA) the University of Georgia (UGA) and Uzhhorod State University (USU) used their IPP grant to develop a university-based resource for officials and managers of city and regional governments in Ukraine The Center offered high-quality, low-cost training, technical assistance, applied research, and how-to publications for regional and local governments in the Transcarpathian Oblast of Ukraine These offerings were based on the "land-grant" tradition of major universities in the United States, which provide important services to their communities through agricultural extensions, small business bureaus, and institutes of government

So successful were these activities that the fledgling Center for Public Administration

Myroslava Petskar Lendyl, Uzhhorod State University faculty member visiting the University of Georgia.

PROFESSOR ED KELLOUGH (UGA) MAKING A PRESENTATION FOR A TRAINING CLASS ON PERSONNEL MANAGEMENT.

Reform and Assistance was conferred institute status. As an alcove of USU, the newly created Institute for Public Administration and Regional Development (IPARD) gained recognition from the Ukrainian Ministry of Education. The Institute now enjoys a higher level of prestige than it did as a center. The key to the success of the Institute is the intellectual potential of the research associates as well as the assistance of the American partner institution, noted Roman Holyk, deputy director of the Ukrainian partner.

Under the partnership, eight Uzhhorod State University faculty members were trained at the University of Georgia to become associates for the Institute for Public Administration and Regional Development (Obj. 1). Returning to Ukraine as associates, they provided training and consulting services to local government personnel and also authored numerous IPARD publications.

As part of the training component, institute staffers developed and hosted over 50 seminars for employees of local governments throughout Transcarpathia (Obj. 2). The courses, comprised of topics including local government organization, personnel management, ethno politics, constitutional law, public relations, and budgeting, were offered in the cities of Uzhhorod, Svalyava, Ivachevo, and Khust to employees of local government administrative offices in the Transcarpathian Oblast. To supplement this training, over forty Ukrainian language materials, including a handbook for mayors, were published and widely disseminated to regional governments in the area.

In addition, the Ukrainian faculty completed five technical assistance projects for local government. The projects were in the area of church-state relations, budgeting, tourism, public relations, and ethnic relations. The research results and recommendations were presented at conferences for interested parties and published in pamphlets.

Through these technical assistance projects, the partnership succeeded in dramatically changing the way in which local and regional government works (Obj. 3). The local government no longer views itself as an omniscient body acting independently of outside suggestion or guidance. Instead, it has begun to consult with other community organizations, including IPARD. Given the nature of the Ukrainian system, as Kanchiy noted, these consultations are truly remarkable steps forward.

PROJECT RESOURCES

The Institute has published numerous materials. Under IPP they inexpensively developed two handbooks, one for mayors and one for local government managers, published four issues of their newsletter, *Reforma*, which they distribute to former trainees and local government offices, and printed several mini-textbooks to accompany the numerous above-listed courses. A few of their materials are described below.

Handbook for Mayors (216 pp.) Covers constitutional issues related to local government, personnel management, budget development, environmental protection, church-state relations, computer technology, and other topics.

Management in the Public Sector (51 pp.) Course book which covers group management, leadership, conflict management, and other topics.

Computers for Beginners (42 pp.) Course book covering the basics of DOS and Norton, review of peripherals, and other introductory computer topics.

University of Georgia VP for Service and Outreach S. Eugene Younts and Uzhhorod State University Rector Volodomyr Slivka cut ribbon to open the new Institute for Public Administration and Regional Development.

Sustainability of the Project

Driving the activities of this partnership was the fundamental belief that local government can make a difference and improve the quality of life enjoyed by its constituency Local governments can affect prospects for regional growth and development while providing a forum for the articulation of indigenous and democratic concerns But in order for local government to fulfill these roles it has to perform effectively

Under the Institutional Partnerships Project, the University of Georgia and Uzhhorod State University collaborated to realize these ideals The reorganization of CPARA as the Institute for Public Administration and Regional Development provided legal status within Uzhhorod State University, as well as increased recognition by the regional government So strongly does the government now endorse the Institute's activities that the Transcarpathian Regional Administration has actually contributed match for grants received by IPARD

The indispensable and enduring resources created by the project testify to the sustainability of the project's activities Forty-nine Ukrainian language materials were published, including a handbook for mayors, which has been disseminated to local government officials throughout the Transcarpathian region Plans are already underway for a second printing of the handbook for distribution to all regions of Ukraine These quality publications ensure a continuation of the project's work long after funding has ended

IPARD has also continued with its training activities Through a **small follow-on grant** received under the IPP Sustainability Program, the Institute hosted eight two-day lectures on local self-governance in four mountain villages of Transcarpathia In toto, 169 people took part in these conferences IPARD also organized two conferences, attended by 87 participants in Volovets and Rakhiv on current issues in local self-governance Results of these conferences were aired on a Transcarpathian Oblast television show

With the remaining sustainability funds, IPARD purchased a risograph, which they used for the low-cost publication of the Institute's products, as well as to generate additional income The Institute serves as a printing press for various local campaigns and organizations, printing jobs are often completed in exchange for in-kind payment, such as expensive paper and toner The Institute can stockpile these supplies for use with the publication of its own work This creative utilization of the risograph well illustrates the Institute's ability to maximize resources

During the final stage of the IPP Sustainability Program, IPARD hosted a two-part **training seminar** on "New Election Technology" for staff members, representatives of the City Council, a local TV company, and a local bank This experience was very important for IPARD to gain knowledge in how best to provide consultations to local government representatives in election procedures and everyday work within the community The training sessions proved especially interesting because they allowed IPARD to see how different strategies could be implemented in various areas of Transcarpathian Ukraine The trainers also introduced new methods of presenting information that IPARD will use in the

future The local TV station aired the results of this first session

Also boosting IPARD's chances for sustainability has been its successful courting of other non-US government funders Funding was obtained from the Mott Foundation to host a follow up conference on inter-confessional conflict Through contacts made at a networking event hosted by IREX for the Ukrainian partners in Kyiv in June 1997 IPARD also received a grant from the Parliamentary Development Project to further disseminate the *Handbook for Mayors* to all Ukrainian oblasts

Lessons Learned

"Don't take no for an answer, perseverance pays off"

The Ukrainian side of the partnership initially encountered difficulties in selling itself as a legitimate consultant to the local government The government doubted the academics qualifications in such matters and the Ukrainian partners did little to convince them otherwise Things changed however with the introduction of a new Ukrainian project director who promoted more enthusiastically the merits of his staff and their project He cultivated a strong working relationship with local government officials which helped to generate opportunities for IPARD down the line

"Think outside the box

The partners ability to develop innovative solutions to problems contributed greatly to the partnerships sustainability Developing funding alternatives such as in-kind payments for printing jobs completed by IPARD will play a crucial role in their ability to survive periods of economic hardship

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Institute for Public Administration and Regional Development in Western Ukraine

With the many changes occurring in local Ukrainian governments, resources and training for new leaders have been in high demand Thanks to a local training center started by the University of Georgia and the Center for Public Administration Reform and Assistance, officials from Ukraine's Transcarpathian region now have access to these resources, with the goal of better governing practices The USAID-sponsored partnership produced an Institute for Public Administration and Regional Development (IPARD) in June of 1997 Supported by local and regional officials, IPARD developed a strong cadre of trainers and educators with extensive exposure to curricula and teaching methods from the United States

Returning from the United States, the energetic new trainers gave 72 training programs attended by nearly 2 800 civil servants from all regions of the Transcarpathian Oblast in western Ukraine Nineteen training manuals and two detailed handbooks on running effective local governments were published IPARD identified particular local challenges, ranging from budget and tax issues to interfaith conflict resolution, and developed special consulting projects to tackle these problems

After acknowledging IPARD's success, the local government administration approached IPARD with special requests for additional training and consultation service The Transcarpathian Oblast Administration joined IPARD requesting and winning follow-on funding from IREX to do local government training in the remote mountain regions of Transcarpathia This cooperation indicates IPARD's success and hope for the future

Harry Hayes (UGA Faculty Member), Maria Zelkan (translator), Kate Suchka (Uzhgorod State Univeristy Faculty), and Ed Kellough (UGA Faculty Member) in Svalyava, Ukraine for training program.

Urban Homesteading Assistance Board

Citizens Foundation

All-National Fund for Decent and Affordable Housing

Project Duration
March 15 1995 - June 30 1997

USAID Award
$1 465 050

Matching Contribution
$646 041

Project Goal
To assist in the creation and dissemination of a local community development model and resident-controlled housing projects and to enhance the capacity of non-governmental organizations (NGOs) in the field to provide training and technical assistance to community activists

Objectives

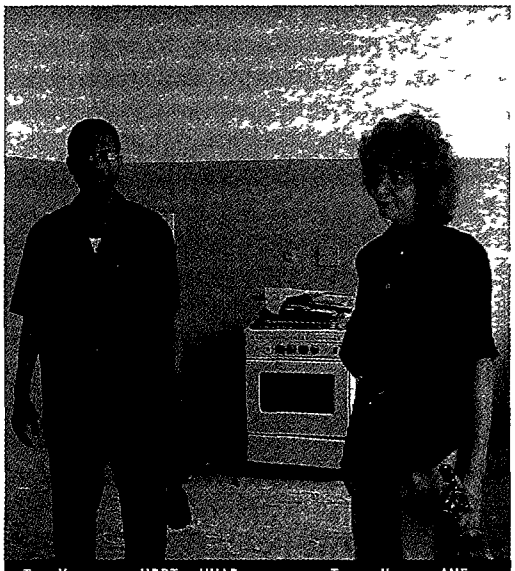
1 Organizational development and capacity building of the Citizens Foundation (CF) and All National Fund (ANF) as advocates technical assistants and support institutions to the Russian NGO sector and other citizen initiatives in resident-controlled housing and community development
2 Development of a trained cadre of 20 trainers and 20 building/community leaders in the following citizen organization resident-controlled housing local economic development and overall service delivery of project goals
3 Community-building through the dissemination in Russia of information and models of community development as well as training and technical assistance modules how-to literature and a video on housing and community development
4 Establishment of a permanent training institution (Support Institute for Citizen Initiatives) to provide ongoing support and assistance to emerging citizen and building organizations and leaders and grassroots community organizations

Achievements and Impact

Dan Karan, Igor Kokarev, and Anatoly Basargin had a common key belief when they began work on their Community Development Partnership Project in the wake of the USSR's collapse, local citizens must play a central and active role in creating and driving the economic, social, and political changes underway in Russia

The partnership between the New York-based Urban Homesteading Assistance Board (UHAB) and its two Moscow-based counterparts spent two years encouraging citizen participation in two ways-through community activism and organization, and through resident-controlled housing projects They founded a dual-campus training institute (Obj 4) that ran more than 140 classes for over 400 people between October 1996 and June 1997 "The Institute is a vehicle for training and the dissemination of information to citizen and tenant leaders and non-governmental organization staff," said Igor Kokarev, the Russian project director and the president of one of the two partner organizations, Citizens Foundation (CF) The Support Institute for Citizen Initiatives, nicknamed *SHAGI* in Russian (which means "steps"), uses a comprehensive curriculum in resident-controlled housing and community organizing that the partnership adapted for use by CF and the All-National Fund for Decent and Affordable Housing (ANF)

To staff the Institute in its locations at CF and ANF, the partnership also educated 24 new trainers, more than half of whom had the added advantage of participating in programs at two host sites in the United States (Obj 2) "That experience, and the partnership project as a whole, gave us real authority in the eyes of our competitors," commented Kokarev That authority has had a dramatic impact on the school's client base, which expanded



TONY YOUNG FROM HRDT, A UHAB AFFILIATE, AND TATIANA KRYLOVA, ANF, IN A FORMER COLLECTIVE APARTMENT THAT ANF REMODELED IN MOSCOW.

almost immediately to include local Moscow government officials who have to address housing and community issues in the course of their work

Creating the Institute was only part of what the partnership intended to achieve CF and ANF devoted a great deal of time to their own institutional capacity (Obj 1) to work effectively together and to succeed in providing services to the community UHAB was not alone in providing assistance to many of the partnership's undertakings three other US community and housing organizations also bore responsibility for working with Russians "CF and ANF both developed in significant ways over the course of the two years and neither is the same organization that it was at the beginning of the project " explained Karan, UHAB's project director

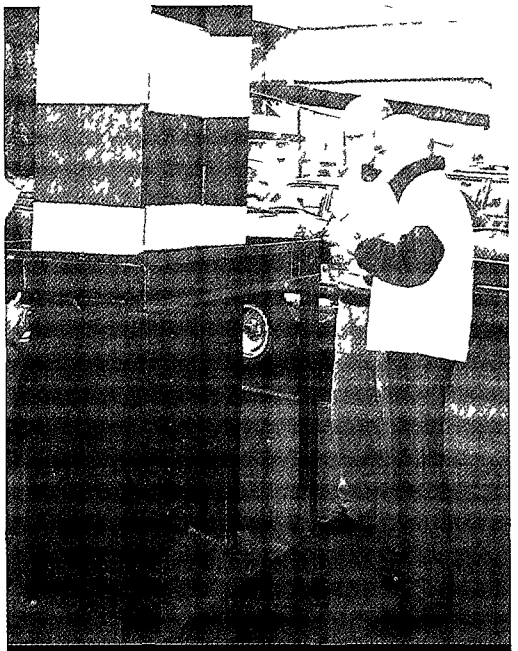
This improvement is evident in the civic projects both Russian partners conduct (Objs 1 3) ANF holds public consultations for city residents who have problems that could be solved effectively by resident-controlled housing organizations This service is crucial during the upheaval caused by the loss of government support for public housing "It is a difficult time right now," said Tatiana Krylova who heads the consultations "Our people were brought up to be passive, the economic situation is very difficult and it is very hard for people to take on our wider perspective," she added Despite these difficulties, and thanks to ANF's development work, Krylova can now offer a better support network She tracks constituents and their case files more efficiently, has a great deal of written material to distribute in the form of partnership developed "how-to" brochures, and can follow up visits more effectively

CF was also strengthened significantly as an institution It was very new when it partnered with UHAB unlike ANF, which had a five-year history of successfully defending residents' rights and even influencing the adoption of supportive city legislation With help from the US partners, CF developed a client database of 150 organizations, and began work to pair new activists with more experienced ones This mentoring helped CF through the challenges of setting up volunteer community projects in a society where for decades "volunteer" meant rather involuntary

SUSTAINABILITY OF THE PROJECT

Despite different management styles and institutional focuses, CF and ANF have done remarkably well sustaining their mutual endeavors in part because of their differences The split campus of the Institute allows them to use the curriculum and "how-to" manuals in ways that best support their

ELENA KUDRIAVTSEVA, A TRAINER FOR CF IN COMMUNITY ORGANIZING, IN HER CHILDREN'S THEATER.



IGOR KOKAREV & VLADIMIR TSELIKOV WORKING ON THE CITY YEAR PROJECT IN BOSTON, MASSACHUSETTS DURING A TRAINING PROGRAM.

respective missions CF with a community emphasis and ANF with a housing emphasis Training continues in Moscow with new funding from private sources such as the Ford and Mott Foundations money that was directly awarded to the Russian institutions in recognition of the grant management skills they learned through the partnership

UHAB also helped its partners develop strategic plans for new funding including ideas for a fee for service approach and contracts with the local and regional government officials that the institute trains Fundraising has become our number one priority Kokarev noted and that attitude has reaped real rewards Besides private funding the partners are replicating their project in Novgorod the Great with USAID funding

CF was also able to increase the visibility of their organization through an **IPP follow-on training** in web site design the final product of which was a CF web site According to Igor Kokarev the web site will boost CF s outreach efforts This training proved very useful for all its participants since the Citizens Foundation had long planned to create its own web page but did not have the resources to do so At present we are putting the finishing touches on our page which is needed by several hundred of our graduates and clients In addition the eight CF staff members who took part in the training gained valuable HTML expertise that will enable them to maintain the site into the future

Some of the creative ideas generated during their two-year project were not originally planned within the partnership but have turned into longer term undertakings ANF and CF each wanted to start ten pilot projects in their fields of expertise and work was done in the first year to launch those projects The pilot projects include individual buildings where residents want to organize or if they are already organized find out what options they have The five communities our community development partners are working with have also a variety of different strengths and weaknesses They re covering a whole range of issues explained Helene Clark of the Housing Environments Research Group (HERG) one of UHAB s US partners

HERG and others helped CF and ANF develop priorities for each project by the end

PROJECT RESOURCES

The partnership adapted a Russian-friendly training curriculum for community development and resident-controlled housing during the course of the project After the end of the program this curriculum was finalized (as planned) with other funding A number of "how-to" manuals and other instructional materials were also created or adapted from US articles as resources for their outreach and training Some of these are

Resident Owned Housing, Communities and Public Self-Governance (20 pp)

Residents and Housing (35 pp)

How to Create Housing Partnerships (28 pp)

IGOR KOKAREV SHOWS VISITORS THE CITIZENS FOUNDATION'S SECOND-HAND STORE, WHICH SERVES LESS FORTUNATE COMMUNITY RESIDENTS.

of the IPP effort, and the Russian partners began working to make those priorities a reality after USAID funding ended ANF and CF continued their drive to bolster the development of civil society by engaging local citizens in the process of active change

LESSONS LEARNED

"Teach them how to fish "

The success of this partnership focused on the process of capacity building The few times the partners focused only on "products," they encountered problems – usually controversy generated by the partners' differing philosophies – that could only be ironed out by repeating the institutional development lessons with which they began By the end of the project it was almost second nature for CF and ANF to re-focus on the process as a way to avoid stumbling blocks

"Planning is necessary, but it can be overdone "

The partnership focused so heavily on planning in its early stages that project implementation got off the ground later than expected The partners also learned that reporting skills are essential to keeping funders apprised of progress Strong reporting also ensures good communication among partner institutions

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World Institute on Disability & All-Russian Society of the Disabled

Project Duration
March 1 1995 - June 30 1997

USAID Award
$1 327 988 00

Matching Contribution
$159 945 00

Project Goal
This project aims to develop the capacity of the All-Russian Society of the Disabled (ARSD) to provide in-service training for personnel as training organizers in Moscow Volgograd and 20 regions in support of the integration of disabled people into society

Objectives
1 Development of a trained cadre of 20 training organizers to maintain an in-service training system for ARSD staff
2 Establishment of an ARSD in-service training system to be conducted at both national and regional levels
3 Enhancement of learning/networking processes complementary to ARSD

Achievement and Impact

Long marginalized by a society that wanted neither to see them nor to spend time caring for them, people with disabilities in Russia now have stronger, more vocal assistance and advocacy from their national support organization, the All-Russian Society of the Disabled (ARSD) ARSD works with great dedication for the integration of disabled people into Russian society After two years' work with the Oakland, California-based World Institute on Disability (WID), ARSD created their planned Russia-wide, in-service training system plan for their central, regional, and local staff

With this kind of support the partners reach people with their training and public information efforts and offer hope for real change A recently adopted Russian law on the rights of disabled people works to ARSD's advantage Alexander Lomakin ARSD chairman, is encouraged by the law "Before, the government considered disabled people unproductive members of society The state took care of them quite simply – gave out a pension and figured they didn't have to worry about anything else Now, we have this law that shows a disabled person has all the rights of other citizens, and we need to help him return to a normal, productive life " This statement exemplifies ARSD's mission

To reach that vision, ARSD and WID selected 21 staffers from 18 Russian regions to become training organizers (Obj 1) who could teach others using the project's progressive curriculum This curriculum included disability awareness, local legislation, developing and managing commercial enterprises, and public education through the media The partners conducted eight intensive training-of-trainer workshops for the program, and all training organizers were required to attend The curriculum and four accompanying training videos were developed and tested at the workshops themselves, so participants could incorporate

Marc Behrendt and Denise Roza, foreground, with the Perspektiva staff in the WID/Moscow office.

