

Fiscal Year 2000 Annual Report

**Presented to the
U.S. Agency for International Development
by the Eurasia Foundation**



**Eurasia Foundation Annual Report to USAID
Fiscal Year 2000**

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I. Overview

Overview

The Eurasia Foundation was conceived in 1992, shortly after the dissolution of the Soviet Union. At the time, leaders in the United States Government (USG) were exploring ways to respond to a dire need for democracy-building in the region that consisted of the twelve New Independent States of the former Soviet Union (NIS). With a major grant from the United States Agency for International Development (USAID), the Eurasia Foundation began its grantmaking in 1993. From its inception, the Eurasia Foundation has provided citizens of Eurasia with the means and support to move their countries toward democracy and free markets.

The Eurasia Foundation is independent, privately-managed, and driven by the constantly changing climate in the field. The Foundation is comprised of a headquarters office in Washington, D.C., and fifteen regional grant and project offices in Almaty, Baku, Kyiv, Moscow, Saratov, Tashkent, Tbilisi, Vladivostok, and Yerevan. The Foundation expanded its office in Baku, Azerbaijan, to full representative and grantmaking status in January 2000. In addition, the Foundation maintains seven representative grant offices to extend its reach beyond the regional offices. In all twelve countries, the Foundation focuses on three program areas: private enterprise development, public administration and policy, and civil society.

This report summarizes the activities of the Eurasia Foundation in fiscal year 2000 (FY00). Foundation accomplishments during FY00 include: more targeted grantmaking in the three program areas; measurable growth in the Foundation's special projects; and evaluation of outcomes to improve program performance. During FY00, grantmaking reach was further expanded outside of the capital cities through efforts to identify new organizations, fields of interest, and trends in each of the twelve countries. The Foundation special projects were very successful in FY00 with the Small Business Loan Program (SBLP) significantly increasing its loan volume; the Economics Education and Research Consortium (EERC) attracting a record number of proposals in Russia and applicants in Ukraine; and the Media Viability Fund (MVF) expanding its work to include television and radio stations. In addition, in FY00 the Eurasia Foundation brought in over \$7 million in raised and leveraged funds from non-USG donors.

The Eurasia Foundation Grantmaking Program

In FY00, the Foundation awarded 559 grants, totaling more than \$9.7 million, with an average grant size of \$17,370. Of this total, 376 grants were made with USG funds. Due to a significant reduction in USG funding from FY99 to FY00—from approximately \$31 million in FY99 to approximately \$18 million in FY00—grant volume declined in FY00. Additionally, the West NIS grantmaking office, which traditionally has been responsible for about one quarter of the Foundation's overall grant activity, did not award any grants in FY00 because of ongoing audits. These audits likewise diverted some of the attention of other offices and senior management of the Foundation, further diminishing grant output in FY00.

The Eurasia Foundation grantmaking process is field-driven, with approximately 85 percent of its grant decisions made by field officers who work directly with grantees. Field-awarded grants range from a few hundred dollars to \$35,000. The Foundation also conducts a partnership grant program, which links U.S. and other Western organizations with their NIS counterparts. The partnership program seeks to accelerate reform in the three program areas through the transfer of skills and institutional capacity. Twelve partnership grants totaling over \$1 million were awarded in FY00 from the Washington, D.C., office. Since the inception of its grantmaking in 1993, the Foundation has awarded over 5,000 grants, including 462 partnership grants, to grassroots efforts to support democracy and free markets in the NIS.

The Eurasia Foundation Projects

In addition to its grantmaking program, the Foundation mobilizes private and government resources to address critical needs not being met by other assistance programs. The Foundation currently operates several such projects, including the Small Business Loan Program (SBLP), the Economics Education and Research Consortium (EERC), and an independent media initiative, the Media Viability Fund (MVF).

Economics Education and Research Consortium

In FY00, the EERC continued to innovate and build on its successful programs of high-quality economics education and research support. Now in its fifth year of operations, the EERC builds domestic capacity for formulating sound economic policy through its core programs in Russia and Ukraine and through a research network now spanning the entire NIS.

EERC Russia

In Russia, the EERC provides small grants for research within the framework of semi-annual research workshops, promotes policy innovation through seminars with academics and government decisionmakers, and conducts a publishing program. EERC Russia held its seventh and eighth research workshops in December 1999 and July 2000. The program has increased in both size and diversity—during FY00 the two research workshop/grant competitions yielded more than 475 proposals, with over 75 percent of the applicants drawn from outside of Moscow. Through FY00, over 2,100 proposals have been submitted resulting in nearly 600 workshop participants and over 200 grantees.

As a result of EERC's success in building Russia's research capability, the World Bank has provided major funding to expand the EERC's research network beyond Russia's borders. This initiative, launched as the Transition Economics Research Network, held a two-week intensive summer school in July 2000 for 60 young economists from Armenia, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Tajikistan, Ukraine, and Uzbekistan.

EERC Ukraine

In Ukraine, the EERC administers a two-year master's degree program in economics at the University of Kyiv-Mohyla Academy. In FY00, the program graduated its third class of 37 students, bringing the total number of graduates since the inception of the program to 85.

Demand for the EERC Ukraine master's degree program has increased significantly. The program received 90 applications for the 1997-1998 academic year and 239 for the 2000-2001 academic year. The program began the 2000-2001 academic year in newly renovated facilities with 91 students. Increased demand has ensured that the quality of the students accepted to the program is extremely high. The program has succeeded in diversifying its student body—70 percent of the 1999-2000 academic year's students come from cities outside Kyiv (students in the initial class were primarily from the capital); 50 percent of the student body is female; and for the first time, four students from Belarus were enrolled in the program.

Small Business Loan Program

The Eurasia Foundation's SBLP currently operates in Armenia and Ukraine and provides loans to small and medium size businesses. The SBLP works through local commercial banks to provide financing for manufacturing and service sector projects that create jobs in small, private businesses. The program provides much-needed capital to the fledgling private sector and intensive hands-on training to partner banks in credit analysis and collection methodology.

SBLP Armenia

June 16, 2000, marked the fifth anniversary of the Armenian SBLP. For the year ended September 30, 2000, the SBLP Armenia disbursed or approved 32 loans totaling \$921,776 and created 169 jobs as compared to twenty loans in FY99. The average loan size was \$28,805. The increase in the number of loans over FY99 can be attributed to the two new partner banks, Credit Service Bank and ArmAgro Bank, added to the program during FY00, which enabled the geographic reach to expand to southern Armenia.

SBLP Ukraine

During FY00, the SBLP Ukraine added VABank as a new partner bank and saw a dramatic increase in volume in terms of loan number and value over the previous fiscal year. For FY00 the program disbursed 15 loans totaling \$865,000 and created 144 jobs. Of these loans, \$532,000 was disbursed to businesses outside the capital city.

Media Viability Fund

The MVF is a joint effort of the Eurasia Foundation and the Media Development Loan Fund (MDLF) to promote the financial viability of the independent news media. The MVF provides loans to independent regional media for capital investment and delivers technical consulting in financial and media management.

During FY00, the MVF attracted more than \$3.6 million from non-USG sources and undertook several major activities to promote independent news media in the NIS. These activities included on-site training and advice to newspapers, in addition to loans to enable newspapers to obtain printing presses. During FY00, MVF also held a loan competition to help television stations and newspapers remain independent and conducted an advertising seminar and management training program in newsroom structure and accounting.

The MVF has worked with seventeen newspapers and four television stations since it began operations. In addition to dispatching media specialists to particular clients for long- and short-term consulting assignments, the MVF has conducted more than ten seminars and conferences over the past three years. In the aggregate, more than 150 media specialists have attended MVF seminars, and more than 150 media personnel have benefited from consultant visits.

Evaluation of Programs

During FY00, the Foundation continued to build its capacity to evaluate its programs and projects through tools and procedures that focused on impact. In addition to providing a more in-depth examination of lessons learned from project and grantee experience, evaluation results were used by Foundation staff in determining resource allocation and program development. At the end of FY00, the Foundation finalized its plans to hire a director of evaluation, who began at the Foundation in December 2000.

Funds Raised and Leveraged

Since its inception, the Foundation has raised and leveraged approximately \$30 million in non-USG funds from foundations, foreign governments, corporations and private citizens. The Foundation continues to expand its donor base and raised and leveraged over \$7 million in FY00 from non-USG sources. Major donations in FY00 included funds designated for the Media Viability Fund, the Economics Education and Research Consortium, the Small Business Loan Program, and a program that delivers funding for small grants in northwest Russia. Large donations received during FY00 included funding from the Swiss, Swedish, and Norwegian governments; the World Bank; and the Soros, Starr, and Lincy Foundations.

Outside Evaluation

At the end of FY00, the Eurasia Foundation worked with USAID evaluators to prepare for the field visit segment of the outside evaluation initiated by USAID. The Scope of Work of the evaluation raised three main questions: how effective is the Foundation, what has been the effect of its grant programs, and what has been its relationship with USAID and other potential partners? The evaluation team interviewed 129 grantees, 70 percent of whom were randomly selected, and conducted an in-depth analysis of the Foundation Projects.

In its overall recommendations, the report is complimentary to Eurasia Foundation and its solid record of accomplishment is recognized. The report recommends continued funding for the Foundation, and that the US Government consider matching private funds for an endowment on a dollar-for-dollar basis.

**II. Actual Accomplishments
for Fiscal Year 2000**

(October 1, 1999 - September 30, 2000)

Actual Accomplishments Compared to Goals Established For the Period October 1, 1999 – September 30, 2000 (FY00)

In FY00, the Eurasia Foundation awarded more than \$9.7 million through 559 grants. Of this total, 376 grants were made with USG funds. The dollar value and total number of grants for FY00 is less than that awarded in FY99 due in part to a significant reduction in USG funding for FY00. For FY99, the Foundation received approximately \$31 million from USAID to implement its programs. In comparison, for FY00, the Foundation received approximately \$18 million from USAID, a level of funding insufficient for the Foundation to implement fully the number of grants and scope of project activity that it had planned for FY00. Additionally, the West NIS grantmaking office, which traditionally has been responsible for about one quarter of the Foundation's overall grant activity, did not award any grants in FY00 because of ongoing audits. These audits likewise diverted some of the attention of other offices and senior management of the Foundation, further diminishing grant output in FY00.

The Eurasia Foundation Grantmaking Program

In preparing program strategies for FY00, field offices identified a number of *fields of interest* within the Foundation's mandate which resulted in guided grantmaking for more focused results. In adopting this innovative approach, field staff applied knowledge of country trends, needs, and experience to both the development of the Foundation's grant portfolio and to programs funded by other donors. In some cases programs employed a cross-programmatic approach that engaged more than one segment of society, such as the media, public officials, business associations, or academia. Generally, each office selected at least one field of interest in each of the Foundation's three program areas. Examples of grants in the three program areas are as follows:

Accelerated Development and Growth of Private Enterprise

- \$23,138 to the Djizzak Business Incubator in Uzbekistan to establish an information and consulting center for farmers. As a result of this grant, the farmers have been able to secure over nine million soums (\$12,000) in credit from local banks. In addition, two farmers received new equipment, ten farms started operating, and 51 jobs were created.

More Effective, Responsive, and Accountable Local Government

- \$28,032 to the Ozurgeti District Local Council of Georgia to install a computer system to support a database on socioeconomic indicators in the region. Representatives of village councils in the district were trained in methods and regulations for budget development. As a result of the grant, citizens were educated and informed about budget policies and implementation through the distribution of monthly newsletters and the broadcast of ten live television programs.

Increased Citizen Participation in Political and Economic Decisionmaking

- \$30,760 to the Saratov Judicial Department in the Volga region of Russia to expand access to the judicial system through the training of local judges. As a result of the grant 121 individuals were trained

Table I. Grants Awarded By Country FY00

Country	Grant \$	% of Total \$
Armenia	\$1,036,479	10.67%
Azerbaijan	\$124,318	1.28%
Belarus	\$2,556	0.03%
Georgia	\$971,149	10.00%
Kazakhstan	\$1,061,458	10.93%
Kyrgyz Republic	\$311,998	3.21%
Russia	\$5,181,017	53.36%
Tajikistan	\$407,737	4.20%
Turkmenistan	\$81,590	0.84%
Ukraine	\$73,054	0.75%
Uzbekistan	\$458,206	4.72%
TOTAL	\$9,709,562	100%

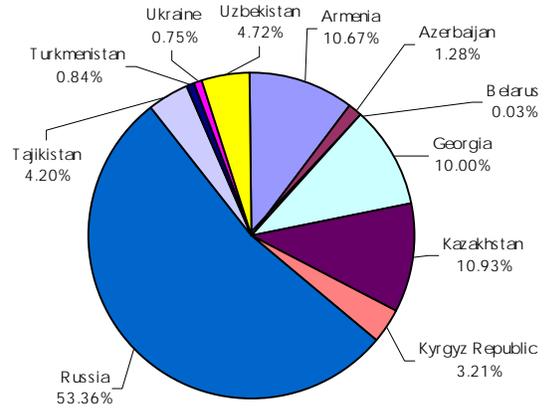
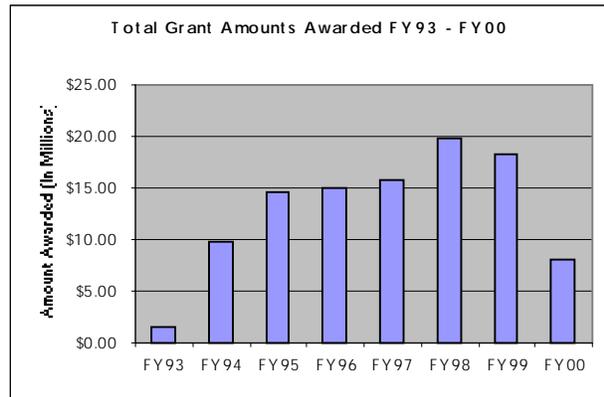
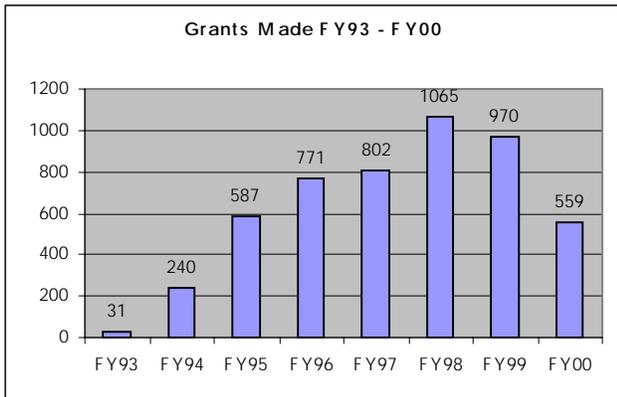


Table II. Grant Volume FY93 - FY00

Fiscal Year	Number of Grants Awarded	Total Amount Awarded	Average Grant Size
FY93	31	\$1,500,000	\$48,000
FY94	240	\$9,900,000	\$41,000
FY95	587	\$14,600,000	\$25,000
FY96	771	\$15,000,000	\$19,000
FY97	802	\$15,800,000	\$20,000
FY98	1065	\$19,800,000	\$19,000
FY99	970	\$18,200,000	\$19,000
FY00	559	\$9,709,563	\$17,370
TOTAL	5,025	\$104,509,563	\$26,046



to work as justices of the peace. Their training resulted in a reduced caseload for the Russian Federal Courts and quicker solutions to citizens' legal problems.

Section IV of this report includes a discussion of select Eurasia Foundation grants and activities by strategic objective. A complete list of grants organized according to strategic objective and country can be found in Appendices C and D.

Achieving Broad Geographic and Strategic Reach

In January 2000, the reach of Foundation programs was expanded with the opening of a full grantmaking office in Baku, Azerbaijan. In addition, the South Caucasus Cooperation Program, a unique cross-border initiative that seeks solutions to overcome the political and economic obstacles to regional integration, established a regional office in Tbilisi, Georgia. Also during FY00 the Northwest Russia Small Grants Initiative made its first grants with funding from the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat supplementing the Foundation's core funding from USAID. This targeted effort significantly increased outreach to potential grantees in the region and resulted in a two-fold increase in proposals for funding in northwest Russia.

Cooperation and Collaboration with USG and Other Partners

The Eurasia Foundation's grant agreement calls for the Foundation to operate "largely through small grant and lending programs, but on occasion . . . seek to establish consortia or cooperative programs with other donors to give special attention to strategically important challenges." The Foundation worked on three special projects in FY00 to further this goal. Among the many multilateral initiatives during FY00, the following are of special note: the Northwest Russia Small Grants Initiative, the South Caucasus Cooperation Program, and the Armenian Media Strengthening Program.

Northwest Russia Small Grants Initiative

The Eurasia Foundation collaborated with the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat to launch a joint program to deliver grant funds and technical assistance to organizations working in the Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, the Republic of Karelia, and St. Petersburg and the Leningrad Oblast. During FY00, the Northwest Russian Small Grants Initiative received 79 proposals and funded twelve grants totaling \$310,055.

The following are examples of grants funded under this trilateral partnership:

- A project in the Republic of Karelia implemented by the Republican Inter-branch Center of Continuous Education of Personnel to support small business development through the establishment of local management consulting centers.

- A project to facilitate the formation of committees on territorial self-government through seminars conducted by the Kola Association of Female Lawyers in Murmansk Oblast.
- A project in collaboration with St. Petersburg State University to develop a distance learning module on strategic administration of municipalities.

In FY00, the three partners in this program began planning to launch a micro-credit initiative to support entrepreneurship in Murmansk Oblast and awarded grants to two organizations to conduct a feasibility study of such a project.

South Caucasus Cooperation Program

In FY00, the Eurasia Foundation's South Caucasus Cooperation Program (SCCP; formerly called Synergy) continued its efforts to facilitate greater contact and cooperation among organizations in Armenia, Azerbaijan, and Georgia. Through cross-border work, the SCCP seeks to create conditions that will improve economic and political stability at the grassroots level. During FY00, the SCCP made grants totalling \$23,732 to organizations in the three countries. In addition to its ongoing collaboration with USAID, the SCCP worked with non-governmental partner organizations such as Sibley International on accounting reform, and the International Executive Services Corps and the World Tourism Organization on tourism initiatives.

With the appointment of a new director in mid-FY00 and the establishment of an independent grantmaking office in Tbilisi, Georgia, the SCCP developed a more targeted plan and escalated its activities. Currently, the SCCP is organizing small cluster meetings with sector-specific groups rather than the earlier large-scale conferences held in FY99. During FY00, the SCCP held six cluster meetings and one seminar. Each of the cluster meetings attracted nineteen organizations from each country, and the seminar had thirteen organizations participate from each country.

The following sectors have now been identified as most promising for development: tourism; transportation and freight forwarding; accounting, banking, taxation and customs; and non-profits and universities. In all of these cases, the basic infrastructure—access to information, adequate legislation, professional training, professional codes of ethics, and uniform standards that comply with international practice—is inadequate. The Eurasia Foundation is working to address the lack of infrastructure by awarding grants that support: region-wide training programs; the strengthening and linking of existing professional and business associations to establish regional confederations; the creation of regional databases and networks; the harmonization of legislation; and the exchange of best practices.

Armenian Media Strengthening Program

The Media Strengthening Program (MSP) is an example of a collaborative effort between the Eurasia Foundation and the US Government that the Foundation undertook at the request of the US Embassy and the USAID mission in Armenia. The MSP seeks to create viable alternatives to the government

monopoly of the Armenian news media.

A highlight of the MSP's activities for FY00 was the arrival and installation of the printing press made possible by a loan and grant package of approximately \$800,000 to the Gind Printing House of Yerevan. The project has been successful at strengthening the independent print media, promoting the free flow of news and information, and reducing the potential for government control of the media sector through the establishment and operation of the only independent printing and plate-making equipment in Armenia. As part of the project, the Cafesjian Family Foundation donated licensed software, fonts, and a proofing system as well as funds for training in the use of these systems to 18 participating newspapers and the Gind Printing House. At the close of FY00, this alternative, commercially based, service-oriented printing press had nine newspaper clients.

Evaluation of Programs

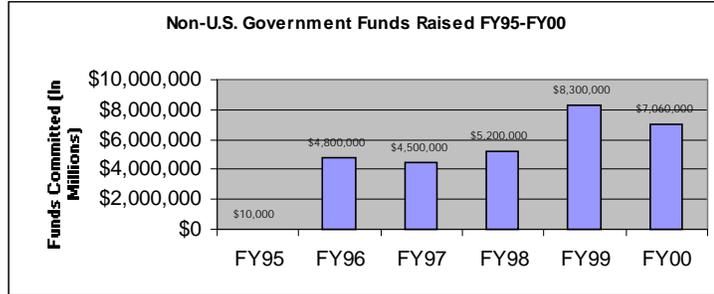
The Eurasia Foundation's Five Year Strategic Plan approved by the Board of Trustees in 1999 recommends that the Foundation develop greater capacity for evaluation among its staff and partners and incorporate evaluation more fully into all aspects of its work. During FY00, the Foundation continued to implement its results-oriented evaluation strategy, which focuses on programmatic outcomes and lessons learned from experience. The conceptual framework for the Foundation's innovative evaluation strategy includes the following elements:

- Evaluation of results must be systematic and objective.
- Evaluation criteria should be part of the beginning, middle, and end of a program or project cycle.
- Evaluation should take place at a variety of levels, such as individual grants, program clusters, and Foundation-wide policies and decisions.
- Evaluation efforts must examine program design, implementation, and results as well as program efficiency and project sustainability.

During FY00, in keeping with the decision to make evaluation a greater institutional priority, the Foundation recruited for the position of director of evaluation. With greater institutional commitment to evaluation, and drawing on the principles outlined above, the Foundation is now in a position to move forward with its evaluation strategy to better measure results. The Foundation has developed a method to measure grant results at three levels (individuals, institutions, and society) through grantee reporting on seven indicators. Information gathered through the results-oriented evaluation process will enable the Foundation to maximize the impact of programs and the cost-effectiveness of resource allocation.

Table III. Funds Raised and Leveraged FY95 - FY00

Fiscal Year	Funds Committed
FY95	\$10,000
FY96	\$4,800,000
FY97	\$4,500,000
FY98	\$5,200,000
FY99	\$8,300,000
FY00	\$7,060,000
Total	\$29,870,000



Raising and Leveraging Funds

During FY00, the Eurasia Foundation continued its work to raise and leverage non-USG funds by reaching out to foreign governments, foundations, corporations, and individuals with the mutual interest of supporting democracy and free markets in the NIS. In FY00, the Foundation raised and leveraged over \$7 million. This brings the total raised and leveraged from non-USG sources to nearly \$30 million over the life of the Foundation. Large donations in FY00 included:

- \$2.5 million from the Open Society Institute for the MVF;
- \$500,000 from the Open Society Institute for EERC;
- \$615,000 from the Swiss Government for MVF;
- \$500,000 from the Swedish Government for MVF;
- \$1 million from the Starr Foundation for EERC;
- \$700,000 from the World Bank for EERC;
- \$200,000 from the Norwegian Ministry of Foreign Affairs for the small grant program in northwest Russia;
- \$180,000 from Barents Euro-Arctic Region Secretariat for the small grant program in northwest Russia; and
- \$250,000 from the Lincy Foundation for the SBLP and grants in Armenia.

III. Projects Administered by the Eurasia Foundation

Foundation Projects

In addition to its grantmaking programs, the Foundation currently manages three special initiatives—the Small Business Loan Program, the Economics Education and Research Consortium, and the Media Viability Fund—which are designed to encourage a more rigorous small business sector, improved professional economic policy research, and financially independent media, respectively.

Small Business Loan Program (SBLP)

The Eurasia Foundation's Small Business Loan Program (SBLP) currently operates in Armenia and Ukraine and provides loans to small and medium-sized businesses. The SBLP works through local commercial banks to provide financing for manufacturing and service sector projects that create jobs. The program provides much-needed capital to the fledgling private sector and intensive hands-on training to participant bank lenders in credit analysis and collection methodology.

A status report on the SBLP loan portfolio can be found in Appendix E.

SBLP Armenia

In Armenia, the program currently has active relationships with four banks. Through FY00, 173 loans totaling \$5,036,829 were disbursed or approved with an average loan size of \$29,115. Of these, 109 loans have been repaid in full and all borrowers combined have repaid \$3,883,270. Since the program's inception, a total of 1,195 jobs have been created as a result of SBLP's lending activities in Armenia.

June 16, 2000 marked the fifth anniversary of the Armenian Small Business Loan Program. For the year ended September 30, 2000 the SBLP Armenia disbursed or approved 32 loans totaling \$921,776 and creating 169 jobs. The average loan size was \$28,805. The increase in number of loans over FY99 can be attributed to the two new partner banks, Credit Service Bank and ArmAgro Bank, added to the program during FY00, which enabled the geographic reach to expand to southern Armenia.

FY00 saw the full implementation of the Izmirlian Foundation partnership with the loan program. This is a three-year grant to the Eurasia Foundation for up to \$3 million. To reflect this partnership the official name of the loan program is now the Izmirlian–Eurasia Foundation Small Business Loan Program. This program funds loans on a matching basis with each foundation financing an equal number of individual loans. In FY00, the Izmirlian Foundation financed \$429,084 and the Eurasia Foundation financed \$492,692.

Through persistence and patience the banks and SBLP staff have realized success in recovering loan funds from problem borrowers during FY00. One of the obstacles facing recovery was the banks' reluctance to purchase loan collateral at auction due to the difficulty associated with recovering their costs. During FY00 the partner banks became more engaged in liquidation activities and purchased the collateral of four borrowers.

SBLP Ukraine

In Ukraine, the program operates with two participant banks. Through FY00, the program has disbursed 33 loans totaling \$1,748,328 with an average loan size of \$52,980. Of these, fifteen were repaid in full and two loans from the original portfolio were charged off. All borrowers have repaid a total of \$941,002. Since the program's inception, a total of 399 jobs have been created as a result of SBLP's lending activities in Ukraine.

During FY00, SBLP Ukraine saw a dramatic increase in the value and number of loans over the previous fiscal year. For FY00 the program disbursed fifteen loans totaling \$865,000 and created 144 jobs. Of these loans \$532,000 was disbursed to businesses outside the capital city.

There are two reasons for the improved program performance in FY00. The addition of VABank in late FY99 provided the program with a new committed partner bank that has taken the necessary steps to solicit borrowers. Also, the recent relative stability of the Ukrainian economy has encouraged businesses to consider longer-term investments, consequently increasing loan demand during FY00.

The improved climate for business in Ukraine has increased demand for the program, and the new partner bank has helped to service that added demand. Now that the loan program has a committed partner bank that has resulted in a favorable loan volume, the objective is to expand on this success. To build on the successes achieved during FY00, the Foundation has decided to explore expansion of SBLP Ukraine by adding at least one new partner bank in FY01.

The Eurasia Foundation is the only lending program operating in Ukraine that offers medium-term financing for businesses needing to borrow less than \$100,000. This is of particular importance because local banks are not able to offer such loan terms due to the short-term nature of their deposits. By providing medium-term financing, the Eurasia Foundation's loan program allows the borrowers to free up funds to service additional revenue growth.

Economics Education and Research Consortium (EERC)

Now in its fifth year of operations, EERC is building domestic capacity for formulating sound economic policy through its core programs in Russia and Ukraine and a research network now spanning Eurasia. In FY00, EERC continued to innovate and build on its successful foundation of high-quality economics education and research support.

Outside Evaluations

Both EERC programs underwent outside evaluations in FY00, and the evaluators' findings were extremely positive. The Russia program evaluation was conducted by Jeffrey Fine, Director of Economic and Social Research for the International Development Research Centre, Ottawa, Ontario, and Professor Perry Patterson of Wake Forest University. The evaluators traveled to St. Petersburg in June 1999 to attend the program's research workshop and to Moscow in November 1999 to attend a methodological seminar and observe office operations. The evaluators' findings concluded that the EERC Russia Research Program

represents, “a highly sophisticated, holistic approach to developing professional capacity through research.” Further, they stated, “The EERC program is a finely honed instrument for strengthening the skills and bolstering the morale of otherwise qualified professionals. . . . The research cycle produces outcomes crucial to the creation of a Russian economics profession and will contribute toward raising the level of debate for the country as a whole.”

The Ukraine program evaluation was led by the chairman of the American Economics Association’s Committee on Economic Education, Michael K. Salemi, University of North Carolina at Chapel Hill, and also included Paul Hare, Heriot-Watt University (Edinburgh) and Francisco Rivera-Batiz, Columbia University. The evaluation team in Ukraine was similarly impressed with EERC’s activities and accomplishments. The lead evaluator wrote: “The EERC is a brave adventure . . . It’s simply a wonderful program that provides important opportunities for Ukrainian students. I believe the program will make Ukraine and the rest of the world better places.”

EERC Russia

In Russia, EERC provides small research grants within the framework of semi-annual research workshops. EERC Russia held its seventh and eighth research workshops in December 1999 and July 2000. In conjunction with the December workshop, EERC Russia held its third annual conference, “Economic Growth and Institutional Development: Lessons from Economic Reform in Russia.” This conference was co-sponsored by the Russian-European Center for Economic Policy Research.

Grant Competition

EERC has introduced a new grant competition, aimed at providing in-depth policy analysis to Russian decisionmakers. Two new “Focus on Policy” grants each year will support two- to three-year joint research projects, resulting in broader and deeper analysis of a well-defined policy issue. One of the Focus on Policy research teams is based at the Ministry of Finance; the other team consists of researchers from Moscow, Novosibirsk, and Yekaterinburg. Each Focus on Policy research team will present their findings to Russian policymakers at regularly scheduled forums, and will be required to produce a series of policy briefs, as well as academic papers, on the implications of their research.

Policy Roundtables

To inform end users of EERC research, the program has initiated a series of policy roundtable meetings involving EERC network members and Russian policymakers. The first such meeting, “Banking Sector Development: Contribution of Economic Research to Policymaking,” was held at the Duma Banking Subcommittee on June 16, 1999. A second meeting, “Economic Policy Decentralization,” was hosted by the Duma Committee for Economic Policy on November 18, 1999.

Transition Economics Research Network

EERC inaugurated the Transition Economics Research Network (TERN) with an economics summer school in Issyk Kul, Kyrgyz Republic, held July 15-30, 2000. Supported by the World Bank, TERN aims to expand

EERC's research network to include other countries of Eurasia. Approximately 60 participants from Armenia, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Tajikistan, Ukraine, and Uzbekistan were selected to attend the summer school. They received 80 hours of intensive methodological and theoretical instruction, conducted in Russian by EERC resource specialists and teaching assistants. At the end of the two weeks, the participants were invited to submit research grant proposals. A second summer school is planned for July 2001.

EERC Ukraine

In Ukraine, EERC administers a two-year master's degree program in economics at the National University Kyiv-Mohyla Academy. EERC Ukraine graduated its third class in June, and to date has awarded 85 master's diplomas. Approximately 45 percent of EERC graduates are continuing their studies in North America and Europe. The majority of those remaining in Ukraine are employed in government (Parliament, National Bank, Ministry of Finance, Ministry of the Economy), international organizations (World Bank, International Monetary Fund), or policy think tanks. Others are employed in the private sector, primarily in banking and finance. On September 1, 2000, the master's degree program began the 2000-2001 academic year in newly renovated facilities with 91 students.

EERC Graduates Its Third Class

Thirty-seven EERC students successfully defended their master's theses and received diplomas in June 2000. Sixteen of the new graduates went abroad in the fall to begin Ph.D. studies at universities including: Duke University, Georgetown University, Université de Lausanne, the University of Michigan, and the University of North Carolina. In addition, two graduates from the class of 1999 will continue their economics education at Indiana University and Stanford University.