Lisa Hayden (IREX/Moscow), Valentin Krylov (WID Moscow), and Bruce Curtis (WID Project Manager), at the IREX April 1996 Moscow Conference.

their feedback about what worked effectively The curriculum demands an interactive approach trainees take part in get-acquainted games and use other participatory methods like brainstorming and small-group work Seminars and workshops in the past operated quite differently

Far removed from training styles used under the Soviet regime, the new trainers were encouraged to test what they learned on others before the training courses were completed Mid-way through the workshop series schedule, WID and ARSD required trainers to initiate their own courses for colleagues at home in their region By the beginning of March 1997, even before the IPP ended the training organizers had conducted 88 seminars averaging just over four days in length, and trained 1,856 ARSD staff across the country To make central coordination easier the partners asked the involved regions to organize themselves into eight groupings The result is a well-tested inter-regional training system (Obj 2) that continues to grow

Regional involvement also allowed ARSD to apply its own institutional development lessons beyond its central Moscow office with outreach and member services (Obj 3) WID and ARSD created and published the first four issues of a quarterly newsletter on disability issues, distributing more than 2 500 copies of each bulletin to its regional and local offices and other organizations The ARSD Central Board also became a member of a prominent international organization, Disabled Peoples' International (DPI) which allows participation in disability events throughout the world

This all bodes well for the ARSD constituency The partnership's public information campaign was particularly impressive, and articles and stories about their successes appeared prominently in newspaper, radio, and television spots in both Russia and the United States "Before, we were invisible," said Tamara Zolotseva, vice chairwoman of ARSD's central board in Moscow "Now, we are talked about We have the opportunity to tell our stories "

Sustainability of the Project

ARSD intended from the beginning to find ways to complete what they started under this project, and they have been very successful to date The 18 regional ARSD boards have all agreed to continue support of the training program with their own resources, and the Central Board adds additional support

The project reached more than 18 regions, however All 78 ARSD regional boards purchased computer equipment and modems

Project Resources

The flagship products of this partnership were clearly the curricula and training videos The materials were the result of tireless testing and adaptation, with truly equal input from both sides of the partnership A Russian continuing education firm, Process Consulting, assisted in the training and completed all of the curricula in cooperation with WID and ARSD The result is an extremely professional product that will see wide use in Russia in the years to come

Teaching Curriculum on Management for Non-Profit Organizations (250 pp)

Teaching Curriculum on Disability Awareness (250 pp)

Teaching Curriculum in Public Education and the Media (250 pp)

Teaching Curriculum in Social Legislation (250 pp)

through the project and matching funding from WID sources and regional staff was trained in e-mail and computer use as a minor component to the project before it closed out in June 1997. While the training was not extensive enough to give all the regional staff the confidence to continue using e-mail on a regular basis, it provided the groundwork and infrastructure to complete the training when the inter-regional training system expands. ARSD is determined to make this a reality and it used a **small follow-on grant** to conduct two seminars to improve training organizers' preparedness and expand their knowledge of the Russian Federation's legislation protecting the rights of the disabled.

ANATOLY PROKHOV, A WID TRAINING ORGANIZER, WITH PROJECT DIRECTOR SUZANNE REIER'S DAUGHTER, HANNAH, IN DAGOMYS, RUSSIA.

With funds from a variety of sources, the partnership had WID's Moscow office registered as a Russian independent NGO called "Perspektiva." Both WID and Perspektiva continue to conduct new projects in cooperation with ARSD using funding from a broad variety of sources, including USAID money for projects in several different regions.

Perspektiva and ARSD also made important moves to improve the sustainability of their project through the **IPP follow-on training program**. ARSD held a successful training session to help members of the organization learn how to use tactics of technical and strategic development in planning future activities. Special attention was given to the role of ARSD leadership in implementing strategic planning. Perspektiva organized several training sessions and consultations in the areas of evaluation, strategic planning, consultation skills, and curriculum development. The evaluation seminar was especially noteworthy since Perspektiva used one of its own projects, disability awareness training in the mainstream schools of Novgorod-the-Great, for analysis. To gather feedback on the project's success, Perspektiva staff traveled to Novgorod to hold interviews and distribute questionnaires. Following this trip, they held a meeting with the trainers to assess the data gathered and discuss how to write a report. Denise Roza, WID's Moscow representative, commented that these seminars proved especially helpful for Perspektiva because the organization had been working at an intense pace since its inception and needed an opportunity to map out a concrete plan for the future. These training sessions will help the organization successfully implement activities such as disability awareness training for government officials, consulting services for clients, and establishing a Board of Directors.

The tools for lasting progress are in place, and the partners had such an excellent working relationship and good planning tools that they knew they would succeed. "This project is contributing to the creation of more competent disabled workers and activists throughout Russia," predicted Bruce Curtis, manager of WID's Russia projects. He added, "ARSD and its staff are dedicated to building upon what they learn in the future. With competent regional trainers, the opportunity exists for a comprehensive system of effectively disseminating information to

Marc Behrendt of WID and Denise Roza of Perspektiva discuss NGO institutional development.

ARSD staff' Through these staff members this partnership will reach thousands of people with disabilities in Russia bringing promising changes to their lives

Lessons Learned

"A good partnership track record is central to the success of new efforts "

The partners had an excellent track record of collaborative work before they began this project WID and ARSD regarded one another as equals and made all program decisions together They built on this relationship and on their excellent program track record in carrying out their IPP project, and the results are a testament to the success of that approach

"Be flexible enough to adapt when changes are needed "

Both sides were willing to reconsider their methods and project objectives when needs on the ground made it clear that they wouldn't achieve their goals without some flexibility The original intent was to create a centralized training institute in Moscow, but it quickly became obvious that to be effective the in-service training program had to extend into the regions themselves With IREX encouragement WID and the ARSD revised their program to reflect this need, and the outcome's success speaks for itself

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Carnegie Mellon University Graduate School of Industrial Administration & International Management Institute

Project Duration
March 1 1995- June 30 1997

USAID Award
$999 941 00

Matching Contribution
$599 310 00

Project Goal
To enhance faculty expertise in executive education to offer courses in financial management strategies and to provide consulting services to local businesses

Objectives

1. To expand the International Management Institute's (IMI) executive education program and to enhance faculty skill in this field in order to improve IMI's services to its students
2. To develop and integrate the Financial Analysis and Securities Trading (FAST) and Management Game along with corresponding educational materials within IMI's curriculum
3. To create an IMI educational module which would allow Ukrainian entrepreneurs to gain the knowledge and skills necessary to create strategic plans business plans and to effectively seek and secure capital
4. To expand IMI's business consulting services

Achievements and Impact

The partnership between Carnegie Mellon University's Graduate School of Industrial Administration (GSIA) and the International Management Institute (IMI) in Kyiv sought to improve IMI's capacity to offer state-of-the-art business management education to its students By enhancing faculty development, offering courses and seminars in the latest management strategies, and providing business consulting services to the current and future business leaders, the partners have ensured IMI's status as one of Ukraine's preeminent providers of business management education

Central to the project's favorable outcome was the successful execution of the planned curricular and faculty development activities Work on this important component began in 1995, with Ukrainian project director Andrew Masiuk's visit to CMU, where he met with GSIA's director of executive education Together, they worked to develop an executive training program modeled after the one at CMU, but tailored to the realities of the Ukrainian market "MBA programs are an American invention," said Masiuk "The programs are aimed at training highly professional managers for the private sector of the economy"

With the completion of this phase, IMI faculty took to the classroom – not as teachers, but rather as students (Obj 1) Three Ukrainian instructors traveled to CMU to participate in a month-long executive education training program so that they themselves eventually could teach the course to students at IMI In Pittsburgh, they took part in a faculty development workshop which armed them with new didactic approaches and training methodologies The partners showcased the approach at an executive education seminar at CMU

Perhaps the single most exciting addition to the IMI curriculum, the computer-based simulation courses offer IMI students the opportunity to test their wings (Obj 2) By simulating interactive financial markets, the courses provide a forum in which abstract theory finds practical application For instance, with the Financial Analysis and Securities Trading (FAST) Program, students gain experience in off-line stock market trading They use real-time information, but without real-life consequences "FAST is an especially important teaching tool for them to

DAVID LAMONT & IMI STUDENTS PARTICIPATE IN A MANAGEMENT GAME ACTIVITY.

learn because they're establishing a stock market in Ukraine, and through the FAST program they'll have the resources necessary to understand how financial markets function," explained Sanjay Srivastava, director of the FAST program at CMU Similar in its aims and operation is the Management Game, which simulates the existence of corporations run by the management students

The introduction of the programs into IMI's curriculum began in April 1995 with the identification of three IMI faculty to receive FAST training The three traveled to Moscow for an intensive week-long training session, which was further reinforced a month later when a GSIA trainer journeyed to Kyiv to set up the FAST software and demonstrate its installation and administration As early as October, IMI instructors were able to incorporate the FAST program into the regular curriculum

By comparison, the Management Game took a great deal longer to prepare for introduction The formation of a Kyiv-based Management Game Board of Directors required preliminary discussion as did outreach to and recruitment of local business people to join the boards The successful implementation of the Management Game required the time-intensive translations of copious amounts of reading materials, slides, and handouts In addition, the Game proved to be somewhat difficult to administer, preventing most IMI staff from mastering it Modifications were subsequently made and by December 1996, the program was much more accessible

IMI's experience under IPP helped them win another USAID grant to expand their resource base As a result, IMI was able to initiate in September of 1996 a specialized executive education program targeted at the banking sector, and modeled on a hybrid cross of existing GSIA and IMI programs (Obj 1) So successful was this venture that the partners launched a similar program geared to managers of the energy sector the following spring Courses in information technology management were also enhanced by adapting elements of the curricula from GSIA

Yet another addition to the IMI portfolio was the successful realization of the Borrowers and Lenders Program, through which entrepreneurs were provided with the know-how and resources necessary for start-up companies to attract capital using Western-style banking conventions (Obj 3) This created a forum which brought together seekers and granters of funding Under the IPP grant, the partners also worked to expand IMI's consulting services, which gave students hands-on experience through work with US-based companies doing business in Ukraine (Obj 4)

"I didn't expect such a deep and at the same time 'hands-on' training in Finance It literally opened my eyes "

- Marina Davidenko, Deputy Director of the private investment company "Vega Invest" from Luhansk

SUSTAINABILITY OF THE PROJECT

The International Management Institute in Kyiv will likely continue to exist for many years after IPP The grant has enhanced the school's offerings, helping to make it one of the most widely acclaimed and respected institutes of business management education in all of Ukraine Each year IMI receives a full complement of student applicants willing to pay the school's $5,000 tuition Simply said, the students recognize quality education and are willing to pay for it This alone signals the school's sustainability

Because the faculty and curricular development efforts under IPP were so successful and so fully incorporated into IMI's programs, there

NATALKA IVANIV OF THE INTERNATIONAL DIVISION AT THE IMI REPOSITORY SITE.

is little chance that this wave of progress will ebb. The new executive training program is an inextricable part of students' interest in IMI.

In the face of this success, the administration at IMI has done everything but rest on its laurels. It has recognized the need to keep current and to constantly strive for excellence. With the benefit of an IREX **small follow-on grant**, IMI has upgraded computers and software in the student computer lab to accommodate new versions of the Management Game and FAST, helping to ensure that the impact on students will continue to be dramatic. "Five days of intensive FAST training was a precious experience," observed Volodymyr Repin, a banking securities department head who took the training recently.

Further demonstrating the great success of this partnership is the continued flourishing of partner relations. CSIA's project director regularly travels to IMI on his own dollar, and funding was found to finance internships at CSIA for IMI students. To date, 34 Ukrainian students have been able to take advantage of this opportunity.

Perhaps most encouraging of all, however, has been IMI's fee for service contract work.

PROJECT RESOURCES

Several materials were developed to accompany the FAST and Management Game programs, but they were not be widely disseminated since they are not useful without the licensed software. Here are a few examples of the partnership materials that were disseminated.

Financial Analysis and Securities Trading (FAST) Program Materials (21 pp.)

Strategic Management Course (130 pp.)
Supplemental materials for Management Games.

Management Strategy Simulation (143 pp. and disk)
Includes materials that accompany Management Game software.

Borrowers Course Module (72 pp.)

Lenders Course Module (64 pp.)

Joint Negotiations Case study (17 pp.)

with Ukrainian and foreign businesses As a part of the **IPP follow-on training program**, IMI worked directly with a computer company called Lucky Net to develop a specialized training agenda on UNIX for systems administrators The training helped them improve an already successful program To date, consulting projects have been completed for Digital Equipment Corporation, Gaz de France, Ukraine International, and DuPont, among others In addition, custom training courses have been developed for the Ukrainian Ministry of Energy, the Western NIS Enterprise Fund and Universal Business Systems

Such activities not only provide a valuable educational experience for the participating MBA students, but they also help to generate operating revenue for IMI The consulting projects aid in the betterment of the school's already sterling reputation among Ukraine's political and business communities making the efforts a real investment in IMI's future

Lessons Learned

"The importance of staff continuity cannot be understated "

Program activities were disrupted during IPP by high turnover on both sides of the partnership The fact that only one key person saw the project from start to finish could have proved quite problematic, were it not for the staff's untiring efforts and dedication to the project's goals

"Adapt technology to meet local needs "

One of the key reasons for the partnership's strong impact was the implementation of the FAST and Management Game programs into IMI's curriculum The effectiveness of these programs is directly related to the care the partners took in adapting them to meet the needs and skill levels of Ukrainian students and entrepreneurs

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Center for International Private Enterprise

Russian Chamber of Commerce and Industry

Project Duration
March 15 1995 - June 30 1997

USAID Award
$1 137 188 00

Matching Contribution
$663 105 92

Project Goal
To strengthen the Russian Chamber of Commerce and Industry (RCCI) through professional development training an accreditation program and small grants to regional chambers of commerce

Objectives

1 A trained cadre of leaders from the central and regional Russian chambers who have been exposed to the concepts and tools of voluntary business associations
2 Promotion of institutional development projects proposed by local and regional chambers disbursing to these chambers up to $170 000 in seed moneys through a Small Grants Program
3 Implementation by RCCI of an accreditation program setting standards of excellence for regional and local chambers

Achievements and Impact

Businesses in 19 regions of Russia have new proponents in their regional and national Chambers of Commerce and Industry (CCI) thanks to a partnership between the Russian CCI (RCCI) and the Center for International Private Enterprise (CIPE) an affiliate of the US Chamber of Commerce The projects impact was especially strong on local levels which the partnership reached with an innovative small grants program to local and regional chambers (Obj 2) In all CIPE and RCCI gave out 19 awards Qualifying recipients were eligible for up to $10 000 each in seed grants which were used for institutional development ranging from new membership services improved communications infrastructure quality management community economic development and publicity The partnership shared details of a few key seed grants and their impact in a published booklet of case studies This booklet is available through CCIs across Russia and in Institutional Partnerships Project (IPP) repositories throughout the NIS and Mongolia

This helped us to reach out to a new audience and to enlarge the membership basis of the Chamber said Sergei Semenov who is the vice-chairman of the Murmansk-based North Chamber of Commerce and Industry The North CCI received a small grant through IPP and used it to open a new representative office in the city of Kirovsk Since the Representative office started to work added Semenov about ten companies from the Kirovsk-Apatity region joined the North Chamber of Commerce and Industry

Participants at a CIPE training seminar in Moscow.

The small-grants program effectively increased the quality of each chambers performance as a proponent of regional business but RCCI knew that effects would be limited unless a more lasting framework could be created To encourage local and regional CCIs to continue their own development and to strive for improved member services RCCI set out to create and implement an accreditation program (Obj 3) Stanislav Smirnov president of the Russian Chamber noted that the partner-

ship with CIPE, "was instrumental in advancing accreditation standards and the professionalism of chamber executives in Russia "

In a country where centralization has been viewed as a sure sign of stifling bureaucracy, RCCI's accreditation program could have backfired dramatically However, the involvement of senior players from the US partner, the effectiveness with which the accreditation process was introduced, and the generosity of the small grants programs all convinced local CCIs of the many concrete benefits to participating in an accreditation program

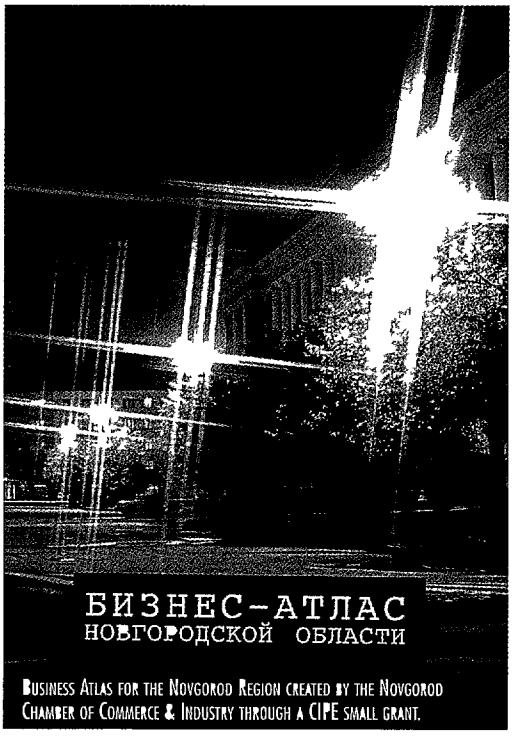
To qualify for accreditation, the regional and local CCIs instituted real changes in their services and operations These changes could only come from focused training and other support To realize these goals, CIPE and RCCI conducted five specialized training courses in business association for 133 leaders and staff of Russian regional chambers (Obj 1) The partnership also offered US-based training to key participants The training helped chambers to adopt useful methods of attracting new members and volunteers, to conduct high-impact strategic planning, develop programs, and to restructure governing bodies effectively

At the date of project closeout eight chambers had used what they learned in training seminars to successfully lobby local administrations, local laws changed to legally recognize their activities "Getting acquainted with the work of the chambers of commerce in the United States allowed me to gain a new outlook on the idea of developing business advocacy, ' explained V Levchenko the president of the Sochi CCI Under Levchenko's guidance, the CCI now implements some of the lobbying strategies he learned about in the United States The council was able to include a representative to the City Council of Sochi, and since September, 1996, all regulations and laws that might impact business and commerce are reviewed by the Sochi CCI

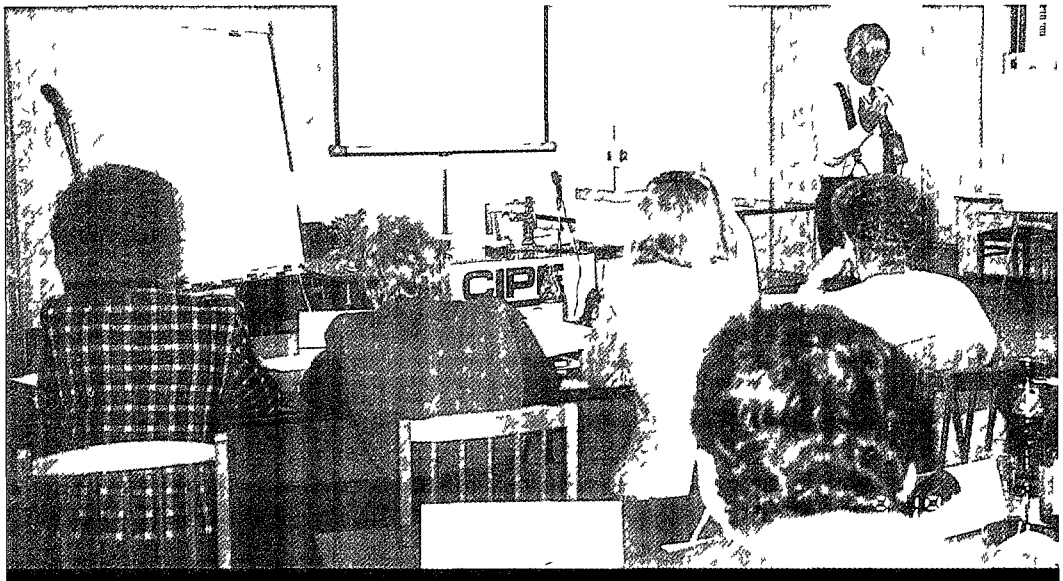
The training component of the project also created new networking opportunities for local chambers, and helped improve the relationship between local and regional chambers and the national RCCI That relationship is a valuable one, RCCI offers essential services to local and regional chambers, so that these chambers can give businesses the support so crucial in this time of economic upheaval

Sustainability of the Project

Work with the local and regional chambers is the key to the plan that RCCI and its partners developed to ensure the sustainability of efforts begun under IPP Small grant candidates were required to demonstrate a level of sustainability to win their awards, and almost all of the 19 grant winners have shown promising progress in that category Galina Telegina, president of the Vologda Chamber of Commerce and Industry, noted that small grant from the partnerships, ' had great success," and gave the chamber, "very good prospects for further publication of the magazine," created under its auspices CCIs approach this kind of long-lasting work in different ways the creation of computer and Internet infrastructure in the Belgorod CCI, generating business tourism in the Kirov



Business Atlas for the Novgorod Region created by the Novgorod Chamber of Commerce & Industry through a CIPE small grant.



CIPE TRAINING SEMINAR IN RUSSIA ON THE EFFECTIVENESS OF CHAMBER OF COMMERCE WORK.

CCI and the sale of high-quality publications for members in the Tatarstan CCI

"Getting acquainted with the work of the chambers of commerce in the United States allowed me to gain a new outlook on the idea of developing business advocacy."

V. Levchenko, President, Sochi Chamber of Commerce and Industry

Many of the chambers were encouraged by their IPP successes to apply for additional funding through IREX's **small follow-on grants program**. Three won awards. Of particular note in this program is the St. Petersburg chamber, which created a model business plan that all 120 Russian CCIs could use; they also held seminars across the Federation that were attended by 40 regional CCIs. The chamber in Pskov created three directories: directories of the region's businesses, food production, and forest industries. The directory proved so popular that interested businesses and government officials quickly claimed the 1,000 created copies; as a result, the chamber found it necessary to create and distribute 300 brochures with additional information. Finally, the Vologda CCI used effective training and newly purchased computer equipment to create an electronic, on-line database of the region and its laws. This CCI also created a business catalogue, successfully sharing it with specialists across Russia and abroad.

The Russian Chamber is currently working with CIPE to institutionalize and sustain the partnership's professional program through the creation of its own Business Education Fund, modeled after the US Chambers.

Project Resources

The Russian-language translation and adaptation of CIPE's massive training manual is among the partnership's most important products, and it continues to be used as a key resource and reference by program participants. RCCI also plans to use the manual extensively in developing its own professional training capacity.

Russian Business Association Management Training Program Participant Manual (250 pp.)

Strengthening Russian Chambers of Commerce: Case Studies (50 pp.)
The case studies provide Russian chambers with ideas for new projects, an outline of how they can be accomplished, and what pitfalls to avoid.

Institute for Organization Management The Fund provides training to chamber staffs throughout Russia in topics like insurance, leasing, and taxation, and is staffed with faculty from two Moscow academic institutions RCCI continues to search for additional financing for the Fund, but has already launched new training with CIPE in four cities on a National Endowment for Democracy (NED)-sponsored project

CIPE and the Novgorod CCI are also working together on a USAID-funded Novgorod-the-Great partnership through IREX RCCI representatives provided input into the project's implementation CIPE and the North Chamber in Murmansk are also working on a joint NED-funded project, with the aim of improving the North CCI's services and advocacy

The accreditation system that CIPE and RCCI created is still in place The Russian Chamber created an organizational committee, established guidelines for application, and has already awarded four accreditation certificates With a growing number of applications from local and regional chambers, it will no doubt continue to expand and gain respect as a stamp of legitimacy and effectiveness for chambers around Russia

Lessons Learned

"Be sensitive to possible center/region tensions "

The legacy of Soviet rule and the subsequent divestiture of some measure of autonomy to the Russian regions led to tension between Moscow as the "center ' and some of the more independent regions CIPE had to maintain an awareness of the possible complications of this relationship as it helped the RCCI expand its role with the local and regional chambers

"Off-site training is more effective "

The partnership learned that providing training seminars in the participants' office building can erode attendance, as staffers usually feel the need to duck out of sessions to check messages, hold meetings, and get other work done Holding training off-site allows for more focused attention from participants

"High-quality input has higher quality results "

The high level of expertise and quality of the materials that CIPE made available for adaptation to Russia was a major factor for the success of this project The seniority of the US chamber experts who devoted time to the project impressed their Russian counterparts who correctly read their participation as a sign of CIPE's commitment

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University City Science Center

Lviv Institute of Management

Donetsk State Technical University

Project Duration
March 1 1995 - February 28 1997

USAID Award
$999 271 00

Matching Contribution
$500 528 00

Project Goal
To stimulate the creation and expansion of private enterprises in Ukraine by improving education capabilities and to provide training in basic business topics energy management and technology transfer

Objectives

1 Train a cadre of entrepreneurs capable of building and operating small private enterprises
2 Establish a cadre of trainers capable of providing educational support for entrepreneurs and leaders of the private business sector consulting competitively on the international market
3 Establish a cadre of professional energy management consultants to provide energy management advice to local Ukrainian enterprises on a fee-for service basis
4 Create an electronic inventory of faculty expertise and institutional facilities from institutes in the cities of Lviv and Donetsk
5 Develop videoconferencing capabilities with points in Donetsk and Lviv

Achievements and Impact

Consortium members of the University City Science Center (UCSC) in Philadelphia, PA worked with their Ukrainian partners to increase the Ukrainian universities' capacity to provide their leaders and decision makers with the skills, education, and training necessary to adequately support the country's economic and social reform "Our partners in Donetsk and Lviv all share common goals and problems on their roads to the future," said Dr Lousi Padulo, President and CEO of UCSC, "and we are hopeful that our cooperation and institutional partnerships will aid in smoothing the difficult transition to a market economy with a strong and vital private sector"

Toward this end, the partners arranged developmental training and internships for the Ukrainian business faculty, designed executive business programs, offered courses and workshops for managers and entrepreneurs, and established business and technology support centers The curriculum internships held in Philadelphia during the spring of 1996 yielded very positive results The 14 participants, faculty members from Donetsk and Lviv, participated in internships in varying fields, including technology transfer, curriculum development, small business center operations, and market analysis As a result of these experiences, the interns developed twelve new courses for implementation at their home schools (Obj 2) This figure fully triples the amount of new courses originally anticipated

Thanks to the partnership, the Ukrainian schools – the Lviv Institute of Management (LIM) and Donetsk State Technical University (DSTU) – were able to introduce several new MBA, undergraduate and executive business courses In toto, eighteen courses have been conducted to date, on topics ranging from Business Basics to Advanced Marketing and Management Objectives (Obj 1) A total of 442 people have received training under this program, a figure, again, well in excess of the anticipated goal While this, in and of itself, is very impressive, it should be noted that the largest faction of these 442 were not entrepreneurs, as intended, but rather full-time students This is partly due to the timing of some the UCSC courses and to poor advertising and management on the part of Ukrainian partners

George Farnbach, Project Manager of UCSC (left), Ihor Katerniak, Director LIM Technology Promotion Center (Lviv) and LIM Staff.

The partnership also created a new Technology Promotion Center at LIM, which develops and commercializes Ukrainian technologies and innovations for domestic and international markets The Center has already had several clients looking to market technologies The Center's efforts on their behalf have been successful, it boasts one sale and three more pending Also developed was a combined Technology, Energy, and Small and Medium Business Development Center at DSTU Although this Center had a somewhat later start than their Lviv counterpart, it has already conducted three energy audits for Donetsk area industrial complexes (Obj 3)

The creation in Donetsk of a non-profit energy audit and conservation consulting group was one of the successes of the project The Center was staffed and equipped to analyze energy utilization and provide consultation to local government and enterprise Its service has helped provide valuable guidance to a wide audience struggling to adapt to the mandates of a drastically restructured energy sector

UCSC and DSTU have collected several records for inclusion of faculty expertise in the Community of Science (COS) database In connection with their new Technology Management Center, LIM has also started to collect records for this database (Obj 4)

After much research, UCSC has put into use a less expensive and more practical video conferencing system, which operates through a standard 486 computer This system has been set up in Philadelphia, Lviv, and Donetsk Use of this system has been limited to date by the generally poor quality phone lines in Ukraine However, short international links have been established between the partners (Obj 5) "We are very excited to have gotten our video conferencing network operational," said Padulo "We had been developing all forms of communications with our partners, including standard phone and fax as well as use of the Internet, but this achievement signals a new level of communication ability which will make our cooperative efforts much more effective and productive" If the partnership is able to sustain those links, they will have a valuable tool for ongoing collaboration

"It's not a Klondike, yet! But it's a start"

- Ihor B Katerniak, Technology Promotion and Commercialization Center, about an arrangement between a Ukrainian silicon producer and an international manufacturer of electronics

Sustainability of the Project

The university faculty nominated to participate in internships in the United States have brought back to their schools valuable expertise that has been institutionalized. The curriculum has been successfully implemented in newly created courses which will be offered to interested students for many years to come.

The long term prospects for the LIM Technology Promotion Center are also quite good. Having successfully seen a number of innovations from the earliest stages of development to completion, the Center has established a reputation for excellence among both its clientele and the small business community in general. The Donetsk Energy Center is also still operational. Buoyed with funds from the **IPP Sustainability Program small follow-on grant**, the Center organized a three-day conference on energy conservation, which was attended by over 100 representatives of the Donetsk oblast administration and oblast state energy conservation inspectors. Also thanks to the follow-on grant, the Center published a brochure highlighting the Energy Management Center's Services.

The project's successes have captured the attention of other funders, including most notably TACIS. Under the TACIS fund, LIM has worked with colleagues from a number of Western European business schools, most importantly Kyiv-based IMI, to further enhance curriculum. LIM will receive from IMI technical specifications for FAST and the Management Game so that it might be in a position to receive these programs. Such cooperation between competing institutions can only benefit the pool of potential students, not to mention the sector as a whole.

Reinforcing not just the work of this partnership but also that done by other IPP partners, was the decision by DSTU's technology and energy centers to become repository sites for all disseminable resources created under IPP in the fields of democracy and business.

Viacheslav Ihnatov, International Director, Donetsk State Technical University.

Lessons Learned

"Partners need to listen carefully to each other."

American partners need to listen carefully to their NIS partners, and NIS partners in turn

Project Resources

This partnership produced several sets of course materials in Russian and/or Ukrainian, primarily from visiting US faculty, which are useful for others working in economic restructuring in the region. A few are described below.

Technology Transfer and Technology-based Small Business Development (192 pp.) The program discusses the various types of intellectual property, technology commercialization and marketing, and other topics.

Improving Management Skills and Effectiveness (265 pp.) This course covers conflict resolution, team buildings, change management, leadership skills, and other topics.

New Business Development Training (263 pp.) The training material covers international sales, trade, debt, and equity financing, strategic partnerships, international commercial arbitration, and other topics.

Serhiy Hvozdiov, Director of Academic Programs, Lviv Institute of Management, with a colleague.

need to speak up and view themselves as true partners rather than as recipients of humanitarian assistance

"Looking beyond school rivalries yields great benefits "

Cooperation between LIM and the Kyiv-based International Management Institute will benefit Ukrainian students as a whole and opens the door for more such collaborative efforts in the future

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University of Alaska-Fairbanks/Anchorage

Yakutsk State University

Magadan International Pedagogical University

Project Duration
April 15 1995 - June 30 1997

USAID Award
$1 418 274 00

Matching Contribution
$593 316 83

Project Goal
To increase the free-market economic competency of three institutions in the Russian Far East through faculty exchanges and curriculum building in business economics and journalism

Objectives

1) Yakutsk State University/University of Alaska Fairbanks

1 Development of YSU faculty expertise in the core disciplines of business education and economics
2 Development of the curriculum of YSU s Economics Department to comply with the academic standards of the American Assembly of Collegiate Schools of Business
3 To achieve better cultural and economic understanding between the Siberian and Alaskan journalists and educators who participated in this project

2) Magadan International Pedagogical University/University of Alaska Anchorage

1 Co-develop 13 short business courses
2 To develop a peer-to-peer partnership between Magadan International Pedagogical University (MIPU) and University of Alaska-Anchorage (UAA) School of Business
3 Production of a comic book presenting basic economic principles to teens and adults in the Magadan Oblast

3) Yuzhno Sakhalinsk Pedagogical University/University of Alaska Anchorage

1 Create an institutional strategy for Yuzhno-Sakhalinsk Pedagogical University (YSPU) to follow in its development of a faculty that competently teaches the structure and operation of Western Market economies

Achievements and Impact

The histories of Alaska and the Russian Far East are inextricably linked, despite the long lull created by the political tensions of the Cold War The University of Alaska paired with several Russian universities in the undertaking of collaborative business programs To reach their high level of success, the partnerships built on a common background, the openness of the 1990s, and renewed interest in business opportunities in the northeastern reaches of the Asian continent The partners focused on ways to involve both faculty and students in their efforts "As Alaska's business ties to the Russian Far East increase, I think there will be some smart university students here who will see that as an opportunity," explained Dr Jim Goes, associate professor of business administration at the University of Alaska "Students who are in the third or fourth year of our business curriculum could easily go over there and teach some basic business courses "

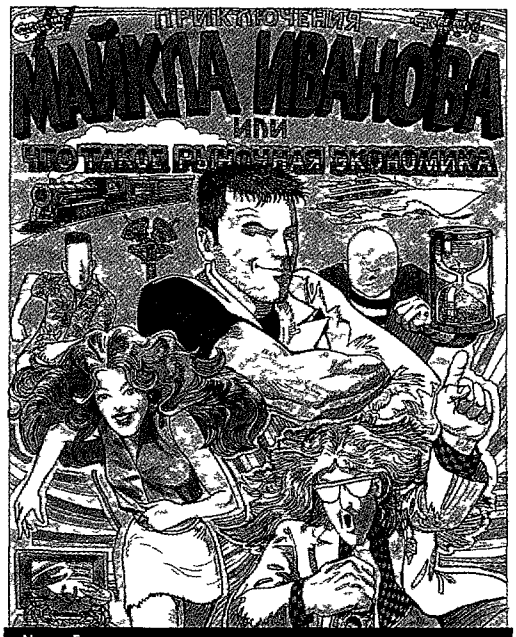
Students on both sides of the Bering Strait learned business management through new curricula, gave feedback on the development of textbooks and other learning materials, and benefited from the knowledge of newly trained faculty Everyone became involved in all four sub-partnerships that made up this cooperative effort The partnerships between University of Alaska campuses in Juneau and Anchorage with Yakutsk State University, Yuzhno-Sakhalinsk Pedagogical University

and Magadan International Pedagogical University each had different goals and methods, but they shared student involvement

Magadan International Pedagogical University University of Alaska Anchorage

The Magadan International Pedagogical University generated student interest in economics in a manner unusual for an institution of higher learning, they created a comic book (Obj 2 3) This remarkable new teaching tool covers the basics of market economics in a format that quickly, yet effectively delivers difficult subject matter to the reader To ensure that students would assimilate the information in the comic book correctly, the partners also developed a teacher's guide for the class instructor

The comic book attracted broad attention in the Magadan Region, and the initial 4,000 printed copies were all distributed to local high schools and colleges IREX disseminated several hundred additional copies to libraries, information centers, and other repositories throughout the Newly Independent States (NIS) The University of Alaska-Anchorage and their Russian partners are currently considering another printing of the comic book, as well as its potential for commercial distribution



Market Economics comic book for high school seniors and college freshmen, adapted to Russian needs by the University of Alaska's Magadan partnership.

Work on the innovative comic book was only one aspect of this partnership's activities Thirteen short courses in all aspects of business now comprise the curriculum of the Economics Department at the University (Obj 2 1) Eight of the 13 curricula have been printed and are commercially available as textbooks that the University sells at discount rates to students and educators in the region "The textbooks are very popular both within the university and outside of its walls," said Galina Golobokova, Dean of the Department of Economics at MPU Thirteen MPU faculty members, all of whom went through intensive training in the United States, teach the courses (Obj 2 2)

"For us, just being here and having the opportunity to see everything with our own eyes is great "

- Valentia Koleganova, assistant dean of Oriental languages at Yuzhno-Sakhalinsk Pedagogical University

Yuzhno Sakhalinsk Pedagogical University University of Alaska Anchorage

Yuzhno-Sakhalinsk Pedagogical University and its Alaskan counterpart encountered some obstacles at the beginning of their training program for business faculty At the outset of the project, the main US partner was the University of Alaska-Southeast The two universities attempted to develop the Yuzhno-Sakhalinsk economic faculty's teaching skills through long-distance training However, a series of shortcomings in planning forced the partners to reconsider their effort The Russian partner's location led to telecommunication difficulties and the US partner's incomplete understanding of Russian culture persuaded the University of Alaska system to switch the American partner to the University of Alaska-Anchorage

After that transition, the project ran smoothly Instead of using long-distance education

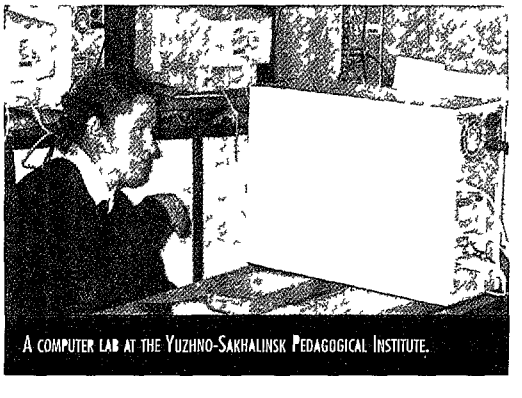
methods the partners decided to undertake direct training of the Yuzhno-Sakhalinsk business faculty by sending nine professors to Anchorage for specialized teaching courses (Obj 3 1) Subjects included business law financing marketing and management Special focus was placed on teaching methods and Internet use as part of the educational process and the experience had a dramatic impression on the participating faculty (Obj 3 1) For us just being here and having the opportunity to see everything with our own eyes is great said Valentina Koleganova assistant dean of Oriental languages at Yuzhno-Sakhalinsk Pedagogical University With her colleagues Koleganova returned home to share her knowledge with students using the Internet as a way to ensure their thorough education

"This project helped us better understand the cultural differences that lead to differences between Russian and US media"

Joe Morrison Dean of the Department of Journalism at University of Alaska-Fairbanks who headed this sub-partnership

Yakutsk State University
University of Alaska Fairbanks

Yakutsk journalists spent six weeks in Alaska interning with newspapers and radio and television stations to view first-hand the workings of independent media (Obj 1 3) Hands-on training focused on US journalism practices This project helped us better understand the cultural differences that lead to differences between Russian and US media said Joe Morrison who headed this sub-partnership This understanding was our goal



A computer lab at the Yuzhno-Sakhalinsk Pedagogical Institute.