Several new graduates have begun professional careers in Kyiv, with four joining the staff of the Institute for Economic Research and Policy Advice at the National Bank of Ukraine. Others have taken positions with the Ministry of Finance, the International Monetary Fund, and Harvard University's Ukrainian Macroeconomic Policy Project.

As an indication of the growing reputation of the program's graduates, a consortium of some of Europe's best economics departments (Barcelona, Brussels, London, Mannheim, Stockholm, Tilburg, and Toulouse) submitted a proposal to the European Union (E.U.) to provide Ph.D. fellowships *specifically* for graduates of the EERC master's degree program and the New Economic School (NES) in Moscow. If approved by the E.U., twelve EERC and NES graduates would be awarded three-year Ph.D. fellowships each year.

Record Applications to M.A. Program Yield Talented, Diverse Class of 2002

In its fifth admissions process, the program received 239 applications, including applicants from almost every *oblast* in Ukraine. The number of Belarussian applicants substantially increased, and the program received applications from cities other than Minsk for the first time—a testament to the program's growing reputation in Belarus. Following testing and interviews, 51 students (47 Ukrainians and four Belarussians) were accepted to the program.

Renovation of Facilities in Ukraine

Renovation of the new EERC facilities at Kyiv-Mohyla Academy began in January 2000. The program moved into the renovated space in August 2000, and began the school year in facilities that included refurbished classrooms, generous space for the growing library, and computer labs with 50 workstations and dedicated Internet access. The new facilities were formally dedicated at a ceremony held on September 15, 2000, and attended by representatives of EERC's donors and supporters.

Strategic Planning Process

From the very beginning of EERC operations, the Eurasia Foundation and other EERC donors planned for each EERC field office to eventually become a separate and sustainable in-country institution. EERC has taken the first steps toward this vision, registering as a separate 501(c)(3) in the U.S. to facilitate separate registration in Ukraine and Russia. In Ukraine, EERC staff and top administrators from Kyiv-Mohyla Academy have begun a strategic planning process designed to establish a concrete plan for greater local autonomy, improved sustainability, and a larger role in teaching for Ukrainian faculty. Senior EERC staff and Kyiv-Mohyla Academy officials visited the Stockholm School of Economics and the Stockholm Institute for Transition Economics to examine possible models for such a transition. A trip to Charles University in Prague to look at the CERGE program is planned for FY01.

EERC Newsletter: The New Economist

The EERC Ukraine Program published the first edition of its newsletter, the *New Economist* in FY00. The newsletter is issued three to four times per year and is disseminated to members of the economics community in Ukraine and around the world.

Guest Speakers

The EERC Ukraine Program was honored to host Professor Robert Mundell (Columbia University) on February 28, 2000, at the National University Kyiv-Mohyla Academy. Professor Mundell, known as "the father of the euro," won the 1999 Nobel Prize in economics. He gave a public lecture entitled, "The Advent of the Euro and Its Implications for Monetary Systems in Eastern Europe," which was attended by senior government officials, members of parliament, diplomats, academics, journalists, and several representatives of international organizations. Professor Mundell also conducted a seminar for EERC students and alumni on the economic history of the gold standard.

EERC Fundraising

EERC supporters recognized the program's successes in FY00 with several major renewals of support, as well as new funding to expand program activity. Three of the Consortium's leading donors renewed their support in FY00: the Ford Foundation with a grant of \$400,000 over two years, the Open Society Institute with a grant of \$250,000 for one year, and the Starr Foundation with a grant of \$1 million over three years.

In addition, the World Bank awarded the EERC Russia Program two grants totaling \$550,000 to expand its research network to other countries of Eurasia. This initiative, launched as the Transition Economics Research Network, held its first formal activity in Issyk Kul, Kyrgyz Republic, in July: a two-week intensive summer school for 60 young economists from across Eurasia. Summer school participants will form the core of the new, expanded network and are eligible to apply for EERC research grants.

EERC Russia has also received two additional grants from the World Bank totaling \$200,000 for its participation in the World Bank's Global Development Network (GDN). The GDN, a "network of networks," aims to support the generation, sharing, and application of policy development. As the NIS representative of the GDN, EERC is involved in the implementation of the "Explaining Growth" project—one of the first activities in the framework of the GDN. The project aims to explain the growth experience of the seven regions participating in the GDN: East Asia, South Asia, Latin America and the Caribbean, Eastern Europe, the former Soviet Union, the Middle East and North Africa, and Sub-Saharan Africa.

Media Viability Fund (MVF)

To address the obstacles of government control and a lack of skills necessary for independent media outlets to succeed, the Media Development Loan Fund and the Eurasia Foundation joined forces to create the Media Viability Fund.

MVF provides low-interest loans to independent Russian and Ukrainian media companies, helping to break up government monopolies. MVF also provides training to help newspapers, television and radio stations remain independent by operating as profitable enterprises in a competitive market. Together, loans and training have helped promote the financial viability of MVF clients and shape the way local governments and potential investors view the independent media.

MVF consultants have provided on-site training and advice to newspapers on management principles and presenting and packaging information, management restructuring and reorganization, newsroom structure, newspaper redesign, and the principles of good business plans. Work with independent television companies is a recent addition to MVF's activities in Russia.

At the Express company in Lviv, Ukraine, and Paritet in Chelyabinsk, Russia, color, offset printing presses financed through MVF have been operating for the past two years. With a loan from the MVF, another entity, Altapress, in Barnaul, Siberia, will begin printing its four newspapers (and many other clients' newspapers) on its own color press in 2001.

Crisis Capital for Independent Media

MVF's most ambitious program to date, Crisis Capital for Independent Media, entered its third stage in FY00. This competition proposes a media sustainability loan fund to help independent television stations and newspapers overcome the long-term effects of the Russian financial crisis and support efforts to remain independent. The project has been made possible by over \$4 million in funding from the Open Society

Institute and the governments of the United States, the Netherlands, Switzerland, and Sweden.

Through this project, four television stations were accepted as loan candidates in July 2000 and acquired needed production, editing, and broadcast equipment through a leasing program with low interest rates. Equipment deliveries took place at the end of calendar year 2000.

Four newspapers underwent on-site assessments before they were accepted as loan candidates. Recipients will be able to obtain printing press and pre-press equipment with the loan funds. As a long-term partner, MVF will also provide financial and technical advisers to the companies in areas including management, finance, marketing, advertising, distribution, circulation, printing, design, and journalism.

MVF Seminars and Special Projects

From April 4-7, 2000, MVF held an advertising seminar for its newspaper partners. Two people from each newspaper were invited to attend—the director or editor-in-chief and the newspaper’s top advertising sales manager.

The main goal of the advertising seminar was to help participants increase advertising revenues by developing better departmental sales strategies and more efficient organizational structures. Topics included:

- development of more attractive and informative media kits to present to clients and potential advertisers;
- creation of special themes and pages to attract new advertising clients;
- encouragement of new budgeting ideas for advertising departments;
- adoption of different approaches to working with sales agents; and
- development of strategies for finding, hiring and training sales agents.

From August 17-19, 2000, MVF conducted a follow-up sales seminar to help advertising staffs at independent newspapers establish better business relationships with their clients and heighten the professional level of their sales approach. The seminar concentrated on teaching participant newspapers to more actively assess and provide for client needs, focusing on actively selling newspaper advertisement space and the services that the newspaper can provide to its clients. Training included the steps involved in presenting a successful sales pitch: preparing to contact potential advertising clients, nurturing a potential client’s interest, methods of presenting the newspaper to a potential client, working through rejections, and closing the sale.

In addition, MVF conducted a special market research project related to its seminars. Follow-up surveys to participants of the advertising seminar in April 2000 indicated great interest in learning more about market research and conducting readership and advertising research at regular intervals in the future. Six newspapers will take part in the project, which will include:

- a two- to three-day seminar in Moscow to train newspaper staff to conduct market research, analyze the results and write an effective report that conveys those results in a way that is useful to its newspaper;

- conducting readership research with market research company experts on-site at the newspapers;
and
- analyses of and reporting on the research data which will involve the continued work of market research experts with the newspapers to enable them to conduct such research independently in the future.

IV. Report By Strategic Objective

Report by Strategic Objective

Below is a broad narrative with selected highlights demonstrating the topical and geographical breadth of Eurasia Foundation activities in FY00 organized with reference to USAID Strategic Objectives (SOs) 1.2, 1.3, 1.4, 2.1, 2.2, and 2.3. For more detailed information regarding Foundation grants or specific SOs in certain countries or regions, please refer to Appendices B and C.

Note: Since some strategic objectives are broader than others, certain grants could theoretically be categorized under multiple SOs; in such cases, a decision was made to classify the grant in a single SO category. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen participation in political and economic decision-making because these grants are often given to nongovernmental organizations (NGOs). All grants made in the last fiscal year are recorded and reported only once under the most appropriate SO.

SO 1.2: Increased soundness of fiscal policies and fiscal management practices.

Rationale: The difficult economic situation in many NIS countries necessitates sound, consistent fiscal policies. Notwithstanding the progress made in this area through technical assistance and reforms undertaken by the governments of Eurasia themselves, the need for skilled practitioners to implement change remains. Economics and business education and training programs and the development of professional associations are invaluable to meeting these needs.

Activities: The Eurasia Foundation addresses the challenge of improving fiscal policy and management practices both through the Economics Education and Research Consortium (EERC) and through its grantmaking programs.

Operating in Russia and Ukraine, the EERC builds professional capacity in economics through support for policy-oriented research and graduate-level economics education. In Russia, the EERC has created an independent network of economists pursuing policy-oriented economic research. EERC's Russian research program offers network members a combination of competitive grants, technical assistance, and opportunities for professional publication. During FY00, two research workshop/grant competitions were conducted, yielding 477 proposals. As a result of these proposals, 141 economists participated in the workshops and 39 grants were made. In FY00, EERC introduced a new grant competition aimed at providing in-depth policy analysis to Russian decision-makers. These "Focus on Policy" grants will support two- to three-year joint research projects, resulting in broader and deeper analysis of a well-defined policy issue.

In Ukraine, the EERC administers a master's degree program in economics, the first in the country to be recognized internationally for the quality of its teaching and its graduates. The program is run in conjunction with a Ukrainian partner, the National University of Kyiv-Mohyla Academy. The two-year curriculum offers English-language coursework similar to programs in Western Europe and North America. In fall 2000, the incoming class was comprised of 51 students.

In support of SO 1.2 in Russia, the Foundation has given small grants to educational institutions, business

centers, and industry associations with the aim of improving long-term economic policies and business practices. For example, to promote the introduction and adoption of international accounting practices, the Eurasia Foundation awarded a grant to the Foundation for International Accounting in Russia to develop and distribute a CD-ROM-based training tool and reference guide on international accounting standards. The CD-ROM, which incorporated more than 800 pages of text, was distributed at no charge to universities, libraries, and professional accounting organizations, and for a fee to businesses and private individuals.

Another example of a grant in Russia that addresses SO 1.2 was awarded to the Auditconsul Joint Stock Company in the Russian Far East. The project sought to optimize taxation of small and medium enterprises (SMEs) in Sakhalin Oblast through an economic analysis of the profitability of selected businesses that was performed by local business associations. The team organized a series of roundtables in various districts to discuss and suggest new methods of yield assessment for SMEs with the ultimate goal of the submission of amendments of regional law on “imputed income.” It is expected that these amendments will facilitate the creation of a mechanism to prevent income concealment and help establish a level playing field for small businesses.

In the Kyrgyz Republic, the Foundation made a grant to the International Program Integration Institute of Kyrgyz State University to organize a forum on the future of economic policy. The conference brought together professors, economists, and analysts for a series of seminars on credit policy, taxation, trade, investment, and agricultural reform. University students were also invited to attend and participate in all of the sessions. Under the grant, 250 copies of a book containing the presentations and concluding evaluations were published and distributed to universities and institutes throughout the country.

SO 1.3: Accelerated development and growth of private enterprises.

Rationale: Small businesses represent the first link between the market economy and ordinary citizens. To strengthen this link, new enterprises need a sound infrastructure and accessible resources. This underlying system is comprised of: business education and demand-driven professional training programs; sustainable business support associations; the removal of regulatory impediments to the emergence of small business; and effective legal mechanisms to protect economic rights.

Activities: The development of human resources is vital to the growth of private enterprise. To this end, the Eurasia Foundation has made grants to organizations that are dedicated to working at the local level to improve business knowledge through training programs and the establishment of business associations. In addition, the Foundation has sought to improve the quality and sustainability of business education programs in the NIS through the support of undergraduate and graduate business education programs.

For example, in the Kyrgyz Republic during FY00, the Foundation funded a grant to the Kyrgyz Academy of Management to improve the standards and competitiveness of local businesses through a training program on Total Quality Management (TQM). The program held training seminars and provided consultations to individual businesses to help introduce TQM principles in the country.

In FY00, the Foundation awarded a grant to the Azerbaijan Society of Appraisers to conduct a training program for 80 appraisers and entrepreneurs. Under the grant, the Society also published and distributed professional literature, developed a professional code of ethics, and provided advice on appraisal issues.

SO 1.4: A more competitive and market-responsive private financial sector.

Rationale: The shortage of capital in the NIS is an obstacle to the growth of small business, the expansion of the non-profit sector, and an effective local government. The Foundation's Small Business Loan Program (SBLP), which works through financial intermediaries, provides much-needed access to capital for small business and private entities. Through its grant program, the Foundation also works to assist organizations that have been established to promote sound financial structures in the public sector.

Activities: The Foundation's efforts under this strategic objective focus on the infusion of capital into the small business sector while fostering sound professional and ethical business practices. The Foundation's lending programs in Armenia and Ukraine continued to grow in FY00 despite weakening financial conditions in both countries. In addition, the Foundation made a number of innovative grants to microfinance initiatives.

The SBLP partners with local commercial banks to offer small business loans. Emphasizing intensive interaction between the Eurasia Foundation, SBLP specialists and local bank personnel, the program introduces small business credit analysis and collection methodology to partner banks. Eurasia Foundation loans also create jobs in economically depressed regions and instill practical business experience in a new generation of entrepreneurs.

In FY00, the SBLP in Armenia disbursed 30 new loans totaling \$921,776 and creating 169 jobs. Since its establishment in 1995, the SBLP in Armenia has disbursed more than \$5 million through 173 loans creating nearly 1,200 jobs. In FY00, the SBLP in Ukraine made 15 new loans totaling \$865,000 and creating 144 jobs, bringing its totals since establishment in 1995 to 33 loans totaling more than \$1.7 million and creating 399 jobs. The status of the Loan Portfolio as of September 30, 2000 can be found in Appendix E.

The Foundation's support of a more competitive and responsive private financial sector includes small grants made in FY00 to community loan funds and providers of microlending services. For example, in Russia's Chita Oblast the Foundation provided a grant to the Chita Regional Agency for Small Business Support to institute a small business agency to improve financing opportunities through the development of a regional microlending program. The project sought to stimulate more active involvement of local individuals into the crediting process through the development of microlending mechanisms based on best practices from other countries.

SO 2.1: Increased, better-informed citizens' participation in political and economic decisionmaking.

Rationale: Citizen participation in political and economic life is necessary for a successful transition to democracy and a market economy. In most NIS countries, citizens do not have the knowledge and skills necessary to actively participate in civil society. Although almost ten years have passed since the demise of the Soviet State, many citizens of NIS countries remain reluctant to make their voices heard. Likewise, restrictions on the free flow of information continue to jeopardize the development of an informed citizenry capable of making important decisions.

Activities: Grants and projects of the Eurasia Foundation seek to stimulate political and economic conversation and understanding that can in turn be used to influence political and economic processes. The Eurasia Foundation's efforts under this strategic objective focus on support for independent media and NGOs that are working to disseminate information through broadcast, print, and electronic communications. The Media Viability Fund (MVF), operated by the Foundation in concert with the Media Development Loan Fund in Russia and Ukraine, seeks to promote fair and free media. Although a wide variety of nongovernmental publications have emerged to provide citizens of Eurasia with news and information, obstacles continue to hinder the development of truly independent media. First, most nongovernmental newspapers still rely on government-controlled printing presses and distribution systems, which often exist as monopolies, limiting press freedom. In addition, owners and editors often lack the necessary management skills to operate their news vehicles as financially viable enterprises that ensure sustainability.

MVF provides low-interest loans to independent Russian and Ukrainian media companies, helping to break up government monopolies. MVF also provides training to help newspapers and television stations become independent by operating as profitable enterprises in a competitive market. Together, loans and training have helped promote the financial viability of MVF clients and shape the way local governments and potential investors view the independent media.

In addition to its special projects such as MVF in Russia and Ukraine and the Media Strengthening Program (MSP) in Armenia, the Foundation also provides grants to NGOs that work to further a free and independent press. Through the South Caucasus Cooperation Program, the Foundation funded the "South Caucasus Radio Bridge" project, which increased the dialogue on issues of region-wide importance for South Caucasus citizens through live radio forums broadcast simultaneously in Armenia, Azerbaijan, and Georgia. The project produced 27 weekly radio programs with experts from all three countries and a call-in component for listener questions. The project, in cooperation with Internews, also organized three training programs for participating journalists and technical staff that developed the program's ethical and professional policy. Cooperation with radio stations in the three countries created a radio bridge to serve as a forum through which the stations in the South Caucasus could broadcast cooperatively.

In Russia's Khabarovsk Krai, the Foundation provided funding to the Zelyony Dom NGO to create a partnership to better address the problems of local communities by involving governmental, private, non-profit and media organizations in their implementation of socially oriented projects. Training of 150 representatives on the issue of social partnership was followed by the development of joint cross-sector projects. This project developed partnership experience in the local population and increased the number of participants in public initiatives.

SO 2.2: Legal systems that better support democratic processes and market reforms.

Rationale: The rule of law depends on a formal infrastructure, effective and current legislation, and individuals skilled at navigating the system and understanding the law and its implications. While a great deal of important work has been accomplished in establishing the rule of law in the NIS, bottom up pressure—to test these new structures, to provide qualified specialists to operate the systems, and to offer citizen access to these systems—is essential if these changes are to have a tangible effect on the lives of citizens.

Activities: The Eurasia Foundation addresses the strengthening of legal systems by: promoting legal advocacy groups; encouraging alternative dispute resolution; supporting professional legal associations; and supporting local efforts to improve the quality of legislation and regulations.

For example, the Foundation funded a project, implemented by the Fergana Branch of the Consumers' Rights Protection Society in Fergana Oblast, Uzbekistan, which created a favorable tax environment for non-profit organizations by facilitating partnerships between NGOs and businesses. Research by the businesses involved identifying potential corporate philanthropic donors. The society also held two roundtables on the subject and published a booklet and series of articles on private-sector philanthropy.

The lack of a viable mechanism for resolving commercial disputes simply and inexpensively adds a tremendous financial burden to small and medium-sized businesses, which ripples throughout a society in the form of decreased standards of living. It also removes the essential factor of individual and corporate responsibility from the business equation, leading to frequent abuse of consumer rights and open fraud. To address this problem, the Eurasia Foundation held an Alternative Dispute Resolution (ADR) grant competition in Southern Russia, which resulted in the printing and distribution of a wide variety of materials and training manuals that were based upon the accumulated experience of actual practitioners. In addition, the competition yielded:

- the creation of four arbitration courts in southern Russia;
- the expansion of six previously existing arbitration courts;
- the professional training of fifty judges and mediators in ADR techniques;
- the introduction of university-level courses on the ADR in two legal faculties (in Stavropol and Saratov) with 140 enrolled students;
- 82 seminars for lawyers and businessmen in leading regions throughout southern Russia attended by 1,500 people;
- the creation of two Russian-language Web sites dedicated to ADR issues (<http://www.adr.ru> with 5,831 recorded visits, and <http://www.adrr.ru> with 4,357 visits during the grant period alone);
- the creation of a professional journal, entitled *Arbitration Court* with a publication of 1,000 copies; and
- the publication and distribution of 11 ADR teaching manuals.

Several legal practitioners participating in these grants achieved national stature, generating invitations from Moscow and other regions to share their experience with other professionals and educators. In addition,

the Saratov State Academy of Law has expressed an interest in incorporating all facets of ADR into its curriculum and the practical training of lawyers.

SO 2.3: More effective, responsible, and accountable local governments.

Rationale: Under the Soviet regime, local government officials were charged with carrying out instructions and commands from a central authority. Local governments did not have to be responsive to the needs and desires of their citizens and were largely inaccessible and ineffective. The breakup of the Soviet Union changed the climate dramatically, with local government officials now able to drive local decisionmaking. At that point, the problem local governments faced were a lack of experience and leadership to implement systems and procedures for serving their citizenry. Training of local officials in how to administer government became necessary. In addition, dissemination of information to individuals on what to expect of their governments became critical.

Activities: The Eurasia Foundation helps promote the development of more effective, responsible, and accountable local governments primarily through its grantmaking program. In Russia, the Foundation awarded a grant to the Far Eastern Academy for Government Service to implement measures to improve the law-making process, increase the quality of new legal documents, and increase the overall efficiency of legislative bodies within the region. The project included special training to improve the qualifications of government officials and specialists within the representative bodies.

In Kazakhstan, the Foundation supported a grant to the Taldy-Korgan Democracy Assistance Regional Center. This project was created to increase public participation in government decisionmaking by supporting grassroots advocacy campaigns on local self-governance. During the grant, proposals for amendments to the draft laws of Kazakhstan were collected. Also, regional seminars were held to train city coordinators, who in turn conducted public meetings on local issues. Legislation drafted during the project was circulated among the local housing associations, creating a foundation for the development of local governance.

Appendices

Appendix A:

Success Stories Written in FY00

Kalach Center for Business Support

**Kalach, Voronezh Oblast, Russia
Private Enterprise Development**

**Southern Russia Regional Office
S98-0485**

**Story by Olga Nikitina
October 26, 1999**

Two years ago Galina Gvozdevskaya was a high school biology teacher in a small town in the Volga region—about 150 miles from the nearest city, Voronezh. Her prospects, given the poor state of the local economy, were bleak. In debt, the city was chronically late in paying Galina’s small teacher’s salary. She had to find other ways to make ends meet. In the evenings and during her free time, she made clothes for herself and her children. “Little did I know,” says Galina, “that sewing would one day change my life.”



In 1997, Galina signed up for a class for business women that was sponsored by the Eurasia Foundation. There she mastered the basics of accounting and using a computer. As part of her class, Galina had to devise a complete business plan. That assignment became a turning point, as Galina started thinking seriously about using her new entrepreneurial skills to change her sewing hobby into her profession. In early 1999, Galina decided to approach the Eurasia Foundation’s Small Business Incubator Program in her home town of Kalach with a plan to start her own company.



The Kalach Center sits in a small building in the center of town. The Eurasia Foundation, with help from the local government, had set out in September 1998 to create a completely different type of development project in the Voronezh Region. It was designed to be a small-town business incubator, hosting seven clients—entrepreneurs sharing a common dream, but lacking the resources needed to achieve it. The Kalach Center provided Galina with low-cost office space, furniture, and some sewing

equipment, but most important—from an entrepreneur’s perspective in rural Russia—the supportive environment necessary to start a business under difficult conditions. “The business incubator’s employees and clients became one big happy family,” says Tatiana Grigorievskaya, the director of the business incubator, “and that feels great.”

Today, Galina owns a successful business, a tailor’s shop called Your Style. She boasts some 70 clients and 30-40 new orders for a wide variety of fashions every month. Working together with two other tailors and one cutter, Galina is working at full capacity. She plans to hire another tailor in the very near future.

Your Style is a model small business with a growing list of satisfied customers—who keep coming back, thanks to the attentive and courteous staff. Nevertheless, Galina, like all true entrepreneurs, is already looking for bigger challenges. For example, she is now negotiating with the local Kalach Textile Factory to reopen its idle stores. With her energy and drive, she might be able to revive clothing production not only for people in the Kalach District, but also for people in the neighboring districts of Voronezh and Rostov. At the moment, these are only plans. But as Galina has already seen, all she has needed to achieve her goals so far has been hard work and a little assistance from an opportune source, the Kalach Small Business Incubator.

Journalists' Union Champions Independent Media in Azerbaijan

Date: October 1, 1999

Regional Office: South Caucasus

Grant Numbers: C96-0117, C97-0171, C98-2021

Baku, Azerbaijan

Story by Thomas Burns

Emerging from its Soviet tradition, Azerbaijan's news media can now boast of leading newspapers and television stations that are free of government control. These media outlets are new to operating in a market economy, and they struggle with two key problems: ensuring their financial viability and finding qualified journalists.



Founded in 1994, the Yeni Nesil Union of Azerbaijan Journalists unites independent newspapers to address these and other issues. Its activities have made it a powerful engine for reform in Azerbaijan's changing news media.

When Azerbaijan's economy collapsed in 1991, newspapers lost some 80% of their advertising revenues, leaving a difficult market for independent media. Determined to teach newspapers how to survive in a market economy, Yeni Nesil received a \$24,000 Eurasia grant in 1996 to train advertising executives, journalists, and other media professionals in basic business principles. It also held seminars on consumer rights and marketing for independent media representatives.

The Union prepared a "Code of Ethics in Advertising" to set guidelines for responsible marketing. "A news-paper's independence is linked fundamentally to its ability to sustain itself financially, and financial sus-tainability demands good marketing skills," explains Arif Aliyev, chairman of Yeni Nesil. "A newspaper just can't be independent without marketing."

A combination of old standards and economic hardship has led to a low level of expertise among journalists working in Azerbaijan today. "Many Azerbaijani journalists don't understand the difference between telling readers what they want to hear and telling them what they need to know," explains Aliyev. "That understanding is crucial in developing responsible journalism."

Teaching the finer points of professional journalism involves more than simply updating educational materials and teaching methods. It requires developing new models altogether. There are no journalism schools that meet international standards in Azerbaijan, and university departments rely almost exclusively on outdated textbooks and professors with no practical experience.

To address this problem, Yeni Nesil has published and distributed new textbooks on journalistic ethics and marketing, including the first-ever textbook on economics and journalism to be published in Azeri. The Union also publishes a bimonthly bulletin, *Advertisement and Marketing*, for news media companies, university journalism departments, and advertising agencies.

In an effort to expand its focus beyond print media to include independent broadcasting and electronic media, and to create a forum in which media representatives can obtain objective information, Yeni Nesil used another Eurasia grant to found the Baku Press Club. Comprised principally of lawyers and media representatives, the Baku Press Club monitors the news media in Azerbaijan. With Eurasia funding, the Club produced Azerbaijan's first nation-wide directory of print and electronic media agencies with substantial circulation, as well as twelve issues of the Club's bulletin, *Media: Theory and Reality*. The Baku Press Club also operates the city's only press-conference service, providing a neutral place to give information to the press.

Yeni Nesil continues to strive toward its goal of fostering Azerbaijan's independent news media. Intent on creating a healthy relationship between the press and the public, it focuses on a democratic vision of an independent news media: "A media entity is truly independent only when it stops being defined by political and economic forces," declares Aliyev. "Only then is it free and able to define itself."

Experts and Consultants Intergroup:
Consulting firm increases the effectiveness of innovative, technology-based firms

Moscow, Russia
Moscow Regional Office, M98-2159

Story by Carolina San Martin
November 1, 1999

“When the Experts and Consultants Intergroup consulting firm first approached me and offered their services, I didn’t want to have anything to do with them,” explains Lyubov Bratkova, president of the Moscow-based firm Ranita Ltd. “Usually the clients end up teaching the consultants, and not the other way around.”

Having been state-subsidized during the Soviet era, the science and technology sector in Russia has had to reinvent itself in recent years. This has been a major challenge for the sector as a whole, which generally lacks market culture and the professional business skills needed to succeed. In 1997, the Eurasia Foundation joined forces with the Russian Fund for Assistance to Small Innovative Businesses (FASIE) to help Russian consulting firms specializing in science and technology increase the quantity and quality of their services to small, innovative enterprises. As a result of the EF-FASIE competition, 14 consulting agencies received grants totaling \$317,500. Experts and Consultants Intergroup was one of them.



Giorgy Cheremisin, Director, Experts and Consultants Intergroup

Thanks to the grant, Intergroup received training, equipment, and the chance to prove themselves on the consulting services market. “Our strategy is based on identifying champion firms—small, innovative businesses that have a good product, but that are at an early stage of organizational development,” says Giorgy Cheremisin, president of Intergroup. Ranita Ltd., which researches and produces light-transforming agrofils for use in building greenhouses, fit this description perfectly.

When Cheremisin first met Bratkova, her company already had established partnerships with foreign companies in South Korea, China, and Europe. But he knew that the company’s potential was

much greater, and he helped Bratkova to see this as well. Intergroup consultants began by conducting a thorough analysis of the company, assessing its strengths and weaknesses. The study revealed that Ranita's weakest departments were sales and marketing. Intergroup worked with Ranita to develop a new sales strategy whereby Ranita identified a few dependable distributors and worked exclusively within this network of buyers. Bratkova found the task of improving her company's marketing strategy to be especially intimidating. A preliminary analysis of the firm's audience showed that advertising its product on the Internet would be most effective, but Ranita staff did not know where to begin. Cheremisin and his staff took on the web project and worked with Ranita to create the company's site (<http://www.user.cityline.ru/~ittran/en/index.htm>).

Sales jumped almost immediately as a result of the new strategy and the Internet site. "Ranita works ten times more effectively than it did a year ago," says Cheremisin. And the work accomplished with Intergroup's help ensured the survival—and the success—of Ranita despite the August 1998 financial crisis. Thanks to the web site alone, which was launched in April 1999, orders increased by 25%. "And we thought that after the crisis sales would fall by half!" exclaims Bratkova. Certainly the firm's most impressive achievement has been the venture capital investment of more than \$10 million that it secured from Merrill Lynch with Intergroup's negotiation help.

A large part of Ranita's success is due to the credibility it has gained in the past year. Not only does the web site include information covering Ranita and its product, but it also provides a listing of the firm's partners with links to their web sites. "When people see that companies like Bayer can vouch for the quality of our products, then they know they can trust us," says Bratkova.

As proud as he is of his client's success, Cheremisin is also proud of how his own company, Intergroup, has utilized the grant project. "Of course, not everyone trusted us when we offered free services," explains Cheremisin, "but we quickly showed our clients that we never economize on professionalism, no matter how much or how little the services cost." The grant gave Intergroup the chance to prove themselves on the consulting services market, and that they did: The firm's client base has increased from 17 to 25 companies. In addition, Intergroup's efforts have helped create 20 new jobs and attract over \$10 million in investments during the grant period alone. Intergroup has also contributed to the development of the consulting sector as a whole by launching a web-based electronic bulletin, Technology Business (<http://www.orc.ru/~ecgroup/tb/index.htm>), which includes articles on the science and technology sector in Russia, business management and investment allocation, legal issues, and other topics related to the business technology sector.

Ranita and Intergroup will continue to help each another grow and benefit from their achievements. "We're a living alliance," says Bratkova. "It's difficult to say who is happier about our success—I can't imagine working without Intergroup." The coming year, affirms Cheremisin, will be more challenging—yet also more interesting. Intergroup plans to assist Ranita continue its market research, attain quality certification for its products, establish better internal controls, and attract further investment from partners both in Russia and abroad. "We're entering a new stage," explains Cheremisin. "Our companies know each other well, and the challenges ahead are exciting." The task is not daunting—Bratkova and Cheremisin agree that, working together, they are sure to succeed.