The University of Alaska-Fairbanks worked with its partners to train 20 Yakutsk faculty members in a variety of economics and business topics The training began with two-week seminars one in Fairbanks and one in Yakutsk The partnership's aim to elevate the standards of the State University's programs required more intensive training The partners developed a three-month seminar and carefully selected five Yakutsk faculty members to undergo tailored classroom and peer-to-peer training at the Fairbanks campus (Obj 1 1)

The final seminar completed the faculty's training and tested their newly acquired knowledge and teaching skills Each individual underwent challenging comprehen-

Project Resources

The partnership has produced a set of 13 short business courses and published an educational comic book Several of the courses are described below

Course Content Guide Organizational Theory and Behavior (121 pp)
This course has been adapted to the specifics of doing business in the Russian Far East

Course Content Guide Marketing Practices Syllabus (152 pp)
This course focuses on the application of marketing principles in the transitional economic conditions in the Russian Far East

Market Economics Comic Book for High School Seniors and College Freshmen (7 pp)
The comic book formally introduces high school students in the Far East to the basics of free-market economics This product's principal appeal is its ease of assimilation and relatively low cost of dissemination in the Russian Far East

PETER SOKOLOV, PROJECT COORDINATOR OF THE ALASKA-RFE PARTNERSHIP, AND A JUNIOR MEMBER OF THE ECONOMICS FACULTY AT THE YUZHNO-SAKHALINSK PEDAGOGICAL UNIVERSITY.

sive exams delivered by Fairbanks faculty (Obj 1 3) "The exams were extremely difficult," said Vasilii Maximov, the project's Russian Coordinator All five passed the tests and are now teaching US business courses in the Economics Department of Yakutsk State University

SUSTAINABILITY OF THE PROJECT

The University of Alaska-Anchorage and Magadan International Pedagogical University have successfully sustained their activities and links The new economics program at MIPU has proven tremendously successful every semester the department holds a rigorous competition for students wishing to enroll Those who pass the competition enroll for free Those who do not pass must pay tuition "The Department simply does not have enough seats to accommodate even one third of applicants, despite their readiness to pay full tuition," explained Galina Golobokova, Dean of Economics The quick sale of partnership-produced textbooks and the high demand for the Economic Comic Book also testifies to the program's lasting success Further contributing to its long-term prospects is its receipt of a **small follow-on grant** from IREX With the grant MIPU carried out 11 seminars on the following topics Legislation in Economics, Computer Technology in Economics, Management, Marketing, Accounting, International Management Finances Strategic Management International Marketing Planning of Investment and Managerial Accounting Each of the 11 courses was published and now exists as a tangible resource for years to come

The partnership between the Yuzhno-Sakhalinsk Pedagogical University and the University of Alaska-Anchorage made a rapid comeback since its dramatic transition midway through the project YSPU now boasts a well-trained economics faculty, and has written and won a number of their own grants To date the University has received close to $100 000 in grant money from the Eurasia Foundation, and has several more proposals pending The University used most of the funding to strengthen its commitment to the Internet as the principal information gathering and communication tool A year and a half ago, the University possessed only a few out-of-date computers Now, there are three fully equipped computer labs with direct Internet connections Two years ago access to e-mail was carefully guarded, now students use the computers to browse the Internet and create their own web sites

The partnership between the University of Yakutsk and University of Alaska-Anchorage did not move beyond the establishment of a new curriculum and training faculty "The attitude towards Western businesses in Yakutsk and the Sakha Republic has been rapidly deteriorating," said Peter Sokolov, Coordinator of the UA/RFE Project During the past year, local and regional administrations have done little to support Western business presence in the Republic Decreasing revenues from diamond mining, Sakha's principal source of revenue, has depleted the Republic's budget and exacerbated the situation Consequently, funds that were traditionally spent on education have been dramatically reduced These seemingly insurmountable obstacles are compounded by logistical difficulties travelling from Alaska, one must fly through Moscow to arrive in Yakutsk The American Russian Center at the University of Alaska made a difficult decision its representation in

Yakutsk will most likely close in September 1998. Cessation of the American Russian Center's activities in Yakutsk will in all likelihood preclude the development of a joint degree program.

Despite the difficult attitude of the Sakha Government administration towards Western organizations, the undergraduate students who are presently taught by US-trained instructors say they are impressed with the improved quality of instruction. The instructors also note that their time spent in the United States was an invaluable experience. Of particular use to the faculty members was the additional support provided them by IREX under the **IPP follow-on training program**, which saw 14 teachers and two staff members at Yakutsk State University receive much-needed Internet training. Of his experience, workshop participant Vasily Maximov remarked: "Thanks to the WWW training, we workshop participants can take an active role in creating a YSU website, which will bring valuable distance learning opportunities."

Lessons Learned

"Identify and meet real demands."

A real demand existed in Magadan for high quality business education. This partnership helped answer this demand by advancing the role of Magadan University as a business school.

"Stay focused!"

Sustained program focus greatly contributed to the success of the projects. The two most successful Russian partner institutions were effective because they focused on leadership and administrative training of key Magadan and Yakutsk participants.

"Solid planning is a tool for success."

Inadequate planning in the partnership between the University of Alaska-Juneau and Yuzhno-Sakhalinsk Pedagogical University led to radical changes in their training approach. While the program achieved some its goals, it could have been much more successful with more complete planning.

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University of Massachusetts, Department of Landscape Architecture and Regional Planning & Pskov Polytechnical Institute

Project Duration
March 1, 1995 – June 30, 1997

USAID Award
$1,324,266 00

Matching Contribution
$676,247 30

Project Goal
To establish an extensive professional training program in business and economic development with a focus on Geographical Information Systems (GIS) through the creation of a new Department of Regional Planning and Municipal Management at Pskov Polytechnical Institute (PPI)

Objectives

1 To develop a new department at PPI and establish bachelor's and master's programs
2 Establishment of Massachusetts and Pskov-based Trade and Investment offices to serve New England and Northwestern Russia
3 To establish a program of professional development courses serving the Pskov region of Russia
4 To develop a group of Geographical Information Systems (GIS) specialists/trainers and to expand the use of GIS and other computer-aided planning technologies within government and academia in the development and implementation of economic and resource management plans for the Pskov region
5 Establish a series of educational exchanges between eight public officials from Pskov and eight of their counterparts from Massachusetts

Achievements and Impact

The Pskov region is in an excellent position to develop a secure and prosperous future as well as a good standard of living for its people It has a wealth of agricultural lands that are currently under-utilized, substantial forestry resources, an excellent location for trade and light industry, and a population of well-educated and motivated citizens The partnership between the Department of Landscape Architecture and Regional Planning at the University of Massachusetts (UMass) and Pskov Polytechnical Institute (PPI) sought to create within the region a long-term institutional capacity to educate and train students, government staff, professionals, and business specialists in free-enterprise market methods and democratic planning processes The result of these efforts, they hoped, would be a cadre of public sector and business leaders who could lead the region toward political stability and a secure and reasonable standard of living Thanks to close teamwork, the partners made great strides in achieving this goal

The primary proof of the partnership's progress was the creation in 1996 of the new Department of Regional Planning and Municipal Management at PPI Over 100 students are enrolled in the Department (Obj 1) Faculty training was an indispensable element for the creation of this new educational capacity More than 20 junior and senior faculty members from PPI were awarded an opportunity to study regional planning for one semester or academic year at the University of Massachusetts "Without close support from our US partners, the new academic program would likely not have enjoyed its present success," noted Alexander Zadontsev, Head of the Department of Regional Planning and Municipal Management

The Department's professional development courses, foreseen as a logical adjunct to the academic training, have proven to be a strong draw for local officials in the region, from its capital, Pskov, and its second largest city, Velikiye Luki (Obj 3) Twenty-five short

courses have already been delivered on a range of subjects all designed to better prepare participants to carry out regional planning and national economic development in Pskov Region The nominal fees charged for these courses to the Institute's great satisfaction have covered most of the costs connected with preparation of the courses

With the close collaboration of the UMass team the Pskov partners have created a singularly successful Center for Regional Planning (CRP) attached to the Institute This for-profit component of the Center not initially foreseen when the project was launched utilizes the new technical abilities of the PPI faculty in ways that give the entire undertaking strong prospects for long term viability The specialists and trainers in Geographic Information Systems (GIS) who teach in the department are also energetically involved in applying their know-how to solve practical regional problems and producing in Russian and English state-of-the-art business plans for local enterprises – all for fees that give the Center a reliable source of revenue (Obj 4)

The trade offices in Pskov and Massachusetts provide needed up-to-date economic information about their counterpart region (Obj 2) Collaboration between the two offices has led to many small trade deals between the two areas The most important of the business activities to date is the developing partnership between Ocean Spray Inc and a consortium of Pskov enterprises to harvest and process Pskov cranberries and produce Ocean Spray juice in Russia

A key factor in the success of the two trade offices has been the full support they receive from Pskov oblast authorities and the State of Massachusetts The business activities between the two regions have been endorsed by the administrations of Pskov and Pskov Region and by the members of the Massachusetts legislature Massachusetts Senator Daniel Rosenburg and several other dignitaries and businessmen from the state have visited Pskov twice (Obj 5) Mr Rosenburg even taught one of the projects short courses Pskov reciprocated by sending

STAFF OF THE CENTER FOR REGIONAL PLANNING AT PSKOV POLYTECHNICAL INSTITUTE.

two delegations of local and regional officials and entrepreneurs to Massachusetts to strengthen business ties and cultural understanding between the two regions ties that clearly benefit both sides

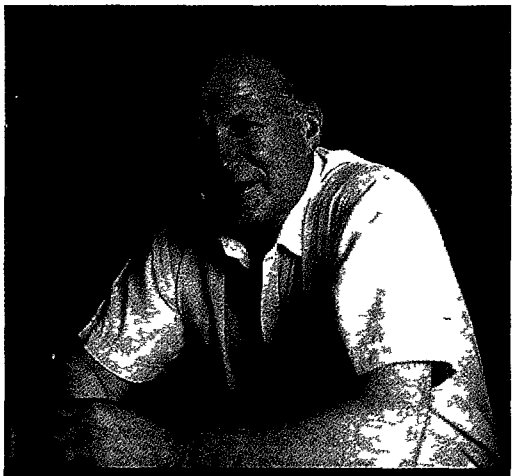
SUSTAINABILITY OF THE PROJECT

Russia's evolving policy of economic restructuring has turned in recent years to the field of Regional Planning using the power and capabilities of Geographical Information Systems (GIS) This approach is widely used in the West because it allows for expeditious and accurate systematization of all types of data Commenting on the implementation of GIS capabilities at PPI Zadontsev stated In order for PPI to play a real role in regional planning and municipal development, we needed not only to have access to modern GIS equipment—something that numerous organizations in Russia already do—but also to develop in-depth and transferable GIS knowledge

The Institutional Partnership Project has fully enabled PPI to meet these needs Right from the design stage of the project the partners focused on developing fee-for-service activities so that the CRP could earn money to support the development of new GIS-based services According to Zadontsev this strategy has been so successful that the Center which employs PPI employees and local specialists now generates revenues matching the earnings of the rest of the Institute This new funding is generated mostly through CRP's services in business plan development map creation GIS-based regional planning and municipal management projects The Center's clients to date have been local and

regional administrations, small and medium industrial enterprises, and commercial firms

The CRP has new resources that will help it offer these services for years to come The new group of 20-plus trained specialists is able to share their knowledge with others, so that the lessons they learned from the University of Massachusetts will be put to good and broader use as opposed to a simple one-time training program Specialists, both faculty and former PPI students, spent up to two semesters learning new skills at UMass and returned to PPI to establish, in 1996, a Department of Regional Planning and Municipal Management The new specialist's degree offered by the Department is in such high demand in the Pskov region that over one-third of the applicants pay full tuition for their studies, a very high rate by Russian standards The pool of newly trained specialists allows the Center for Regional Planning to choose the best new employees, which also directly contributes to PPI's ability to sustain its activities



ALEXANDR ZADONTSEV, HEAD OF THE CENTER FOR REGIONAL PLANNING AT PPI AND THE RUSSIAN COORDINATOR OF THE PARTNERSHIP.

There are three formats of the degree in Regional Planning and Municipal Management currently offered at PPI a five-year program for new college students a 3 5 year program for students with prior vocational training, and a 2 5 year program for students with Bachelor's degrees All three degrees are popular For example, classes for the 2 5 year degree are held for one week a month and students spend the remaining three weeks studying at home So great is the enthusiasm of the students enrolled in this curriculum, that they come from all corners of the Pskov Region to attend classes One student, Denis Valk an army officer stationed in Murmansk Russia, even takes a day-and-a-half train ride from Murmansk to Pskov every month He has not missed one week of classes yet This kind of dedication clearly shows the perceived value of the Regional Planning degree to the students and attests to the success and popularity of the program

The Pskov partners also continue actively to seek new sources of information to enhance their professional expertise They attended IREX-sponsored training sessions in Moscow in December 1997 on strategic planning, promotional strategies and fundraising As part

PROJECT RESOURCES

Most of the partnership's products are the short courses taught by the UMass specialists in the Pskov region, GIS projects carried out by the CRP and business plans put together by CRP and Trade Offices Among them

Short course' Role of Government in Fiscal Policy and Economic Development (70 pp)
An overview of the role of federal, state and local governments in the functioning of large and small communities in the United States

Pskov Cable Factory Investment Proposal (26 pp)
Produced by the Center of Regional Planning for the Pskov Cable Factory, which required new equipment to maintain competitiveness in the region

Business Plan of the Pskov Stocking Factory (24 pp)
A bankable business plan produced by the Center of Regional Planning for the Pskov Cable Factory

of the **IPP Sustainability Program** IREX sponsored indigenous trainers to conduct six days of training in marketing investment potential in the Pskov region strategic planning and Internet and World Wide Web use "The training seminars have been extremely valuable and resulted in excellent responses from the participants" remarked Zadontsev

The partners have been successful in finding new funding opportunities beyond IPP Last year CRP and the University of Massachusetts teamed with Novgorod State University and the Novgorod Regional Administration to pass on training skills and GIS technology application With USAID funding granted through IREX the Novgorod partners are now learning how to systematize land ownership and taxation policies in the Novgorod region and to support their own new efforts beyond the end of that program in late 1998

None of this would have come about if the specialists employed at the CRP and the Pskov partners hadn't developed close collegial relationships with their US counterparts encouraging them to maintain their collaboration via the Internet and to seek new opportunities to work together after IPP The partnership principals from UMass try to visit PPI regularly as visiting US faculty Dr Meir Gross for example Head of the School of Landscape and Architecture at UMass will spend the fall 1998 semester at PPI as a visiting UMass professor to conduct classes in Regional Planning and to offer his counsel on the most optimal ways of running the new academic program As Zadontsev is careful to point out to everyone who will listen that is the kind of dedication that really makes partnerships work

Lessons Learned

"For real impact, cooperate closely with local authorities"

Pskov Polytechnical Institute cultivated a good working relationship with the municipal and regional authorities over the course of the project which helped them to get the necessary approvals required for launching a new academic department with very few delays

"Always conduct fair and transparent quality monitoring"

The partners constantly evaluated the kinds of training they were offering students and faculty members over the course of the project This made it easier to catch problems before they became big ones In addition both PPI and UMass made a point to ensure the fair and transparent selection of training candidates which ensured that the trainees had the right qualities to succeed and that those who were not chosen knew what they could do better to have higher chances for similar training in the future

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American Road and Transportation Association & Russian Association of Territorial Bodies of Highway Administration

Project Duration
April 15, 1995 - June 30, 1997

USAID Award
$880,578 00

Matching Contribution
$370,879 00

Project Goal
To strengthen the Russian Association of Territorial Bodies of Highway Administration (RADOR) as a transportation development trade association in the Russian Federation, to provide training in free-market industry operations, and promote joint-venture activities between the member organizations of the association

Objectives
1 A cadre of RADOR officials trained in trade association management
2 Enhance range of activities of RADOR and other Russian transportation associations Expose Russian transportation sector to free-market practices in the US transportation sector
3 Development of one-on-one relationships between transportation organizations in the United States and Russia complementary to RADOR's mission

Achievements and Impact

Transportation across Russia's vast territory – whether for commercial, civilian, or military purposes—requires a well-devised and well-maintained network of roadways The creation of such a network has long been a challenge for the Russian government Hindering its efforts has been the fact that thousands of miles of roads need not only to be laid but also maintained, an extremely difficult task given the country's harsh climate and limited financial resources The Russian Association of Territorial Bodies of Highway Administration's (RADOR) focus is precisely how to deal with these challenges, and the United States, with similar distances and in some places, equally harsh temperature differentials, had lessons to share With this in mind, the American Road and Transportation Association (ARTBA) teamed with RADOR to trade experiences and offer training not otherwise available in Russia

At the ceremony to initiate this project in May 1995, ARTBA Chairman, William G Mulligan, stated "We will be able to demonstrate our belief that the most efficient and most effective approach to assist Russia in improving its transportation network is to provide aid to the working professionals engaged in its transportation construction industry, using the tried-and-true trade association model that has worked so well in the United States over the last 100 years "

And so they did The centerpiece of the project was the US-based training of three ten-person delegations Each Russian highway professional trained for a period of three weeks, and the five participating interns each spent six weeks in the United States This training gave the delegates extensive exposure to the US highway community, understanding of the balance of power between the private and public sectors, and US highway technology These delegates and interns returned home to train their colleagues in the structure of the US highway sector, the role of associations in US society, and applying US technologies to the Russian case (Obj 1) Upon returning to Russia, the cadre of 30 trainees passed on their knowledge to over 3,000 Russian specialists each training close to 100 individuals

Two delegations of ten Americans traveled to Russia to conduct regional seminars in June and September 1996 These two delegations managed to train many more Russians than the original goal of 100 (Obj 2) The first delegation of US public and private sector representatives conducted a conference in

T. Peter Ruone, President and CEO of ARTBA, at the subagreement signing ceremony between ARTBA and IREX.

Vladimir and participated in the All-Russian Road Conference in Pavlovsk. The second delegation of US public and private sector representatives participated in the Newly Independent States (NIS) Highway Market Development Conference before traveling by road from St. Petersburg to Moscow, stopping at Pavlovsk, Novgorod and Tver. At each stop, the regional highway community organized a conference for the US visitors. The US delegates presented talks on their various areas of expertise before receiving reports on the local situation. Most meetings involved Russian participants from the public and private sectors in charge of design, construction and administration.

Project Resources

Partnership products include adapted translations of guidebooks and manuals on professional association management as well as a series of publications focusing on standards for highway construction and maintenance. RADOR distributed a complete set of 25 Russian-language videotapes on highway construction and safety issues to each of its members. Some examples are:

Training Guide for Association Management (75 pp.)

A Guide for the Negotiation of Engineering Services for Highways, Bridges and Related Projects (44 pp.)

Public/Private Partnerships in Transportation: State of the Art (121 pp.)

The benefits of individual training are amplified by linking people together to share information and experiences. This partnership did just that. Over 100 Russian transportation associations, companies and state organs became ARTBA members over the course of the two-year project and subsequently received ARTBA newsletters, magazines and other membership mailings (Obj. 2). A complete list of 25 Russian-language video tapes on highway construction and safety issues (a total of approximately ten hours of programming) has been distributed to each RADOR member and an additional five volumes of sector-specific training materials have been translated into Russian for distribution to members. These mailings introduced Russian members to the dynamics of US civil society, the operations of trade associations and the concerns of the US transportation construction sector.

Roads are not the only way to bridge distances. Virtual highways – the Internet – also were valuable to this partnership. Although 46 RADOR members were offered Internet connection capability (Obj. 3), the actual implementation of Internet access and use of e-mail could have been carried out more effectively. More frequent communication could have helped to alleviate some of the problems centered around planning for this project. The partners could perhaps remedy this with additional training to overcome the cultural barriers to daily email use as part of their work routine.

In addition to the planned project activities, ARTBA, together with the United States Federal Highway Administration (FHWA) and RADOR, organized a Trans-Russia Highway Expedition. The Expedition departed Moscow's Red Square on the morning of July 23 and visited numerous cities before arriving in Blagoveschensk, near the Russia-Mongolia border, on August 11. The purpose of the expedition was to demonstrate the need for additional investments in Russian roads and to highlight the capabilities of US transportation construction companies to help Russia develop its road network.

Sustainability of the Project

ARTBA and RADOR plan to use the experience gained during the Institutional Partnerships Project (IPP) to organize future seminars in which US technology, services, expertise, and equipment will be marketed to interested Russian audiences ARTBA and RADOR members will be able to advertise technologies, services, and other products on the WWW Computers, software, modems, and Internet access purchased under IPP will allow for this sort of continued cooperation

It is also expected that the United States will take advantage of the opportunity to advertise its products and services in the Russian magazine *Avtomobilnye Dorogi* (*Automobile Roads*) Co-produced by RADOR and the Russian Federal Highway Department, *Automobile Roads* has a circulation of 35,000 and reaches all branches of Russia's road sector ARTBA memberships for up to 100 Russian organizations will continue to facilitate information exchange These memberships will last until the year 2000 as a product of USAID funding

The challenges of developing effective roads in Russia have inspired innovative approaches to transport, these innovations will help RADOR continue its new efforts for years to come

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Lessons Learned

"Frequent visits aid effectiveness, but they are not enough "

Frequent exchange visits between the partners made the transfer of information from ARTBA to RADOR more effective However, these visits by themselves were not successful at keeping the partners fully abreast of each other's activities and plans for the future Day-to-day communications are also a key to success and would have added a great deal to the partnership's smooth operation

"Planning ahead is a must for a successful partnership "

The partners did not follow their workplan at the beginning of the project The result was frequent "on the fly" changes in the project frequent miscommunications, and misunderstandings More time and effort needed to go into planning This lack of planning is directly linked with the lack of focus on electronic communication between the partners If such communications had been in place from the beginning of the project, ideas would have been exchanged much more effectively

American Society of Mechanical Engineers

Institute for Machine Sciences, Russian Academy of Sciences

Project Duration
April 1 1995 - June 30 1997

USAID Award
$1 321 226 00

Matching Contribution
$489 170 00

Project Goal
To promote the application of environmentally safe energy-related technologies and to create networking opportunities for mechanical engineers in Russia partly through an online service provided by the American Society for Mechanical Engineers (ASME) and possibly leading to the creation of a professional association in the Russian Federation

Objectives

1 The partnership will produce infrastructure (institutional capacity) development recommendations based on the US free-market technical society/association model with the objective of reforming Russian technical societies along similar lines
2 Identification of environmental and energy technologies which could be brought to the marketplace
3 Development of a trained cadre of 15 Russian professionals in environmental remediation who will in turn train other professionals in Russia
4 ASMENET will be established as a long-term on line electronics communications link between Russian leaders and professionals and ASME and its technical experts

Achievements and Impact

Scientists enjoyed a special status under the Soviet regime a status that for those in the Russian Academy of Sciences meant the backing of the State funding for research and assured enviable salary levels The changes that overturned Russian life after the demise of the USSR altered that relationship collapsing funding and even salary payment Many research institutions struggled to keep their doors open for business

As a Russian Academy of Sciences member the Institute for Machine Sciences (IMASH) was no different Despite its prominent role in atomic energy research particularly in the areas of environmental safety IMASH knew that to survive and continue its mission it had to start earning money independently of the Russian federal government To compete in a global marketplace you have to meet international standards said Chor Tan who directed the project on behalf of IMASH s partner the American Society for Mechanical Engineers (ASME) The Russians hoped to modify their own safety practices using the internationally recognized standards set by ASME to help them protect the environment better and eventually market technology in the West

The partners agreed to work together to assess what kinds of US technology could be transferred to Russia to help IMASH revise its standards To provide a suitable infrastructure for that kind of ongoing activity the partners had to evaluate whether a mechanical engineering professional association could be created in Russia (Obj 1) This association would

Mikhail Gadenin, IMASH project manager (left), and Chor Tan, ASME project director (right) discuss sustainability details at the May 1995 Moscow IPP Conference.

CHOR TAN (LEFT), PROJECT DIRECTOR FOR ASME, AND NIKOLAI MAKHUTOV, PROJECT DIRECTOR FOR IMASH, BRAINSTORM WITH A CONFERENCE GROUP ON HOW TO MAKE PARTNERSHIPS WORK.

be able to institute new safety standards for atomic energy plants, for example, and could provide a forum for Russian scientists to interact with colleagues from around the world, access information and gain professional training opportunities

Boris Gusev, president of the Russian Engineering Academy, was very impressed with the resulting report on the structure of US technical societies and the "blueprint" the partners issued for creating such an association in Russia He decided to use them within the Academy to establish a working technical professional society that is based on membership and is independent of the Russian government

ASME also hoped to offer services to its Russian partners, similar to those it does to its professional members around the world To do this, the partnership worked to adapt the ASME online electronic network ASMENET, for Russian use The partnership provided online access for more than 40 scientists in exchange for a role in beta-testing the adapted network (Obj 4)

ASME also wanted to provide training opportunities for their partners, as they do for members The partnership conducted a workshop in environmental remediation in the energy sector, to train Russian engineers and scientists so that they could train others back at home (Obj 3) The US-based workshop for 15 participants had such a dramatic impact, giving them access to new ideas and information from US federal agencies, the Oak Ridge Laboratory, the Savannah River Site, and other locations around the country, that IMASH and ASME decided to conduct a counterpart seminar in Russia

As the project progressed, a special task force evaluated appropriate technologies, identifying where interests lay for transfer, and issued a report recommending that actual implementation of a future transfer be pursued through Joint Stock Companies as a source of technology and as a working model (Obj 2) The Technology Identification Task Force also concluded that the best way to continue gathering and sharing information would be to convene a conference exploring the category of technologies that drew the greatest interest on both sides nuclear and fossil fuel power plant and petrochemical plant life extension

The partners convened the Russia-US PLEX conference in Moscow in May 1997 From this and the environmental remediation seminars, they created and shared widely

four volumes of seminar materials and contact information for colleagues in the energy field in both countries The materials provide the basis for further research on the safety of nuclear energy generation What we're really talking about is people's safety said Nikolai Makhutov who directed IMASH's participation in the project IMASH can survive as an institution by capitalizing on what Makhutov and his colleagues learned as part of this project Their experience can make strides towards bolstering energy safety not only in Russia where the aging infrastructure makes safety a real concern but also around the world where others can learn from the Russian experience Makhutov summed it up nicely We're trying to forge pathways for communication throughout the world

Sustainability of the Project

As with other partnerships both sides had a vested interest in making this project a lasting success ASME learned a great deal about the Russian energy sector and engineering profession, knowledge that helps it serve its members better The Russians are focused on safety assess risk very well and understand potential problems in the nuclear facility They have excellent procedures for emergency response something the United States could learn from explained Irina Viktorova a visiting professor at Clemson University who served on the advisory board of the partnership

ASME also benefits from having Russian members who can provide feedback and information to US scientists as part of their association participation Almost 70 Russians have joined ASME and are using their own resources to form a regional Section of ASME International which has 12 other international sections

New contacts that the partners made have already resulted in new business ventures as well ASME is helping the Russian Academy of Sciences (RAS) and a Krasnoyarsk computing center to market the engineering education materials that they developed on the Internet The computing center will charge a user fee and the materials will have a global market on the World Wide Web RAS benefits from the royalty fees and ASME benefits because the Russians will pay a contracting fee for marketing assistance

The partnership also fostered collaborative efforts that stemmed directly from contacts made at the conferences Martin-Marietta at the Oak Ridge National Laboratory and RAS are conducting collaborative research activities ASME expects to develop an environmental remediation laboratory with Clemson University and the South Carolina Research Authority that will also be an international training site IMASH and GosStandart the Russian Federation Ministry of Standards and Certification are translating ASME standards for pressure vessels for application in the energy industry Finally another partnership contact at the Russian State Academy of Management is working out a business and engineering training and education exchange with Clemson University

ASME and IMASH also continue their collaboration 'We're in constant contact by email Makhotov explained at a meeting this summer 'We held a teleconference in December 1997 with our **follow-on grant** from IREX and came up with a list of project ideas for which we're pursuing funding now Our partnership opened the door for

Project Resources

Materials from the three workshops, one in the United States and two in Russia, were combined with transcripts and technical abstracts into published volumes Audiences in Russia in particular have expressed great interest in these volumes

Environmental Remediation and Safety Workshop, March 4-April 6 1996 (Two volumes, approx 1000 pp)

Environmental Remediation and Safety Workshop, October 1996 (332 pp)

future cooperation, and we are working to share what we learned as widely as we can "

Lessons Learned

"Knowing that your partners are your equals helps you to work together more effectively "

The US partners had a lot to teach their Russian counterparts, but the Russians also had a lot to teach the Americans By working together as true equals, they ensured that everyone's interests and concerns were addressed, that no resentments were created, and that work was completed as effectively as possible

"Do not expect to change the world overnight "

The technology transfer element of the project was highly ambitious, and differences in the Russian and US approaches to the task led the partners to shift their focus, wisely, to developing ideas in a conference setting as a basis for potential future action

"Talk, talk, talk "

Constant communications kept ASME and IMASH aware of developments on each side of the ocean, and allowed them to take equal part in project decision-making

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South Carolina Universities Research and Education Foundation

Institute of the Biology and Inland Waters, Russian Academy of Sciences

Project Duration
March 15 1995 – September 30 1997

USAID Award
$1 041 830 00

Matching Contribution
$329 037 00

Project Goal
To transform the fisheries component of the Institute of the Biology of Inland Waters (IBIW) into a private consulting organization to research contamination and improve fish markets in the Rybinsk region by cultivating fish above the level of contaminated sediment in the reservoir and selling them at local markets

Objectives

1 To determine to what extent the fisheries in the Rybinsk Reservoir on the Volga River are contaminated and how public consumption of fish relates to the fisheries resource abundance quality and cost
2 Development of the resources for a commercial-scale aquaculture system using net pens or cage culture as an interim step towards privatization and the establishment of IBIW as a regional resource for information on aquaculture and the health of regional fisheries
3 Achievement of economic independence for IBIW with a staff trained in all aspects of maintaining an independent consulting laboratory with expertise in contaminant assessment and ecological risk and to cooperate with the Russian Ministry of Environmental Protection and Natural Resources to decrease contamination of waters in the Rybinsk region

Achievements and Impact

The scientists of the Institute of the Biology of Inland Waters (IBIW) support their institute in a way they never thought they would during the Soviet years they help encourage healthy eating habits among the population of the region by raising and selling uncontaminated fish on local markets The Rybinsk Reservoir in the Upper Volga region of Russia has its share of polluted waterways As a result there is such a demand for the new system developed by IBIW that they have signed several agreements to teach other organizations how to do the same – capping a two-and-a-half year collaborative project with Clemson University and the South Carolina Universities Research & Education Foundation (SCUREF)

The Russian scientists have always focused heavily on research and their partnership with Clemson did not change that The partners focused their research on ways to assess how much water and sediment pollution local fish picked up as they grew (Obj 1) and on possible methods of raising healthy fish in commercial operations These healthy fish could then be sold for revenue to support the IBIW consulting efforts in this era of reduced support from the Russian government

We focused on aspects of contaminant movement downstream from the city of Cherepovets into the Rybinsk Reservoir explained Thomas La Point Clemson's principal investigator on the project Cherepovets is the location of Europe's largest steel foundry continued La Point and the industrial air and waste effluents from this indus-

IBIW scientists and staff catching fish as part of their pollution assessment of the Rybinsk Reservoir.

try are the primary source of pollutants in the Rybinsk reservoir" The partners spent two summers collecting water, sediment, and fish samples from across the area, testing the samples during the winters and mapping the results for future use

What they discovered through this research was that the fish picked up most of the pollution through their feeding cycle Contrary to the partners' expectations, however, direct food source contamination from high concentrations of heavy metals was not to blame for the detected contamination Instead, polluted food sources altered the fish's chemistry just enough to allow their tissues to absorb the surprisingly low amount of heavy metals present in water close to the sediment layer The solution was to raise the fish in cages built in the reservoir above the sediment level and at the same time feed them an outside uncontaminated diet This reduced the fish's exposure to the heavy metals while at the same time keeping their internal chemistry in balance

To figure out which fish would be the most sellable, the partners conducted a survey of the region's markets They chose carp for its popularity and cost Carp require 28 months in the wild to grow from egg to market size, but the Clemson scientists and their partners adapted an IBIW-developed, heated, indoor re-circulating system to grow high yields of adolescent fish – fingerlings – to a size where they could grow to maturity in cages in the reservoir (Obj 2) The tank-and-cage system made the Russian fishery efforts a success but that is only half of the equation "The Russians aren't the only ones to benefit from this new system," said Thomas Schwedler, one of the Clemson specialists on the Clemson Project "We are using the new system here in South Carolina to grow tropical fish through the winter allowing our commercial fisheries operations to stay open year-round for the first time"

Part of IBIW's goal was to improve its capacity as a consulting organization, and sharing the tank system with other fisheries enhanced that capacity Another primary component of

Tom LaPoint, Tom Schwedler & Alexander Kopylov in Clemson, SC examining a fish raised in a system much like the one developed in the IPP project.

the partnership was to strengthen the individual Russian scientists' own consulting skills (Obj 3) Ten IBIW staffers were trained in associated topics, including management marketing, and scientific specialties Six spent two years at Clemson University in an intensive training program, and four joined them in two six-week programs that toured an array of affiliated institutes and organizations across the US

"This has been a remarkable program," said Alexander Kopylov, the IBIW's director and the principal investigator on the Russian side "We are tremendously grateful for the close ties we have with our US colleagues The partnership really helped our institute learn how to survive"

Sustainability of the Project

In the summer of 1998, the IBIW landed its first contract to "roll out" the tank-and-cage system to other fisheries The scientists will teach a fishery in Yaroslavl how to build the system and run it through the region's harsh winter Ongoing contracting projects like

THE UPPER VOLGA ON A SUNNY SUMMER DAY.

these are a testament to what the IBIW staff learned from their US partners We re applying our experience in a number of projects now noted Kopylov

Part of the reason they landed the Yaroslavl contract was that the scientists were using their enhanced marketing skills in all they did The partnership created a brochure advertising the Institute's services and with some extra assistance from IREX s dissemination program produced extra copies of an updated version to share across the region Even before the end of IPP that brochure landed them contracts helping a photochemical factory reduce its effluents into a local lake and negotiating fishery bank agreements with nearby competitors

Looking for funding for new projects has kept the IBIW busy for the past year The US Geological Service Laboratory in Columbia Missouri a stop on the scientists training tour with Clemson recently cemented their growing ties between the two organizations with a research grant to IBIW The scientists plan to put the materials and equipment from IPP to good use for this new effort and any others they may begin making them very competitive in the future

The Institute also continues to seek opportunities to provide training for its employees As part of the **IPP Sustainability Program** a Moscow training company came to the remotely located Institute to train scientists and administrators in strategic planning and marketing "I'm so glad IREX encouraged us to participate in this seminar " said one of the scientists Elenora Sukhova Assistant Director for Management We don t have very many chances to get to workshops like this and these trainers are giving us such wonderful ideas I'm sure we will be able to use these methods to make all our important decisions But most of all I like the fact that this training brought us all out of our offices to sit together at one table and decide critical issues Thank

PROJECT RESOURCES

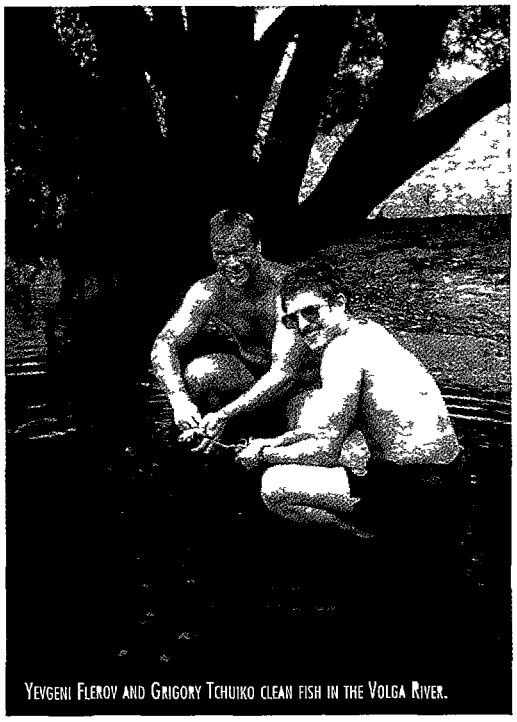
The partnership produced a number of scientific papers analyzing the contamination of the reservoir and fish, and discussing the methods of raising unpolluted fish in contaminated waters IBIW is also using the collected data to create a map of the contaminated areas of the reservoir and river

Other products include

Institute for the Biology of Inland Waters of the Russian Academy of Sciences brochure (13 pp)

Paper on Principles of Production Economics for Caged Fish Culture (2 pp)

Linking Economics & Environmental Health Contaminant Effects on Fisheries in the Rybinsk Reservoir Volga River Russia (19 pp)



YEVGENI FLEROV AND GRIGORY TCHUIKO CLEAN FISH IN THE VOLGA RIVER.

you so much for this opportunity" IBIW specializes in capitalizing on learning opportunities, and the Institute's scientists are sure to apply their new planning skills to bring in new contracts The scientists will also help the region's population live healthier lives by decreasing the impact of pollution supporting themselves in the process

Lessons Learned

"Adapt to the changing situation on the ground"

IBIW and Clemson University were successful in their project largely because they remained flexible as their joint undertaking developed When challenges arose the partners adapted their efforts accordingly continuing their progress but making changes in the way they achieved those goals

"There's something in it for both sides"

Some of the scientists took part in the project without considering how much they would learn When they focused on the benefits they had drawn from the partnership during the project, however, it became clear that both sides learned a great deal This recognition of the mutual benefits for the partners helped cement their collegial and equal relationship

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University of Connecticut, Environmental Research Institute

Western Center of the Ukrainian Branch of the World Laboratory

Ivan Franko State University

Project Duration
April 1 1995 - March 31 1997

USAID Award
$343 903 00

Matching Contribution
$137 230 00

Project Goal
To strengthen the professional development of environmental technology specialists through technology transfer and educational collaboration

Objectives

1. Incorporation of environmental technology information into Ukrainian academic curricula
2. Increased use of environmental technology information within the Ukrainian industrial sector
3. Development of an Environmental Technology Resource Center to function as a central point-of-contact for environmental education and technology transfer activities
4. Development of an active environmental technology research collaboration between the US and Ukrainian partner institutions