Open World:
A Center on Sakhalin Builds the Local Non-profit Community

Vladivostok, Russia
Grant No. V98-0108

Story by Tatiana Pisareva
December 1, 1999

Elena Vyunova was one of the first clients of the Open World support center for nongovernmental organizations (NGOs). Now she manages the Interregional Marketing Center Sakhalin-Moscow, which helps entrepreneurs find partners, equipment, and products, and also helps them promote their services. “Open World motivated me to open the Marketing Center,” says Elena. “They helped me believe in my ability to change things. Their consulting services and training helped me identify clear and realistic goals, to develop a strategy for my organization, and to network with colleagues in other parts of Russia.”

In the spring of 1998, the Open World NGO support center received a \$35,452 Eurasia Foundation grant to bring leaders of the Sakhalin region’s NGO sector together in two efforts: first, to develop public initiatives and, second, to get citizens involved in making public policy decisions.

The Open World center has a short history, but it can be proud of what it and its clients have accomplished so far.

For example, on November 2, 1998, Open World and the Moscow Youth Center for Civil Rights and Legal Policy co-hosted a seminar in Yuzhno-Sakhalinsk on civil rights education. This event resulted in the local high schools adding a new segment on civil rights to their introductory law class. As another accomplishment, the Open World center raised corporate funds to print 3,000 manuals on civil rights—materials that ten schools in the cities of Yuzhno-Sakhalinsk, Aniva, Korsakov, and Dolinsk are using today. Veniamin Zin, principal of the Berezhnyaki school, sees Open World and high schools working hand-in-hand to promote legal awareness. “Schools provide basic knowledge of legal and civil rights knowledge. Well-trained and prepared graduates can then become involved in solving local problems through NGOs.”

Open World devotes a large part of its activity to coordinating the efforts of NGO leaders—for example, the April 1999 Youth Initiatives Fair. People from around the community helped Open World organize the event by volunteering both their time and supplies. The first of its kind in Sakhalin, the fair attracted the attention of the government, the media, and the community. For many NGOs, the fair was the first opportunity to stand and present themselves to the community. The event has since become a

tradition, and the Yuzhno-Sakhalinsk Department for Youth Affairs has made the Spring 2000 fair one of its top priorities for the year. Open World is now focusing its efforts on developing community foundations that will make it possible to fund the best NGO projects presented at the Fair.

“Constructive dialogue with government is a constant challenge for the non-commercial sector,” says Irina Zin, head of the Open World center. “In our first year, we concentrated on the practicalities of how organizations were going to cooperate with each other. No other NGO in Sakhalin had really done anything like that before. We organized round-table discussions, seminars, and focus-group meetings. As a result, there was a chapter added to the project law *On Youth Policy in Sakhalin Region* that specifically addressed cooperating with NGOs, and I became a member of the Sakhalin Oblast Governor Expert Youth Council.”

Extending its activity beyond the Sakhalin Region, which includes both Sakhalin Island and the Kurile Islands, Open World has established partnerships with more experienced colleagues in other parts of Russia. For example, its joint project with the St. Petersburg Humanitarian and Political Science Center Strategy helped Open World move forward in cooperating with government authorities to allow public oversight of some government offices. In September 1999 they carried out a unique two-day seminar, *Transparent Budget 2000*, the materials of which will be used in revising the draft law *On the Budget Process and Budget Mechanism in the Sakhalin Region*. The event was funded by the Ford Foundation, and Open World acted as a regional coordinator in the Russian Far East.

Andrew Wilson, director of the Regional Investment Initiative Program, speaks highly of the center’s work, which he considers important and productive for the region. “They’re engaged in public advocacy, and they work with other NGOs to strengthen their voice in talking with government authorities, uniting different interests, programs, and initiatives. That’s why we think of them as an equal partner to foreign technical aid organizations that want to see prosperous development in the Russian Far East.”

The Omsk Oblast Social Chamber:
*A regional NGO Resource Center in Central Russia fosters cooperation between
nongovernmental organizations and local government*

Omsk, Russia

Grant Numbers: M96-0875, M97-1404, M98-2281

**Story and photos by Carolina San Martin, Moscow Regional Office
February 1, 2000**

When Zinaida Tikunova and her colleagues formed the Omsk Oblast Social Chamber in November 1994, their goal was to engage local citizens in Russia's new wave of democratic reforms. During their tenure as Peoples' Deputies in the local government, Tikunova and her colleagues gained an understanding of the oblast's problems. They also came to understand that government alone was not enough to effect lasting change in the region—that a well-informed and active citizenry, coordinated through a network of nongovernmental organizations (NGOs), is also essential. Five years later, the chamber can boast of tremendous achievements in fostering the growth of Omsk's NGO sector and in addressing local issues with local resources.

During the chamber's first years of operation, the number of registered nonprofit organizations in the region grew rapidly. Zinaida realized, however, that in Omsk and other areas, NGOs were in a very early stage of development; they lacked both experience and the organizational skills needed to bring about real, measurable change and to work in partnership with local government.

Beginning in 1996, the chamber worked with the Novosibirsk-based Center for the Support of Civic Initiatives to support Omsk NGOs, but resources nonetheless remained scarce.

In response to this and other needs in developing a healthy NGO sector in Russia, the Eurasia Foundation joined forces with the Charles Stewart Mott, Ford, and Soros Foundations to create a network of regional NGO resource centers throughout the country. After participating in the program's grant competition, which was administered by the Eurasia Foundation, the Social Chamber received a \$28,869



Resource Center volunteer and Omsk NGO leader Elvira Vilnis and Tatyana Osipova, Director of the Raduga youth organization at the Omsk Social Chamber

grant and became the designated NGO resource center for the Omsk region. Thanks to the funding, the chamber not only became an incubator for local NGOs, but also promoted the cohesion and advancement of Omsk's entire NGO sector. "Even though we were able to give some support to NGOs before the grant," explains Zinaida, the chamber's director, "we could do it so much more professionally afterwards."

Thanks to the grant, the chamber began providing ongoing consulting services on topics such as registration and taxation and was able to put together conferences, seminars, and workshops on organizational development and capacity building. As a result, local NGOs have matured dramatically and have become an important voice in the region.

So important, in fact, that local government has had to listen. Having helped create a more robust and united NGO sector in the region, Tikunova and her staff understood that the sector's survival requires healthy cooperation with local government and business. To encourage this cooperation, the chamber has led Omsk NGOs in developing a policy on social partnership—introducing competitive bidding among NGOs for government contracts to implement social programs and address community needs. Three years ago, the local government began developing just such a policy, but it ignored the nonprofit sector and focused only on professional unions. Tikunova has met regularly with officials from both the governor's office and the regional Committee for Nationalism, Religion, and Social Organizations to market the sector's ability and willingness to work together with the local administration. She and her colleagues have also worked closely with lawmakers at the oblast level to develop and draft a law on social partnership—a law that the Omsk Oblast Legislative Assembly is currently reviewing. "If we didn't have a resource center to unite and organize the efforts of NGOs in Omsk," says Zinaida, "no one would be working on these issues."

Social partnership is not a new concept in Omsk. An early result of the Chamber's lobbying efforts was an Omsk municipal small-grants competition to support social projects in the city. This was followed by an announcement from the governor of Omsk on August 6, 1999, of a similar competition to be held at the oblast level. After the two competitions were announced, Zinaida and her staff held seminars for potential grantseekers to encourage them to join in the bidding process. Following Chamber recommendations, the competition's review commission included local NGO and community leaders as well as local government representatives. Sixteen organizations received municipal grants in the summer of 1999, and eighteen organizations were chosen to receive grants in the oblast competition that October.

Tatyana Osipova, director of the Raduga youth organization, received grants from both the city



Zinaida Tikunova, Director of the Omsk Social Chamber



Mikhail Mashkarin , member of the Omsk Oblast Legislative Assembly

and oblast administrations. “Before I went through the resource center’s programs, I was simply afraid to submit a grant proposal,” explains Osipova. Having overcome this fear after participating in the Chamber’s programs, Raduga has gone on to receive grants this year from the Soros Foundation and the Charities Aid Foundation. In addition, with training from the resource center on working with local businesses to raise funds, Raduga’s staff has been able to secure seventy percent of their budget from private sector donations. “The resource center is the place where we figure out how to solve our problems,” she says.

It seems that local government agrees. At a round table in October 1999 to address the role of NGOs in the city’s development, Mikhail Mashkarin, a Deputy in the Omsk Oblast Legislative Assembly and a member of the review commission for the Oblast Administration grants competition, formally thanked the Social Chamber for its work in developing the NGO sector and a policy of social partnership in the region. “Yours is a substantial contribution in finding a solution to our region’s problems,” he said.

The Omsk Oblast Social Chamber will continue its work to support the region’s NGO sector and to build intersectoral cooperation. The Chamber will implement a new “Virtual Mirror of Russia’s Third Sector” program, which will combine the resources of the Eurasia Foundation-administered NGO Resource Center Program and the Open Society Institute’s University Internet Center network throughout Russia’s regions. Zinaida and her staff will gather information about community-based organizations and citizen initiatives in the oblast for publication on a web site that provides an overview of political, economic, and cultural life in the region. The faces of Omsk’s NGOs will be visible on the Internet alongside those of the region’s government and business leaders. The site will confirm—both locally and globally—that such organizations are worthy partners in solving societal problems.

Uzbekistan Report:
*A Reformed Welfare Distribution System in Karakalpakstan, Uzbekistan,
Means No One is Left Out*

By Jennifer Marsh, Tashkent Regional Office

January 2000

“I get financial assistance from the government right on time every month,” says Tamara Dauletova. “But it wasn’t always this way. Just a year ago, there were constant delays. We never got paid on time. I would go to the bank every day, and every day they would say they still had not received the right paperwork.” Tamara is the mother of five children, one of whom is disabled, which prevents her from working. She and her children are dependent on the money they receive from the government for their basic needs. Today, thanks to the efforts of the Karapalak branch of the Uzbek Center for the Research of Labor Problems and a grant from the Eurasia Foundation, Tamara receives her payments on time.

In this period of transition to a market economy, 63 percent of the population of Karakalpakstan, the northwest corner of Uzbekistan, needs assistance from the government. The shift from a centralized system of administration, which existed for decades, demands that local governments play a large role in the social and economic problems of their citizens. Public servants in remote areas of Uzbekistan, however, often lack the appropriate skills, education, and equipment required to do their jobs effectively. Staff of the *makankom*—the most basic level of local administration—carry out their registration and accounting manually, without a computerized system. As a result, people in need are forced to wait while mistakes and delays in processing are considered normal.

Olga Ogai, together with a team of colleagues from the Karakalpak Branch of the Uzbek Center for Research of Labor Problems, recognized that this problem is especially acute at the *makankom* level. The *makankom* is a type of neighborhood association, only with official administrative duties. The Eurasia Foundation awarded an \$18,605 grant to the center through a public administration competition to develop a computerized system to track and distribute public assistance. The project also introduced the new system in a local *makankom* and provided appropriate training to the local staff.



An outdated benefits payment system left Tamara Dauletova and her family desperate to make ends meet. At the same time, others received double payments by mistake. This came to an end when the local government computerized its system using a Eurasia Foundation grant.



Employees of the *mankankom* soon began to notice considerable results. While entering data into the computer, they discovered numerous inconsistencies in basic information, such as double counting individuals. The new computerized system allowed staff to correct these inconsistencies and to streamline general procedures. “It used to take five or six days just to write a report. When we began this project no one believed we would shorten the time to just a few minutes. But we did, and we’ve also made the work more effective and accurate in the process,” notes Ogai.

The auditor of *Makankom* No. 9, Zoya Taishegulova of the City Department of Labor, Employment, and Social Defense, noticed that the project had eliminated much of the bureaucratic red tape involved in delivering public assistance. “Before this new system was installed, everything was done by hand. Sometimes we had to stay at work all night and write, write, write. . . . If there was just one mistake, we were forced to rewrite everything. With the new system, we can easily correct mistakes, and the reports are finished in just two or three minutes.”

The *makankom* staff now has time to focus on more valuable activities such as identifying families who genuinely need assistance, but who don’t know where to turn for help. They are also able to point out those who fraudulently claim public assistance by falsely stating their incomes.

The project continues to find success not only in *Makankom* No. 9, but in other areas of Karakalpakstan as well. Ogai wants to create a computer network between the *makankoms*, the local government authorities, and the Department of Labor. When the Karakalpak Ministry of Labor learned of the group’s activities, the project staff was invited to three regional seminars involving officials from the Department of Labor and local government. During the seminars, they gave a presentation of their project and shared the typical mistakes made in the process of providing public assistance.

Ogai believes that the program will eventually be introduced not only throughout Karakalpakstan, but all over the entire country. The Uzbek Ministry of Labor is now investigating the prospects of introducing this program at the national level.

The increased efficiency resulting from the new payments system has eased the lives of people who otherwise struggle to survive. The citizens of Karakalpakstan can now be assured of prompt payments and more competent service from local officials. “Before, when they didn’t pay us on time, I didn’t know where our next meal would come from,” says Tatiana. “We can focus on rebuilding our lives that now there is a system in place that makes sure we’ll be paid on time.”

More Effective, Less Expensive
The Nogliki Municipal Administration Streamlines Its Local Government

Nogliki Municipal Administration
Grant No. V98-0154

Story by Tatiana Pisareva
February 1, 2000

Gennady Susenko has been mayor of Nogliki since 1997 and knows well the problems of running a city government. “We stood up for our right to be independent from national regulation time and time again,” says Susenko, “even though we ourselves had no idea of what local self-government should be like. Now I realize that we couldn’t see the opportunities that were in front of us. The project to improve local self-government in Nogliki really opened our eyes.”



Members of the Nogliki self-government team discuss how to make their local government more efficient.

“Self-government” is a new concept for Russia, giving city and regional administrations the freedom to regulate without the supervision of the national government. An advantage of this new stage in Russia’s evolving public sector is that more citizens are able to participate in decision-making at the community level. Yet many disadvantages remain: inappropriate, outdated laws continue to hinder local administrations; officials are often poorly trained and inexperienced in decision-making; and city and regional offices often have vague, overlapping, or even contradictory roles. To keep these disadvantages to a minimum, local governments are reorganizing to meet new responsibilities inherited from the national government.

Nogliki sits at the far north of Sakhalin Island off of Russia’s east coast—about 600 kilometers from the largest city, Yuzhno-Sakhalinsk. Nogliki is an isolated town, but the problems that its administration faces in its transition to self-government are shared by city governments throughout Russia. For example, obscure budget obligations are forcing Nogliki to pay pensions and public assistance from the local budget, despite the fact that responsibility for these payments traditionally lies with the national government. These payments and other obligations, emphasizes Mayor Susenko, placed a heavy burden on the Nogliki government. “We were constantly running out of money and couldn’t even afford the basics: fixing up the schools, building roads, putting up apartment buildings.”

In June 1998, Nogliki received a \$19,622 grant from the Eurasia Foundation and the Sakhalin

Energy Investment Company to improve the efficiency of its local government. The goals of the project were to put together a retraining program for the administration officials; to reform the local government's structure; and to develop more effective and relevant laws.

The Nogliki administration invited Nina Polichka, head of the Far-Eastern Legal Resources Center and a former Foundation grantee, to join the project. Having already launched a number of innovative educational programs to raise standards for local

government, Polichka was able to contribute both her experience and her understanding of the subject matter to the project. The seminars conducted by the Nogliki administration provided 37 local government officials with the opportunity to take a full course in the principles of self-government, to master skills needed to draft legislation, and to apply their knowledge in drafting the Nogliki Charter and statutes regulating the work of the local government's departments.

Today local governments are forced to use their funds sparingly, and few can pay for the services of highly qualified advisors or consultants. The retraining program for the administration employees has brought about the long-term view that they can use local resources to improve the structure, and therefore the effectiveness, of their offices. In Nogliki, the administration officials will be able to solve problems by themselves.



Project Director Nadezhda Prikhodko analyzes proposed reforms for the local Nogliki government.



The Nogliki municipal offices

As one of the project's greatest accomplishments, the local Nogliki government underwent a complete reorganization in the spring of 1999. The project team studied the government's organizational structure and concluded that many divisions had vague or absent objectives and that an incoherent structure had led to ineffectiveness at almost all levels. "The Soviet bureaucracy was notorious for its inflated staffs, which we inherited," says Nadezhda Prikhodko, the project's director. "But recently we've set new goals, taking a new look at the roles



Nogliki officials learn about new obligations associated with local self-government.

and responsibilities of civil servants. By 1999, we decided that we absolutely had to make the structure meet our needs.”

As a result of the project, the government was able to eliminate its redundant departments and avoid having multiple offices repeat the same tasks unnecessarily. For example, the Departments of Economy, Trade, Prices and Tariffs, and Consumer Rights all merged

into the single Department of Economic Policy, which now serves both public welfare and economic development in Nogliki. This conglomeration cut the total number of staff by 40 percent. The Nogliki officials are enthusiastic about the reforms, pointing out that, “When we got rid of the redundant and unnecessary departments, we got rid of the red tape. The local government started working more effectively, and at almost three times less the cost.”

Although the project team had already completed a great deal of work, they went on to create materials for other Sakhalin districts to use in solving their own local government problems. The Tymovsky, Smirnykhovsky, and Anivsky Districts have expressed interest in collaborating with the Nogliki administration to share the experience it gained through the project.

According to Nina Polichka, the project is sure to have a strong impact on the entire system of self-government in the Russian Far East. “The Nogliki administration had the challenge of taking the first step and defining the role of local self-government—a step that proved to be pivotal for the entire community,” says Polichka. “The reforms in Nogliki are a valuable and successful experiment for everyone.”

Sidestepping Bureaucracy:
*How Pyotr Greshnikov and the IUS Law Center
Are Promoting Alternative Dispute Resolution in Kazakhstan*

Grant No. A99-0082

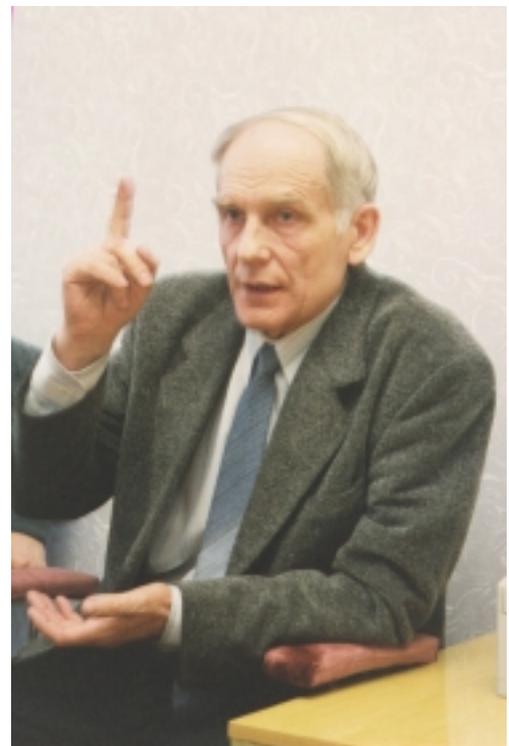
Story by Elina Erlendsson and Fiona Hill, Ph.D.

March 17, 2000

Years of lawsuits. Devastated businesses. Financial ruin. Pyotr Greshnikov has seen all of this happen when arbitration courts are not available, and he has been determined to put an end such unnecessary loss. From the beginning, the goal of Greshnikov and IUS Law Center has been to raise awareness among lawyers, business people, investors, and the public about the advantages of arbitration. They seek to encourage businesses and individuals to resolve disputes for themselves instead of turning to the government.

Greshnikov founded the IUS Law Center in 1993, after the Kazakh Cabinet of Ministers passed a resolution—not a full law—to make arbitration available outside of the official court system. Rather than turning to government to resolve disputes, companies now had an opportunity to come to terms in a less expensive, more efficient fashion. Before the resolution, it took at least a year and a half to resolve disputes through the government, and companies with limited resources often ended in bankruptcy as a result.

Greshnikov and his colleagues faced substantial challenges as they set out to make the Center’s mission a reality. It was difficult at first, for example, to encourage business people in Kazakhstan to turn to arbitrators instead of relying on the familiar government system. To address this problem, Greshnikov and his colleagues at IUS Center decided to train lawyers both from Almaty’s Adilet Higher School of Law and from local businesses and associations in arbitration procedures. The Center has since tailored its classes to include sessions for judges, court officials, and representatives from specific industries.



**Pyotr Greshnikov of the
IUS Law Center**

The IUS Center offers much more than coursework. For example, the banking system in Kazakhstan has benefited significantly from the arbitration services offered by the IUS Center. As more commercial banks have opened, more executives in that sector have come to rely on the Center to resolve credit disputes—disputes that would have taken substantial time and money to resolve through government. Kazakhstan’s small businesses have also utilized the Center to forestall closure in times of community-wide financial crisis. Foreign companies have also begun to use the Center’s arbitration services.

Greshnikov and the Center have been instrumental in chronicling a history of arbitration and alternative dispute resolution in Kazakhstan. Not only are they maintaining a database of the Center’s cases, but they are also writing case studies for future analysis. The case studies are part of the Center’s library, in which it keeps related international reference materials.

The Center’s largest project to date has been a digest of materials sponsored by the Eurasia Foundation. The text includes legislation related to arbitration courts, articles by lawyers from the arbitration courts that have been published in legal journals, and materials from the London Court of International Arbitration.

Greshnikov knows that passing a national law on arbitration is a prerequisite for the future success of arbitration in Kazakhstan. “Without a single, unified law,” Greshnikov explains, “the arbitration courts in Kazakhstan will stagnate. A new law will raise their level of activity and allow international investors to move in and operate with confidence.”

**Weaving a Business Community along the Silk Road:
*How the Tajik Center for Entrepreneurship and Management is building
a network of small businesses in the city of Khujand***

Grant Nos. T95-0006, T95-0111, T98-0309

Story by Elina Erlendsson and Fiona Hill, Ph.D.

March 17, 2000

Saidmukhtor Djalalov looks out the car window at the streets of Khujand, Tajikistan's second-largest city. He does not see poverty, frustration, despair. Instead, he sees potential; he sees that growth and investment are indeed taking hold. "Khujand," he says, "has a lot of promise."

He turns back into the car. "Our ancestors traded along the Silk Road for generations. It's in our genes." It is this vision for a renewed, vibrant community that has inspired Saidmukhtor to weave a network of educated entrepreneurs as the basis for long-term growth in this corner of Tajikistan.

The economy has nearly come to a standstill in Tajikistan. So many are consumed with day-to-day subsistence that they are unable to see a broader perspective—they are unable to plan for the long term. Once the poorest state in the Soviet Union, Tajikistan to this day suffers under extreme poverty and civil strife. The loss of central support with the collapse of the Soviet system, combined with a devastating civil war, has left Tajikistan's economy in ruins. Unemployment stands at 85 percent, with most people involved in part-time work, small-time trade, and the sale of homemade produce. "Our youth are struggling from a lack of jobs," says Saidmukhtor. "Even if they have skills, they have nowhere to apply them." In this environment, fostering a network of small and medium-size businesses is crucial.

Enter Saidmukhtor and his colleagues at the Tajik Center for Entrepreneurship and Management (TCEM). In the past seven years, they have managed to accomplish change at the most fundamental level: public perception and understanding of business as a key element in long-term community growth. As Saidmukhtor explains, when the University of Nebraska-Lincoln helped found TCEM in 1993, people in



Saidmukhtor Djalalov discusses small business development in Khujand, Tajikistan's second largest city.



Saidmukhtor Djalalov

Tajikistan lacked even the most basic concepts of business, which they saw as transitory and linked only to subsistence. The Center had to convince residents in Khujand that commerce was an investment in the future, producing something of value to others, an activity to be sustained and passed on in families from generation to generation. The Center also had to convince the people of Khujand to orient their commerce to the global market.

Saidmukhtor had seen with his own eyes how communities in other countries integrate the business sector in their plans for growth. Through an early TCEM program with the University of Nebraska-Lincoln, he was able to see how businesses and farms operate in the

United States. It was this visit to the American Midwest that encouraged him to learn the basics of starting a business—skills that he would eventually pass on to others: accounting, managing, and marketing.

Many business practices were completely foreign to Khujand residents. After generations of state-owned businesses, entire industries had become dependent on government subsidies. Saidmukhtor and his colleagues at TCEM faced the challenge of convincing local business people that selling their products was only part of what it takes to survive in a market economy. The team at TCEM did this by conducting an aggressive outreach program aimed at local government, organizations, students, and would-be businessmen, inviting them to sit in on model classes. Eventually, with a Eurasia Foundation grant, Saidmukhtor and TCEM were able to begin full classes in 1998. With a second Eurasia Foundation grant, they were later able to establish branch offices in the towns of Chkalovsk and Proletarsk. Other Tajik regions have since requested TCEM services and have invited them to set up additional branch offices.

Saidmukhtor and his colleagues have targeted their efforts specifically at training Khujand's entrepreneurs in the key skills of accounting, finance, and management. The center currently focuses on courses in creating business plans and implementing ideas; using computers and adopting up-to-date accounting practices; finding appropriate partners; understanding competition; operating at maximum efficiency; producing marketing strategies; and even choosing optimum locations for business. In 1998-1999, the Center trained more than 300 people in Khujand and other cities.

Saidmukhtor is optimistic about the future. Peace has returned to Tajikistan, giving entrepreneurs a more stable environment in which to open their businesses. More and more shops, cafes, car services, and restaurants have appeared on the streets of Khujand, many as a direct result of Saidmukhtor's efforts. "People have finally begun to create and achieve something on their own without the initiative of the government," adds Saidmukhtor. "This is really the beginning of something new."

The Arkhangelsk Oblast Land Resources and Use Committee:

How a local government used Eurasia Foundation funding to provide unique training in computer technologies for property assessment

**Arkhangelsk, Russia
Grant Nos. M96-0762 and M98-2011**

Story and photos by Carolina San Martin, Moscow Regional Office

May 3, 2000

One of the greatest challenges facing regional leaders in Russia in the post-Soviet period has been to develop sound land management policy. More than ever, technically skilled specialists are needed to help administrators regulate land use and ensure that much-needed property tax revenues are properly assessed for regional budgets. Unfortunately, these specialists are rare. Throughout Russia, regional leaders have struggled without the technical expertise and fresh ideas needed to improve land-use management.

In 1996, one employee of the Arkhangelsk Oblast Land Resources and Land Use Committee proved that she had the vision to improve the situation in her area. “Our region is vast,” says Natalia Konovalova, GIS Consultant at the committee, “and we have few tools with which to make decisions and properly manage the land.” Before 1994, all maps of the region’s cities, towns, and uninhabited areas were hand-drawn and, for the most part, outdated. Many local residents had lost the maps of their *uchastki*, or small plots of land, and disputes over boundaries were commonplace. New roads were needed, but without reliable maps the administration could neither decide where to build them nor estimate their costs.

Having completed a Ph.D. in geographical science in St. Petersburg, where she learned to use state-of-the-art digital map software and equipment, Natalia Konovalova understood that education was the first



**Natalia Konovalova, GIS Consultant, the
Committee for Land Resources and Land Use of the
Arkhangelsk region**

step toward developing effective local land policy. And she understood that the second was improved communication to help put newly acquired knowledge to use throughout the vast 600,000 square kilometer region. Although the committee received a few computers in 1994 through a federal program, there were no plans to teach its staff how to use them for the region's benefit. And the local administration could not be convinced that a training project was high enough priority to warrant scarce funds from the oblast's modest budget. Finally, Konovalova was able to put her plan into action by joining her vision with financial support from the Eurasia Foundation.

Thanks to an initial 1996 grant of \$19,806 from the Eurasia Foundation, Konovalova and her staff were able to begin a training program for employees of the Land Resources Committee from throughout the region in both property and land management and the use of computer technologies. Students with no previous computer experience learned the basics; others began training in digital map-making software. A second grant of \$12,420, awarded in 1998, supported Internet connections and training for the committee's offices throughout the region. The installation of this data transmission infrastructure and the training required to use it allowed the committee to format data collected in remote areas of the region and send it to the capital, Arkhangelsk, for inclusion in the oblast committee's digital map of the region.

The biggest barrier to making this program work, says Konovalova, was psychological. "It took a year for our staff even to use e-mail confidently," she explains. But employees since have been able to overcome this psychological barrier. The speed with which the committee's offices now communicate with one another has enabled them to consolidate large amounts of information. And the results of the committee's efforts and Konovalova's vision are beginning to show.

Over the past two years, using its new digital map system, committee staff have conducted an in-depth investigation of 500,000 hectares of land located within the Arkhangelsk city limits—about four per cent of the city's land. Results of the analysis, released at the end of 1999, showed that land users owed the city administration one million rubles (over \$35,000 at the current exchange rate) in unpaid property



Students of the Land Reform Committee's computer-training program

taxes, which the local government had been unable to collect due to a lack of effective monitoring procedures. “When the mayor saw these data,” explains Konovalova proudly, “he saw right away that our work is important. And the local tax inspector is now working to collect this money for the city’s budget, where it’s desperately needed.”

Long after the end of grant funding, the committee continues its work, educating staff in the region to better collect information and enter it into the digital map system. Thanks to the results of the 1999 analysis, Konovalova and her staff are confident that they will be able to continue and conduct similar work in other parts of the region. Moreover, they will be able to do so with the support of local leaders. The oblast administration is as impressed as the mayor, and it has granted a significant increase in funding to the Land Resources Committee. “The grant from the Eurasia Foundation gave us the push we needed,” says Konovalova. “Thanks to the project, we were able to prove to our administration that our work could greatly improve conditions in the Arkhangelsk region in the long run.”

**The Kazakhstan Community Loan Fund:
*Microcredit in Kazakhstan Finds a Way to Help the Beginners***

**Taldykorgan, Kazakhstan
Grant Number A99-0158**

**Story by Chris Runyan, Eurasia Foundation Almaty Regional Office
June 20, 2000**

Shalkar Zhusupov has one of the most rewarding jobs in town. Today he is giving out awards to some of his best clients, an annual affair. A former employee of the National Bank, he left to manage the Kazakhstan Community Loan Fund, a fledgling microcredit program in the southeast corner of the country.

Taldykorgan is a small city several hundred kilometers north of Almaty, the commercial capital of Kazakhstan. Tucked into a small but fertile valley, it straddles the Tien Shan Mountains, which form an imposing border with China. Once an industrial center boasting large furniture, shoe, and battery factories, Taldykorgan has a staggering number of people who have found themselves without work; the factories have been silent for more than five years. With budget shortfalls and a decaying infrastructure, the town has been struggling to find ways of capturing commercial growth.

Enter The Kazakhstan Community Loan Fund (KCLF). Founded in 1996, KCLF was established with technical assistance from ACDI/VOCA and loan capital from the U.S. Agency for International Development and the Soros Foundation. From its inception, its goal has been to target women and increase their involvement in commerce—an objective that is still reflected in its 83 percent female clientele.

Microcredit programs are popular development tools around the world, but for Central Asia it is new territory. The basic principles of microlending offer a unique combination of approaches to alleviating poverty, developing small business, and providing fundamental business training. This fills a gap where commercial banking services are absent. Because of small loan sizes and inevitable operations costs, commercial banks do not seek clients in this market. These loans are crucial, however, as many small businesses and entrepreneurs would not be able to find other sources of capital.