Achievements and Impact

The University of Connecticut (UConn) and three Ukrainian partner institutions shared technology and information that has significantly broadened the scope of environmental knowledge possessed by Ukrainian academics and industrialists alike In Ukraine most manufacturing is obsolete so the ecological situation is very grave said Vladimir Tounitsky manager of the Ukrainian program Industrial pollution has had a very serious impact on ecology and has contributed to the deterioration of human health We re looking for ways to improve things

Established by the partners in Lviv in April 1996 the Environmental Technology Resource Center (ETRC) was central to the project s activities The Center serves as the primary site for the World Lab environmental courses directed at the local industrial sector It is equipped with video and computer equipment as well as limited print materials Patronage of the Center was slow but steady until after months of urging by IREX World Lab decided to move its administrative offices and the ETRC closer to the center of Lviv Since then the number of patrons utilizing the Center has increased significantly (Obj 3)

Another important conveyance of environmental technology know-how is the 15 new courses on environmental technology developed and adapted for Ivan Franko State University and Lvivska Polytechnica To date the courses have benefited more than 440 students (Obj 1) Student response to the information has been very positive Dr Markiyan Pavlykevych Vice Rector of Lvivska Polytechnica reported Six students from the University will base their senior diploma papers on material contained in the short courses The course materials were also distributed to 20 repositories in 18 cities across Ukraine under IPP s dissemination effort

These courses arose out of a six-week training program in environmental technology at UConn for seven participants from the Ukrainian partner institutes in July 1995 The training exposed participants to a wide array of state of the art technology in pollution prevention and control methodologies site remediation techniques and current environmental and analytical chemistry protocols Trainees participated in hands-on classroom and field

demonstrations computer activities, as well as site visits to wastewater treatment facilities

Another beneficiary of the partnership was the Lviv industrial community Faculty members from the Ukrainian partner institutes taught 10 seminars in analytic chemistry, site remediation pollution control and pollution prevention concepts and practices In total, 200 representatives of local industry attended these training sessions (Obj 2)

The partnership was also successful in fostering research collaboration between its members Four Ukrainian faculty members from the partner institutions traveled to UConn to work with their US research counterparts while two American researchers were sent to Ukraine to do the same Researchers produced faculty exchange reports, which provide much-needed insight on controlling pollution in Ukraine (Obj 4)

Sustainability of the Project

By arming a small number of Ukrainian academics with a better understanding of and exposure to state-of-the art environmental technology, the partnership exercised a direct and profound impact on not only the visiting scholars, but also on every student and every business with whom that information was then shared

The teaching tools created and employed by the Ukrainian scholars, the short course manuals, and the self-instructive CD-ROM (the second such Ukrainian language CD-ROM ever produced), will remain useful training tools for years to come Their existence ensures the sustainability of the environmental science courses developed at Franko University and Lvivska Polytechnica

The chances for sustainability of ETRC have greatly increased since its move to a more centrally located site The Center is now located on a busy intersection, where it is served by a number of trolley and bus lines It now also boasts year round heat and running water, amenities auspiciously absent at the preceding site In addition to these creature comforts, the center's move also introduced a new pool of contacts and a new network of patrons In choosing the new site, the Ukrainian project manager very wisely decided on a space proximate to the Institute of Coal and Chemistry This offered the center increased exposure and bolstered the flow of patron traffic

Judith Korch, Project Manager for ERI, and Petro Hrytsyshyn, Director for the World Lab.

Further increasing public awareness about the Center's activities was the series of public service announcements such as infomercials which, with funds from an **IPP small follow-on grant**, the Center has produced for Ukrainian television The programs have presented the apparent analogy which exists between the Polish and Ukrainian environmental situations, demonstrating how Poles deal with the crisis and how their approach might be emulated in Ukraine The center then uses this as a backdrop against which to advertise its own services Plans are currently under way for additional infomercials and public service spots

Local government employees and managers of manufacturing enterprises in the Lviv oblast also benefited from the follow-on grant, attending four seminars on technology of municipal wastewater treatment, environmental protection, conservation and waste minimization, environmental clean up of soil and underground sources of water, and anti-corrosion methods for sub-surface structures and pipelines

The World Laboratory also received an IPP grant for a **follow-on training seminar** for seven of its staff on "TV Production in the Area of Ecology" The goal of the seminar was to give

Project Resources

All of the activities described above have resulted in concrete training materials 48 in total that are useful for other Ukrainian institutions interested in environmental science The interactive CD itself covers standard sampling protocols and analysis methodology used to characterize hazardous wastes by the US Environmental Protection Agency A few of the course sets are

Air Pollution Control Engineering (147 pp) The course covers air pollutants aerosols, particle formation particulate removal and gaseous pollutant removal

Environmental Biotechnology (252 pp) The course covers biotechnical pollution control floe reactors, bioconversion processes for organics, and other topics

Water Pollution Control Municipal (160 pp) The course covers wastewater quantity and quality treatment methods and other topics

the participants a basis of TV production knowledge to enhance their ability to use TV methods in the advertising and educational activities in the regions as well as in possible future collaboration with other NGOs and sponsorship organizations in the area of ecology The first day of the six-day training was held at the Lviv TV Center so that participants could observe the work of TV operators while the rest of the conference was held at the Resource Center of World Lab The training was very important for the future of the organization since Word Lab hopes to become involved in developing advertising clips for environmental organizations to remain sustainable

Although U Conn has little communication with its partners now that the partnership has ended the Ukrainian institutions continue to seek to form relationships with established programs in Ukraine and the NIS as well as with US industry and business with an established or anticipated presence in Ukraine World Lab is currently working with the University of Illinois on a program funded by the North Atlantic Treaty Organization (NATO) They have also applied for funding from Eurasia the Eurasia Foundation and Soros Through such funding opportunities the partners will be able to successfully carry on activities into the future

Lessons Learned

"The most successful partnership is an equal partnership "

The US and Ukrainian partners worked as a real team Neither side made any presumptions about the other The Ukrainian Principal Investigator was well versed in the workings of US projects and spoke impeccable English As a result there were few cultural barriers and miscommunications

"A central location is key

The partners found that moving the Environmental Technology Resource Center to a more accessible location was crucial to increasing patron traffic

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American Red Cross & Russian Red Cross

Project Duration
May 1, 1995 - November 1, 1997

USAID Award
$576,920

Matching Contribution
$351,991 09

Project Goal
To assist the Russian Red Cross in developing a comprehensive training program based on American Red Cross technology and to improve the home healthcare delivery services of the RRC Visiting Nurses Program

Objectives

1 Translate and adapt *Foundations for Caregiving* instructor and student manuals for use by the Russian Red Cross in training home healthcare professionals
2 Train four RRC nurses in the US and 30 nurses in Russia as trainers in the Russian-adapted version of *Foundations for Caregiving*
3 Train 45 RRC health and social workers in the Russian adapted version of *Foundations for Caregiving*

Achievements and Impact

Last June, in a small wooden building on a central avenue in Ulan-Ude, 24-year-old Nikolai Perfilev followed in his grandmother's footsteps as a visiting nurse, learning to care for clients' basic medical needs in their homes The concept of home healthcare is not new in Russia, but until the American Red Cross (ARC) and the Russian Red Cross (RRC) teamed up to adapt a US visiting nurse program to Russia's needs, no systematic method existed for training those nurses Now, nurses, social workers, and lay people like Perfilev can take ten-day or two-week long training courses to learn the skills they need to provide for others

Overcoming challenging delays in the first half of their project, the American Red Cross worked with their Russian partners to translate and adapt instructor and student manuals from a US visiting nurse training program *Foundations for Caregiving* for use by the RRC (Obj 1) Twenty-nine nurse instructors were trained as part of the process four in the United States and 25 in Russia (Obj 2) seventy-eight health and social workers were trained in the Russian version of *Foundations for Caregiving* (Obj 3) "In the last few years our capabilities in developing Visiting Nurse resources have been limited," explained Valentina Shishkina head of international projects for the Russian Red Cross in Moscow The partnership between RRC and ARC dramatically improved these capabilities

Four of the newly trained nurse instructors were so inspired by the new skills and the training course as a whole that they decided to share it with others the best way they knew how by opening a training center in each of their home cities Local and regional government officials, hospitals, healthcare centers, and even private companies have taken part in the training sessions offered by these new centers The training had such a dramatic impact that each of the four centers have been able to provide fee-based seminars for a variety of clients In Ulan-Ude, the center is even written into the 1998 healthcare budget for the entire Buryat region

Ulyana Naumova, head trainer in Ulan Ude, presents material on home healthcare at a training session for local social workers.

ULYANA NAUMOVA DEMONSTRATES THE PROPER TECHNIQUE FOR MOVING A PATIENT.

The new courses in Astrakhan Kemerovo Ulan Ude and Ulyanovsk draw considerable media attention which helps them find new clients Funding is difficult to find – many potential clients cannot pay for the courses though more than 500 have been able to enroll in the past year across Russia Luckily the trainers are innovative enough to find new ways to train people In Astrakhan trainer Ludmilla Kinarova and her staff do a weekly radio show using some of the material from the seminars and listeners have given them high ratings for the usefulness of what they learn Vera Baldanova director of the Russian Red Cross's Buryat Regional Red Cross in Ulan-Ude noted that this training is essential to healthcare in the Buryat region Even though we had healthcare professionals that can take care of the homebound there was no way for people to take care of their own families Now personalized homecare is a very real possibility

SUSTAINABILITY OF THE PROJECT

The American Red Cross and the Russian Red Cross established this program to endure for years after the completion of Institutional Partnerships Project (IPP) funding By teaching nurses to train others and by giving them new lasting tools to do so the partnership ensured that RRC's home healthcare service-delivery skills would provide the basis for a potentially Russia-wide training program As partnership funding drew to a close the Ministry of Health of the Russian Federation had begun reviewing the adapted program for formal accreditation in its efforts to set new standards for home care service delivery Local and regional ministries licensed all four of the new training centers to continue their training seminars

RRC is already acting on the expected results and is distributing 15 000 copies of the adapted *Foundations for Caregiving* instructor and student manuals to branches throughout the country The new materials are copyrighted jointly by RRC and ARC allowing them to be adapted for use in Russia or with both partners' agreement elsewhere in the NIS in the future IREX was also able to assist the centers in ensuring that their efforts could last A **small follow-on grant** helped Buryat Regional Red Cross purchase much-needed furniture equipment and computers for their new center They purchased a hospital bed office furniture a wheelchair a blood pressure monitor and a computer and had funds left over to make modest renovations to the seminar space In Kemerovo the newly established training center received **follow-on funds** to purchase needed equipment and conduct seminars in home healthcare for eight instructors and more than 70 healthcare specialists since the end of IPP funding

A variety of Red Cross-affiliated organizations also received **follow-on training** Kemerovo State University and the Kemerovo Red Cross trained ten staff members in Windows 95 and the Internet In order to circulate information on available medical services and communicate with similar groups the Kemerovo Red

PROJECT RESOURCES

The partnership adapted a student textbook and accompanying instructor's manual on the subject of caregiving for use by the Russian medical community

Osnovy Predostavlenia Ukhoda
(Foundations of Caregiving), Student Textbook (500 pages)

Osnovy Predostavlenia Ukhoda
(Foundations of Caregiving) Instructor's Manual (500 pages)

Cross created their own website In Astrakhan, 15 senior members of the regional Red Cross set up a strategic plan of action to bring their office into the next century Marketing skills for the future were the focus of a training session in Moscow Community outreach will aid the Moscow Red Cross in offering better services, and hopefully increase local sponsorship Ten workers at the Moscow Red Cross will use a computer training session to organize their office and create a patient database for future planning In each of these examples, additional funding trained core participants who can now better serve Red Cross interests in their region

Success is never assured, particularly with the pressure of the financial crisis distracting attention from the ongoing difficulty of maintaining a national healthcare system with few resources But RRC, its four training centers, and an increasing number of visiting nurses do have reliable resources new skills to share with others textbook and ancillary materials, a new system of home healthcare provision – and, last but best of all, renewed enthusiasm and belief in how they care for others

Lessons Learned

"Effective communication should never be taken for granted "

Both partners discovered that the need to consult closely on an ongoing basis was essential to their ability to cover lost ground after the first portion of the project Central to this consultation was the appointment of a dedicated ARC delegate, Linda Spencer to work with the Russian partners on-site over the course of the program

"Flexibility is essential for success "

A project of this scale requires tremendous support to ensure its success The partnership was flexible enough to shift gears halfway through its effort to scale up resources to meet the challenges it faced and this flexibility and dedication of personnel time and financial assets were the primary reasons it succeeded so impressively

ARC and RRC revised their outlook on how they conveyed information to one another as the project progressed The effective planning on the interpretation and adaptation of the instructor and student manuals, the timeline of program implementation, and the budget process all improved as a result

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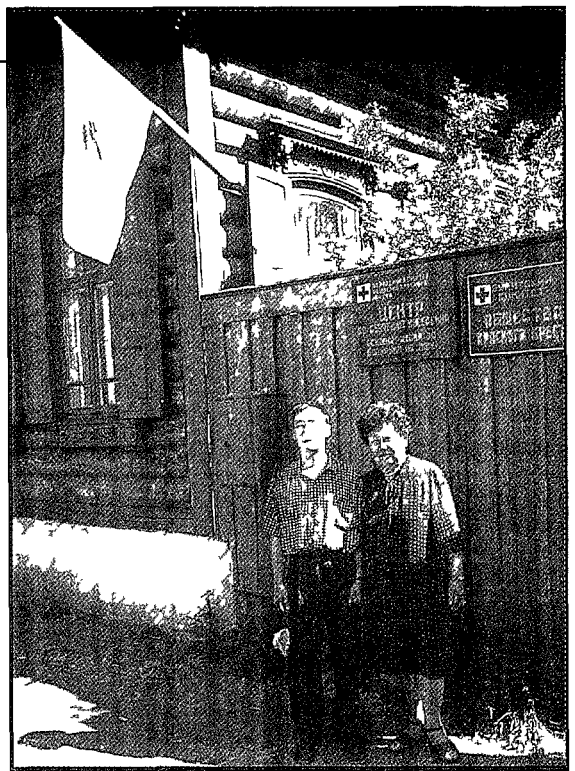
A Breakthrough for the Russian Red Cross in the Russian Far East



Vera Baldanova, Director of the Buryat regional Red Cross Center, with her son, Igor.

Last year Nikolai Perfilov had a chance he never thought he would have. He signed up for a course in home healthcare, inspired by his grandmother, who had been a visiting nurse. This training, like many others of its kind, is part of a new nurse-training course developed for healthcare specialists and laypeople like Perfilev, thanks to the USAID-funded partnership between the Russian Red Cross (RRC) and its counterpart in the United States.

This particular two-week training session proved invaluable for the 30 nurses who participated in the Buryat regional RRC office near the Mongolian border in the Russian Far East. "This training is essential to health care in the Buryat region," said Vera Baldanova, Director of the Buryat RRC. "Even though we had health professionals that could take care of the homebound, there was no way for people to take care of their own families. Now, at least in the Buryat region, progress is being made to improve aid to the disabled."

Ulyana Naumova eagerly adapted the training she received, planning smaller training courses in her hometown. The Buryat RRC quickly recognized the merits of the adapted course that Naumova planned to teach and granted her the use of three rooms as a training center. The new center drew plenty of attention, as did the centers opened by trainers in Astrakhan, Ulyanovsk, and Kemerovo.

Regional and city administrations in Russia wrote some of the centers into their yearly budget in exchange for having their staff trained on a rotating basis. Local hospitals and other healthcare and social services providers also signed agreements for training on a fee-for-service basis. In some cases, the local RRC offices donated equipment to the new training programs. Citywide involvement gave rise to individual training for a variety of private citizens; this training will help Nikolai Perfilev improve his patients' quality of life – and make his grandmother proud.

Association of University Programs in Health Administration & Association of Educational Programs in Health Administration, Russia

Sechenov Moscow Medical Academy
Semashko Moscow Medical School
Far East Medical University

Project Duration
March 15, 1995 - June 30, 1997

USAID Award
$1,451,597 00

Matching Contribution
$626,465 51

Project Goal
To promote management training for healthcare administrators and foster a professional association of healthcare administrators through the development of educational resources

Objectives
1 Establishment of an institutional partnership between Russian and US academic centers and programs
2 Development of a professional health administration association in Russia
3 Development of community networks

Achievements and Impact

During the Soviet era, Russia's healthcare system was run similarly to its command economy from the top down, with little concern for the consumer, or in this case, those receiving care Following the dissolution of the Soviet Union, the healthcare system in Russia suffered a serious blow, losing the majority of its funding In the face of this unfortunate predicament, however, Russians were given the unique opportunity to look critically at healthcare delivery in their country as they worked with foreign counterparts to rebuild the healthcare system

The Association of University Programs in Healthcare Administration (AUPHA) in Arlington, VA, and several Russian and American universities came together to tackle the problem of healthcare management in Russia through curriculum development, creating a professional association, setting up resource centers, and the training of a cadre of indigenous trainers This work was carried out by three sub-partnerships that worked in three diverse regions of Russia and focused on separate aspects of healthcare management (Obj 1)

The introduction of new healthcare administration educational programs throughout Russia was one of the most notable results of this project Washington State University in Seattle, WA, and the Novosibirsk State Academy of Economics and Management (NSAEM) focused specifically on the management of healthcare organizations in central Siberia As NSAEM Professor Leonid Bobrov remarked, "In Russia today, we need management training in addition to the medical courses as a part of our medical programs "

Faculty and administrators from the two universities came together to develop a first-of-its-kind postgraduate management program for doctors and nurses The project staff designed and implemented both two- and three-year degree programs for medical practitioners to learn how to better manage hospitals and polyclinics, including training in economics By focusing on healthcare delivery rather than just medicine this program will likely have a lasting impact on ensuring that those in central Siberia receive the care they need

In the post Soviet region patients have lost many of the benefits of the safety net communism tried to provide without the benefits of a replacement system of any reliability The University of Kentucky School of Public Health and the Far East State Medical University (FESMU) in Khabarovsk Russia addressed this concern in part by developing a curriculum focusing on the health insurance sector in Russia another new concept for a society that used to receive free medical care from the State In addition a one-year postgraduate course for healthcare practitioners at FESMU will help ensure that those living in Khabarovsk will have access to well-managed healthcare services

AUPHA Tulane University and the University of Minnesota worked with the Semashko Moscow Medical Institute to create what is reportedly the first School of Public Health in Russia (Obj 1) Through this school the Institute offers a two year degree program in health administration Curricula is based on 19 specialized training modules that were developed and tested on different target audiences by the Moscow partnership The module topics are varied and include titles such as 'Russian Healthcare Perspectives Quality Assessment and Management Financial Management and Healthcare Marketing The modules and curricula were based on the American partners years of experience in developing and teaching healthcare administration and were adapted to contemporary conditions in Russia in cooperation with the Russian faculty All told over 1 000 healthcare administrators participated in the advanced professional training collectively provided by the partners under this project

AUPHA provided additional support in developing resource centers training healthcare instructors and forming a professional association for healthcare administrators—all measures that will help ensure that the three institutes in Moscow Novosibirsk and Khabarovsk will succeed in their new educational efforts Resource centers created at each university continue to serve as sources of information on healthcare administration and as venues for continued education activities for and by students health professionals and educators (see **small follow-on grants** below) Secondly the partners worked together to develop a trained cadre of professors and instructors qualified to conduct ongoing specialized professional training for others in their field

The final component was the creation of a professional association for healthcare administrators (Obj 2) The Association of Educational Programs in Health Administration (AEPHA) is a registered legal entity in Russia and was created to ensure the continued development and delivery of specialized training and degree-granting courses in healthcare administration similar to its US counterpart AUPHA This new entity promotes continued exchange not only with the American partners but also with its Russian member institutions that will help lead to further progress in health sector

Sustainability of the Project

AUPHA AEPHA and all the universities understood the importance of planning for the future in a changing healthcare system With help from the partner institutions the new university courses will continue to be offered to train healthcare professionals In four cities AEPHA has successfully offered some of the newly developed training modules on a fee-for-service basis without American faculty or financial assistance The fee-for-service concept is very new in Russia and this example serves as an excellent model for future efforts in this sector

The international community has focused more attention on health sector reform recently and the Russian partner institutes have wisely pursued opportunities to sustain their activities in every way that they can The Moscow Medical Academy has dedicated its own resources and funding from the Open Society Foundation to maintain its new School of Public Health Also the Khabarovsk partners have received new

funding from the Eurasia Foundation and the Russian government's Federal Medical Insurance Fund to support a one-year certificate-granting program and development of new teaching materials This not only says a great deal about this partnership's ability to solicit further funding, it is significant due to the fact that they were able to gain funds from within Russia

The partners also worked together to meld new technologies into their partnership activities Novosibirsk, with a **small follow-on grant** from IREX, created a database that will serve the whole region for long-distance education and will put health management textbooks online

A **small follow-on grant** provided the Far East Medical University (FSMU) with the resources to offer extensive training to staff in the area of healthcare economics and management They developed a training program for teachers in the area of economics and healthcare, medical insurance, and management FSMU also created methodological materials and two texts on healthcare reform *Principles of Management of Medical Care* and *Directory of Legislative Acts of the Russian Federation in the Area of Healthcare* The grant also allowed for a regional academic-methodological conference in Khabarovsk for teachers in the fields of social healthcare, economics, and healthcare management "Economics and Management in Healthcare " FSMU also purchased much-needed equipment for the university

The resource centers in Moscow, Novosibirsk, and Khabarovsk continue to flourish and serve as sources of information on healthcare administration Using funds provided by a **small follow-on grant** AUPHA worked to improve the effectiveness of its staff through a week-long training session for the Resource Center librarians which addressed electronic and fax communications and the MedLine system They also provided copies of up-to-date articles on healthcare administration and additional training on administration issues and resource center management In addition AUPHA used funds from the **IPP follow-on training program** to hold two Moscow training sessions on business planning strategic planning, and budget creation

Project Resources

The key products of the partnership are the educational materials in healthcare administration created by the three sub-partnerships Resources range from full-fledged curricula for one- and two-year degree-granting programs to 19 specialized modules for use with practicing healthcare professionals In addition, AEPHA distributed two issues of the publication, the "Healthcare Management Bulletin," providing a comprehensive list of all of the educational materials available through the new professional association Some of the products are

Healthcare Management in Russia and the US Experience and Issues (192 pp)

Directory of NIS Health Management Leaders and USA Health Administrators, 1995 (211 pp)

License Assistance in Public Health US Experience (series of brochures) (414 pp)

Lessons Learned

"Be aware of rivalries between regionally and centrally located partners in Russia "

While the umbrella partnership was successful in setting up sub-partnerships in different regions of Russia, relations among Russian partners were problematic Initially technical challenges exacerbated communication problems between Russian partners but in the end the key challenge was a historically and culturally based uneasy relationship between Moscow on the one hand and Novosibirsk and Khabarovsk, on the other

"Effective communication stops problems before they begin."

Regular e-mail communication as well as more technical communication was hindered by the lack of bilingual staff on both sides of the ocean. The partners attempted to correct this problem by purchasing a computer program that would translate messages automatically. However, the software was not able to translate even simple e-mail correspondence, much less the technical documents required by the partners.

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University of Iowa, Department of Family Practice & St. Petersburg Medical Academy of Postgraduate Studies

Project Duration
April 1, 1995 – March 31, 1997

USAID Award
$1,000,000

Matching Contribution
$433,839 36

Project Goal
To establish a collaborative program to teach future educators the principles and practice of family medicine through the joint creation of curriculum materials, a faculty development program, and a center for family medicine

Objectives

1 To build a state-of-the-art family physician educational center in St Petersburg, Russia
2 To develop effective business management techniques for use in training Russian physicians and in managing a medical practice successfully in the current Russian financing and economic climate
3 Enhancement of Russian physicians' teaching skills
4 Adoption and enhancement of the Russian Family Practice Medical curriculum to reflect changing needs

Achievements and Impact

The St Petersburg Family Medicine Center (FMC), a unique clinic in Russia, opened its doors to patients in October 1996 (Obj 1) The Center came into being as part of an Institutional Partnerships Project (IPP)-sponsored partnership between the University of Iowa (UI) and a St Petersburg counterpart "The project aimed to enhance Russian physicians' education with the principles of the American model for family practice, develop materials and resources that can be used in teaching these principles, provide faculty development for Iowa physicians (who will serve as educators for US and Russian family physicians), and to provide additional insight with regard to healthcare reform in Russia," explained Elizabeth Swanson Swanson, UI associate vice president for health professions education headed the project in the United States

The partnership accomplished so much by focusing its work on building infrastructure and skills that would last beyond the end of USAID funding UI and its partner, the St Petersburg Medical Academy for Postgraduate Studies (MAPS), developed their curriculum together (Obj 4) The curriculum naturally focused on medical topics but the partners knew that for FMC to remain successful, it also had to address medical center management They created business management modules that were reinforced during the six month training program in the United States for five Russian physicians (Obj 2)

The group of doctors completed their US trip in preparation for work as clinicians and teachers at FMC The physicians were assigned faculty members and residents to shadow in their daily work as part of their demanding training program Two series of "preceptorships," in which each trainee was paired with a practicing community physician in Iowa for two weeks at a time proved an experience the Russians found tremendously valuable "The United States med-

Olga Kuznetsova, MAPS Project Director, and Elizabeth Swanson, University of Iowa Project Director, at a conference reception.

ical system has a lot of experience in this area," said Dr. Vladimir Pletinsky, one of the trainees. "We want to take what is best in that experience," he added, "and share it with others."

Share they did. By the end of the IPP-funded program, the partners, including two of the physicians who had gone to the United States, trained 75 physicians on site at FMC through various programs. About half were interns that went through a ten-month program. Six insurance physicians benefited from a two-month training course, and an additional number of experienced physicians completed one to two months of training (Objs. 2, 3).

Much of this training was conducted at a new family medicine department that MAPS established in the same building as FMC. The department bases its work on the family medicine curriculum, which centers around seven major medical content areas: lab medicine, clinical decision making, geriatrics, community medicine, behavioral science, preventive medicine, and family medicine (Obj. 4). In the fall of 1996, the first class of 30 Russian medical residents started the partners' new eight-month family medicine internship program, in which the FMC and family medicine department worked together to provide the necessary classroom instruction and hands-on training for medical students.

In addition to the core curricula, the partners also produced supplemental manuals in Russian on a variety of subjects, including medical business management, clinical laboratory work, nursing, and staff procedures. MAPS also received approximately 200 medical textbooks, journals, and translated materials donated by the American Heart Association. MAPS used these materials to form a learning center to serve students and faculty who are interested in family medicine, ensuring that the field will continue to grow as specialists learn more.

Sustainability of the Project

The relationship between UI and MAPS is a strong partnership that continues to work quite successfully today. A similar project in Novgorod, as part of the US government-funded Regional Investment Initiative, and a USAID-funded partnership in the Sustaining Partnerships into the Next

Lonna Milburn (left), the independent evaluator hired by IREX, and the staff of the Family Practice Center in St. Petersburg.

Century (SPAN) program, have both been successful While the Family Medicine Center in Novgorod has had some unfortunate setbacks, the partners continue to work well together to accomplish the project goals and make a positive impact on the field of family medicine

Once the partners developed consistent communications, they were able to relate and work together much more effectively Internet access and e-mail continue to be crucial to the partnership's close ties, although trips to the partner countries are also invaluable for strengthening their relationship The arrangement allows MAPS access to on-line medical journals, and both partners have continued to use the video-conferencing software purchased as part of their projects This access encourages MAPS to use UI support to create a quarterly publication called the Russian Family Physician Journal

The Family Medicine Centers in St Petersburg continue to operate using funding generated by clinical services and insurance fees paid by the public and private insurance plans used by their patients An **IPP follow-on grant** allowed MAPS to restructure the second center by choosing new staff for the clinic and promoting current staff members They signed agreements for insurance programs with Rosen and Energogarant insurance companies, with an initial volume of patients set at 120 They also purchased much-needed medical equipment MAPS also received funds to support a **follow-on training** in grant writing The thirty-three participants learned how non-profit organizations can develop an idea for a project find funding and submit a successful grant proposal They also gained experience in drafting a budget and budget narrative

MAPS and UI found considerable benefits from networking with other IPP partnerships Through an IREX-sponsored conference in 1996 MAPS met a partnership run by the Association of University Programs in Healthcare Administration, and staff from the two projects agreed to hold a conference on long-term care in 1996 with funding from the University of Tulane

Perhaps most encouraging however is the recognition of the partnerships' activities by the Russian Federation's Ministry of Health In 1992 the Ministry decreed family practice be a new medical specialty as part of the medical sector's ongoing reform The collaborative efforts of UI and MAPS drew so much positive attention that the Ministry approved the establishment of an All-Russian International Center at MAPS This center could help distribute the family medicine model across Russia

Project Resources

Over the life of the project, the partners developed a series of useful manuals, which have proven to be quite beneficial to other NIS health programs and institutions A few are described below

Family Medicine Curriculum/Manual (226 pp) Covers geriatrics, laboratory medicine, medical decision making, pharmacology, preventative medicine, the medical team, and other topics

Nursing Manual (28 pp) Covers basic operations that the MAPO family medicine clinic nurses are expected to perform including preparing exam rooms, dispensing medication, administering injections, and other topics

Teaching Skills Curriculum (70 pp) Covers principles of curriculum development, use of audiovisuals in training, teaching clinical skills, assessing clinical competencies, and other topics

Medical Enterprise Management Manual (89 pp) Includes chapters on leadership, human resources, teamwork marketing, strategic planning and other topics

DRS. LUDMILA YAREMENKO & GERALD JOGERST WITH PATIENT CHARLES DUFFY OF SOLON, IA.

LESSONS LEARNED

"A close and equal relationship is essential to partnership success."

The partners built a close, collegial relationship through common interests and open communications. In addition to e-mail communication, visits by MAPS and UI staff to each country were important for establishing a strong and trusting relationship. This relationship, one of the keys to their success, helped the partnership overcome hurdles and delays.

"Don't forget about the government."

The partners realized the importance of working with local government officials in order to accomplish project goals. The local and regional representatives of the Ministry of Health are still closely involved in the medical profession. Failure to involve the local administration in their program would have seriously affected the partnership's achievements.

"Personnel management is important to sustainability."

Because of personal frictions among themselves, not all the trainees returned to work in the clinic after US-based training. MAPS and UI worked out a schedule to allow them to rotate shifts, and the problem was solved.

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University of Rochester School of Medicine and Dentistry

International Biomedical Agency, Kyiv

National Medical University

Project Duration
March 15 1995 - June 30, 1997

USAID Award
$903 418 00

Matching Contribution
$452,796 00

Project Goal
To aid curriculum reform efforts through institutional partnerships, technology transfer, personnel exchanges, and workshops

Objectives
1 Development of a cadre of physicians in faculty positions to enhance medical education at partnership medical institutes
2 Development of innovative teaching methodologies in clinical medicine
3 Establishment of an independent learning and test center

Achievements and Impact

In the states of the former Soviet region, cataclysmic economic and social changes have had clear negative effects on mortality rates This problem strongly reflects a blighted healthcare system unable to meet the varied needs of its recipients, a crisis that stems from the outdated remnants of the Soviet medical education system A retreat from past typical precepts, through technology transfer, personnel exchanges, and workshops from the Institutional Partnerships Project (IPP), offered the possibility for much needed improvement By helping individual medical institutions transform their curriculum using cooperative, interactive strategies, and by instituting standardized assessment processes, the work of the Ukrainian Medical Education Partnerships has affected significant and sustainable change in the Ukrainian health sector

To implement new curricula and to apply new methodologies, the Ukrainian partners had first to be exposed to new information (Obj 1) Their introduction came through a series of personnel exchanges with American counterparts The first round of exchanges saw twelve faculty and five residents from the United States completing rotations at the Ukrainian partnership schools Through these rotations, the US physicians worked with ward teams, demonstrating US-style attending rounds They also presented lectures in their subspecialty areas and discussed broader aspects of medical education The transfer of information and expertise continued with the travel of 13 Ukrainian physicians to Rochester for three month-long rotations In Rochester, they worked on individual projects and wrote methodological recommendations for their peers in Ukraine on the various practices with which they had become acquainted during the course of their visit to the United States

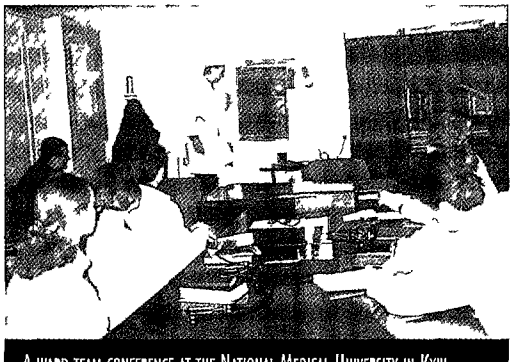
The presence in each Ukrainian school of faculty with cultivated knowledge of US teaching models helped to generate an atmosphere conducive to effective training Aided by the use of several translated instructional manuals, the Western-trained Ukrainian faculty initiated several important reforms New teaching models adopted by the various departments included the Ward Team, an integrated basic clinical science course, and a symptom rather than disease-based approach to medicine (Obj 2)

This new phase of change represented a significant shift in direction for the Ukrainian schools The Ward Team structure, for

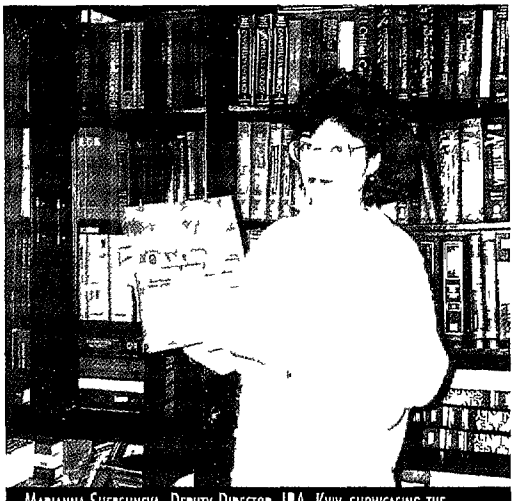
instance was a format altogether unfamiliar to the Ukrainian medical education community prior to its introduction under this grant. Teaching hospitals were anomalies: no compromise existed between theory and practice. Now, however, both the Dnipropetrovsk State Medical Academy (DSMA) and the National Medical University (NMU) have involved sixth year students, interns, and magisters in the instruction of junior students. The students accompany faculty and postgraduates on their rounds and are encouraged to participate actively in creative exercises of intellectual inquiry, to ask questions, and disagree with senior members of the team, to participate in role playing games, and to form different diagnoses. If you improve the way doctors are taught, you have better doctors, healthier people, and a healthier country," said Dr. Ralph Jozefowicz, a project director for UR.

The Independent Learning and Test Center also evolved from this project (Obj. 3). The Center was conceived as a resource for faculty, post-graduates, and students of the partner schools. Included among its many offerings are textbooks on basic and clinical science, study aids, and medical journals. In addition to playing an important role in the curriculum development component of the project, the Center is also closely linked to assessment of its outcome and the credential process.

Marked strides were made by the partners toward the introduction of standardized testing practices in both their home universities and the Ukrainian medical education community as a whole. Toward this end, the partnership school faculty attended a series of three standardized assessment workshops. The series began with a five-day workshop held in Philadelphia by the National Board of Medical Examiners (NBME), followed by two subsequent workshops in Ukraine. At the workshops, core faculty from each partnership school received training in standardized test assessment technology and worked to develop two pilot examinations. Newly developed item-writing committees presented a five-year business plan to the Ministry of Health to introduce standardized testing for the Ukrainian medical education system as a whole. A pilot project in two schools grew to a nationwide effort.



A WARD TEAM CONFERENCE AT THE NATIONAL MEDICAL UNIVERSITY IN KYIV.



MARIANNA SHERSHNEVA, DEPUTY DIRECTOR, IBA, KYIV, SHOWCASING THE LIBRARY IN THEIR RESOURCE CENTER.

On December 31, 1996, the Ministry of Health of Ukraine issued a proclamation requiring implementation of a national Medical Licensing Examination. IBA, NMU, and DSMA were identified as leaders in the process. From December on, partnership schools administered the pilot exams developed by the item-writing committees. University of Rochester (UR) project staff scored the first round of pilot exams and completed a rough statistical analysis. Statistics compiled included maximum point value, mean, median, standard deviation, and test reliability. This nationwide program will ensure stronger standards in medical testing and eventual improvements in medical care.

MARIANNA SHERSHNEVA, DEPUTY DIRECTOR, IBA, KYIV, WORKS WITH GRAYS ANATOMY , ONE OF THE MEDICAL TEXTS IBA ACQUIRED THROUGH THE PARTNERSHIP.