In August 1999, the Eurasia Foundation Almaty Regional Office provided KCLF with \$150,000 in



Shalkar Zhusupov congratulates one of his clients in a recent KCLF award ceremony.

badly needed loan capital, allowing them to expand the loan portfolio to a greater area. Previous capital had already been extended, and supplementary funds were needed to keep the program solvent.

KCLF has proven to be a role model in its use of microcredit as a viable development tool in Central Asia. Having distributed 12,500 loans totaling more than \$2.6 million, it is the premier microcredit program in Central Asia. The “peer lending model” is one of KCLF’s secrets of success. This model revolves around each member of the group assuming equal rights and responsibilities. Two- to twelve-month loans are distributed to groups of approximately five to ten individuals who come from varying areas of business. KCLF members graduate through the loan levels, starting from \$200 and going as high as \$3,000. Upon the last payment of a group loan, each member becomes eligible to move up to the next level. Many clients are traders in bazaars, shop owners, or operators of home-based businesses. Should one member fail to pay back their loan, the whole group takes financial responsibility for the debt. The premise is that if an individual fails, the group fails. “The group knows how crucial it is that everyone make payments on time, and there is considerable peer pressure to make sure that is what happens. Delinquency is just not tolerated,” explains Zhusupov. The self-governing aspect of the group does not end there. Each group selects officers to act as bookkeeper, secretary, and coordinator. Before monetary disbursements, each group goes through a training program where they must demonstrate the viability of their business plan to KCLF and to the group itself.

KCLF staff includes fourteen “Enterprise Agents” who are tasked with finding new clients and managing the existing groups. The agents are paid based on the number of new clients they bring to the program and the success of the groups under their management. If a group struggles, then the agent loses as well. “Everything depends on the clients, and training is crucial. All of our staff and clients are given the training they need,” adds Zhusupov. KCLF has provided forty employees with a unique opportunity to gain business and management skills that impact their community.

“The unique thing about KCLF is that we have been able to do what many other NGO programs haven’t. We look at the bottom line,” says Janice Stallard, KCLF’s Regional Director and an ACDI/VOCA employee. She was one of the instrumental people in getting the program started and is now almost completely removed from the management. “The transparency in decisionmaking makes it clear that authority and accountability rests with the local employees. This is their organization, and their livelihood is connected to its profitability.”



Armen Gasparyan has gone from baking in his own kitchen to refurbishing part of an unused factory to keep up with demand.

“At the beginning, everyone said I was a fool, cooking with one hand and kneading with the other in my own apartment,” says baker Armen Gasparyan. He now employs twenty-two people in Taldykorgan and has moved his operation into part of a closed sewing factory. He first heard about KCLF from one of the enterprise agents in his area while he was selling agricultural commodities. In two years he has received seven loans, graduating from \$200 to \$2,000. His family members have been bakers for generations, and he is obsessed with quality. To this day his sister travels to northern Kazakhstan to buy flour that Gasparyan is convinced gives them an advantage. “The most important thing is quality, and now the Almaty market is coming here, since we can deliver a high-quality product for less.” They now provide baked goods to forty-three stores and have distribution contracts with twelve supermarket chains. “I work all the time, but our profession has a saying: You do this for one of two reasons; either you’re paid so well you stay and do the devil’s work, or you’re paid poorly, but you love what you do.” Gasparyan is certainly the latter of the two.



Lyudmila Im and her cafe are now looking to expand.

Lyudmila Im is another. She received her first loan in August 1998 when she was selling imported clothing and shoes. After three loans she opened her own cafe and is already talking about changing locations and opening a 24-hour patio cafe. Im first heard about KCLF when she was working in the bazaar. She knew she could not receive commercial credit from a bank, but wanted to change her work and go out on her own. “I came from misery, but now I have more freedom and I’m my own boss. I knew I could make a profit, and now I have stable work to support my children.”

KCLF’s success has not gone unnoticed. “Recently, we conducted a training course for a microcredit program management team from Tajikistan and another from Uzbekistan. They were impressed with the way we had adapted microcredit models that had been used in places like Latin America to meet our circumstances,” says Zhusupov.

As further inspiration, KCLF was granted the very first non-banking financial institution license to operate in all of Kazakhstan. “When we started, there wasn’t even a legal structure to allow any of this to happen,” says Stallard. In February 2000, KCLF expanded to establish a program in the southern Kazakhstan city of Shymkent, another area that suffers from the difficulties of economic transition. They

plan to open branches in other Kazakhstani cities in the near future. KCLF is also in negotiations with a commercial bank that may provide additional loan capital as they expand. For a non-collateralized lending institution, this would be a great victory.

“Our growth and success are based on expansion,” says Zhusupov. Stopping here is not on the mind of KCLF employees or its members. At a recent board meeting, the discussion focused on plans for expansion into nearby areas, which provide fertile territory for what has already proven to be a prudent and successful program. KCLF staff are eager to push their laudable achievement of financial sustainability to full operational sustainability and to become a profitable enterprise.

KCLF provides capital to a sector of the economy with no other place to go. By creating jobs, developing human resources, and increasing entrepreneurs’ ability to make and sustain profits, it brings social and economic benefits to its participants. With 500 groups totaling almost 3,000 clients, KCLF is making a daily impact on the Taldykorgan region. “We are not just providing micro-lending services,” says Zhusupov. “We’re changing mindsets and creating the next generation of genuine entrepreneurs. This program proves that Kazakhstan has its share of sound commercial ideas and energetic, dedicated people.”

The Agnesa Knitwear Company: Loan Recipient, Izmirlian-Eurasia Foundation Small Business Loan Program

**Yerevan, Armenia
June 28, 2000**

Story and Photos by Elina Erlendsson, Publications and Outreach Manager

“It’s great being in this business,” declares Ashot Aghagulyan. “People *always* need underwear!” As a cigarette burns between his fingers, he counts off the other types of clothing that his factory, Agnesa Knitwear, assembles: pajamas, t-shirts, tank tops, children’s wear—a list that ultimately includes more than 200 different items. It is this extensive and varied product line that allows Agnesa to turn a profit regardless of season.

Agnesa was once at the mercy of the seasons—and found itself in a vicious cycle that kept it from turning any sort of profit. Without sufficient capital, the company could not afford to buy the materials needed to assemble different types of clothing for different times of the year. It was only with a \$35,000 loan from the Izmirlian-Eurasia Foundation Small Business Loan Program (SBLP) that the company was finally able to buy enough fabric and thread for it to adjust its product line and accommodate the seasonal nature of the knitwear market. In just six months, Agnesa went from 16 to 78 different types of knitwear products.



**Ashot Aghagulyan, Director,
Agnesa Knitwear**

With the new materials available, Ashot Aghagulyan needed to hire more people to increase production. The SBLP loan gave him the ability to create 16 new jobs in the factory and give everyone on the staff a much-needed raise. They, in turn, were able to increase the number of pieces assembled from 2,500 to 25,000 per month. “We had a 100% increase in everything,” explains Ashot. “We turned a profit for the first time. Before, we were facing equal costs and returns.”

And yet what would increased and more varied production be without packaging and marketing? The SBLP loan meant that Agnesa was able to purchase plastic bags complete with the company’s logo, thereby making it easy to identify Agnesa products anywhere in its distribution area. Now the Agnesa brand name can be seen in stores throughout Yerevan and Armenia’s regions—including Echmiadzin, Hoktembeiyen, and Karabagh—and in Georgia.

Aghesa still faces many challenges. For Armenian families on slim budgets, cheaper Turkish imports are tempting alternatives to Aghesa's products. The Aghesa export market is limited to Georgia, and Ashot is eager to expand the company's distribution network to Russia and throughout the Caucasus region. It will take much investment of work and time before Aghesa's products meet the quality level of those from Western Europe.

Ashot, however, is optimistic. With eighteen years of experience in assembling knitwear—ten of which were spent in the face of economic transition, war, and a shortage of energy—Ashot plans on seeing Aghesa become an international producer with world-class standards.



**Petropavlovsk Regional Association of Apartment Proprietors:
*Market, Civil Society, and Democracy from the First Floor Up***

Petropavlovsk, Kazakhstan

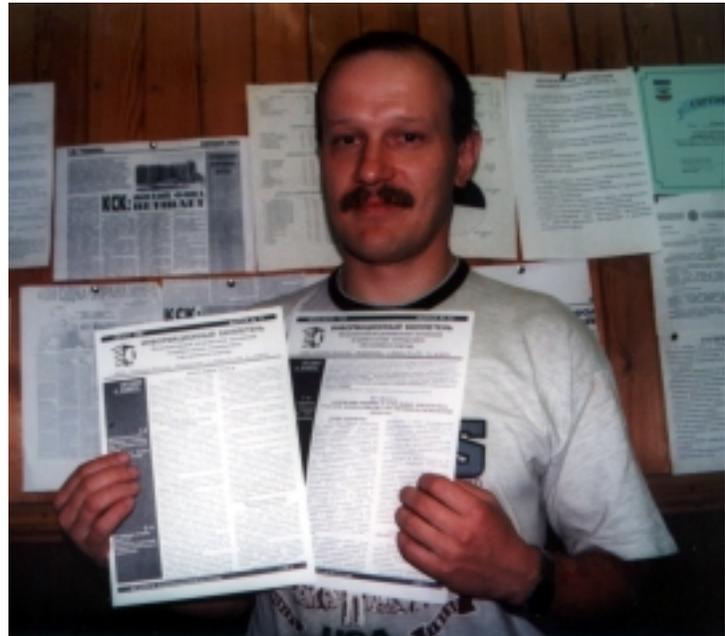
Grant Number T97-0314/A99-0317

Chris Runyan, Eurasia Foundation Almaty Regional Office

August 1, 2000

Sergei Khudyakov looks out onto the southern Siberian skyline of Petropavlovsk, Kazakhstan, with an experienced and weathered face. “This is just a tough place to live. I’ve spent my whole life here, and now is our greatest challenge.” The city has one of the lowest standards of living in the country. Its five large factories once employed many of the city’s residents, but the factories have fallen silent.

With low employment, a remote location, and little in the way of prospects for international investment, living conditions—especially housing—have greatly deteriorated. “The buildings are just old. If we don’t make major repairs to the plumbing regularly, we could have big problems.” Khudyakov works for the Petropavlovsk Regional Association of Apartment Proprietors, a local organization that has received two Eurasia Foundation grants since 1997 to help local housing associations learn management skills that will help them better address housing conditions in the region.



Sergei Khudyakov holds copies of the Petropavlovsk Regional Association of Apartment Proprietors newsletter. The association has used a Eurasia Foundation grant to train housing association managers, accountants, and treasurers in managing apartment buildings that once belonged to the state.

The association started working with homeowners in 1995 as national privatization of apartment buildings created a management vacuum. Between 1996 and 1997, 5,000 housing associations emerged in the oblast. As each apartment building, the standard housing unit in urban centers, was privatized, its management became the responsibility of the individual apartment owners through the housing association. Each resident should, in theory, be active in their local housing association and attend periodic meetings to

address the wide range of issues that affect it. This congress of neighbors is then to address and remedy persistent problems such as plumbing, trash collection, electricity, noise, heating, hot water, and gas.

Many of these organizations need to develop their abilities to resolve a broad range of problems. The Soviet legacy has meant deteriorating housing for most citizens of Kazakhstan. The Soviet government hurriedly built most of northern Kazakhstan's cities in the 1960s and 70s, focusing attention on meeting state targets rather than on building quality structures. Inferior concrete and other materials meant that a lifetime of maintenance began on many of the buildings the minute they opened. At one time, the government was responsible for the upkeep of apartment buildings, including providing reserve building supplies, but that support ended with the advent of privatization. Now, as tenants bear the brunt of a wrenching economic transition to a market economy, there are fewer resources for inexpensive home repair materials, or even for making monthly contributions to housing associations. Most housing associations ask apartment owners to pay between three and four dollars a month for basic maintenance. "It's a struggle to even get that much," says Sergei, "but if they lose their homes, they won't get anything from the state."



Much of the housing in Kazakhstan was thrown together with poor materials and designed to meet unrealistic deadlines. This has left a legacy of problems that the average citizen has now assumed.

Khudyakov has dedicated his efforts to averting this seemingly inevitable outcome. "People are starting to realize that in the end it's much more valuable to work together and act as a group to solve problems. With the right tools in our hands, we'll be able to make buildings cleaner and more organized, and we'll be ready to react to all kinds of situations." The Petropavlosk Regional Housing Association was the second organization in Kazakhstan to try and assist housing associations and coordinate their activities. With a \$13,538 grant from the Eurasia Foundation in September 1997, the association focused on providing almost 2,000 housing association managers, accountants, and treasurers with basic managerial training and step-by-step guidance for putting together management structures.

"Everyone was confused, and no one knew what to do," explains Khudyakov. "A lot of mistakes were made. Regional governments and *akims* [governors] were confused over what they could or should do to help, and this led to inaction. They wanted to help, but they didn't know what to do. Many of them weren't used to working in real partnerships." The association formed information-sharing groups and a network to exchange experiences among housing association officers. They began publishing a monthly bulletin and produced a series of twenty-minute public information spots on local television. Audience response was great, and the television appearances have given Sergei and the association credibility in the community.



Privatized apartment buildings in Petropavlovsk, Kazakhstan

To further the effects of its general awareness campaign, the association provided legal counseling for apartment owners facing housing problems. In one case, during the winter of 1998, a building reported that almost a third of its residents had not paid their heating bills. Since there are no individual meters for customers, the utility company shut off heat for the whole building. In Petropavlovsk, where winter temperatures regularly reach negative 30 degrees Fahrenheit, this is a serious risk to life. A group of paying customers approached the association, which immediately filed a lawsuit on their behalf. Stories and editorials about the situation soon

appeared in local newspapers. When the utility company realized the vigorous advocacy that Khudyakov's association was providing, they returned heat to the building. Later, after the utility company and the association had established a working relationship, the company learned that they could consult the association about everything from pricing to billing changes to system upgrades. This continuing dialogue has helped all parties find common ground and solutions to disputes.

Sergei and the association have also been instrumental in establishing a strong working relationship with the local akim of Petropavlovsk. For the past four years, the association has used office space in the akimat—the akim's office building. They have his support, and his office has repeatedly recognized them as a useful and objective source for information and analysis. "The local government knows that we are here to help and bring greater stability and improved living standards for the general population. The akim was in construction himself before entering politics, and he knows the poor standards of the industry," says Khudyakov.

Sergei's efforts have made a real impact in the daily and even hourly lives of his clients. At a time when people in Kazakhstan are looking inward and aim only to provide the basics for their own lives, the Petropavlovsk Regional Association of Apartment Proprietors is demonstrating the importance of acting together to tackle problems that can be solved through community ownership.

Putting Information to Good Use:

How the Fund for Legal and Economic Reforms is helping average people learn their rights in the Ferghana Valley

**Osh, Kyrgyz Republic
Grant Number T98-0018**

Elina Erlendsson and Fiona Hill

Legal advice in the Kyrgyz Republic is valuable beyond measure. Legal advice in the impoverished Ferghana Valley is even more so.

In the labyrinthine world of post-Soviet law, Kyrgyz citizens are left with few sources of affordable, reliable legal counseling, leaving many people at a costly disadvantage. The economic, environmental, and border issues of the valley only magnify potential losses and disparities. A solution that has grown in size and strength in the past five years, however, is the Fund for Legal and Economic Reforms, a nongovernmental organization (NGO) dedicated to increasing the public's knowledge of the law and their understanding of how to work within the Kyrgyz legal system. Based in the city of Osh, the fund has used a grant from the Eurasia Foundation to ensure that every individual in the city has access to legal information.

Currently, the only recourse for individuals with legal problems in the Ferghana Valley is to travel to Osh to meet with regional officials. As a lawyer, Akhmatakunov saw that some Osh bureaucrats took advantage of people from the villages—people who had little to no knowledge of legal rights and procedures. He noted that corrupt officials would exploit villagers who did not understand that they required receipts, licenses, or other documentation—particularly in regard to taxes, where the officials often demanded higher taxes than required and pocketed the difference. Akhmatakunov could see that a legal clinic would offer villagers and farmers a means of self-defense against arbitrary authority. Legal advice and the correct documentation were essential in preventing abuse of authority.



Rustamjan Akhmatakunov conducts a *pro bono* legal session at the Fund for Legal and Economic Reforms in Osh, Kyrgyz Republic.

Akhmatakunov and his colleagues, a group of economists and lawyers, created the Fund for Legal and Economic Reforms in Osh in 1995. Initially, they only sought to discuss social and legal problems in the Kyrgyz Republic and the area surrounding Osh. The group received a grant from Counterpart International to conduct a series of seminars on legal issues, the objective being to explore the implications of a law-based state in the Kyrgyz Republic. They also used the grant to produce articles for the media on elections and other elements of democracy to increase the public's knowledge of democracy and law.

A year later, Akhmatakunov and his colleagues realized that “talking about issues was not enough,” and they resolved to take concrete steps in building democracy in their country. This new, proactive approach required more authority, order, and group discipline than the original organization could offer. It was at this stage that the Eurasia Foundation awarded the fund a \$16,185 grant to establish a legal information center, complete with a law library, discussion groups for law student and practicing lawyers, and access to legal resources on the Internet.

Akhmatakunov and his colleagues at the fund are acutely aware of the importance of promoting high-level legal education in the Kyrgyz Republic, and they have resolved to make the center a key resource for young lawyers. The objective of the center is to help both law students and practicing lawyers increase their skills in an environment where they can build networks—receiving information while also sharing experiences.

The center has used the Eurasia Foundation grant to create a conference room and a library of approximately one thousand books—including materials on legal and economic issues for reference, research, and home study. It encourages people who use the library to donate their own materials and to hold meetings there.

In addition to the library and conference center, the fund has built computer facilities that include several computers, a printer, Internet access, and an electronic database of legal texts and laws. The fund charges a fee for its services in order to ensure its own long-term sustainability. Despite the fees, however, long lines to the computers crowd the hallways, so everyone is limited to one-hour periods to maximize access. The fund conducts computer classes, also for a fee, and training sessions for older lawyers who lack computer skills. It also conducts other seminars to help lawyers increase their qualifications.

The fund has honed its objectives as it has gained experience. It now focuses on four areas: providing cost-effective legal support for NGOs, improving the understanding of law among the general population, defending human rights, and promoting court reform.

The Ferghana Valley remains a troubled region, and the center's next goal is to create a traveling legal clinic for its rural areas. In a regions where average people have no access to legal information, are poorly informed of their rights, have limited means of expressing their needs and grievances, and almost no avenues for having them addressed, the fund is in a position to improve how people interact with their government. Disseminating information and helping people put it to use, as Akhmatakunov describes, are major elements in promoting democracy.

“Democracy is about everyone having access to information,” explains Rustamjan Akhmatakunov, director of the fund. “We’re trying to make sure that we don’t lose the advances toward democracy that we’ve already made.”

Appendix B:

Expenditure Chart by Strategic Objective

**USAID Core Grant Expenditures Only
Period 10/1/99 - 9/30/00 (FY00)**

	Armenia	Azer./Georgia	Belarus/Mold.	Central Asia	Russia	Ukraine	Total
ENI-SO-1.2 (Fiscal Policies)	\$1,512	\$97,532	\$12,131	\$95,987	\$334,171	-\$180,010	\$361,323
ENI-SO-1.3 (Private Enterprise)	\$585,302	\$591,655	\$16,633	\$1,465,951	\$4,626,546	\$4,820,903	\$12,106,991
ENI-SO-1.4 (Responsive Fin Sctr)	\$122,795	-\$484	\$2,697	\$897,071	\$170,582	\$0	\$1,192,660
ENI-SO-2.1 (Informed Citizenry)	\$650,789	\$828,451	\$63,395	\$591,182	\$1,821,209	-\$1,335,766	\$2,619,261
ENI-SO-2.2 (Legal Reform)	\$293,149	\$292,526	\$9,477	\$158,797	\$539,348	-\$538,077	\$755,219
ENI-SO-2.3 (Local Government)	\$362,644	\$397,052	\$6,449	\$588,965	\$498,756	-\$1,088,404	\$765,461
Totals	\$2,016,190	\$2,206,731	\$110,782	\$3,797,953	\$7,990,613	\$1,678,646	\$17,800,915
Note: Figures are approximate. All official financial figures are provided in separate financial reports.							

Appendix C:

FY00 USG Grants List by Strategic Objective

NOTE:

Since some strategic objectives are broader than others, certain grants might conceivably be categorized under multiple SOs; in such cases, a decision was made to classify the grant in a single SO category. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen participation in political and economic decision-making because these grants are often given to nongovernmental organizations (NGOs). All grants made in the last fiscal year are recorded and reported under the most appropriate SO and country of impact.

SO 1.2: Increased soundness of fiscal policies and fiscal management practices.

SO 1.3: Accelerated development and growth of private enterprises.

SO 1.4: A more competitive and market-responsive private financial sector.

SO 2.1: Increased, better-informed citizens' participation in political and economic decision-making.

SO 2.2: Legal systems that better support democratic processes and market reforms.

SO 2.3: More effective, responsible, and accountable local governments.

Strategic Objective 1.2

Armenia

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Freight Forwarders Association of Georgia

\$1,289.00

Georgia

In support of preliminary activities for regional harmonization of legislation, regulated sphere of transport and freight forwarding in the countries of South Caucasus

Strategic Objective 1.2

Azerbaijan

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

National Geophysical Committee of Azerbaijan

\$1,347.00

Azerbaijan

In support of detailed design of Linkage proposal for decrease of damages and number of victims during earth tracks in South Caucasus through development and implementation of operative action plans for municipal services of South Caucasus cities.

Strategic Objective 1.2 Georgia

Open Door Grants

Professional Beekeepers Association of Georgia

\$11,565.00

Georgia

To develop the highly promising agricultural sector of apiculture (beekeeping) by identifying common sectoral interests and problems that a Professional Beekeepers Association could effectively address. The project will involve the development of a strategy and mission that will allow the association to expand its activities throughout the entire country and to develop a plan for financial viability.

Psychometric and Consulting Association

\$34,964.00

Georgia

To improve human resources management and implement transparent hiring processes through the establishment of a human resources management center. The center will provide consulting and training services, offering companies assistance in the development of personnel policies. The center will also operate a career assessment and placement center for the graduates of two universities. The techniques demonstrated at the career placement center will serve as a model for businesses attempting to improve their human resources standards.

Caucasus Synergy Contact Grant Competition

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Freight Forwarders Association of Georgia

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In support of preliminary activities for regional harmonization of legislation, regulated sphere of transport and freight forwarding in the countries of the South Caucasus.

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

National Service of Seismological Defense of Academy of Science of Georgia

\$557.00

Georgia

In support of detailed design of Linkage proposal for decrease of damages and number of victims during earth tracks in South Caucasus through development and implementation of operative action plans for municipal services of South Caucasus cities.

Strategic Objective 1.2

Kazakhstan

Open Door Grants

International Program Integration Institute of Kyrgyz State National University, Kyrgyz-European Facu

\$5,118.00

Bishkek, Kyrgyz Republic

To organize a forum on the future of economic policy in the Kyrgyz Republic. The conference will bring together professors, economists and analysts from the Bishkek area for thirteen seminars covering topics such as: credit policy, taxation, international trade, investment and agricultural reform. Students will be invited to attend and participate in all of the sessions. 250 copies of a book containing the presentations and concluding evaluations will be published and distributed to universities and institutes throughout the country.

Taxation Culture Development Fund - Public Foundation

\$34,631.00

Kazakhstan

To strengthen commercial development by continuing efforts to improve the national tax code. A group of local and Russian tax experts will analyze the impact of the proposed tax code revisions based on legal, economic, and mathematical factors. After completing their research a seminar will be held for deputies of the Parliament at which they will have a chance to discuss proposals for changing current legislation.

Strategic Objective 1.2

Russia

Open Door Grants

Administration of City of Omsk

\$21,269.00

City of Omsk, Russia

To conduct community-based strategic planning in the city of Omsk. Based on specialized training in methods for involving community stakeholders in the planning process, city administrators will develop a plan for the city's strategic development, conduct public hearings to discuss it, and found, with other key institutions, an Agency for Socio-Economic Development of Omsk. A system of indicators of the city's social and economic development will be developed and introduced to monitor strategic plan implementation.

Foundation for International Accounting in Russia

\$34,969.00

Russia

To promote the introduction and adoption of international accounting standards (IAS) in Russia through the development and broad distribution of a CD-ROM-based training tool and reference guide. The CD-ROM "International Accounting Toolkit 2000," containing the equivalent of 800 pages of text, will be distributed at no charge to universities, libraries, and professional accounting organizations, and for a fee to businesses and private individuals.

Interregional Public Organization for Assistance to Self-government Development, New Forms of Social

\$18,614.00

Tyumen Oblast, Perm Oblast, Tver Oblast

To strengthen residential self-governing organizations by helping NGO resource centers develop specialized capacity and resources to address their specific needs. Resource center staff will apply the training they receive in legal, financial, and organizational aspects of residential self-governing organization activities to broaden the centers' services and client base, thereby strengthening their financial sustainability. Staff at each center will develop a comprehensive set of support services for residential organizations and organize round tables with the participation of NGO trainers, residential leaders, and local officials to develop collaborative strategies promoting local community development. A brochure analyzing NGO resource center experience in introducing services for residential organizations will be developed and posted on Internet sites.

NGO Accountants and Auditors Club

\$28,969.00

Russia

To improve the financial sustainability of NGOs by conducting educational and professional development programs for accountants and financial managers and by developing Internet-based information resources on accounting issues for non-profits. Project implementers will work with law-makers to improve legislation on the tax and regulatory environment for NGOs.

Omsk Regional Public Organization, Anti-fascist Youth Action

\$26,708.00

Omsk, Omsk Oblast, Russia

To improve the quality and lower the cost of the city and regional governments' housing maintenance and repair services by increasing the number of local small businesses qualified and interested in bidding on relevant government contracts. Business managers will benefit from specialized training and individual consultations on raising efficiency and lowering costs. Local policy makers, experts and industry representatives will collaborate to draft and

amend legislation to improve the competitive climate in the sector. Informational and analytical resources on housing programs and service providers will be published on the Internet and in specialized monthly publications.

Vozrozhdeniye Farmer Association

\$35,000.00

Saratov Oblast, Russia

Supporting the development of farms by creating an advisory council group and conducting a series of seminars with supplementary publications. The group will actively assist farmers to increase their efficiency and productivity, by instructing them on the fundamentals of the agricultural cooperative movement and how to reorganize themselves.

Yaroslavl Public Organization of Youth Housing Complex, Ikar

\$18,346.00

Yaroslavl Oblast, Russia

To improve housing conditions for the neediest citizens of the target region by increasing the effectiveness of regional and municipal government housing policies and programs. Based on an analysis of best practices and existing legislation, project implementers will develop a long-term housing program for the region, including a package of recommended normative regulations governing subsidies, credits, and mortgage policies. The package will be elaborated and presented for review by the oblast Duma.

Strategic Objective 1.2

Tajikistan

Open Door Grants

Tajik State Cooperative Commercial Institute

\$26,882.00

Dushanbe Region, Tajikistan

To develop a short-term professional training program on the principles of accounting. The project envisions training trainers by the Carana Corporation, conducting a roundtable on the problems and perspectives of introducing international standards of accounting. In addition, the project envisions the training of accountants of small and medium sized enterprises, entrepreneurs planning to establish consulting firms on accounting and auditing matters, and government inspectors.

Strategic Objective 1.3

Armenia

Open Door Grants

ALT TV

\$15,265.00

Armavir, Armenia

To enhance farmers' management skills through the production of 36 weekly television programs on the local station in Armavir. Programs will cover such topics as best practices in farm management, market dynamics, obtaining and managing credit, and bookkeeping. The programs will also be broadcast on local independent TV stations in Martuni, Gavar, Nor Hajin, Echmiadzin, Ararat, Ashtarak, and Tashir. Bulletins (300-350) based on the topics of the TV programs will be published and distributed. Electronic versions of the bulletin will be distributed to local TV and radio stations that have on-line access.

ANNA National Association of Consumers

\$24,157.00

Armenia

In support of the development of a more efficient system to provide comprehensive information on consumer rights. The project will design software to automate data collection on substandard commodities and services and streamline processing of consumer complaints and suggestions. The project will also increase the effectiveness of interaction between the implementing organization's headquarters and regional branches and will improve interaction among relevant organizations.

APPRAISAL DEVELOPMENT CENTER society of Juridical Persons

\$34,905.00

Yerevan, Armenia

To develop professional appraising. The grant will cover expenses on appraising market research in Armenia, assessment of its potential, conducting seminars on preparation of appraisers and training of trainers courses with the participation of specialists from Russia, expert from IESC, and specialists from RONCO; publication of two semi-annual professional magazine, creation of organization's Web site.

Association of Patent Attorneys

\$8,505.00

Armenia

To foster the protection of intellectual property and copyright, the project will support a series of seminars for specialists and a public awareness campaign among entrepreneurs, within the framework of initiatives by the association of patent attorneys.

Echo Group, Inc.

\$12,780.71

Armenia, Azerbaijan, Georgia, Belarus, an

To support initial research and planning for a comprehensive evaluation of business education programs in the NIS funded by the Eurasia Foundation and international donors.

National Union of Book Publishers

\$23,402.00

Armenia

In support of the development of the book publishing sector by enhancing the activities of this business association. The project will involve establishing contacts with similar organizations and businesses abroad, publishing a catalogue, conducting seminars, and holding an international book fair in Yerevan in October 2000, with a parallel symposium devoted to the problems of the sector.

National Union of Farmers

\$30,144.00

Armenia

In support of development of the livestock industry in Armenia, the project will contribute to strengthening of a business association uniting farmers. The grant will cover the costs of conducting a comprehensive survey of the potential of the sector in the country and elaboration of plan for strategic development of the whole sector and specific subsectors; conducting training seminars and fostering the capacities of regional branches of the association.

State Engineering University of Armenia

\$6,225.00

Armenia

In support of development the concept of a Center of Scientific Technologies as an enlargement of the Industry Liaison Center at the largest technical university of Armenia following best practices from foreign countries (Russia, France, Greece). The grant amount will cover travel costs to the Science Park of Moscow by representative from SEUA, and costs of business trip to SEUA, Armenia for the representative from Science Park of Moscow.

Union of Apiarists and Apitherapy

\$21,706.00

Armenia

In support of apicultural development in the republic, through conducting seminars in five regions of Armenia, establishing contacts between beekeepers both within and outside the republic, creating regional centers, developing an Internet web-site, creating a TV program and organizing an exhibition in Yerevan of apicultural achievements.

Union of Information Technology Enterprises

\$31,147.00

Yerevan, Armenia

In support of the development of Information Technologies Industry in Armenia through assessment of the state and problems of ITI in Armenia, development of the Union of Information Technology Enterprises strategy, the advocacy agenda, publishing of Catalogues and organization of IT management and marketing training for IT companies.

Yerevan State University

\$18,716.00

Armenia

To improve the professional qualifications of management personnel by enhancing education on modern methods of enterprise management in fields such as manufacturing, agribusiness, banking and finance. The project will support the development of a new book, entitled Economic Models of Enterprise Management, based on linear algebra and linear programming. The book will be incorporated into the curricula of twelve institutions of higher education.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Armenian Association For Protection of Insurers' Rights

\$1,391.00

Caucasus

In support of the development of a Linkage Project that will be aimed at the development of Insurance General Conditions for the South Caucasus region, at the development of and conducting training programs for insurers, and the development of contacts with International Insurance Association and other relevant international organizations.

National Publishers Association

\$1,131.00

Caucasus

In support of the development of a Linkage Project that would aim at the informational support for the publishing industry at the regional level, and would contain a regional training component for professionals in the field, as well as would take advantage of the positive experience of the countries of the East Europe as for improving the situation in the industry.

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

SHEN Charitable Public Organization

\$992.00

Caucasus

In support of the elaboration of a Linkage project that would aim at the development of best international practices in dried fruit production and marketing, as well as, a region-wide agribusiness informational network in the countries of the South Caucasus.

Strategic Objective 1.3

Azerbaijan

Open Door Grants

Agro Meslekhet

\$21,665.00

Lenkoran

In support of agribusiness development in the Southern Azerbaijan by providing general business training to eighty producers and specialized training to five regional consultants, and the publishing and distributing of agribusiness related bulletins and brochures. The project aspires to bring agricultural producers and processors into non-formal business associations addressing common needs.

Azerbaijan Society of Appraisers

\$18,875.00

Ganja, Guba, Lenkoran

In support of the development of property appraising through preparing a training program and conducting training sessions for eighty appraisers and entrepreneurs, publishing and distributing professional literature, developing professional code of ethics, and providing free advice on appraising-relevant issues.

Echo Group, Inc.

\$12,780.71

Armenia, Azerbaijan, Georgia, Belarus, and Ukraine

To support initial research and planning for a comprehensive evaluation of business education programs in the NIS funded by the Eurasia Foundation and international donors.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Bookpublishers Association of Georgia

\$1,621.00

Caucasus

In support of preliminary activities for the assistance to the development of book publishing business in the South Caucasus.

Ganja Association of Agro Business GABA

\$997.00

Azerbaijan

In support to the preliminary activities for the assistance to the development of farms in the South Caucasus.

Strategic Objective 1.3

Belarus

Open Door Grants

Echo Group, Inc.

\$12,780.71

Armenia, Azerbaijan, Georgia, Belarus, and Ukraine

To support initial research and planning for a comprehensive evaluation of business education programs in the NIS funded by the Eurasia Foundation and international donors.

Strategic Objective 1.3

Georgia

Open Door Grants

Echo Group, Inc.

\$12,780.71

Armenia, Azerbaijan, Georgia, Belarus, and Ukraine

To support initial research and planning for a comprehensive evaluation of business education programs in the NIS funded by the Eurasia Foundation and international donors.

ENECO International Energy Center

\$34,527.00

Georgia

To promote the renewable energy sector in Georgia through research and evaluation of the current situation and recommendation for a government program. The project intends to create a web site including: (a) a review of existing renewable energy resources in Georgia, (b) a database projecting cost estimates for wind and sun power, (c) information on governmental and private organizations active in the field, (d) a compilation of the legislative and regulatory acts in the energy sphere, and (e) information on tariffs, investment, and experts in the field.

Independent Filmmakers Union of Georgia

\$34,988.00

Georgia

To promote the growth of the filmmaking industry through the development of comprehensive informational and promotional materials. Materials will include an electronic database, accessible via the Internet and CD-ROM, with information on human resources, geography, local conditions, and relevant legislation; a Georgian film and video production guide; and a promotional video. The development of these materials will lay the groundwork for the establishment of a film commission in Georgia. International Executive Service Corps specialists will provide expert input throughout project implementation.

Independent TV and Radio Company Association of Georgia

\$18,836.00

Georgia

To promote the development of Georgian business and professional associations by designing a strategy for the establishment of a legal information service. Based on a survey of associations and experts, the grantee will determine the strategy, goals, and organizational structure of the service. The resulting comprehensive report and detailed plan will be presented to donor organizations as well as to international and local NGOs involved in Georgian business development issues.

Medicinal Plants Institute - Medicinal Plants Producers, Pharmacists and Ecologists Union

\$34,856.00

Georgia

In support of the development of the medicinal plants business sector through the establishment of an information-dissemination and training service. The service will distribute promotional materials to international organizations involved in the marketing and trade of medicinal plants and will provide instruction and consultations to plant growers. Through input from ACDI/VOCA and British Executive Service Overseas experts, the organization will design a strategy for the development of the sector.

Mining Mechanics Institute of the Georgian Academy of Sciences

\$10,130.00

Georgia

In support of the development of the mining industry in Georgia through the establishment of a business association. Project components include assessing the current situation in the mining sector, gathering input from mining-related businesses to evaluate common problems and interests, and developing the association's mission and strategy, including a plan for financial sustainability.

Securities Industry Association of Georgia

\$32,290.00

Georgia

To improve knowledge and understanding of securities market operations in Georgia through the publication of a professional bulletin "The Securities Market," two compilations of legislative acts, and a newspaper insert in the popular newspaper "Resonansi." The project also includes the provision of consultations free-of-charge for all securities market participants.

Tbilisi State University Department of Geology and Paleontology

\$25,816.00

Throughout Georgia

To create model business plans for the industrial mining of building materials from man-made reservoirs. The project involves researching the quality and quantity of hard alluvium found in four Georgian hydroelectric reservoirs. On the basis of this research, economic forecasting will be conducted and business plans will be developed to increase private enterprise in this sphere.

Women for Urban Development Association

\$18,761.00

Georgia

To enhance the capacity of credit-providing institutions through the establishment of a Credit Information Bureau providing information about the creditworthiness of individuals and businesses.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Book Publishers Association of Georgia

\$1,621.00

Caucasus

In support of preliminary activities for the assistance to the development of book publishing business in the South Caucasus.

Elkana Biological Farming Association

\$975.00

Georgia

In support to the preliminary activities for the assistance to the development of farms in the South Caucasus.

Georgian Insurance Association

\$444.00

Georgia

In support of preliminary activities to develop insurance general conditions, training programs and materials, and contacts with International Insurance Association and other international organizations and prepare materials for them.

Strategic Objective 1.3

Kazakhstan

Open Door Grants

ACDI/VOCA

\$8,844.55

Aktau

To explore opportunities in microfinance in an economically depressed region by conducting a detailed assessment of the small business environment in the region. ACDI-VOCA will conduct a survey of entrepreneurs to determine financial needs, identify and consult key players in the state commercial development structures, and present recommendations for areas where results can be accomplished. The project hopes to create a base of knowledge from which a micro-credit program could be established in the region.

Association of Conscientious Importers and Producers

\$2,993.00

Kazakhstan

To support the development of the dairy industry by sponsoring a two-day nationwide dairy conference. The project will contribute to greater dialog between producers, investors, and government bodies. Representatives of small and medium-sized businesses will be able to share trade information, work on developing a set of quality standards, and search for financial support. The grant will provide a computer, printer and software, and well as printing for conference materials.

Department of Education; Ministry of Science and Higher Education

\$21,245.00

Kazakhstan

To increase the availability of business and economic information in the Kazakh language by translating the well-known textbook "Marketing Essentials" by Phillip Kotler. This project will involve translating, publishing, and distributing 800 copies of the book to 150 Kazakh universities. By using this textbook, Kazakh universities will be able to provide internationally recognized marketing education.

Dostijenie Molodyh Regional Junior Achievement Center

\$24,466.00

Ust-Kamenogorsk

To strengthen the skills of local businesspeople by establishing an innovative training program for small and medium-sized businesses. The center will provide instructors, classrooms, and computers to train approximately 200 businessmen selected by an EF-sponsored regional business incubator. This project will purchase innovative business education software and update the center's library collection. After the training, a seminar will be held to discuss regional economic problems, consulting services will be given to eighty of the trained businessmen, and a report on the effectiveness of investment planning will be published.

Invest Consulting Kokshetau Co, Ltd.

\$19,499.00

Kokshetau

To stimulate entrepreneurship through partial support of the establishment of a business incubator. This project hopes to stem the effects of a major factory closure by working in co-ordination with the local Akimat to transfer some factory assets to ten entrepreneurs and provide their new businesses with tax incentives. During the first year, as the businesses try to establish themselves, a private consulting firm will be hired to provide assistance with business planning, accounting, and management.

Kazakh National State University - Al-Farabi

\$2,904.75

Kyrgyz Republic

To support the development of multimedia business education software in the Kyrgyz Republic. Multi-media and educational experts from KazGU and AUK will develop the software and an electronic textbook on marketing and management in Russian, English, and Kyrgyz. This software and textbook will be distributed via CD-ROM to higher educational institutions throughout the Kyrgyz Republic. The project seeks not only to disseminate quality educational material to business and economic faculties, but also to students of different disciplines who can use it in their own studies.

Kazakh State Academy of Management

\$33,995.00

Kazakhstan

To improve the quality of university-level business education by assisting in the creation of an institute for instructional standards. The institute is being created to organize training following the introduction of new national curriculum guidelines by the Ministry of Education. The project will include seven one-week seminars for more than 70 instructors from across the country in areas such as accounting and auditing, monetary policy, international business, marketing, and state economic regulation. In addition to a trip to Moscow to visit the existing Russian equivalent organization.

Kazakh State Academy of Management

\$34,447.13

Kazakhstan

To improve business practices through an accounting training course for professors from across the country. The course will bring 120 professors from twenty regional universities for a 90-hour course which covers subjects such as internal/external auditing, ethics, planning and analysis, internal control, financial accounting, and risk management. By next year, this training will be reflected in introductory accounting courses across the country. The grant will provide transportation, per diem, and material costs involved in the program.

Kazakh State Academy of Management - Finance Department

\$1,508.90

Almaty

To improve business education resources by creating a library within the finance department of the Academy. The project will purchase modern Russian-language tax, business, and finance texts to make up for the lack of resources available to faculty and students within the department. These resources will be shared with three other institutes affiliated with the Academy.

Kazakhstan Community Loan Fund

\$4,915.00

Taldykorgan region

To improve the business practices of a leading microcredit institution by providing licensed office software. The software will enable the grantee to comply with intellectual property law, and reduce the risk of software-induced breakdowns or data loss. A portable computer will also be provided by the grant which will allow the organization, and its travelling management team, to conduct analysis and communicate with clients while out of the office.

National Library, Republic of Kazakhstan

\$10,596.12

Almaty

To improve access to legal and economic information by purchasing books for an open reading center. Foreign-published books and periodicals on law, economics, business, and political science will be purchased to improve current holdings.

Organization International Business Center

\$29,781.00

Uralsk

To increase access to credit by assisting in the development of a microcredit lending facility financed largely by the local government. This grant will fund the participation of the project director in a worldwide microcredit development conference to be held in the United States as well as the support of three American experts from New Hampshire College. One American expert will come to Kazakhstan to assist with the initial loan structure and setup. Office equipment and salaries for staff will also be funded. At the conclusion of the project, a pilot microcredit program will be established.

Organization International Business Center

\$2,987.50

Uralsk

To spur the development of private enterprise by conducting a five-day seminar bringing local businessmen, regional authorities, and business experts together for presentations and discussions on creating and maintaining small businesses. Experts from Russia and the U.S. Embassy will provide instruction on creating business plans, banking, and obtaining credit from various organizations or institutions. Following the seminar, a roundtable discussion will be held during which many of the challenges brought up can be addressed with policymakers present. This project targets an area of Kazakhstan in which small enterprises or developing businesses have not received much attention or assistance.

Professional Technical School #6

\$16,420.00

Uralsk

To further business development by providing entrepreneurial training for approximately 140 people. The center will use materials created by the International Labor Organization (ILO) on management, marketing, accounting, business planning, etc. The director of the project will receive additional management education in Almaty from a previous EF grantee that runs a successful entrepreneurial training program. This area of the country has been hit hard by factory closings and a lack of attention from other assistance initiatives.

Public Fund for Assistance to Farmers of Almaty Oblast

\$34,997.00

Almaty Oblast

To enable greater access to credit for farmers by supporting an existing oblast-level microcredit lending program. Loan capital and administrative expertise will be provided to the Fund, which was created using the profits of farmers within the region. Winrock International has offered to provide additional loan capital of up to \$100,000 based on the continuing needs and expansion of the program. Based on this, the program should achieve operational self-sufficiency during the term of the grant.

Public Fund for Assistance to Farmers of West-Kazakhstan Oblast

\$34,928.00

Uralsk

To enable greater access to credit for farmers by supporting an existing oblast-level microcredit lending program. Loan capital and administrative expertise will be provided to the Fund, which was created using the profits of farmers within the region. Winrock International has offered to provide additional loan capital of up to \$100,000 based on the continuing needs and expansion of the program. Based on this, the program should achieve operational self-sufficiency during the term of the grant.

West Kazakhstan Public Foundation for Support of Entrepreneurship

\$28,626.00

Uralsk

To support the development of small businesses through the creation of a business incubator. Ten businesses will be selected from a training group of forty, and provided with telephones and fax machines, Internet access, computers, a photocopier, and accounting assistance. The office space for the incubator has been provided by the local government. As part of the grant, a specialist in business incubators will come from Samara (Russia) to assist in the management of the incubator.

Strategic Objective 1.3

Kyrgyz Republic

Open Door Grants

Academy of Management under the President of the Kyrgyz Republic

\$11,831.00

Bishkek

To improve the standards and competitiveness of local businesses by conducting training program on Total Quality Management (TQM). The project implementers will hold training seminars, conduct a survey, and provide consultations to individual businesses on TQM. The project seeks to introduce TQM principles in the country.

Central Laboratory of Instrumentation and Automatics, Ltd.

\$6,356.00

Zhayilskiy Rayon

To strengthen local small business skills by sponsoring a series of training seminars on managerial accounting, business planning, taxation, and business law. This region rarely receives attention from international donors and local training mechanisms do not exist. The training will last seven weeks and train approximately 250 area businessmen and accountants. The grant will also purchase textbooks for the training seminars, allow access to an online legal database, and provide for two of the trainers to attend classes held by the Chamber of Tax Consultants in Bishkek.

Institute of Retraining and Professional Development of Personnel under KSNU

\$7,174.00

Kyrgyz Republic

To accelerate the development of agricultural private enterprise by preparing an educational program for the upcoming privatization of farm land. Within the framework of the project training seminars will be held for entrepreneurs and farmers covering subjects such as land reform, registration, taxation, business planning, and techniques for obtaining commercial credit. The full set of materials will be available in both Russian and Kyrgyz, and will be written in cooperation with organizations already working on land reform. If successful, this program will be implemented nationally with the assistance of USAID and IFIs.

Kyrgyz Russian Slavic University - Center of Retraining and Improvement of Professional Skills

\$14,479.00

Kyrgyz Republic

To improve the quality of university-level instruction in economics by supporting a nationwide professional development program for instructors. The project will send two professors to St. Petersburg State University for training in contemporary academic resources and lay the groundwork for a cooperative agreement between the two institutions. Upon their return, the professors will conduct training seminars for faculty from around the country. In addition, a handbook will also be published with guidelines for economics instruction. Pending final approval from the Ministry of Education, the guidelines will be adopted as a set of evaluation standards.

Public Union TV- Crossroad

\$9,762.00

Kyrgyz Republic

To support improved business practices by conducting a televised information and advocacy campaign for small and medium-sized enterprises. Twenty-four shows will cover a range of topics including taxation, licensing, banking activity, insurance, and shareholding. At the end of the series, three roundtables and a debate will be televised, allowing participants to discuss their perspectives on solving difficulties within the SME sector.

Ferghana Valley Initiatives

Osh Oblast Public Foundation for the Involvement of Women in Small and Medium-Sized Businesses

\$13,904.00

Osh

To strengthen the development of rural enterprise through a business plan training program for women. Under the terms of the grant, seven seminars will be held for women in every raion of the oblast on business plan development. In addition, a business consulting center, a library, and legal database will be established. The project seeks to spur the growth of micro-enterprises in economically distressed regions.

Strategic Objective 1.3

Russia

Open Door Grants

Academy of the National Economy

\$9,940.00

Russia

To contribute to more effective commercialization of technologies from Russian research and development institutes by developing the business and technology management skills of future Russian industrial liaison officers in a five-day intensive training program. The pilot training program will be refined and later replicated in a broader initiative funded by the British Council, the major funder of this grant project.

Agency for Information Support of Innovative Activity

\$34,972.00

Omsk Oblast, Russia

To improve the ability of small business to commercialize products for which they own intellectual property rights by providing a broad range of educational, consulting, and informational services. A series of seminars and individual consultations on legal, marketing, and commercialization issues will improve the qualifications of managers of nearly 200 local small businesses. Participants will benefit from free access to a library of specialized literature, including materials developed by the grantee, and from a new web site containing analytical and legal materials on evaluating, licensing and commercializing intellectual property. Round table discussions will facilitate networking among the local intellectual property owners.

Agency for Prospective Development of Housing and Communal Services

\$24,062.00

St. Petersburg, Russia

To raise the effectiveness of communal and housing services in three towns of the target region. The mechanism for privatization of the unitary municipal enterprises working in communal and housing services sector will be created. Privatization of selected enterprises will be carried out. Lessons learned in the course of the project will be analyzed in a brochure, which in turn, will be distributed to the targeted audience, and, in addition on the Web.

AKKOR - Training Center

\$34,880.00

Yaroslavl Oblast, Nizhny Novgorod Oblast, Russia

To increase effectiveness of small rural businesses by helping develop essential business planning and financial management skills in a series of training and consultative activities. Participation of finance institutions in the training seminars will facilitate the ability of local farmers and other small rural businesses to gain access to credit. Regional farmers associations will use skills and information gained in train-the-trainers sessions to institutionalize business planning services for their members.

All-Russian Scientific and Research Institute of Oil Products in Agribusiness

\$19,120.00

Tambov Oblast, Russia

To create a consulting center that will provide 32 farmers in the Tambov region with accounting advice and representation before the tax authorities.

BINK

\$24,975.00

Ulyanovsk Oblast, Russia

To provide support for small enterprises in the textile industry by creating a business incubator. Client firms will receive workspace, professional equipment, business information, and consulting services.

Bryansk State Technical University

\$31,402.00

Bryansk Oblast, Russia

To stimulate private enterprise development by improving entrepreneurs' business skills through a comprehensive distance learning-based education, training program. The program will be augmented by personal consultations for up to 150 small businesses. Project materials will be published on the Internet and distributed in print.

Business Support Center

\$20,300.00

Kalach, Voronezh Oblast, Russia

To further develop an existing successful business incubator, by adding four new clients and growing three existing clients to full self-financing and legal independence. The incubator will focus on education and informational support for small businesses in the Voronezh region. This will allow the incubator to become more efficient and develop a strategy for its own profitability in the future.

Center for Collective Investments Non-commercial Partnership

\$34,865.00

Central Russia, Russia

To stimulate private participation in the collective investment instruments (pension funds, stock investment funds, insurance policies, etc.) by increasing the effectiveness and transpiring of investment schemes. The grantee will analyze specifics of collective investment mechanisms and policies and develop recommendations on their improvements. An Internet-based resource on collective investment will add searchable archives of legislative and analytical materials in the field, as well as up-to-date economic characteristics of more than 100 collective investment institutions. On-line conferences will facilitate networking within Russia's investing community and broad discussion of key issues on investment topics.

Center of Information Technology in Economics in the Plekhanov Economic Academy of Russia

\$34,999.00

Moscow, Russia

To support the development of business education in Russia by creating at one of Russia's premier institutions of higher learning a comprehensive course on risk management. The course will be based on international practices and adopted to Russian conditions through the use of case studies. Students wishing to receive certification as Financial Risk Managers by the Global Association of Risk Professionals' will be offered the course on a fee-for-service basis.

Center of Social Technologies

\$32,366.00

Russian Federation, Russia

To improve the sustainability of small businesses by increasing top managers' competence in legal aspects of entrepreneurship. A new Web site will be created and tested to provide small companies with free access to searchable archives, up-to-date news, and experts' recommendations on business legislation and arbitration practice. Small business leaders and lawyers will also benefit from free, virtual consultations by project experts and will share expertise in applying entrepreneurship legislation during web conferences.

Classical Business School

\$32,974.00

Russian Federation, Russia

To increase access to internationally accredited university-level business education programs in Russia's regions through the conversion of twelve MBA courses to distance learning format. The courses will be tested in a group of 150 small business managers and will then be improved taking into account participants' feedback. The courses will be offered for a modest fee, ensuring the program's financial sustainability.

Consulting Company, Management Technologies

\$34,913.00

Kaluga Oblast, Russia

To facilitate the development of small business by providing Internet-based informational and analytical resources, consulting, and training on marketing, business, and strategy development for business managers. The project will integrate into a single system other local informational resources for small business support created with foundation support.

Credit Union Consumers' Financial Cooperative

\$31,460.00

Sakha Republic, Amur Oblast, Republic of Buryatiya, Russia

To increase access to capital for small businesses with an educational and consulting program for existing credit unions and for groups interested in creating them. The organization will inform a wide audience about the advantages of the credit union structure, will present educational seminars and will provide free consultations, which will assist in creating and effectively operating a network of credit unions.

Editorial Board of Newspaper, Red Banner

Tomsk, Russia

\$34,708.00

To facilitate the development of private enterprise by improving the quality and quantity of timely information available through the Internet and regional media about local business-related laws, regulations, tax requirements, best practices, local production capacity, and consumer ratings of local products. Project implementers will use this information to improve the enabling environment for business development by convening roundtables, bringing together policy makers and local business leaders, and publishing a specialized supplement in regional print media.

Far Eastern Center for Tourism Development

\$25,379.00

Khabarovsk Krai, Russia

To promote the development of the regional hospitality sector by enhancing the skills of hotel managers and hotel staff. Training workshops and consultations in management, marketing, accounting and licensing, essential Web resources and a number of working meetings will strengthen the position of small hospitality businesses, improve their product quality and expand their product mix.

Far Eastern State Agrarian University

\$26,337.00

Amur Oblast, Russia

To support the development of small agribusiness by providing informational, consulting and educational services for farmers and agricultural entrepreneurs at a center of small agribusiness support. The Center will promote effective agricultural enterprises and the creation of new rural farms and credit unions. Their recommendations on agricultural sector development will be used by local government authorities in decision-making and for drafting legal documents.

Foundation for Small Business Support

\$21,331.00

Sakhalin Oblast, Russia

To increase the investment activity in Sakhalinskaya Oblast by involving entrepreneurs in the development of the regional Law on Investment Policy and Investment Attraction Program. Following an expert analysis of best practices in Russia, the project team will organize a series of roundtables in the districts to discuss shortcomings of existing regulations, work out priority steps for activities, and develop draft laws. They will also carry out several workshops for local businessmen on investment attraction possibilities and will set up a database on investment

projects and potential investors. The above activity will serve as a test of involvement by businesses in creating laws and practices that protect economic rights.

Guarantee Fund for Promotion of Scientific and Technical Production

\$34,500.00

St. Petersburg, Russia

To facilitate access to financial resources for small innovative companies through introduction of a loan guarantee mechanism. The project will increase the effectiveness of the Guarantee Fund (the founding members include seven small innovative companies and the Foundation for Assistance to Small Innovative Enterprises) by accelerating institutional development, training potential clients and developing and implementing concrete mechanisms of cooperation with banks and other financial structures. No fewer than twenty small innovative businesses will receive loans through the Guarantee Fund.

Information and Consulting Center, Business-Tezaurus

\$34,991.00

To facilitate the growth of private enterprise in Russia through reducing administrative barriers to small business development. Project implementers will research and analyze legislation and normative acts regulating registration and liquidation of private enterprises at the federal level, as well as at the regional and municipal level, in five Russian regions. Based on this analysis they will identify best practices, develop recommendations, disseminate the results among key government officials and business support structures, and publish the results on the Internet and in print media.

Innovative Management Center Joint Stock Company

\$32,934.00

Russia

To support the development of a venture capital industry in Russia by creating professional training programs for the managers of start-up and existing venture capital funds. Pilot seminars using the developed methodology and training programs will be held for managers from each target group.

Institute for Professional Accountants of Central Russia

\$34,412.00

Kursk, Lipetsk, Orel Oblasts, Russia

To facilitate the financial sustainability and growth of small and medium business through improving the quality and lowering the cost of accounting services available locally to such firms. Project implementers will provide specialized training to accountants and entrepreneurs, work with local administrations and tax inspectors to clarify regulations and procedures, and publish related materials in the local media and on the Internet.

Institute for Study of Public Opinion

\$34,834.00

Kirov Oblast, Russia

To improve effectiveness of small enterprises by developing essential marketing skills of 40-45 small business managers in a series of specialized training seminars and follow-up consultations. Up to fifteen best trainees will receive in-depth assistance in launching marketing strategies for their businesses. Other participants will benefit from distance consultations and experts' recommendations on various marketing issues, as well as, from information exchange via electronic announcement board on the Internet.

Institute of Social and Economic Analysis and Entrepreneurship Development

\$34,994.00

To facilitate the growth of private enterprise in Russia through reducing administrative barriers to small business development. Project implementers will research and analyze procedures for registering and liquidating for private

enterprises in the Russian Federation. Based on this analysis they will identify best practices, develop a basic model, disseminate the results among key government officials and business support structures, and publish them on the Internet and in print media.

Irkutsk Business Development Agency

\$35,000.00

Irkutsk Oblast, Russia

To increase access to capital for small businesses by promoting leasing activities in the region. Local entrepreneurs will benefit from information, training, and consulting services on the basics of leasing operations. In collaboration with the International Finance Corporation, project principals will prepare draft legislation designed to improve the regulatory and tax environment for leasing operations in the region. Topical accounting and taxation issues, as well as practical aspects of leasing law enforcement, will be discussed at a series of round-tables with the participation of small businesses, leasing companies, local administration, and tax and court authorities.

Ivanov Maxim Borisovich

\$3,000.00

Russia

To facilitate the inclusion of Russia's independent business sector's priorities into economic policy deliberations through analysis and distribution of recommendations developed by participants in the Forum for Entrepreneurship and Enterprise Development. Convened jointly by the OECD, the Federation Council, and the Ministry for Antimonopoly Policy, the forum brought together over 90 Russian business experts from twelve regions and forty international experts from twenty-three countries. Project implementers will systemize and summarize recommendations drawn from the over fifty presentations made in the course of the Forum and disseminate the conclusions among Russian policy makers, regionally based business support structures, and the OECD.

JSC "Consulting" Legal Firm

\$21,765.00

Mordovia Republic, Russia

To help Mordovian small businesses protect themselves against local administrative abuse, to provide legal support for resolving commercial disputes and to promote the use of Alternative Dispute Resolution. This grant will promote the development of private enterprises in the Mordovian Republic by improving the quality of legal services.

JSC Audit Firm Yuzhny Veter

\$22,501.00

Saratov Oblast, Russia

To provide regular accounting and auditing consultations, seminars, and technical assistance to fifty small and medium-sized agribusinesses in two rural districts.

JSC Plus

\$20,145.00

Voronezh Oblast, Russia

To combine the efforts of employment agencies, local universities and experts in small business development to create a new training course evaluating the practical skills of young managers. Fifty-five students will participate in the training and at least forty-five of those students will be offered employment at participating businesses.

Junior Achievement Voronezh

\$16,795.00

Voronezh Oblast, Russia

To invest in the practical economic education of the region's youth and make an investment in the long-term future of entrepreneurship. Under the supervision of experienced local businessmen, the youth business incubator will support at least five Junior Achievement youth companies and increase their profitability and help young entrepreneurs deal with the many challenges of starting a new business.

Kaluga Regional Department of Association of Women Entrepreneurs of Russia

\$33,796.00

To facilitate the growth of private enterprise through improving the business climate, legal and regulatory environment, and skills of business leaders, with a particular focus on women entrepreneurs. Project implementers will work with local authorities and other business support structures to consolidate their efforts in overcoming administrative barriers to local business development, improve business practices, and raise public awareness about the positive influence of successful businesses on community development.

Karelian Small Entrepreneurship Support and Development Fund

\$18,502.00

Karelia, Russia

To facilitate access to credit for small businesses by supporting the development of microfinance infrastructure. Based on an analysis of the experience and lessons learned from microfinance operations underway elsewhere in Russia, project implementers will develop a concept and implementation plan for the \$45,000 in small business support funds they are managing for the regional administration. The project will also build the Fund's institutional capacity through staff training and the purchase of essential business equipment.

Khabarovsk State Technical University

\$27,714.00

Khabarovsk Krai, Jewish Autonomous Oblast

To accelerate private enterprise development in Khabarovsk Krai and the Jewish Autonomous Oblast through the establishment of a leasing information and consulting center. The project implementers will plan, organize, and conduct educational seminars and consultations. They also will create a new leasing evaluation procedure to improve the quality of leasing projects and involve new participants in leasing operations.

Legal Firm Kvestor Plus

\$26,035.00

Saratov Oblast, Russia

To promote local enterprise development in the Saratov region by providing legal support for small businesses in areas such as civil rights protection against unlawful activities of officials and the facilitation of debt repayments, as well as providing help to resolve other legal issues.

Leningrad Oblast Small Business Support Agency

\$32,082.00

Leningrad Oblast, Russia

To improve the enabling environment of private enterprise by strengthening the institutional capacity of business and professional associations. Project implementers will work with business and professional associations to increase their effectiveness in lobbying for member interests, build their membership base, and improve member services. Recommendations and best practices will be published and distributed in print and on the Internet.

M.A.G. Consulting

\$34,978.00

Central Russia, Russia

To accelerate the integration of Russian companies into the international business community through promotion of international accounting standards and e-commerce. One of Russia's leading Internet-based resources on management consulting, CONSULTING.RU, will add key-word searchable content on accounting, financial management, production and resource planning, as well as on e-commerce. On-line conferences will facilitate networking within Russia's accounting community and broad discussion of key accounting and management issues. Faculty and students of eight economic colleges will receive information in how to use the Internet as a resource for implementing international accounting standards.

Ministry of Economy and International Relations of the Republic of Buryatia

\$32,088.00

Republic of Buryatia, Russia

To support the development of regional agribusiness through the creation of lending facilities for small farming enterprises. The recommendations developed during this project will be used in drafting a new legislative bill entitled "About the development, regulation, and support of agricultural cooperatives in the Republic of Buryatia." The project involves publishing and organizing seminars about microlending in twenty counties the Republic of Buryatia. This will assist existing credit cooperatives as well as initiative groups interested in creating credit cooperatives.

Nizhny Novgorod Fund for Agrarian Reforms

\$29,110.00

Nizhny Novgorod Oblast, Russia

To improve the economic viability of independent farmers by introducing effective market mechanisms and information resources. A new Web site will host comprehensive data bases on supply, demand, and pricing of locally produced agricultural products and related production equipment. Farmers will also improve their marketing skills in a series of training seminars and consultations.

Non-Commercial International Coordination Fund for Development of High Technologies

\$34,773.00

Karelia, Moscow Oblast, Russia

To promote technology commercialization in state research and development institutes through a comprehensive training and consulting program on various aspects of technology management. The project will lay the grounds for organizing technology commercialization departments in the institutes and create conditions for establishing new small innovative enterprises. The training program will feature issues of the intellectual property rights for technologies created with previous state financing.

Northwest Scientific Research Institute of Economy and Agricultural Production

\$24,744.00

Leningrad and Tver Oblasts, Russia

To increase access to capital for small agricultural producers by supporting the institutional development of four rural credit cooperatives. Managers of start-up coops will develop new skills and improve business practices with the help of mentors from more advanced cooperatives. Specialized training, round-tables, and consultations will facilitate analysis of lessons learned and sharing of best practices.

ONIKS Legal Firm

\$22,005.00

Voronezh Oblast, Russia

To help small businesses protect themselves against local administrative abuse, to provide legal support for resolving commercial disputes and to promote the development of a better legal environment for the conduct of businesses. This grant is intended to promote the development of private enterprise and a civil society by reducing the incidence of civil rights violations, lowering business risk, improving the delivery of quality legal services, resolving legal issues, and improving business finance.