SUSTAINABILITY OF THE PROJECT

Among the outstanding achievements of this partnership, the standardized testing methods will endure the longest The partner schools continue to work closely with International Biomedical Agency (IBA) in Kyiv and the Ministry of Health and Education on the nation-wide standardization initiative Assessment efforts have recently been expanded to include a series of tests for pharmacists and nurses

The future existence of the Learning and Testing Center paramount to the standardization effort, has also been assured Rectors of the partnership are working toward drafting an agreement to provide financial support to the Center through the year 2000 The rectors drafted a business plan outlining ways to develop the Center into an independent, self-supporting entity charged with the development and administration of National Medical Licensing Examinations The partnership schools have assumed some responsibility for financing these activities The Ministry also encouraged the partnership schools to devote

PROJECT RESOURCES

This partnership developed or translated nine materials for use during their conferences and other training sessions Below are a few examples of their products

The Development of Written Test Questions in Basic and Clinical Disciplines (119 pp) Covers the creation of multiple choice and true/false questions, technical defects in question writing, developing passing criteria, and other topics

Handbook for Clerkship Directors (157 pp) Covers developing clinical curriculum, structure and strategies, and evaluation techniques

"Innovative Teaching Methodologies" Conference (150 pp) Conference Materials which cover introduction to doctoring attending rounds, multi-stations, principles of interactive teaching, use of case studies, and the Introduction to Health and Human Illnesses

a certain percentage of their commercial activity to this cause so that the Ministry does not bear sole responsibility

With the benefit of a **small follow-on grant** IBA spearheaded a standardized medical testing initiative supported by the Ukrainian Ministry of Health Ten additional Ukrainian Medical Schools have agreed to take part in the Standardized Medical Testing effort as a result of the grant-sponsored initiative To improve the effectiveness of cooperation with the other medical schools, IBA also held seminars/workshops on item writing for the new participants Brochures describing standardized medical testing and procedures for item writing were developed and widely distributed to generate additional support for the program

Recognition of the partnership's successes has come from abroad and at home The Ukrainian model is now considered a standard for other East European countries to emulate Ukrainian Project Coordinator Marvna Mrouga was invited to attend the Eighth Annual International Ottawa Conference on Medical Education Assistance in Philadelphia Commenting on her experience at the conference Ms Mrouga stated While a the Conference I felt I was virtually the only person from the NIS who represented an organization that had implemented standardized assessment at higher medical schools Our standardized tests were developed under the great influence of our IPP partnership activity during 1995-1998

The partnership itself has also endured The Ukrainian schools maintain their relationship with the University of Rochester to date and continue to cooperate on the facilitation of exchange and internship programs UR is providing three month-long rotation experiences for between two and four sixth-year students from the Ukrainian partner institutions The fellows transportation and living expenses are being covered by donations from the local Ukrainian diaspora UR has also provided IPP participants with additional information about applying to Ukrainian or American government or private non profit philanthropic organizations They have also instructed their former partners in writing successful grant proposals All these tools help ensure that the Ukrainian partners can continue to train a new generation of medical specialists maintaining the momentum of healthcare reform begun under this project

Lessons Learned

"Start small Think big "

A small pilot project in two schools grew successfully to a national effort

"Expect innovation to take place gradually "

Although the medical education systems in Ukraine and the United States possess many differences gradual implementation of innovations were successful Traditional US training models taught hands-on by faculty are now being adapted to the Ukrainian system Involving senior doctors computer-based training and standardized test assessment in the education of new doctors will gradually and successfully effect the Ukrainian medical field

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International Biomedical Agency, Ekaterinburg

Chelyabinsk State Medical Academy

Kazan State Medical Academy

Ural State Medical Academy

Project Duration
March 15, 1995 - June 30, 1997

USAID Award
$1,482,429 00

Matching Contribution
$611 065 00

Project Goal
To aid curriculum reform efforts in the three Russian medical academies through institutional partnerships, personnel exchanges, workshops, and technology transfer

Objectives

1 Train a cadre of physicians in faculty positions to enhance medical education at partnership medical institutes
2 Improve the capacity for innovative teaching methodologies in clinical medicine
3 Establish an independent learning and test center

Achievements and Impact

A veteran's center in Ekaterinburg gave something back to the doctors who care for the area's veterans – rent free space for a new Learning Center, opened in 1996 through an IPP-funded partnership Working with the University of Rochester's School of Medicine and Dentistry (UR), three Russian academies and the International Biomedical Agency (IBA) in Ekaterinburg developed a substantial physician training program, and incorporated much-needed resources for doctors to use as they applied their new skills "We know the theory and the science," said Olga Lesnyak, a rheumatologist who took part in the program, "but our doctors can't easily reference that theory"

The Learning Center offered free access to the Russian partner institutions, the Urals State Medical Academy, Chelyabinsk State Medical Academy, and Kazan State Medical Academy It contained over 500 textbooks on basic and clinical science, methodological literature, and study aids, in addition to journals, study manuals for learning English and US partner curriculum Nine computers equipped with learning programs and medical databases are located on site To make sure that doctors from Chelyabinsk and Kazan could also access the materials, the partnership went on to create similar small libraries at all three academies The libraries contain a variety of texts and reference journals, some of which were donated by UR

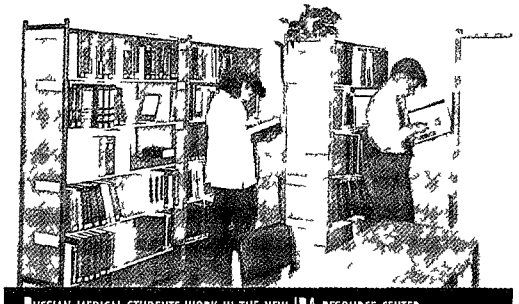
In addition to training materials available in the Center and academy libraries, the partners also created brochures about the US system of medical education in both Russian and English, and distributed about 250 copies throughout the region

Lesnyak's observation above about referencing the theories doctors are taught does not refer to resource materials alone To really learn better skills, the physicians needed hands-on experience in approaches to medicine that differed from what was offered under Soviet power To make this possible the partnership developed an exchange program between the three Russian academies and the University of Rochester, the Health Science Centers at the Syracuse and Brooklyn campuses of the State University of New York, and Yale University School of Medicine The firsthand experience gained

through this exercise has proven to be invaluable for the professional development of the physicians (Obj. 1). I think it's extremely important for me to be here. This is the first time in my life I've heard many of these things," explained Lesnyak.

Russian travel to the United States included 16 medical student clinical clerkship rotations and two junior faculty rotations. Russian participants were exposed to Western medical models such as ward teams, the integrated basic-clinical science course, and multi-stations. While the junior faculty exchanges did not have the impact the partners hoped for because of the different qualifications required to practice medicine in the United States and Russia, the medical student program was quite successful. This encouraged UR to establish a fellowship program for the Russian partnership schools. Through this program, one student per semester from each of the three partner schools is able to travel to the US to study medicine.

Naturally, the exchange program was not a one-way arrangement. Twelve US faculty and five US residents traveled to Russia for rotations as attending physicians. This gave the Russian partners a chance to continue sharing ideas and doing hands-on work with their US colleagues, enhancing their training experience along the way. The exchange experience also encouraged the physicians to improve their departments and create working groups at each Russian partner university to examine curriculum development.



RUSSIAN MEDICAL STUDENTS WORK IN THE NEW IBA RESOURCE CENTER.

USMA MEDICAL STUDENTS WORK ON A US MODEL WARD TEAM IN A EKATERINBURG HOSPITAL WITH A VISITING YALE RESIDENT.

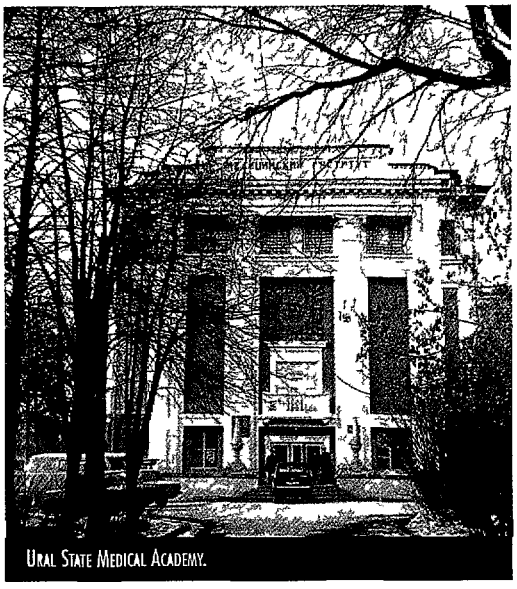
The partners were all pleased to observe that the exposure to Western medical practices had the anticipated dramatic impact on the physicians involved in the project, but they knew from the start that without dependable long-term funding for training for others, the impact would be limited to the IPP participants. With that in mind, UR helped the State Medical Academies introduce standardized testing for medical students. "The only way to maintain quality is to have a high-quality testing system. By improving the quality of physicians you improve health-care and you also control costs," explained Ralph Jozevowitz, the US project director.

UR, IBA, and the three academies went on to conduct three workshops on standardized skills and knowledge assessment for medical students, including one in Philadelphia and two in Russia. In a train-the-trainers style, the participants of the first workshop led the follow-up sessions in Russia with some US faculty support, training core faculty at each partner school. The Russian Federation Ministry of Health took great interest in the methods and briefly promoted the idea of using the Ekaterinburg Training Center as one of three regional testing centers. In the long run, the Ministry decided against adopting the system as a standard for the medical sector, but that turn of events did not negate the local impact of the testing approach. All three State Medical Academies went on to introduce standardized testing with considerable success in March 1997 with a round of pilot exams in the new style, and students continue to be tested using that approach today.

Sustainability of the Project

Maintaining the momentum of change, even on a local academy level is essential to the medical sector in Russia Although some of the efforts of the partnership between UR IBA and the three State Medical Academies have not met with success others have The Russian partners remain in close contact with each other to date and use private funding to continue to send students to UR through the fellowship program established under IPP

UR and the Russian partners also continue to seek other funding for new efforts to build on the successes of their 1995-1997 project For example, UR donated to its partners a handbook on creating written test questions for basic and clinical disciplines, and used IPP



Ural State Medical Academy.

funds to translate it into Russian The Urals State Medical Academy plans to distribute the books to various medical schools free of charge once it finds funds to do so

Project Resources

This partnership developed or translated many materials for use during their conferences and other training sessions Below are a few examples of their products

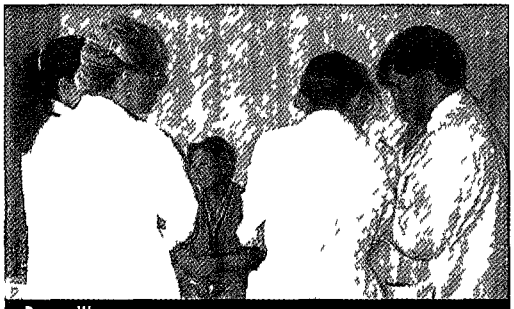
The Development of Written Test Questions in Basic and Clinical Disciplines (119 pp)
This product covers multiple choice and true/false question creation, technical defects in question writing, developing passing criteria, and other topics

Handbook for Clerkship Directors (157 pp)
This handbook addresses developing clinical curriculum, structure and strategies, evaluation, exam development, managing practicals, and other topics

Innovative Teaching Methodologies Conference (150 pp)
This resource contains conference materials which provide an introduction to doctoring, attending rounds, multi-stations, principles of interactive teaching, use of case studies, and other topics

As part of their effort to ensure that doctors have access to top flight international medical resources, Chelyabinsk State Medical Academy used a **follow-on sustainability training** opportunity sponsored by IREX to conduct a computer training course for its medical and administrative staff Local trainers used materials they had developed previously to test the participants' knowledge base, and then adapted the materials and tailored the training approach as needed By the end of the course participants were capable of working independently on personal computers, performing internet searches, and using a broad variety of standard office programs

The Learning Center in Ekaterinburg is less of a success story, it is not currently open because the partners lack operating funds for it However, the materials and computer equipment are still located at the Veteran's Hospital The Rector of the Urals State Medical Academy is very interested in relocating to a new site and reopening the Center nearer to the Academy and he continues to work with IBA to find new sources of funding for this purpose With an operating Learning



RUSSIAN WARD TEAM IN ACTION.

Center doctors will once again have access to resources that can help them better care for their patients, including the generous veterans who housed the center for so long.

LESSONS LEARNED

"Commitment on all levels pays off."

Commitment to reforming the Russian medical system on the part of management as well as faculty at the various medical schools was a key element of success for this project. A stronger working relationship with the Ministry of Health would have been even more beneficial.

"Make sure that exchanges are appropriate for the participants."

Prior to implementing a student/faculty exchange, it is important to verify that the scope of work and expected goals are appropriate. Because New York law restricts foreign healthcare professionals in practicing medicine, it was difficult to provide junior faculty members with a satisfying role on a ward team.

"Location is everything."

The learning center could have been opened in a more accessible site and should have been promoted better.

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The Key Ingredients of Successful Project Management

IREX's management of the Institutional Partnerships Project taught us a great deal about what strategies are effective and what works less well in managing a $29 3m effort with institutions from three countries We believe strongly that others can benefit from our experience, as described in three ways below We approach first the lessons we learned about handling a project this complex on administrative and mangement levels Second, we share our knowledge of the best ways to support and guide partnerships in ways that help them thrive Finally, we set out the most compelling conclusions we discovered about what makes individual partnerships successful

IREX's Management Approach

Managing the overall project required serious dedication, creativity, and resourcefulness on the part of IREX's staff in Washington, Kyiv, and Moscow This section details what worked best

- **Field offices must be invested with a great degree of latitude and autonomy**
  USAID/Washington awarded the IPP Cooperative Agreement to IREX, and major administrative and strategic decisions had to be in DC However, such decisions invariably reflected input from the Moscow and Kiev IPP field staffs, who also directly handled the day-to-day tactical decisions concerning partnership management in the field These included such administrative detail as the scheduling of the local site visits, but focused most heavily on providing the Russian and Ukrainian partners with close guidance and advice By investing the field offices with this significant measure of autonomy, we affirmed their authority in the eyes of the partnerships, benefited more directly from the real expertise of the local and expatriate IPP team members in the field, and freed up the Washington staff's time to focus more heavily on work with US-based partners and the necessary strategic IPP issues

- **Effective inter-office communication is essential to good project management**
  The three IPP offices maintained constant contact by e-mail, fax, and telephone Communication focused on substantive program and financial activities and developments, and was a central part of our daily routine We developed a tracking system to ensure that e-mail messages wouldn't be lost in the high volume, and to make certain that every IREX IPP staff member was aware of ongoing partnership activities most daily e-mail messages were copied to all IPP staff, both DC- and field-based

- **Clear assignment of duties to staff keeps management links clear**
  Responsibility and accountability were assigned from the start to US, Ukrainian, and Russian staffers who became real experts on their projects The partners always knew to whom they could turn for timely and effective assistance and answers Also, the DC program officers, thanks to their site visits in the US and the NIS, understood both sides of the partnerships and could better help resolve challenges as a result

- **The level of funding allocated to IPP was central to its success**
  The substantial USAID financial commitment – most subrecipient grants were between $800,000 and $1 5 million – ensured that the partnerships' funding was commensurate with the partners' goals The sizable amount of the USAID award also guaranteed that IREX could contribute sufficient management resources to the project

- **USAID's close and collegial working relationship with IREX in all three countries also proved to be a major asset to the project**
  This working relationship enabled IREX and AID to quickly reach mutually satisfactory decisions about project management and administration This in turn reduced project down time and maximized the time IREX could focus on the management of the 22 partnerships

- **IREX's ability to contribute matching funds aided effective project implementation**
  For example IPP staff used a number of bonus tickets on a U S airline to make more site visits than originally planned This strategy helped IREX to ensure better partnership management and support than would have been possible without the extra on-site work

IREX's Work with the Partners

For partnerships to be truly successful there must be more than engaged and deft management by the project administrators They must remain steadily involved with the partners This section describes the top six lessons we learned

- **Early, continuous emphasis on sustainability is crucial**
  IREX encouraged partnerships to focus heavily on what would happen after USAID funding came to an end Using sustainability plans partners were encouraged to focus on continued cooperation ongoing program activity and the strengthening of new institutions and capacities created as part of the partnership project Knowing that encouragement alone is never enough IREX also contributed considerable training opportunities, resources and innovative ideas about sustaining program activity and relationships The better-than 80% success rate in this regard is a testament to IPP's successful approach

- **Include bilingual and bicultural program staff in management teams**
  IREX relied on a staff of 15 bilingual area specialists in DC Moscow, and Kyiv whose expertise was constantly called into play to interpret cultural and institutional values and counter occasional misunderstandings caused by distance differing perspectives and divergent expectations

- **Emphasize regular electronic communications**
  From IPP's beginning IREX pushed for rapid growth of e-mail communications and Internet use as vital prerequisites for future partnership success We created an invaluable electronic list service to help us keep the partnerships informed and in touch with us and each other

- **Create and use detailed project implementation plans**
  Inspired by the Monitoring & Reporting System that USAID had just developed IREX asked the partners to create detailed achievement plans that would guide their efforts throughout the project Achievement plans identified resources needed to create outputs which functioned as benchmarks for progress Successful output creation led to the achievement of outcomes which served as major project accomplishment markers Each outcome fed into the attainment of the individual project's goal The partnerships and IREX used the plans to maintain program focus and to monitor and evaluate the partners progress

- **Conduct regular monitoring site visits to monitor progress**
  IREX program staff monitored partnerships through frequent on-site visits in all three countries making over 300 visits during the life of the project The site visits proved to be invaluable not only for gauging partnerships progress but also for detecting potential challenges facing the partners and identifying solutions for them

- **Focus on sharing the materials the partnerships created**
  Broad dissemination of more than 300 of the best training and reference products created by the partnerships ensures the continuing impact of the USAID funds IREX left a legacy in the form of electronic and hard copy materials at over 200 repositories across the NIS and Mongolia guaranteeing free access to a variety of professionals for the next two years and beyond

What Makes a Partnership Successful

IREX's close work with the 22 partnerships gave us solid insight into what makes a partnership work We found seven factors that contributed most to the partners' own successful collaborations with each other

- **A partnership must be a joint collaborative effort between US and NIS partners**
  A partnership project's effectiveness is enhanced when, from the start, there is a clear and mutually created agreement between the US and NIS partners on goals, objectives, timelines, respective roles and responsibilities, target milestones to be met, and provisions for mid-course corrections if intractable problems arise

- **Cross-cultural skills are key in developing a close working relationship between partners**
  Awareness of a partner's cultural background and the ability to communicate in a common language greatly enhance balanced decision-making and the establishment of realistic and mutually rewarding goals

- **Frequent, regular communication between partners is vital, and helps sustain partnerships beyond US government funding**
  E-mail and the Internet provide vital, cost-effective tools for maintaining communication between US and NIS counterparts, preparing for upcoming partner site visits, and broadly disseminating information, even beyond the funding cycle

- **Partnerships must establish goals and benchmarks and record baseline data at the beginning of the program**
  Having accurate work plans allows them to measure their progress as they implement the project

- **Partners must establish and follow a strategy to achieve sustainability early in their relationship in order to survive beyond US government funding**
  Each partnership needs to create a sustainability plan that includes indicators to help measure progress Sustainability should be the regular content of partners' dialogues and cooperation

- **Prospects for replication, sustainability, and commitment to change are enhanced when NIS partners share with others the results of activities and "lessons learned"**
  Partnerships can learn a great deal from interaction with other institutions in the region that are working on similar projects Periodic networking conferences are one of the best ways of improving those prospects

- **Partnerships benefit from broader capacity-building assistance such as training workshops on NGO and financial management, telecommunications, and mechanisms to ensure sustainability, including fund-raising strategies**
  Solid, substantial, and instructive documentation gets attention and results

IREX would like to thank the following people for their work on the Institutional Partnerships Project:

IREX/Washington, DC	Dates
McKinney Russell	1994-1998
Marlow Schmauder	1994-1998
Eugene Shekhtman	1994-1998
Barry Williams	1994-1996
Siobhan Wilson	1994-1996
Tara Anderson	1994-1996
Adrienne Poulton	1994-1995
Bernadine Joselyn	1995-1997
Joyce Warner	1995-1997
Miranda Bissell	1995-1996
Sandra Marchenko	1996-1998
Jessica Jeffcoat	1996-1997
James Simon	1996-1997
Brigg Noyes	1996-1997
Angela Russomanno	1996
Bruce Etling	1997-1998
Alanna Bailey	1997-1998
Sara Van Gunst	1997-1998
Andrea Brown	1997-1998
John Lechicky	1997-1998
Jessica Aman	1998
Melissa Mooza	1998
Paul du Quenoy	1998

IREX/Moscow	Dates
Lisa Hayden	1994-1996
Janetta Nigmatullina	1994-1998
Elena Pushkareva	1994-1998
Vadim Medvedev	1995-1998
Maxim Vatutin	1996-1997
Anton Maklakov	1996
Stewart Chisholm	1996-1998
Jonathan Snydal	1997-1998
Ivan Danilin	1997-1998
Maria Snyatkova	1997-1998
Roman Yelizarov	1997-1998
Larisa Flint	1997-1998
Julia Monakhova	1998
Sarah Polen	1998
Vadim Naumov	1998
Svetlana Bridun	1998

IREX/Kyiv	Dates
Ray Brandon	1994
John Lechicky	1995-1997
Oksana Maydan	1995-1998

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