Penza State Architectural & Building Academy

\$17,410.00

Penza Oblast, Russia

To improve the viability of residential coops by developing a training program for coop managers. One hundred and twenty residential building managers will participate in the training. Afterwards each of them will receive individualized instruction and consultation and will visit the best-managed housing coops in the city. The training participants will conduct a round table to discuss the impact of their training on their institutional performance and will meet with local government officials to discuss pressing problems.

Perm Public Organization for Disabled Servicemen

\$30,925.00

Perm Oblast, Russia

To increase the financial sustainability and promote the collective interests of small and medium-sized timber processing companies by creating a professional association. Informational support for timber processors will be provided through individual consultations and creation of a public web site containing up-to-date information on marketing, as well as on legal and business aspects of timber processing business in the region.

Regional Community Development Center

\$34,947.00

Tomsk

To increase access to financial resources through development of leasing services for SMEs in the Tomsk oblast. Project implementers will work with the local leasing companies to improve their operations. They will also approach local banks and administration to bring additional resources. In addition local entrepreneurs will be trained in different aspects of leasing and receive consultations in the course of the project.

Regional Fund for Science-Technical Development of St. Petersburg

\$34,962.00

Russia

To attract direct investments in small technology-based businesses by developing and implementing a methodology for selecting, preparing, and presenting projects at venture fairs and exhibitions. The new methodology will be used in preparing for Russia's first venture fair in November 2000. Information on methodology will subsequently be distributed among support structures working with high-tech businesses.

RosAgroFond

\$33,910.00

All Russia

To evaluate the progress and impact of the EF Program in support of rural credit cooperatives. Russian and foreign organizations working in the area of agrarian reform will receive detailed information on the program results. This

information will be used by the Eurasia Foundation, as well as by other donor organizations, in future programming of initiatives aimed at developing rural credit cooperative system in Russia.

Russian Small Business Support Agency

\$34,984.00

To improve enabling environment for private sector development through promotion of dialogue between government structures and business community. Project implementers will hold roundtable discussions of administrative barriers. As a result of round table discussions ad hoc groups on improvement registration, licensing, and certification procedures will be created. They will develop action plans to implement recommendations worked out in the course of the project. All materials will be presented to the Russian Government.

Russian University of Friendship of Peoples

\$34,252.00

Moscow Oblast, Russia

To increase effectiveness of farmers and other small rural businesses by providing comprehensive technical support in organizing various types of agricultural cooperatives (servicing, sales, etc.). Potential shareholders and managers will be trained in a series of intensive seminars on various aspects of cooperative activities. Follow-up on-site and distance-learning consultations will help farmers to organize and manage cooperatives.

Russian Venture Capital Association

\$27,646.00

Russia

To contribute to the development of a venture industry in Russia by creating an enabling environment supportive of direct investments in technology-based businesses. Qualified lawyers and representatives of venture capital funds will develop a package of legislative initiatives regulating venture capital investment process, including protection of stockholders' rights, taxation issues, registration, and exit procedures. Other private sector specialists will take part in the discussions of key legislative issues through participation in Internet teleconferences and round-tables.

Ryazan Chamber of Commerce and Industry

\$34,946.00

Ryazan Oblast, Russia

To increase the financial sustainability of small enterprises by improving their accounting procedures. A series of seminars and individual consultations on implementation of International Accounting Standards, audit, and taxation issues will improve the qualifications of accountants of nearly 250 small businesses in the region. Participating accountants may receive the re-certification required by new government requirements. Accountants will further benefit from access to a library of specialized literature on accounting standards and best practices, from distribution of methodological materials adapted from the Institute of Professional Accountants of Russia, and from on-site monitoring by Chamber experts.

Saratov Branch of the Small and Medium-Sized Enterprises Trade Union

\$18,365.00

Saratov Oblast, Russia

Legal education and support to private businesses through a series of training seminars and consultations to help business people defend themselves against local government abuse. During the project the grantee will develop methodical recommendations and a case study for use in three business training centers. Fifty businesses will be regularly monitored.

Saratov State Agricultural University

\$64,315.00

Saratov Oblast, Russia

To support the development of a pioneering agricultural extension service in the Marx Raion. The goal of the service is to increase the productivity and profitability of local farms by providing them with on-site business, technical, and legal assistance.

Saratov State Agricultural University

\$24,682.00

Saratov Oblast, Russia

To improve farm management by creating a new system for training farm managers and adding a specialized course to the Saratov Agricultural University's curriculum. Sixty fifth-year students will receive special interactive training in the most pressing economic, legal, and personnel management knowledge and skills. After the project the government will place at least forty-five graduates as executive managers in farms.

Saratov State Law Academy

\$33,536.00

Saratov Oblast, Russia

To support private enterprise development by creating a network of legal and accounting centers for farmers in the Saratov region.

Saratov State Law Academy

\$18,090.00

Saratov Oblast, Russia

To prepare senior law students for real work at SMEs and NGOs by providing them with 256 hours of on-the-job training. Sixty seniors at Saratov Law Academy will work with six NGOs and eight SMEs under the supervision of experienced professors and practicing lawyers. Nine case-studies will be published and the most critical legal issues of NGOs' and SMEs' activities will be covered in ten newspaper publications.

Saratov State Social and Economic University

\$32,187.00

Saratov Oblast, Russia

To improve the professional education of managers in the private and public sectors by incorporating the use of professional financial and economic databases in business curricula. This will be the first time that such informational resources will be available to local universities and future managers in Southern Russia. Five Saratov Social and Economic University departments will develop courses using the new information sources in their classes. Fifty-five professors and one hundred students will be given hands-on training through a series of seven seminars.

Saratov State Social and Economics University

\$21,440.00

Saratov Oblast, Russia

To facilitate increased development of small and medium enterprises by intensifying the training of marketing specialists at Saratov Social and Economic University. Special training will be provided for 50 fourth and fifth-year students. The students will conduct at least ten market research projects during their intensive internship program at small and medium enterprises. It is hoped that by acquiring these skills at least 25% of the participating students will get jobs following the course.

Saratov State Technical University

\$23,304.00

Saratov Oblast, Russia

To improve the management of small and medium-sized businesses by creating a special training program at the Saratov Technical University School of Business focusing on information management and communication skills. Forty-three senior students and seventeen acting managers will participate in the training program. The program will place students in nine operating companies for internships. Participating enterprises will then employ at least forty percent of the students.

Shadrinsk Business Center

\$30,266.00

Kurgan Oblast, Russia

To improve the financial sustainability of small businesses by developing essential marketing skills of SME managers. A newly created marketing department of a local business center will provide free consultations in various aspects of marketing, as well as, with free access to information resources on related issues. Up to twelve most promising businesses, chosen on a competitive basis, will receive assistance in developing, improving, and implementing marketing strategies.

Siberian Center for Investment Policy and Collective Investments

\$34,999.00

Novosibirsk Oblast, Tomsk Oblast, Altai K

To improve the profitability and sustainability of small and medium joint stock companies by increasing managers' qualifications. Financial directors and managers of more than 400 small joint stock companies in three regions will benefit from training seminars and individual consultations on share issuing, enterprise restructuring, and accounting. Two new affiliate offices to be opened will broaden infrastructure support available to entrepreneurs in neighboring regions. New sections on the grantee web site will provide entrepreneurs with free access to legal and methodological materials on stock management. Content from the web site and seminars also will be distributed free of charge in monthly bulletins.

Small Business Support Fund of Nizhny Novgorod Oblast

\$25,838.00

Nizhegorodskaya Oblast, Russia

To support the development of financial mechanisms for small business through promotion of leasing activities in the region. The project will promote cooperation among three local leasing companies in providing local businesses with informational, training, and consulting services on the basics of leasing operations.

Small Enterprises of Irkutsk Oblast Non-Commercial Partnership

\$34,901.00

Irkutsk Oblast, Russia

To strengthen small business by expanding the services, broadening the membership, and improving the financial sustainability of a local small business association. Entrepreneurs from the oblast center and outlying communities will participate in specialized training programs and consultations on a range of economic, legal, and tax issues, and benefit from access to information resources and data bases detailing licensing and certification requirements. Association staff will provide in-depth management consulting for up to 12 local small businesses. Up to ten new small enterprises and fifty new jobs will be created.

Sovereign Ventures

\$97,260.69

St. Petersburg, Russia

To decrease the prevalence of official corruption by increasing the private sector's commitment to observing international business ethics. This grant builds upon a previous project supported by the Eurasia Foundation that resulted in the development of a Declaration of Integrity in Business Conduct and its signing by over 100 local companies. Current efforts will focus on assisting signatories of the Declaration to implement appropriate Codes of Conduct and developing the St. Petersburg Ethics Center, an NGO that will serve as a local resource on questions related to business ethics.

Technoconsult

\$19,243.00

Moscow, Nizhny Novgorod, Novgorod, Novosi

To support the development of small technology-based enterprises by increasing the ability of consulting firms serving high-tech companies effectively to promote and facilitate the commercialization of technologies. As a result of specialized training and opportunities to share best practices, consulting firms will considerably improve the quality of their client services related to technology marketing and commercialization. The project also lays the foundation for more sustained collaboration among consulting companies in the high-tech field.

Texas A&M Research Foundation

\$52,183.00

St. Petersburg, Russia

To increase the quality of business education by promoting the development and utilization of indigenous business case studies in Russian business schools. Six case studies covering a range of sectors and topics will be developed jointly by faculty members from Texas A&M and St. Petersburg State University (SPSU), with special emphasis on building the skills of Russian faculty to develop cases independently. A Center for Russian Business Cases will be created at SPSU to serve as a repository of local case studies, which will be made available to other Russian business schools through the Internet.

Tomsk Business Support Partnership

\$34,986.00

Russia

To improve the enabling environment for small business development by reducing administrative barriers, affecting entrepreneurship. Project implementers will analyze procedures regulating SMEs in the Tomsk oblast, develop recommendations on reducing administrative barriers, and discuss them in a series of round tables with the participation of local authorities and Duma and business representatives. The results will be published on the Internet and in mass media. A hotline and a special committee on administrative barriers will be created for entrepreneurs. Project results will be analyzed and published in a brochure which will be disseminated among local businesses and government executives.

Union of Entrepreneurs and Manufacturers of the Amur Region

\$9,174.20

Amurskaya Oblast, Russia

To raise the level of information accessible to businessmen and entrepreneurs by conducting a series of training seminars and round table discussions designed to address the problems facing small and medium businesses in the Russian Far East. Participation in the discussions will also lead to improved relations among entrepreneurs and businessmen in different regions of the oblast. The project will create a consulting service, which will remain in place after the grant's completion to serve as an educational and practical aid for local businessmen.

Union of Rural Credit Cooperatives

\$85,170.00

All Russia

To increase access to credit on the part of farmers and other small rural businesses by helping rural credit coops to grow. As a result of a comprehensive training, consultative, and information support, participating coops will improve their business practices and effectively expand their financial activities.

Ural Support Center for Non-Governmental Organizations

\$28,975.00

Volgograd Oblast, Russia

To promote local enterprise development in Volgograd region by establishing effective legal support for small businesses through civil rights protection and training lawyers for resolving commercial law issues.

Voronezh State Academy of Forestry

\$16,735.00

Voronezh Oblast, Russia

To provide small automobile rental and repair shops in Voronezh by providing them with management training at the Automobile Department of the Voronezh Academy of Forestry. Following an orientation course, twenty-five 4th-year students will be selected to participate in the training program. The program will place students in eight enterprises for on-the-job training. Participating businesses will then employ at least 40% of the students. A new minor, "Creating and Managing Car Rental and Repair Shops" will be added to the Academy's curriculum based on the experience developed during the project.

Voronezh-Orbita-Service Business Incubator

\$26,595.00

Voronezh Oblast, Russia

To further support a successful business incubator working with clients in the radio-electronics and home appliances repair business. The clients receive workspace, information, consulting and access to micro loans. The incubator will focus on small businesses in Voronezh and surrounding raions.

Working Center for Economic Reform - Liberal Alternative

\$34,995.00

Russian Federation

To facilitate the growth of private enterprise in Russia through reducing administrative barriers to small business development. Project implementers will research federal and regional legislation on licensing, certification and accreditation in three Russian regions. Based on this analysis recommendations will be developed on how to improve state regulation of SMEs. In addition, best practices in licensing, certification and accreditation will be identified and shared with key government officials and business support structures, and they will be published on the Internet and in print media.

Former Russian Military Officers Training Program

The Eurasia Foundation's Moscow office administers a joint program of the Eurasia Foundation and the Open Society Institute to facilitate the integration of discharged military personnel and their family members into society. Regional organizations will develop cost-effective models to reduce unemployment and promote transition to civilian life for servicemen, up to one million of who are expected to be discharged by the year 2000. The models will be disseminated among over 150 organizations working with this population in Russia's regions.

Center for Social and Psychological Support, Status

\$34,542.00

To facilitate the reintegration of former military officers into civilian life by improving the effectiveness of organizations working with this population. Project implementers will evaluate the integration models developed by ten grantees of this joint initiative, identify successful practices, and present their findings at a conference and in the media.

National Cooperation of Business-Incubators

\$34,442.00

Russia

To increase the efficiency of regional business incubators through improved professional skills of incubator staff consultants. Project principals will train incubator staff in consulting skills and organize a mentoring program for them. Business plans will be developed for each participating incubator.

Southern Russia Alternative Conflict Resolution Competition

The Eurasia Foundation's Southern Russia office in Saratov conducted a grants competition to support the development of alternative dispute resolution mechanisms through training, public education, and pilot demonstration projects. Alternative dispute resolution programs will support economic reforms over the longer term by providing faster, cheaper, and more effective means of addressing economic and commercial disputes.

International Fund of Arbitration Courts Development

\$34,060.00

Central and Southern Russia

To promote the more widespread use of the alternative dispute resolution program by educating ADR among local businessmen. Project organizers will conduct an information campaign stressing the advantages of ADR and summarizing the prior experience of arbitration courts and mediation centers in the Russian Federation.

Strategic Objective 1.3

Tajikistan

Open Door Grants

Association Woman and Society

\$33,689.00

Leninabad Oblast, Tajikistan

To support a project aimed at researching the condition of business activities in the cities of Khujand and Ura-Tyube, and developing a specific plan of action to improve the situation for small business owners. Project implementers plan to create a business map of the city (with commercial activities, restaurants, factories, etc.) and distribute these among entrepreneurs. Project activities also include the publication of an informational bulletin and the organization of a consulting center on legal and economic questions. A roundtable including representatives of the local government bodies and small business owners will also be held.

NGO Bonuvony Fardo

\$18,382.00

Khatlon Oblast, Shaartauz, Kabadinskiy, Beshkentskiy Raion, Tajikistan

To create the first business education center in the city of Shaartauz. The project is designed to introduce a study and training program for NGO activists and women entrepreneurs on business and legal issues. The project provides long-term support for participants and aims to analyze participants' activities. The business education center will also offer legal consulting services as well as developing, publishing, and distributing practical recommendations on how to open one's own business.

NGO Madina

\$11,192.00

Khorog, Tajikistan

To establish a business resource center for women. The center's activities will include the introduction of training programs on such topics as marketing, creating a successful business, sources of financing, and how to develop a business plan. The project will be implemented in cooperation with the Association of Business Women of Khujand, where trainers will receive training. An informational bulletin for entrepreneurs will also be published and distributed.

NGO Parvin

\$20,072.00

Darband Region, Garm, Tajikistan

To create a sustainable training program for farmers of the Garm Region, while also opening a Resource Information Center for the local community. The first stage of the project envisions the training of local trainers at the Khujand-based Fund for the Support of Farmers and Entrepreneurs "Razvitiye," as well as the development of training programs on appropriate subjects. This project aims to create a basis for agricultural business training in an otherwise undeveloped region of the country.

Regional Committee of the Trade Union for Health Care Specialists

\$11,912.00

Leninabad Oblast, Tajikistan

To support the creation of better conditions for the transition from social to private medicine. In the frame of the project training will be held for leaders of the medical establishment on issues such as attracting financial support, management, business planning, and financial management. The project also aims to publish and distribute a handbook including normative-methodical materials and practical examples of the costs of medical services.

Tajik Center for Entrepreneurship and Management in Khujand

\$24,128.00

Leninabad Oblast, Ura-Tyube Tajikistan

To widen the activities of the Center through the establishment of a branch of the Institute of Small Business in the city of Ura-Tyubå. The project aims to improve business practices in this region by holding seminars for local business owners, managers of small and medium enterprises, and government leaders.

Tajik State University of Commerce

\$18,568.00

Dushanbe, Tajikistan

To develop requirements for a master's degree program in economics. Project implementers plan to prepare systematic recommendations on the formation of a study plan, prerequisites for acceptance into the program, conditions for defending one's dissertation, and exam qualifications. They will also conduct research on the demand for such a program, as well as hold a roundtable on the issue of graduate school and educational reform in the Republic. The requirements will then be submitted to the Ministry of Education and implemented throughout the country.

Tax and Law Institute

\$27,387.00

Dushanbe, Tajikistan

To develop new study programs in the fields of international business and international economics with the participation of specialists from leading universities in Tajikistan, Uzbekistan, Russia, and Holland. The project includes the creation and introduction of new curricula, textbooks and other study materials (in Tajik and Russian), as well as the establishment of a small library on modern business practices. Teachers will also be retrained on the aforementioned subjects, and an informational bulletin will be published and distributed.

The Russian - Tajik (Slavic) University

\$32,584.00

Dushanbe, Tajikistan

To establish a school for training and retraining accountants in accordance with international standards. The project will be implemented with assistance from partner organizations in countries of the former Soviet Union and abroad. Project implementers plan to create a specialized library, develop a computer class with access to e-mail and the Internet, and to hold two roundtables on the role of accountants in the transition to a market economy. In all, seventy-two people will receive training.

Strategic Objective 1.3

Turkmenistan

Open Door Grants

TMCoLtd

\$22,310.00

Ashgabat, Turkmenistan

The project plans to develop a system to monitor and analyze business activities and market trends and forecast resources and markets. A questionnaire, database, and reference handbook on agricultural and social service enterprises will also be developed.

Strategic Objective 1.3

Ukraine

Open Door Grants

Echo Group, Inc.

\$12,780.71

Armenia, Azerbaijan, Georgia, Belarus, and Ukraine

To support initial research and planning for a comprehensive evaluation of business education programs in the NIS funded by the Eurasia Foundation and international donors.

Strategic Objective 1.3

Uzbekistan

Open Door Grants

Agency for Promotion of Research and Innovative Projects

\$22,288.00

Tashkent, Uzbekistan

To create a new training program on patenting for university students. The project includes the development of a study plan and program and the publishing of a textbook, workbook, teacher's handbook, and testing materials on the subject. The Agency also plans to conduct training seminars to introduce the training program into nineteen universities throughout the country. The project aims to create a qualified pool of specialists in the field of patenting, while also creating a base for the future introduction of a master's degree program.

Association of Surkhandarya Oblast Libraries

\$18,232.00

Surkhandarya Oblast, Uzbekistan

To establish an information-consulting center for the support of private enterprise. Project activities include providing training on legislative, tax and social issues for eighty farmers and artisans, offering consulting services on economic and legal questions, issuing an informational brochure, providing access to e-mail and the Internet and creating a small library on economic and legal issues.

Business Incubator Djizzakh

\$23,138.00

Djizzakh Oblast, Uzbekistan

To establish an Information-Consulting Center for rendering assistance to farmers. The project envisions training specialists on the subjects of marketing, legislation, taxation, and crediting, while also establishing a library, developing training programs and conducting seminars for farmers, and giving individual consultations. The project aims to provide farmers with the opportunity to receive credits, get new equipment, sell their products through commodity-rw exchange on a constant basis, and to gain access to external markets. New job opportunities will also be created.

Chamber of Commodity Producers and Entrepreneurs of Bukhara Oblast

\$17,546.00

Bukhara Oblast, Uzbekistan

In support of a project designed to provide informational support for small business owners by creating a training program on how to apply for a loan and how to develop business activities. The Chamber of Commodity of Producers and Entrepreneurs will train potential consultants and offer training and consulting services for entrepreneurs and farmers, while also distributing informational materials. The group also plans to assist in developing and analyzing business plans and to monitor the results of their work. In addition, a small library focusing on business-related issues will be established and a roundtable will be conducted to discuss the project's results.

Resource Center of Calculation and Audit, Ltd.

\$20,999.00

Tashkent, Uzbekistan

In support of developing an educational foundation for teaching the subject "Human Resource Management" through the training of 18-20 professors in cooperation with international specialists from Nottingham Business School. The Resource Center also plans to create and distribute a study program, complete with textbooks, workbooks, case studies and teaching aids.

Sifat-Consulting Ltd.

\$28,727.00

Tashkent Oblast, Uzbekistan

To create sustainable training courses on quality management, including the development of curriculum and training programs in the fields of quality systems documentation, internal auditing of quality systems, and leading audit expertise. Approximately 280 representatives of state and private enterprises will receive training. The project plans to promote information dissemination on quality management of goods and services on a national level, as well as the establishment of a market of services in development, introduction and certification of quality systems.

Society of Appraisers of Uzbekistan Public Union

\$28,980.00

Tashkent, Syrdarya, Namangan, Ferghana, Andijan, Kashkarya, Sukhandarya

To establish a national center for training and improving the professional skills of appraisers. Project implementers will visit Moscow's International Academy of Estimate and Consulting for retraining. Specific training program will be developed for trainers. Then trainers and private specialists throughout the country will receive training on matters such as the appraisal of property, businesses, machinery and equipment, restructured enterprises and intellectual property.

TEXNO-ShARQ Ltd

\$34,040.00

Tashkent, Uzbekistan

To create a sustainable training program in personnel consulting training of trainers. The curriculum will be developed in partnership with specialists from leading Russian consulting agencies. The project will provide training for 350 consultants from all regions of the country in order to provide a basis for the establishment of private consulting agencies, while increasing the effectiveness of state agencies, and stimulating the development processes of the national labor market.

Uzincomcenter Uzbek Foreign Economic Informational and Commercial Center

\$27,600.00

Tashkent, Uzbekistan

To broaden the center's activities by training specialists of small and medium-sized businesses on foreign economic relations. Project leaders plan to visit leading French universities and business schools in order to develop training programs and materials for conducting training courses for entrepreneurs. A roundtable will later be carried out for analyzing results and improving training programs and for future use in developing a new major in the MBA program at the University of International Economics and Diplomacy.

Ferghana Valley Initiatives**Andijan Engineering and Economics Institute**

\$13,437.00

Ferghana valley, Uzbekistan

To create a program for training and retraining specialists in the field of business. The project aims to publish and distribute study and practical handbooks on international accounting, auditing, and taxes for the agribusiness sector. Two hundred people will also receive training including twenty teachers and 180 representatives of small and medium enterprises.

Namangan State Engineering and Pedagogical Institute

\$26,954.00

Namangan, Uzbekistan

To create a master's degree program in management. The project aims to develop a study program and handbook on financial management, small business administration, agricultural management and other related subjects in Uzbek.

Project implementers plan to hold a seminar to discuss project results, ways to improve the program, and to facilitate an exchange of experiences in the field of business education. Seminar participants will include scientists from leading universities in Tashkent, as well as economics teachers and graduate students from institutes in the region.

The developed material will be evaluated according to government standards for post-graduate education under the Ministry of Education.

Strategic Objective 1.4

Armenia

Open Door Grants

Association of Accountants and Auditors of Armenia

\$33,016.00

Armenia

To facilitate a transition to international accounting, financial reporting, analysis, and auditing standards in Armenia, the project will cover the selection and adaptation of software programs which can be used in Armenian enterprises, as well as the creation of mechanisms and infrastructure for retraining of accountants and preparing them for certification throughout Armenia (including translation and publication of relevant methodological literature, and organization of consulting centers).

Yerevan State Economic Institute

\$34,759.00

Armenia

To prepare qualified accounting graduates at higher educational institutions, the project will support curriculum reform efforts in accounting and auditing related disciplines via (1) translation (into Armenian), publication and distribution of the textbooks Accounting Framework, Management Information and Audit Framework, and (2) bringing existing curricula into compliance with UN methodology.

Strategic Objective 1.4

Kazakhstan

Open Door Grants

Almaty Bank Training Center

\$34,382.00

Kazakhstan

For the creation of the first training bank in Central Asia. This bank will operate with fictional accounts and transactions in order to train new banking employees to work in an effective office environment. An initial class of fifty participants will enter the program representing banks throughout the country. The center hopes to obtain sustainability through tuition fees. As part of the grant, computers and banking software to be used during the training will be provided. This project will create a higher standard of education in banking and allow participants to become familiar with different areas of banking management.

Eurasia Consult Co., Ltd.

\$21,430.20

Kazakhstan

To improve access to capital for local firms by supporting the establishment of an international standard credit rating system. The 300 largest national businesses will be evaluated by analysts in twenty financial categories. The grant will also provide computer and software as well as advertising in the local business press and on the Internet. This new system will serve as a guide to domestic and international investors, assist these businesses in obtaining commercial credit, and be a more affordable alternative to the expensive international rating systems.

Financial Markets Information Agency Limited - Irbis

\$29,343.00

Kazakhstan

To promote the quality of business education in the function of stock markets by publishing an innovative CD-ROM training simulation of the Kazakhstani Stock Exchange. The software will create a realistic trading model for distribution to universities and business training centers throughout the country, and can be used in preparation for the National Securities Commission Examination. The center will provide the requisite number of copies of the CD-ROM, operating manual, and a textbook on securities based on the requests of the training centers and universities. Fee-based training will also be available at the center.

Investment Management Group Education Center

\$34,693.00

Kazakhstan

To increase citizen access to investment and popular involvement in the economy by supporting the introduction of a nationwide access system to the securities market. Fifteen training sessions will be held by a team of training experts for 300 state employees working across the country. These participants will be responsible for implementing this new system, which will be made available to the populace through their local post office.

Mercy Corps International

\$52,808.00

Almaty, Kazakhstan

To increase access to loan capital among small and micro-businesses by supporting the development of a micro-credit program. Grant funds will cover on-going technical assistance and other expenses during the program's transition to local management and financial self-sufficiency.

Small Enterprise Assistance Funds

\$99,800.00

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

To support the implementation of a Central Asian Small and Medium Enterprise (SME) Investment Fund. This fund, with a \$20 million capitalization, will provide a mix of equity and debt financing, as well as technical and managerial assistance to SMEs in Central Asia. The Eurasia Foundation grant will assist the fund manager, the Small Enterprise Assistance Funds, during the pre-operating and formation states and will support business enhancement activities including procurement, management and accounting assistance for the fund's investee companies.

Strategic Objective 1.4

Kyrgyz Republic

Open Door Grants

Small Enterprise Assistance Funds

\$99,800.00

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

To support the implementation of a Central Asian Small and Medium Enterprise (SME) Investment Fund. This fund, with a \$20 million capitalization, will provide a mix of equity and debt financing, as well as technical and managerial assistance to SMEs in Central Asia. The Eurasia Foundation grant will assist the fund manager, the Small Enterprise Assistance Funds, during the pre-operating and formation states and will support business enhancement activities including procurement, management, and accounting assistance for the fund's investee companies.

Strategic Objective 1.4

Russia

Open Door Grants

Agency for Social Information

\$34,747.00

Moscow/All Russia

To stimulate indigenous corporate philanthropy and to increase the financial stability of NGO Resource Centers by increasing the centers' ability to generate income by helping local businesses design, implement, and manage philanthropic programs in their community. Project implementers will facilitate five business-NGO partnerships and disseminate best practices and lessons learned to NGO resource center staff from across Russia at a series of specialized training seminars.

Chita Regional Agency for Small Business Support

\$17,480.00

Chita Oblast, Russia

To improve financing opportunities for small businesses through development of a regional program on microlending. The project initiators will develop microlending mechanisms based on the best practices of other regions and will conduct an informational campaign in local mass media. The program will be implemented together with the Regional Foundation of Small Business Support and will stimulate more active involvement of local people into the crediting process.

Voronezh Regional Fund for Small Business Support

\$34,990.00

Voronezh Oblast, Russia

To increase access to capital for small businesses by developing the microlending practices of the Regional Fund, with the goal of encouraging the regional branch of the Russian Savings Bank to open a capitalization line of credit in favor of this financial institution. More than thirty small and medium-sized businesses will gain access to affordable credit.

Strategic Objective 1.4

Tajikistan

Open Door Grants

Small Enterprise Assistance Funds

\$99,800.00

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

To support the implementation of a Central Asian Small and Medium Enterprise (SME) Investment Fund. This fund, with a \$20 million capitalization, will provide a mix of equity and debt financing, as well as technical and managerial assistance to SMEs in Central Asia. The Eurasia Foundation grant will assist the fund manager, the Small Enterprise Assistance Funds, during the pre-operating and formation states and will support business enhancement activities including procurement, management, and accounting assistance for the fund's investee companies.

Strategic Objective 1.4

Turkmenistan

Open Door Grants

Small Enterprise Assistance Funds

\$99,800.00

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

To support the implementation of a Central Asian Small and Medium Enterprise (SME) Investment Fund. This fund, with a \$20 million capitalization, will provide a mix of equity and debt financing, as well as technical and managerial assistance to SMEs in Central Asia. The Eurasia Foundation grant will assist the fund manager, the Small Enterprise Assistance Funds, during the pre-operating and formation states and will support business enhancement activities including procurement, management, and accounting assistance for the fund's investee companies.

Strategic Objective 1.4

Uzbekistan

Open Door Grants

Association of Accountants and Auditors of the Republic of Uzbekistan

\$12,458.00

Tashkent, Samarkand, Nukus, Uzbekistan

To support publishing activities aimed at the implementation of an educational program on the transition to a new accounting system.

Small Enterprise Assistance Funds

\$99,800.00

Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

To support the implementation of a Central Asian Small and Medium Enterprise (SME) Investment Fund. This fund, with a \$20 million capitalization, will provide a mix of equity and debt financing, as well as technical and managerial assistance to SMEs in Central Asia. The Eurasia Foundation grant will assist the fund manager, the Small Enterprise Assistance Funds, during the pre-operating and formation states and will support business enhancement activities including procurement, management, and accounting assistance for the fund's investee companies.

Strategic Objective 2.1

Armenia

Open Door Grants

Armenian National Education Society

\$22,673.00

Armenia

In support of research on the potential for the implementation in Armenia of the idea of community schools. The project will conduct surveys in eight selected schools and communities, including an analysis of their readiness and receptiveness to the idea, lessons learned from the related activities of other donor agencies. The issue will be discussed in a conference, and the results will be published. Recommendations made will become a base for a follow-up program aimed at execution of model projects in selected schools.

CDS/ISIS Users Group

\$32,962.00

Armenia

To develop a curriculum and implement a network of distance learning for elementary civics education in secondary schools. The project envisions elaboration of a training course, creation of a network, training of trainers, and the actual training to be carried out in ten Armenian schools. The study program will be recommended by the Ministry of Education and Science as mandatory course for all the schools that have access to the Internet.

Family and New World

\$20,473.00

Kotayk, Armenia

In support of increased awareness of citizens' rights among the population of the Kotayk region by organizing a legal resource department at a community center, which already provides business support services. Project principals will also conduct outreach seminars in remote locations, create an instructional video series based on seminar materials, and publish booklets regarding taxation issues.

Gyumri State Pedagogical Institute

\$29,109.00

Shirak, Armenia

In support of increased awareness of the basic principles of civil society, through a model project for training trainers-lecturers on civil society issues at a higher educational institution that educates future school teachers.

INTERNEWS Public Organization

\$25,362.00

Armenia

To provide a technical assistance in achieving the goals of the Foundation sponsored "Public Debates in Live Broadcasting" competition for independent TV stations. The grant will cover the expenses for four training sessions for the competition winners and will include theoretical, technical, practical, and analytical training and consulting on carrying out live public discussions and using the multi-camera equipment.

MISSION ARMENIA Charitable Union

\$22,481.00

Armenia

In an effort to facilitate the development of philanthropy in Armenia, the project will support: a wide information/promotion campaign (TV and Radio programs, publications in press), training seminars for journalists, and public discussions about the problems and achievements in relation to philanthropy issues.

Municipality of Central District of Yerevan

\$9,550.00

Armenia

In support of more active citizen participation in municipal decision-making through the establishment of a model telephone-based and modem-based real-time polling system. Software will be developed for random automated calling and tabulation of data. Current municipal issues will be presented over local TV and radio stations and the call-in feedback mechanism demonstrated live. Officials from six municipalities from across the country will serve as advisers to the experimental project, and will later test the system in their own regions.

Yerevan State University

\$25,898.00

Armenia

In support of more professional broadcast journalism in Armenia through the translation, adaptation and publication of a handbook for broadcast journalists by David Kohler. The book will be introduced into the learning process of institutions of higher education, as well as distributed among libraries and broadcast mass media.

Anticorruption Program in Armenia

The Eurasia Foundation's Armenia Office conducted a competition to support increased citizen participation in the prevention of corruption through measures to assess and disseminate information about the impact of corruption, increase public access to local government, strengthen responsible investigative journalism, and publicize successful efforts by government agencies to address and prevent corruption.

International Union of Armenian Advocates

\$17,376.00

Yerevan, Armenia

In support of a public awareness campaign to inform people of methods for recourse when dealing with abuse of governmental authority. Twenty-two television programs with call-in component will be produced and live broadcast. They will contain basic legal information and answers to the viewers' questions by lawyers and will encourage citizens to exercise their civic rights. These viewers will be contacted after the airing and provided with free individual legal consulting if needed.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Cooperation and Democracy NGO

\$1,087.00

Caucasus

In support of the development of a Linkage Project that would aim at regional research of factors that impede the democratization of election processes in the countries of the South Caucasus, and at the elaboration of recommendations to harmonize the respective legislation throughout the region with internationally accepted standards, including the publication of a book and a brochure devoted to the regional election issues.

UNION OF CIVIL SOCIETY Public Organization

\$1,261.00

Caucasus

In support of the development of a Linkage Project that would aim at the establishment of a regional network on monitoring during voting, voters education, and voting systems improvements.

Women's Council of the Republic of Armenia

\$1,072.00

Caucasus

In support of the development of a Linkage Proposal that would provide opportunities to support regional cooperation among the countries of the South Caucasus in the sphere of Voters Education at the local governance level.

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

AREG-73 Scientific Cultural Youth Association

\$1,134.00

Caucasus

In support of the development of a Linkage project, which will address the issues of young voters' education.

Regional TV Competition, Armenia

ANKYUNGUMARATS3

\$12,500.00

Regional TV Competition, Armenia

Lori, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

CAMUTLtd

\$12,500.00

Tavush, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

DZAGEDZOR,Ltd.

\$12,500.00

Syunik, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

KJAVARTV COMPANYLtd.

\$12,500.00

Gegharkunik, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

LORUMIGLtd

\$12,500.00

Lori, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

LUSALIK Telecompany, Ltd.

\$12,500.00

Kotayk, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

SHANT LLC

\$12,500.00

Shirak, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

TSAYG, Ltd.

\$12,500.00

Shirak, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

TV Media ALT

\$12,500.00

Armavir, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

Zangak TV Station

\$12,500.00

Gegharkunik, Armenia

In support of increasing civic participation and establishment of live public dialogue. The grant will provide professional training and equipment for the production and broadcast of round-table television debates on different problems facing the community. A call-in component will allow live interaction between viewers and participants of discussions.

Strategic Objective 2.1

Azerbaijan

Open Door Grants

Independent Consulting Center for Civic Society

\$20,533.00

Baku, Ali-Bayramli, Neftchala, Lenkoran, Masalli, Ganja, Agdam, Barda, Geychay, Sumgait, Ujar, Zardab, Gabala, Zagatala, Imishli, Belocan, Sabirabad, Saatli, Tovuz, Gazach, Shamkir, Gedabek, and Geranboy

In support of the training of 2,000 independent observers from forty regions to perform broad-based direct citizen monitoring of parliamentary elections scheduled for November 2000 toward ensuring a fair and just election.

Yeni Nesil Union of Journalists of Azerbaijan

\$34,834.00

Baku

In support of better informed citizenry by improving access to NGO-accumulated information through enhanced cooperation between the NGO and media sectors and improved PR skills of NGO representatives. The project includes PR-related training for NGO representatives, organizing 24 model press conferences, providing NGOs with electronic and printed materials, and conducting round tables with participation of the NGOs and mass media.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Areat Research Center for Contemporary Social Processes

\$939.00

Azerbaijan

In support of preliminary activities for regional cooperation in South Caucasus countries in the sphere of voters' education at the local self-governance level.

Center for Civic Society

\$959.00

Azerbaijan

In support of preliminary activities for development of Caucasus regional net on monitoring of elections, voters' education and development of election system.

Society "Taxcil"

\$944.00

Azerbaijan

In support of preliminary activities for development of methodology for education of young voters.

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

Journalist Defense Committee of Azerbaijan RUH

\$964.00

Azerbaijan

In support of detailed design of linkage project for regional research of factors that prevented development of democratic election systems in South Caucasus countries and development of recommendations for harmonization of legislation, in this sphere with international standards, and publication of book and regional brochure on election issues.

Strategic Objective 2.1

Georgia

Open Door Grants

Central Scientific Library of the Georgian Academy of Sciences

\$2,965.00

Throughout Georgia

In support of business education in Georgia through distribution of the Georgian version of the textbook “Applied Economics” to institutes of higher education, secondary schools and major libraries.

Internews Georgia

\$24,541.00

Georgia

In support of the development of independent broadcast media through the development, translation, and publication of nine instructional and methodological texts on management, the foundations of television and radio journalism, journalistic ethics, etc. The educational materials will be distributed free-of-charge among television and radio companies and independent journalists. The project is part of a comprehensive training program for media representatives conducted by the Internews Network through funding from USAID and the Open Society Georgia Foundation.

Liberty Institute

\$34,029.00

Georgia

To increase public awareness and interest in taxation and fiscal policy by facilitating public debates and improving journalists’ knowledge of the field. Project components include a hotline to address citizen concerns, roundtable discussions, assistance to journalists in preparation of articles, and publication of leaflets and brochures with information about taxation policy, taxpayer rights, and problems in this sphere.

Logos Sociological, Marketing and Psychological Research Association

\$34,904.00

Georgia

To enhance the financial independence of the Georgian print media by providing editors with access to comprehensive market research. Research components will include content analysis, in-depth interviews, focus groups, and a national poll of 1,700 Georgian consumers. Based on the results of research, recommendations will be developed and presented through booklets, slide shows, a web page, and a video including excerpts from interviews and focus groups. The recommendations will be presented in three seminars and subsequent ICFJ training courses. The grant is awarded as a component of the ProMedia II project, in cooperation with the International Center for Journalists.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

International Center for Civic Culture

\$469.00

Georgia

In support of preliminary activities to develop a methodology for the education of young voters.

International Civic Development Center

\$419.00

Georgia

In support of preliminary activities for the regional cooperation of South Caucasus countries in the area of voters' education at the local self- governance level.

Caucasus Synergy Linkage Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from the three South Caucasus countries.

Caucasus Institute for Peace, Democracy and Development

\$422.00

Georgia

In support of detailed design of linkage project for regional research of factors that prevented development of democratic election systems in South Caucasus countries and development of recommendations for harmonization of legislation, in this sphere with international standards, and publication of book and regional brochure on election issues.

Rule of Law

The Eurasia Foundation's Georgia Office conducted a competition to support increased citizen participation in the prevention of corruption through measures to assess and disseminate information about the impact of corruption, increase public access to local government, strengthen responsible investigative journalism, and publicize successful efforts by government agencies to address and prevent corruption.

Association for the Development of Student Self Government

\$34,201.00

Tbilisi, Georgia

To support increased involvement of students and instructors in decision-making at institutes of higher education in Georgia through the establishment of student self-governance councils in two of the country's most prestigious universities. The project will also include publishing twelve monthly newsletters, holding a conference, and establishing a regularly updated computer database including all legal acts regulating the functioning of state universities.

Civic Development Center of Gori

\$34,569.00

Gori, Shida Kartli Region, Georgia

To improve citizen access to information about the activities of the local councils and executive authorities in the town of Gori through a monthly newsletter, a legal consulting service, and the establishment of a lobbying institute. The institute will channel the efforts of a coalition of local NGOs and media entities into promoting the interests of the local populace to the local government.

Civic Society Association

\$20,949.00

Poti, Western Georgia

To enhance citizen participation in local decision-making by establishing mechanisms for interaction between society and local authorities during budget drafting and execution in the town of Poti. The organization will hold budget hearings open to the public, monitor budget execution, publicize relevant information through 50 weekly inserts in a local independent newspaper, and conduct a series of training seminars and roundtables.

Civil Development Association of Georgia

\$24,979.00

Lagodekhi and Lagodekhi Region, Kakheti Region, Georgia

To increase government accountability by improving citizen access to information through monitoring the activities of local government agencies with particular focus on budget execution. Information collected during monitoring will be shared with the local population. The project will inform the population about the role and functions of local government, as well as about legal issues that contribute to abuse of power by authorities.

Democratic Meskhs' Union

\$28,545.00

Akhaltzikhe, Samtskhe-Javakheti Region, Georgia

To support increased citizen access to information about government activities by monitoring expenditures in twenty-one government agencies and presenting the results of monitoring to the general public.

International Center for Civic Culture

\$26,138.00

Mtskheta and Mtskheta District, Georgia

To support increased citizen access to information about local government activities through the establishment of a local government information-consulting center where citizens of the town and district of Mtskheta can access information free of charge.

Lanchkhuti Plus Newspaper

\$33,435.00

Lanchkhuti, Guria Region, Georgia

To reduce abuse of government authority through an informational campaign aimed at improving citizen access to information regarding (a) the activities and decision-making processes of local government agencies, (b) legislation regulating local government, and (c) methods for recourse when dealing with instances of governmental excess.

Project components include the publication of fifty inserts to the weekly independent newspaper and preparation of a brochure to be distributed free of charge to the population of the Lanchkhuti region.

Ozurgeti Regional Agrobusiness Center ABC Foundation

\$22,664.00

Ozurgeti, Guria Region, Georgia

To encourage transparent cooperation between businesses and the local government by facilitating citizen participation in the preparation of the local budget and an agribusiness development strategy. The project involves the establishment of an ad hoc committee, which will serve as a liaison between local government and the private sector. The committee will (a) assess problems hindering development of the agribusiness sector, (b) develop recommendations for mobilization of community resources to overcome these constraints, (c) work closely with all levels of authority in preparing next year's budget, and (d) hold open public hearings on drafts bills. Project components also include publishing three bulletins and conducting seminars for public administrators and local businesses.

Union International Association Civitas Georgica

\$33,500.00

Throughout Georgia

To facilitate civic participation in decision-making processes and to decrease corruption by conducting intensive seminars in seven regions of Georgia for 200 representatives of local councils, executive government agencies, businesses, NGOs, and the media. During the training, a widely accepted methodology and practical mechanisms for increasing the accountability of government authorities will be presented. On the basis of the training seminar materials and an evaluation of their effectiveness, 1000 copies of a textbook will be published.

Strategic Objective 2.1

Kazakhstan

Open Door Grants

East-Kazakhstan Branch of the Higher School of Law - Adilet

\$12,664.00

Ust-Kamenogorsk

To improve access to legal information through the establishment of student legal clinics for third and fourth-year law students of a private law school. Students will offer individuals and businesses free consultations in civil, administrative, labor, and juvenile law. The clinic methodology will be incorporated into the school curriculum. The program will not only provide quality law services to the poor, but also give students practical legal experience.

East-Kazakhstan State University

\$6,140.00

Ust-Kamenogorsk

To promote greater access to legal and economic information by purchasing books for the university library. The national government is unable to continue the expansion of library holdings or maintain the current periodical subscriptions in these crucial subject areas. Under the project, approximately 800 books will be purchased.

International Foundation for Election Systems

\$3,000.00

Kazakhstan

To improve the planning and administration of free and transparent elections in Central Asia by expanding the availability of guidance information to elections officials, political parties, media, academics, international organizations, NGOs, funding agencies, and individuals. The project will translate and publish one section of the International Foundation for Election Systems (IFES) program Administration and Cost of Elections (ACE) into Russian. This series of materials is the most comprehensive and coordinated instructional collection available to emerging democracies. Additionally, the translated text will be made available on the IFES website and incorporated into a CD-ROM version of the complete ACE series.

Kazakh State Women's Pedagogical Institute

\$3,000.00

Almaty

To increase student and staff resources by improving the library collection of the Kazakh State Women's Pedagogical Institute. The national government is unable to continue the funding library subscriptions and acquisitions in these areas due to the high costs of economics and legal textbooks and materials. To avoid a large expenditure of library staff time, a third-party vendor will collect and deliver the materials.

Kokshetau Branch of Higher Law School - Adilet

\$13,409.00

Kokshetau

To improve access to legal information through the establishment of student legal clinics for third and fourth-year law students of a private law school. Students will offer individuals and businesses free consultations in civil, administrative, labor, and juvenile law. The clinic methodology will be incorporated into the school curriculum. The program will not only provide quality law services to the poor, but also give students practical legal experience.

NGO Informational Center - Kazakhstan Press Club

\$18,670.00

Kazakhstan

To provide greater public exposure for local NGOs by sponsoring a series of press conferences at a local press club. 60 press conferences will be held attracting local and national media. The press club will draft and issue press releases to media and government contacts, provide consulting services to each of the NGOs on how to work more-effectively with mass-media, conduct an analytical study and series of discussions on media and NGO activity, compile a videotape collection and edited compilation of the press conferences for distribution to local university journalism programs, and provide free access to NGO representatives to the press club library resource center.

Republican Scientific-Technical Library

\$25,835.00

Kazakhstan

To improve the quality of information available to students and citizens by enhancing the sustainability of local university and institute libraries. A center for professional training will be created in space donated by the grantee institution. The center will sponsor a training seminar for 120 library directors from across Kazakhstan in subjects such as finance, marketing, advertising, fundraising, and management. A web site will be constructed to share information, suggestions, experiences, and continuing issues faced by the participants. The Soros Foundation will contribute funding for computers, office equipment, and internet access.

Shymkent College of Economics and Law

\$7,998.00

Kazakhstan

To promote greater involvement and participation in legal and economic reform by improving the resources available to students and faculty of the university. The national government is unable to continue the expansion of library holdings or maintain the current periodical subscriptions in these crucial subject areas. To avoid a large expenditure of staff time, a third-party vendor will collect and deliver the materials.

Youth Information Center

\$2,929.00

Kazakhstan

To support the establishment of a nation-wide network of university student activists. National cooperation is hindered by the inability of activists from different areas to network. Funds will enable student leaders to travel around the country to organize students for a nation-wide advocacy campaign this fall.

Strategic Objective 2.1

Kyrgyz Republic

Open Door Grants

American University in Kyrgyzstan

\$35,000.00

Bishkek

To improve the quality of the university-level journalism program by establishing a broadcast media center. This project will assist in the creation of a modern news studio with updated electronic equipment for use by university students. As part of the project, programs produced by the students will be aired on local independent TV and radio stations. The project will also allow for the reorganizing and expansion of the bachelors journalism program curriculum, and allow for the future development of a master's program.

Congress of Women of the Kyrgyz Republic

\$10,259.00

Osh, Jalalabad Oblasts

To promote improved access to legal information by creating two resource centers for women in two underdeveloped regions of the country. The center will provide family, criminal, labor, property, and commercial law consulting; allow open-door access to a resource library; and publish an informational newsletter on contemporary topics in women's rights. Five roundtables will be held with local government and court officials, journalists, law students, NGOs, and the representatives from the Ministry of Justice to improve awareness and promote coordination.

International Program Integration Institute of KyrSNU

\$15,112.00

Kyrgyz Republic

To improve access to higher education by establishing a distance learning program with courses on human rights, economics, and law. Due to low salaries and mobility few are capable of attending university-level institutions. The 222 videotaped classes will be televised for free on a state channel allowing anyone in the country to participate. Enrolled students will receive a package of course materials to be used in tandem with the televised videos. A resource center will be created at the Institute housing all the educational materials, and providing call-in assistance to students.

Law Institute of Kyrgyz State National University

\$32,468.00

Bishkek

To improve access to legal information through the establishment of four student legal clinics staffed by senior law students. 32 students will undergo training and offer individuals free consultations in civil, administrative, labor, and family law. In return, the students will be given academic credit for their participation. This pilot project, created in consultation with a similar EF-funded program operating in Kazakhstan, seeks to expand the participation of law schools in legal clinics throughout the country.

Youth Public Organization TV-club

\$8,544.00

Kyrgyz Republic

To promote greater transparency and citizen access to media by translating three publications on ethics in journalism into Russian and Kyrgyz. Copies of the documents will be sent to universities, public libraries, research centers, and NGOs around the country.

Ferghana Valley Initiatives

Almaz-Yug Co., Ltd.

\$10,098.00

Osh Oblast

To promote greater citizen participation and debate in political, social, and economic issues by sponsoring a series of public radio programs. The station will produce three series of programs addressing current news events, citizen and consumer rights, and democracy development in the region. A call-in question and comment line will also be established, with a team of lawyers who will investigate the complaints and issues raised by the audience. The grant will purchase a portable mini-disc recorder, microphones, modem, Internet access, and an online subscription to a legal database.

Bishkek Humanities University

\$22,835.00

Kyrgyz Republic

To improve the quality of local mass media by expanding a university-level journalism program and creating a media training center. The expanded curriculum will be designed by faculty following a trip to Moscow State University; and will include classes on photojournalism, video and computer editing, mass media advertising, and public relations. The training center will provide students and faculty access to modern photo editing tools, cameras, microphones, projectors, and standard office equipment. In addition, the grant will fund the purchase of new textbooks and a series of five master classes taught by notable local journalists on subjects such as photojournalism, techniques in reporting, and recent political trends.

Strategic Objective 2.1

Russia

Open Door Grants

Akademicheskyy Territorial Self-Government Organization

\$26,969.00

Sakha Republic, Russia

To encourage the general public to participate in local decision-making. The organization will inform a wide audience about the advantages of local participation in territorial self-government (TOS), will draft legal documents, and will present educational seminars and consultations for employees of TOS organizations. This will reduce regulatory barriers to self-government development in the region, foster the creation of new organizations and increase the effectiveness of existing TOS.

Center for Social Initiatives

\$4,135.00

Perm Oblast, Russia

To encourage community involvement in neighborhood change by forging local solutions to community development problems. Neighborhood leaders will receive training in community organization building, and local residents will be involved in designing and implementing social service programs. A database of needy residents will be developed to target social support.

Committee of Residential Self-Government, Micro-district Mestechko Avdotieno, Ivanovo

\$26,825.00

Ivanovo Oblast, Russia

To strengthen residential self-governing organizations through improving the managerial and organizational skills of their leaders and activists. A comprehensive set of training and consulting services will be provided to self-governing organizations to improve their ability to fund raise, establish collaborative relationships with local governments, and increase the participation of residents in territorial initiatives. At least ten new self-governing organizations and a regional association of self-governing organizations will be created.

Duke University

\$100,000.00

Moscow, Russia

To support a one-year program for fifth-year students in policy journalism at the Moscow State Institute for International Relations (MGIMO). Funds would support semester-long participation by MGIMO students and faculty in Duke University's Media Fellows Program during the fall semester, and instruction, curriculum development, and faculty training by visiting Duke faculty at MGIMO in the spring. This program is conceived as a three-year effort by Duke University and MGIMO to create an undergraduate concentration in policy journalism.

Focus Partnership for Support of Civic Initiatives

\$27,989.00

Obninsk, Kaluga Oblast, Russia

To increase citizen participation in volunteer initiatives for solving community problems through collaborative efforts of local media and civic organizations. Civic leaders and journalists will receive training in social marketing and will convene focus groups and conduct individual interviews to assess community development priorities. Based on their findings, the activists will develop five community projects and involve citizens in their implementation. The results of the projects will be widely disseminated in the community.

Fund for Development of Local Self-Government

\$23,061.00

Western Siberia, Russia

To increase the transparency and accountability of the local government by raising the qualifications of local journalists to cover municipal budgetary issues. Journalists will receive specialized training on reading and understanding budgets. Local government finance and information department heads will be trained in public information and outreach techniques and in working with the media. A new web site will be launched containing information on Siberian municipal budget processes and opportunities for public input.

GorInvestStroi

\$23,240.00

Penza Oblast, Russia

To increase citizens' participation in the management of housing in Penza city by stimulating housing cooperatives (condominiums). Two hundred citizens will participate in seminars and 240 citizens will be advised on how to create and manage housing cooperatives. A manual on condominium management will be developed. The project will result in 30 condominiums created and united in an association that will represent them in the local government.

INDEMFoundation

\$24,715.00

Russia

To develop mechanisms of public control over election processes and elected officials' performance in office through the creation of an all-Russia Internet-based public oversight network. Network participants, including nongovernmental organizations, regional media, and individual civic activists, will be trained in election law and monitoring techniques through Internet-based distance-learning programs and hands-on training seminars. Election monitoring reports will be posted on the Internet in a moderated regime.

Institute of Humanitarian Communications

\$2,823.05

Southern Russia

A conference to review the progress made in civic journalism over the past year and to discuss strategies for the future development of civic journalism in Southern Russia.

Internews Russia

\$51,020.00

Russia

To improve the effectiveness of news production and the diversity of news programming of regional television news stations through newsroom computerization and the creation of a news information exchange network among 100 regional independent news stations in Russia. This grant will fund computers and newsroom management software, training, and development of a marketing strategy for a future commercially based regional news bureau.

JSC Audit House

\$32,970.00

Southern Russia

To improve accounting skills of grant recipients by providing regular consulting services and disseminating information both in print and via the Internet. Problematic issues of grant accounting and taxation will be brought to the attention of tax and finance authorities.

Media Law and Policy Studies Center

\$28,245.00

Russia

To reduce barriers to independent media by strengthening free speech and other protections in media laws in ten regions. Research results on inconsistencies between regional and federal protections will be conducted and widely distributed in print and on the Internet. Recommendations on how to bring local laws into accord with federal standards will be developed and presented to relevant lawmakers. Drawing on skills and information gained at train-the-trainer seminars, media practitioners, and legal professionals will conduct training sessions on advocacy and media rights among their colleagues.

Murmansk Association of Women - Journalists

\$29,320.00

Murmansk Oblast, Russia

To support mechanisms of public hearings on local budgets in five cities of the target region. Representatives of local NGOs and government will be trained during seminars on budget analysis and public hearings procedures. Public hearings on drafting of local budgets for 2001 will take place in five cities. A web-site and brochure will be published detailing information on budgets and the results of public hearings. Regular articles and radio programs on public involvement in the budget process will be issued in regional media.

National Foundation for the Elimination of Communal Apartments

\$30,228.00

Republic of Karelia, Russia

To develop new financial mechanisms in support of citizen initiatives through competitive bidding for municipal services in the housing sphere. Project implementers and local experts will develop normative documents regulating municipal tenders for housing services. Neighborhood committee activists will improve their skills in preparing bids for housing service contracts at specialized training session. A pilot competition will be conducted in two cities. Recommendations on increasing the role of citizen groups in improving city housing services will be published and distributed.

Non-commercial Partnership Municipal Informatika

\$34,995.00

Obninsk, Kaluga Oblast, Russia

To promote the transparency of local government by increasing public access to information on city budgets. A web site will publish the city budget in its entirety--including "non-budget funds"--and will provide comprehensive, detailed, and timely information on all municipal payment flows. City council members, administrators, journalists, and civic leaders will improve their ability to access, use, and understand the information through a series of training seminars. A public outreach campaign will promote the site.

Novgorod Public Organization, Assistance in Housing Issues

\$3,734.00

Novgorod Oblast, Russia

To increase citizen participation in local decision-making through the creation of neighborhood committees. A group of residential leaders and activists will be trained in institutional, financial, legal, and organizational aspects of developing self-governing residential organizations. Local activists will develop and submit to the city Duma model chapters for neighborhood and street committees.

Novosibirsk School of Civil Society

\$30,489.00

Russia

To improve the conditions for public oversight of government by conducting educational and professional development programs for press secretaries and press service staff of city administrations. Seminar participants will learn techniques for collaborating with independent mass media and training materials will be distributed.

Penza Academy of Young Managers and Businessmen

\$17,756.00

Penza Oblast, Russia

To promote community philanthropy by developing a system of municipal grant competitions for community organizations. Forty NGOs will receive training in management, marketing, fundraising and project development, and will receive 120 individual consultations, training sessions and specialized educational materials. The NGOs will prepare thirty projects and, working together with the local government, they will develop the procedures for a municipal grant competition under which five of the best projects will be chosen for realization with funds from the municipal budget.

Private Company, Adapt (Research Group, TSIRKON)

\$33,008.00

Russia

To develop methodology on how to evaluate the effectiveness of educational and training programs. The methodology will be elaborated based on three projects financed by the Eurasia Foundation, reflecting the three main fields of activity of the Foundation: Business Development, Local Self-Government, and Civil Society. A brochure on the developed methodology with recommendations on how to use it for the evaluation of different kinds of educational and training programs will be published and disseminated to the target audience.

Russian American Education Center

\$14,670.12

Khabarovsk Krai, Russia

To increase local support of community development programs by increasing financial sustainability of non-governmental organizations (NGOs). Training and consultations for NGOs on entrepreneurship basics and financial management, seminars for tax inspectors on NGO legal basics, and roundtables with deputies and government officials will improve communication between non-profits and local authorities, strengthen the position of NGOs, improve their fundraising skills, and attract more resources for socially-important projects.

Samara Branch of the National Press Institute

\$2,990.00

Samara Oblast, Russia

To support partnership among journalists, NGO leaders and sociologists. There will be one seminar to discuss how professionals of these fields can work together to reach the same goal. This grant will promote civic initiatives and civic society in the Samara region.

Saratov State Technical University

\$15,360.00

Saratov Oblast, Russia

To improve the quality of NGO management by creating a new system for training NGO managers and by adding a new minor to the Department of Management's curriculum at Saratov Technical University (STU). Methodological

materials will be developed, facilitating long-term cooperation between NGOs and STU. 274 fourth-year students will take an introductory course in NGO Management, 25 students will receive in-depth training and internships in Saratov NGOs, and 15 NGO leaders will be trained at 9 participatory seminars.

Saratov State University

\$17,400.00

Saratov Oblast, Russia

To establish a system of intensive socio-economic training for journalism students in the Saratov region's mass media organizations. The project involves the development and introduction of courses in Business Journalism, Mass Media Economics, Law and Mass Media, Internet for Journalists, as well as an innovative model for students to practice in local mass media and organizations.

Saratov State University/Volga Regional Center

\$24,735.00

Saratov Oblast, Russia

To support cooperation between businesses, local governments, NGOs and the media. The project will include the creation of Web-site containing information on the Saratov cluster project, three seminars, two on-line conferences and an electronic forum to discuss methods of cross-sectoral cooperation.

Saratovskie Vesti Newspaper

\$22,384.00

Saratov Oblast, Russia

To support mechanisms addressing problems facing small and medium enterprises in the Saratov Oblast, such as publishing a monthly newspaper page dedicated to the subject, conducting a series of roundtables, establishing hot lines and arranging on-going meetings with small and medium business entrepreneurs, lawyers, tax services and local government representatives.

Sreda Center for Mass Media Research

\$33,550.00

Russia

To provide distance technical assistance to independent media in Russia through the specialized media-targeted monthly "Sreda". The Russian media community will receive access to highly practical information on media management, which will cover both Western and Russian practices. In addition, the information and marketing strategy for "Sreda" itself will be perfected and the grounds for its financial stability will be laid.

TekhInvestLab.com Ltd

\$10,644.00

Russia

To develop the Moscow Libertarian, the largest Internet collection of Russian-language books and articles focused on the market economy and law. The grant will be used to improve the searching and navigation of the site, add more than 20 books and 100 articles, and create new interactive services (questionnaires, forums, mailing lists). The Libertarian is a resource for experts and practitioners throughout the country.

The Samara Youth Union

\$34,690.00

Samara Oblast, Russia

To promote the growth of civil society and to enhance community development by creating a community school development center. Ten of the region's schools will create PTA boards that include representatives of the local

community, organizing events for local residents, and attracting partners and volunteers to solve pressing community problems. Best practices will be disseminated in through training school and community leaders. This grant is part of an experiment to identify suitable mechanisms for promoting civic awareness.

The Spark, An Organization for Young People

\$34,860.00

Voronezh Oblast, Russia

To promote the growth of civil society and to enhance community development by introducing the principle of community schools in the city's secondary schools. Ten schools will create school boards that closely involve parents, children, school administrators and representatives of the local communities. They will organize events for local residents, attract volunteers and partners from business, NGOs, local government, and potential fundraising partners to solve community problems.

Zelyony Dom NGO

\$29,094.00

Khabarovsk Krai, Russia

To more effectively address the problems of local communities by involving governmental, private, non-profit, and media organizations in the implementation of social projects. Training on social partnership for 150 representatives of these organizations will be followed by the development of joint cross-sector projects. These projects will be presented as a part of a small grant competition and ten will receive partial financing. These activities will develop partnership experience in the city and increase the audience participating in public initiatives.

Former Russian Military Officers Training Program

The Eurasia Foundation's Moscow office administers a joint program of the Eurasia Foundation and the Open Society Institute to facilitate the integration of discharged military personnel and their family members into society. Regional organizations will develop cost-effective models to reduce unemployment and promote transition to civilian life for servicemen, up to one million of who are expected to be discharged by the year 2000. The models will be disseminated among over 150 organizations working with this population in Russia's regions.

Information and Consulting Analytical Center, Partner-Info

\$34,825.00

In support of the reintegration of former military officers and their families into civilian life through developing and implementing a model mechanism for resettling families living in regions with severe climate conditions. Project implementers will work with local authorities in eight potential resettlement regions of Russia to develop consultation services, create an open data base on employment opportunities in the resettlement regions, organize training and consultations on job seeking and business basics, and facilitate migration of no less than 50 families from Murmansk.

The C.S. Mott Program to Support Emerging Community Leaders in Russia

The C.S. Mott Foundation, Ford Foundation, Open Society Institute and the Eurasia Foundation awarded grants for the second year of a program to support civic organizations that have demonstrated leadership and innovation in the following areas: fostering cross-sectoral collaboration in their communities or issue areas; promoting sustainable financial and institutional development strategies and practices by providing assistance to other civic organizations and disseminating best practices; and working with other civic organizations in improving the legal enabling environment for the non-profit sector in Russia.

Focus Partnership for Support of Civic Initiatives

\$31,157.00

Russia

To promote the financial sustainability of Russian non-governmental organizations through dissemination of local fundraising best practices used in Eastern Europe and Russia. NGO resource center representatives will participate in the annual conference of the International Fundraising Group to be held this year in Moscow. Conference participants will share and discuss their experience in raising local funds to meet local needs. Conference reports and materials, along with articles related to various fundraising models, will be published and distributed in print.

Inter-regional Public Association of Trainers and Consultants INTERTRAINING

\$29,551.00

Russia

To increase the financial sustainability and institutional capacity of local public organizations by improving the quality of professional consultative services offered by NGO resource centers. Thirty NGO resource centers from all across Russia will receive hands-on practice in professional consulting techniques and practical help from trainers while providing consultations to their client organizations. Consultants will use their new skills to work more effectively with local NGOs. A handbook with practical recommendations will be published and distributed among resource centers.

Moscow Community Foundation, Moscow Charity Reserve

\$32,361.00

Moscow, Russia

To foster mechanisms mobilizing local resources in addressing community needs through providing institutional development support for the newly created Moscow Community Foundation. Funds will support research of community priorities, public outreach, staff consultations, purchase of equipment, and the development of procedures to enable the foundation to launch its first round of community grants this summer.

Penza Association of Refugees and Forced Migrants, Svetoch

\$8,087.00

Penza, Russia

To foster local solutions to community problems through the development of projects and programs which support social partnership. Draft legislation will be developed to provide support to public initiatives through local budgeting processes. Community stakeholders will develop policy initiatives and conduct public information and outreach efforts to harness local resources to meet local needs.

Strategic Objective 2.1

Tajikistan

Open Door Grants

Association of Journalists of Tajikistan “Social Partnership”

\$14,424.00

Dushanbe, Khatlon Oblast, Gorno-Badakhsha

To encourage cooperation between government structures, businesses, non-profit organizations and mass media on social issues. Project activities include the development of training materials, as well as holding roundtables and seminars for 150 representatives of the community. The grant will also fund a competition for journalists on the topic of social partnership.

Association of Scientific and Technical Intelligentsia

\$21,065.00

Leninabad Oblast, Tajikistan

To support the creation of a sustainable short-term training program on building and developing NGO associations. The project envisions the formulation of recommendations on NGO interaction issues, curriculum development, and training of trainers. Training seminars will then be held for eighty NGO leaders. The organization will also create an Education Resource Center for conducting short-term training programs and providing informational and technical support for NGOs.

Junior Achievement of Tajikistan

\$30,938.00

Khujand, Tajikistan

To further develop and broaden the activities of the American training program *Junior Achievement*, this grant will fund the evaluation and distribution of a textbook in Tajik, the translation of a workbook, the publication of a quarterly bulletin *Economics in Schools*, and the training of trainers, school teachers, and a specialist in the United States to organize economics camps. In addition, materials will be developed for distribution and consultations on Junior Achievement methods will be offered.

NGO Modar

\$27,941.00

Dushanbe, Tajikistan

To promote civic leadership through the creation of a sustainable short-term training program for women. First a curriculum will be developed and seven seminars will be conducted to train trainers. Then, training seminars will be held for sixty female leaders from public organizations, local government bodies, NGOs, and universities. The organization will also publish a monthly newsletter and a brochure on women's leadership issues.

Tajik National Independent Mass Media Association

\$30,998.00

Dushanbe, Khujant, Kulyab, Khorog, Tajikistan

To provide legal assistance for independent journalists through the creation of a sustainable training program on legal issues. Project activities include developing training programs and materials, training trainees, and conducting a series of seminars for fifty journalists. In addition, a database will be created, and six issues of the informational bulletin “Media and Law” will be published and distributed, as well as a Code of Ethics for journalists. Free legal consultations will also be made available.

Strategic Objective 2.1

Turkmenistan

Open Door Grants

Turkmenistan Union of Entrepreneurs

\$19,320.00

Dashowus, Lebap and Mary Oblasts, Turkmenistan

To encourage citizen participation in economic decision making by bringing together business related organizations, NGOs, mass media, and government institutions to develop mechanisms for increasing access to capital for small businesses. The organization plans to conduct four roundtables concerning various important topics in the field of microlending and reducing legal and regulatory barriers to private business development. A consensus will be sought at the roundtable discussions, and recommendations will be submitted to national and municipal government bodies.

Strategic Objective 2.1

Uzbekistan

Open Door Grants

Consumer's Rights Protection Society of Andijan Oblast

\$12,634.00

Andijan, Namangan, Fergana, Osh, Khujand, Uzbekistan

To promote awareness of consumers' rights the creation of a sustainable training program on legal education. The grant will support the development of training materials, training of trainees, and a series of seminars for 34,000 consumers in eighteen districts. Legal education centers for consumers will also be opened in eighteen districts and will provide free legal consultations. In addition, a newsletter will be published and distributed.

Consumers' Rights Protection Society of the Republic of Uzbekistan

\$29,240.00

Tashkent Oblast, Uzbekistan

To develop a system of self-government for apartment owners with the goal of providing a legal and methodical information base for homeowners' societies, as well as for representatives of local government. The project envisions the development and dissemination of two handbooks: "Collection of Legal Documents and Recommendations on the Creation of Home Owners Societies" and "Handbook on the Creation of Home Owners Societies." Proposed changes to existing laws will also be introduced in the Government Committee on Demonopolizing and Developing Competitive Bids. The project aims to consolidate homeowners' societies and to encourage an initiative to form a city-wide Association of Home Owners' Societies.

Institute of Macroeconomic and Social Research of the Ministry of Macroeconomics and statistics of U

\$16,905.00

Ferghana Valley, Tashkent, Uzbekistan

To support cooperation between the NGO and government sectors on solving the unemployment question by developing practical recommendations and conducting a series of seminars for 110 NGO leaders and government employees. Recommendations will be presented to the Cabinet of Ministers and the Ministry of Labor, and a brochure on unemployment issues will also be published.

NGO Renaissance

\$35,000.00

Karakalpakstan, Uzbekistan

To promote civic leadership through the creation of a sustainable short-term training program on the principles of civic education and leadership. The first step of the project includes curriculum development and training trainers. The second stage aims to conduct four training seminars for university students and NGO leaders, while also hosting a roundtable on the role of NGOs in the development of the democratic process. NGO leaders, professors, representatives of the Ministry of Higher Education and Labor, and other government leaders will participate in the roundtable in an effort to find a cooperative solution to the issues of civic education, leadership, and unemployment for youth. The organization will also publish and disseminate four quarterly newsletters on civic education and leadership.

Ferghana Valley Initiatives

Kokand City TV studio Mulokot

\$18,860.00

Ferghana Valley, Uzbekistan

To support the establishment of a more positive image in society for NGOs through the production and broadcasting of public service announcements. In the frame of the project thirty six NGO leaders will undergo training on how to create public service announcements. The project also includes the production of thirty-five television announcements, twenty news clips, and four talk shows involving NGO, government, and business leaders.

Strategic Objective 2.2

Armenia

Open Door Grants

ACHILLES Society for the Defense of Drivers Rights

\$21,932.00

Armenia

To protect drivers' rights and to reduce instances of abuse of authority on the part of traffic inspectors. The project will publish and disseminate information materials (booklets on driver rights, a new edition of the driver handbook), and prepare a training course to be used driver education as well as offer legal consultation to drivers.

Armenian Young Lawyers Association

\$25,629.00

Armenia

In support of increasing legal awareness of citizens through establishment of information and advice centers. Each of the three centers will also act as a law resource center for local lawyers and law students, and will produce series of twenty TV programs with a call-in component on areas of law of interest to the general public.

FEMIDA Public Organization

\$34,969.00

Armenia

In support of increasing legal awareness of citizens, the project envisions production of weekly television programs of Court TV Channel on legal affairs to elucidate the proceedings of the Court of Appeals. The programs will be mediated by journalists and lawyers. The project will also include monitoring of print media coverage of legal issues, twelve round table discussions and seminars aimed at increasing professional standards in the field of media coverage of law.

SHANTLLC

\$6,388.00

Armenia

To produce greater awareness of legal reform. The grant will produce twelve live television programs covering different aspects of reforms of the legal and court systems. Each program will concentrate on a specific issue presented in a previously made video program and will feature public discussion with participation of legal experts, judges and NGO representatives.

Anticorruption Program in Armenia

The Eurasia Foundation's Armenia Office conducted a competition to support increased citizen participation in the prevention of corruption through measures to assess and disseminate information about the impact of corruption, increase public access to local government, strengthen responsible investigative journalism, and publicize successful efforts by government agencies to address and prevent corruption.

Foreign Investors Assembly Public Organization

\$15,836.00

Yerevan, Armenia

In an effort to reduce the level of corruption, taking place during inspections of enterprises by state authorities, the project envisions the creation of a specialized service of attorneys, who will defend the rights of entrepreneurs. It will also facilitate a large public information campaign about the recently adopted Law on Inspections, which, along with reducing the number of state authorities with the right to execute inspections, for the first time will allow for attorneys to be present during the inspections.

HAKASTVER Law Non-Governmental Organization

\$27,262.00

Yerevan, Armenia

In support of stimulating an anticorruption campaign in print media and creating mechanisms of dialogue between media, state authorities and bodies of financial control. The project encompasses preparatory training seminars for journalists, round-tables on corruption and public financial control, as well as a series of targeted publications featuring the outcomes of roundtables, to be published and widely disseminated.

ZINVORIMAIR Republican Committee of Armenia

\$29,474.00

Yerevan, Armenia

In support of the protection of the civil rights of draftees. This grant will establish a permanent monitoring and legal advice center for conscripts, with a group of facilitators to ensure a permanent feedback cycle between the center and army and development of new mechanisms of public control; conducting roundtables with the officials from relevant government bodies; and drafting amendment to the existing legislation.

Strategic Objective 2.2

Azerbaijan

Open Door Grants

Legal Education Society

\$18,894.00

Baku

In support of the development of a stronger third sector by providing legal advice and information to, and organizing seminars for, NGOs, training law students in the provision of public interest law to support non-profits, and the publication and dissemination of a brochure with NGO-related legal information.

Strategic Objective 2.2

Georgia

Open Door Grants

Former Political Prisoners for Human Rights

\$34,449.00

Eastern Georgia

To implement existing legislation intended to strengthen citizen influence over the penitentiary system by promoting the work of citizen commissions, which according to Georgian law oversee each prison. Focusing on four citizen commissions, the project will include (1) monthly monitoring conducted by the grant-recipient in partnership with the commissions, (2) 20 seminars for commission members on U.N. conventions related to prisoners' rights, supervision of prison budgets, methods for prison inspection, etc., (3) five television programs on prison conditions and the work of the commissions, and (4) preparation of reports in cooperation with the commissions, including recommendations for changes in penitentiary system legislation.

Horizonti, the Foundation for the Third Sector

\$34,999.00

Throughout Georgia

To further the goals of the 2000 Rule of Law Competition—promoting citizen participation in decision-making processes and preventing corruption—by training ten organizations awarded grants through the competition in self-evaluation techniques. The training will include group seminars, individual consultations, and ongoing monitoring. In the final stage of the project, a closing conference will be held to evaluate the overall impact of the competition and to identify the most promising directions and forms of grantmaking for the Eurasia Foundation in this area.

Law and Freedom Association

\$29,915.00

Georgia

To support the process of democratization of the Georgian armed forces through the establishment of a system for citizen monitoring of the activities of draft boards at recruitment offices, as well as observing the budget execution of the Ministry of Defense. With the approval of the Minister of Defense, monitoring groups will visit twenty recruitment offices and military bases. A series of seminars on the rights of soldiers and military reform issues will be conducted. Based on the results of these activities, an ad hoc committee consisting of citizen advocates, experts, and representatives of government agencies, will develop mechanisms for citizen participation in the budget drafting and implementation process.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

International Society for Fair Elections

\$286.00

Georgia

In support of preliminary activities to develop methodology for organization of Caucasus regional net on the monitoring of elections, voters' education, and improvement of election systems.

Rule of Law

The Eurasia Foundation's Georgia Office conducted a competition to support increased citizen participation in the prevention of corruption through measures to assess and disseminate information about the impact of corruption, increase public access to local government, strengthen responsible investigative journalism, and publicize successful efforts by government agencies to address and prevent corruption.

Medea Foundation for the Defense of Victims' Rights and the Honor of the Deceased

\$31,746.00

Tbilisi, Georgia

To prevent abuse of power by law enforcement officials through: (a) preparation of recommendations for amendments to the Criminal Code and to the normative base regarding forensic expertise; (b) provision of legal and forensic consultations free of charge; (c) conducting seminars for judges on the role of forensic evidence and instances of abuse of law enforcement power during criminal investigations.

Strategic Objective 2.2

Kazakhstan

Open Door Grants

Adilet Higher School of Law

\$34,541.00

Ust-Kamenogorsk, Kokshetau, Aktyubinsk

To improve legal education by supporting the establishment of a pilot distance learning program at a leading law school. The program will allow students in the regions outside of Almaty and Astana to take introductory classes such as legal philosophy, administrative law, and comparative constitutional law while only having to commute to campus for final examinations. The grant will provide a server, computer, high-speed internet access, and course material printing costs. In an effort to increase participation and future expansion of the program, the courses will be offered at a fraction of the full-time tuition costs.

Internews of Kazakhstan

\$29,996.00

Kazakhstan

To support broader access to legal information for independent mass media outlets in Kazakhstan through the publishing and distribution of a monthly newsletter. This 15-30 page bulletin, entitled “Media Legislation and Practice,” will be distributed to more than 300 independent TV stations, radio stations, newspapers, NGOs, and government officials.

Pilot Competition Aimed at Financing Applied Research in Public Policy

The Almaty Regional Office of the Eurasia Foundation conducted a competition in Kazakhstan to promote greater analysis and effectiveness in government policy by awarding approximately ten minigrants to specialists in various disciplines of applied research in socio-political, economic, and law sciences. All successful competition applicants must demonstrate expertise in their subject and submit a strategy and implementation timeline for outcomes. The administrative funds will also cover expenses for experts to review applications, and advertisements announcing the winners. The competition will seek to locate specialists who may become involved with a proposed EF/Soros public policy research institute (think tank).

Burova Elena Evgenievna

\$3,717.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “Civics Education in Universities.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Strategic Objective 2.2

Kyrgyz Republic

Open Door Grants

Legal Problems Foundation

\$6,675.00

Kyrgyz Republic

To strengthen NGOs and other community-based organizations by drafting legislation introducing and defining volunteerism in the Labor Code. Current law does not define the rights or potential liabilities for companies, organizations, or volunteers. Roundtable seminars will be held with parliamentary deputies, lawyers, NGOs, and company representatives to obtain widespread support for the initiative. The project will also examine reforming the law on hiring practices and three seminars will be conducted to advise entrepreneurs on changes to the legislation. By amending this legislation, project implementers hope to ease restrictions on NGOs recruiting volunteers.

Public Fund of Assistance to the Development of Legal Infrastructure and Education

\$23,949.00

Kyrgyz Republic

To improve access to legal information through the establishment of a student legal clinic staffed by senior law students. Twenty-eight students will undergo training and travel to five regional cities to offer free consultations in civil, administrative, labor, family, housing, and pension law to 1,200 indigent clients. In return the students will be given academic credit for their participation. The program will not only provide needed legal services to the poor, but also give students practical legal experience. The project director and the head of the law faculty will receive training from the Adilet legal clinic in Almaty. A database will be created which includes relevant laws and sample documents.

Strategic Objective 2.2

Russia

Open Door Grants

Council of Soldiers' Mothers Sakhalin Regional Public Organization

\$14,694.00

Sakhalin Oblast, Russia

To increase the quality of local laws by involving civic organizations and think tanks in lawmaking. Project specialists will carry out an informational campaign for NGO and community leaders on law-making processes and public participation in discussing draft laws. They will also organize a series of seminars and open a legal library in the public consulting center. A number of round tables and working group meetings with deputies will be held to discuss and develop amendments to three draft laws. These activities will create and test a mechanism for involving local intellectual resources in law-making.

Editors-in-Chief Club

\$22,853.00

Saratov Oblast, Russia

To establish a system of on-going training, financial support, and legal assistance for Saratov oblast editors-in-chief and journalists. The project involves a series of seminars, roundtables, and on-going consultations on legal and economic issues, as well as establishing an insurance fund for journalists.

Foundation for Social Agreement

\$11,670.00

Russia

To improve the tax environment for private enterprise development through elimination of local taxes which contradict federal law. Business associations, consumer, and human rights organizations will identify unlawful local taxes and conduct a public information campaign to bring them to the attention of the media and local officials.

Glasnost Defense Foundation

\$24,060.00

Russia

To contribute to the development of a favorable legislative environment for independent media through the creation of a web site containing comprehensive information on freedom of information and media law. The site will feature on-line consultation services, monitoring of media rights violations, Web-conferences with lawmakers, training materials, and databases of regional and federal media laws. The interactive features of the site will facilitate the creation of a community of media law experts among lawmakers, legal practitioners, journalists, publishers, and academics. The site will be widely publicized.

Kaluga Institute of Municipal Management and Business

\$23,290.00

Kaluga Oblast

To create and introduce conflict resolution procedures both within and outside of the courts system. Training materials identifying the role of mediators, their services and mediation procedures will be prepared. Seminars will be conducted to train the assessors. Roundtables and a conference for judges and lawyers of the target region will be held to discuss the advantages of such mediation procedures.

Mass Media Defense Center

\$30,020.00

Voronezh Oblast, Russia

To build on their previous experience offering legal assistance and training to journalists and editors in the Central

Black Earth Region of Russia. The regional journalists will attend a series of seminars and have access to walk-in legal and business consulting.

Mordovia State University

\$25,850.00

Mordovia Republic, Russia

To increase the professional level of legal education in the Mordovian Republic and provide NGOs and small businesses with legal counsel. After participating in a training course, law students will be placed in local NGOs, small businesses, and a free legal clinic that will be based at the Mordovian Law Academy. The internships will give the law students the practical training they are currently lacking, while providing NGOs and small businesses with free legal advice.

NGO Trade Union of Entrepreneurs

\$34,230.00

Saratov Oblast, Russia

To improve the legal environment for small businesses by supporting a professional association that will promote the simplification of the registration process for new businesses, provide legal counsel to small businessmen, help them to defend their civil rights against abuses of local government agencies, and unite private entrepreneurs in a professional association. The grantees will work towards changing the attitudes of small businessmen regarding their rights in a law-governed society.

Saratov Judicial Department

\$30,760.00

Saratov Oblast, Russia

To increase human rights protection and expand access to the legal justice system by improving the training of local judges. One hundred and twenty-one judges and their secretaries will be trained to work as justices of the peace. Also the grantees will publish course materials on how to train justices of the peace, to be used by other regions in their development of this system.

Saratov Special Board of Lawyers

\$22,581.00

Saratov Oblast, Russia

To reduce legal obstacles to the development of civic organizations and media in the Saratov oblast by protecting civil rights and providing legal advice.

Specialized Consulting and Expert Legal Firm

\$23,850.00

Orenburg Oblast, Russia

To help small businesses protect themselves against local government administrative abuse, to provide legal support for resolving commercial disputes and to promote the use of Alternative Dispute Resolution. This grant will promote the development of private enterprises by improving the quality and use of legal services.

Volga Region Institute of Law Making Activity

\$32,735.00

Saratov Oblast, Russia

To establish effective regional laws for the successful development of small businesses by simplifying the registration procedure, passing favorable tax and land laws in the Saratov oblast, and spreading the experience of lawmaking activities to nearby regions.

Strategic Objective 2.2

Uzbekistan

Open Door Grants

Ferghana Branch of Consumers' Rights Protection Society

\$2,980.00

Ferghana Oblast, Uzbekistan

To support the creation of a favorable tax environment for nonprofit organizations by assisting in the establishment of partnerships between NGOs and businesses. Research among businesses to determine the motivation of philanthropic activities will be conducted and potential corporate donors will be identified. The organization will also hold two roundtables and publish a booklet and a series of articles in the media on private sector philanthropy.

Strategic Objective 2.3

Armenia

Open Door Grants

Alaverdi Municipality

\$21,292.00

Alaverdi, Lori, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Gyumri Municipality

\$21,927.00

Gyumri, Shirak region, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Idjevan Municipality

\$21,013.00

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Jermuk Municipality

\$21,667.00

Jermuk, Vayots Dzor, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Sevan Municipality

\$21,982.00

Sevan, Gegharkunik, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Sisian Municipality

\$21,996.00

Sisian, Syunik, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

Vanadzor Municipality

\$21,992.00

Lori, Armenia

To improve local government services through creating an information-analytical center within the municipality. The project includes equipping the center, introducing software for creation different municipal information and analysis systems, providing more information on municipal issues to the population, as well as creation of mechanisms for citizen feedback.

YEREVAK Charity Fund

\$17,388.00

Armenia

In support of development of self-governance in two villages. The project will tackle such issues as: promotion of the idea of public participation, formation of groups of active community members, training courses on participatory budget development, social-economic planning, and fundraising for community members and municipal employees. The project will conclude with follow-up monitoring of expected changes in community participation in self-government processes.

Anticorruption Program in Armenia

The Eurasia Foundation's Armenia Office conducted a competition to support increased citizen participation in the prevention of corruption through measures to assess and disseminate information about the impact of corruption, increase public access to local government, strengthen responsible investigative journalism, and publicize successful efforts by government agencies to address and prevent corruption.

Civil Society Development Union Social Organization

\$19,443.00

Yerevan, Armenia

In support of a comprehensive research on the causes of corruption in Armenia. The project includes media monitoring, content and trend analysis on the public understanding of the corruption issues. To discuss research results, twelve seminars will be organized and nine television programs will be produced and live broadcast. The project envisions monitoring the implementation of the four projects-winners of the Foundation's Rule of Law Competition.

Caucasus Synergy Contact Grant Competition

In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.

Northern Department of National Service for Seismic Protection of RA Caucasus

\$1,004.00

In support of the development of a Linkage Proposal that would aim at decreasing the human and material losses caused by disastrous earthquakes through the elaboration of effective municipal earthquake-response plans that would become required for application by the respective municipal services of the large cities in the South Caucasus.

Strategic Objective 2.3

Georgia

Open Door Grants

Jvari Ecological, Educational, Humanitarian Association

\$34,187.00

Tsalenjikha District, Samegrelo-Zemo Svaneti Region, Georgia

In support of improving the effectiveness of local government by training the members of local councils and increasing citizen participation in the activities of local government agencies. The project includes the following elements: (1) training courses for sixty-five members of local councils in the region on issues such as local government legislation, financial management and budget planning, and methods for collaboration with citizens and the local executive authorities; (2) public hearings on budget drafting and other relevant legislation; (3) twelve monthly radio programs broadcast on a local independent radio company and eleven monthly newsletters publicizing information on different aspects of local government relevant to citizens; (4) three television debates on local independent television on local government issues; and (5) on-going, free consultations for citizens on local government issues.

Mesachis Imedi Car Owners Union

\$22,621.00

Ozurgeti, Guria Region, Georgia

To prevent the abuse of power by law enforcement agencies through the following activities: (1) citizen monitoring of the traffic police, (2) providing information to the public on the respective rights and responsibilities of drivers and law enforcement officers, and (3) offering consultations to the public on methods for submitting complaints about violations. The project will establish a monitoring group, broadcast twelve television programs, conduct five seminars for drivers, publish leaflets, and implement a telephone consultation service.

Center for Reform and Democratic Development Support

\$31,847.00

Akhalkalaki, Samtskhe-Javakheti Region, Georgia

To enhance both the level of citizen participation in the activities of the district local council as well as the effectiveness of the council through the establishment of a local government center. The center will provide information and consultations to citizens on local government issues. Monthly meetings between representatives of the local council and their constituency will be broadcast on local independent television. A monthly newsletter on local government issues will be published.

Chokhatauri District Sakrebulo

\$34,020.00

Chokhatauri, Guria Region, Georgia

To support the enhanced effectiveness and transparency of the district council and the inclusion of citizens in local decision-making processes. The project includes training council members from throughout the district, establishing a public relations department for citizen suggestions and concerns, and the formulation of budget monitoring groups. Mechanisms for exchange of information and experience with local councils in neighboring regions will be implemented. The public will be informed about the work of the council through inserts in an independent newspaper.

G&G Audit, Ltd.

\$34,972.00

Gori, Eastern Georgia

In support of the effective functioning of the local council and the inclusion of citizen participation in local decision-making. The project includes establishment of an information center, development of a training program to conduct seminars for local council members, and initiation of the activities of Satatbiro, a community-based advocacy organization.

Mountain Enthusiasts' Society

\$34,576.00

Tbilisi and Mtskheta-Mtianeti Region, Georgia

To improve the effectiveness of local government in the alpine regions through training and the publication of a manual. The organization will train forty-five members of local councils in population centers of the region. The training curriculum focuses on topics as they specifically relate to councils of the alpine regions, such as finance, budget development, local government legislation, normative acts, strategic socioeconomic development, and the development of various forms of tourism, hotel, and craft businesses. A manual for local councils of the alpine regions will be developed and distributed free-of-charge in alpine communities.

Ozurgeti District Local Council

\$28,082.00

Ozurgeti, Guria Region, Georgia

To support the optimization of the budget process. The project will enable the installment of a computer system containing a comprehensive database on socioeconomic indicators in the region. Representatives of village councils in the district will be trained in methods and regulations for budget development. Internal control mechanisms for the implementation of local budgets will be established. Citizen oversight of budget of implementation will be enabled through the publication of twelve monthly newsletters and ten live television programs. The project will complement the efforts of the Regional Agribusiness Center, awarded a grant through the Eurasia Foundation's Rule of Law Competition, to facilitate a transparent and inclusive budget drafting process.

Strategic Objective 2.3

Kazakhstan

Open Door Grants

Bilik Publishing House

\$3,000.00

Kazakhstan

To provide for the printing of materials and notebooks for the joint EF/Soros conference “Ways of Political Process Democratization and Public Institution Development Perspectives in Kazakhstan.” Russian and English versions of the materials will be prepared for conference participants, and additional copies will be sent to government officials, NGOs, media representatives, universities, and international organizations not in attendance. The project is part of a larger EF/Soros program to develop a public policy research capacity.

Center for Democracy Promotion

\$2,981.00

Karaganda

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Center for Support of Democracy

\$32,206.00

Kazakhstan

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Center for Support of Democracy - Kostanai

\$3,549.00

Kostanai

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Center of Assistance to Democracy

\$2,999.00

Pavlodar

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train

raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Kazakh State Academy of Management

\$9,223.00

Almaty, Auezov District

To promote greater transparency in local government institutions and increase the availability of public information through the establishment of an automated information database system for the Akimat of Auezov District. The system will improve citizen-to-Akimat and Akimat-to-citizen relations by providing access to a database of citizens' inquiries for the Akimat that will be accessible to all citizens from public terminals in the building. The system will be developed and implemented by Center for Computer Technologies of Kazakh State Academy of Management.

Kazakhstan Institute of Management, Economics and Strategic Research

\$32,244.00

Almaty

To improve the quality of public administration education by establishing new western-level courses for an existing MPA program at a leading university. The project will further develop the course curriculum, conduct training sessions for faculty, publish student textbooks, and consult a Western professor specializing in this area. MPA students will be required to take the newly created classes which focus on Social Policy, Environmental Policy, and New Public Management.

Kazakhstan State Law University

\$28,879.00

Kazakhstan

To present and advocate principles of popular representation by developing and drafting legislation which provides for the introduction of local self-governance. Lawyers from the University will conduct a conference addressing the issue which will include legal specialists, government employees, parliamentary deputies, political party representatives, and academics. Two thousand copies of the working materials will be printed for dissemination to participants and interested parties. The implementers will also hold series of five seminars in five major cities; then draft, present, and lobby for the legislation in the national parliament.

NGO Open Democratic Movement Parasat

\$3,403.00

Aktau

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws "On Local State Governance in Kazakhstan" and "On Local Governance in Kazakhstan" will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Petropavlovsk Regional Association of Apartment Proprietors

\$17,769.00

Petropavlovsk

To promote civic leadership and public organization by publicizing the rights and responsibilities of homeowners with the end of state management. The project will gather information on housing associations countrywide and then use media outlets to explain the importance of citizens becoming active in the management and financial

monitoring of their associations. The grant will support the production of two TV programs to be broadcast monthly, the printing of an association newsletter, and the providing of consultations for management from other housing associations.

Public Association Center for Democracy Assistance

\$2,989.00

Kyzyl-Orda

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Public Association Echo

\$2,999.00

Almaty

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Public Association Kompas Potrebitya

\$3,453.00

Petropavlovsk

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Public Association Women’s Federation Status

\$3,399.00

Ust-Kamenogorsk

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Public Foundation Institute of Social Research

\$34,398.00

Kazakhstan

To empower NGOs by training them in statistical data collection and analysis. The Institute will organize forty-eight sessions with an average group size of ten covering topics such as marketing, statistical research, and political and economic analysis. The sessions will be run by Western-educated specialists and will be based on the specific needs of NGO directors, independent researchers, university faculty and representatives of mass media. The grant will cover the purchase of SPSS statistical software, computers and expert salaries.

Public Youth Association Ykylas

\$2,999.00

Shymkent

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated that will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Taldykorgan Democracy Assistance Regional Center

\$2,999.00

Taldykorgan

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated which will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Territorial City Public Association - Adal

\$3,620.00

Aktyubinsk

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated that will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

Zhambyl Oblast Public Association Elections- 2000

\$3,000.00

Taraz

To increase public participation in government decision-making by supporting a grass-roots advocacy campaign on local self-governance. Proposals for amendments to the draft laws “On Local State Governance in Kazakhstan” and “On Local Governance in Kazakhstan” will be collected during the project. Regional seminars will be held to train raion and city coordinators who will conduct public meetings on the issue. With the assistance of local housing associations, a petition will be circulated that will accompany the proposed draft legislation. The project purpose is to create a foundation for the development of local governance.

The Almaty Pilot Competition Aimed at Financing Applied Research in Public Policy

The Almaty Regional Office of the Eurasia Foundation conducted a competition in Kazakhstan to promote greater analysis and effectiveness in government policy by awarding approximately ten minigrants to specialists in various disciplines of applied research in socio-political, economic, and law sciences. All successful competition applicants must demonstrate expertise in their subject and submit a strategy and implementation timeline for outcomes. The administrative funds will also cover expenses for experts to review applications, and advertisements announcing the winners. The competition will seek to locate specialists who may become involved with a proposed EF/Soros public policy research institute (think tank).

Arinova Olga Tastanbekovna

\$3,944.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “Interethnic Relations in Kazakhstan.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Mashan Meirzhan Serikuly

\$6,930.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “Parliamentary Effectiveness.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Ospanova Aigul Bauyrzhanovna

\$4,381.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “Social and Economic Aspects of Agricultural Land Use.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Spanov Magbat Uarysbekovich

\$5,820.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “The Black Market in Kazakhstan: Finding A Stable and Sustainable Economy.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Svoik Petr Vladimirovich

\$6,766.00

Kazakhstan

To promote public policy analysis through a follow-on mini-grant to research “Models of Local Government for Kazakhstan.” As a successful EF/Soros Public Policy competition winner, he/she has demonstrated expertise in his/her subject and has submitted a strategy and implementation timeline for outcomes. This series of mini-grants has located six specialists who may become involved with a proposed EF/Soros public policy research institute (think tank). Soros Kazakhstan will publish the completed papers and conduct an open forum to debate the conclusions of the research. The mini-grant will support transportation, an honorarium, communications, and computer rental.

Strategic Objective 2.3

Kyrgyz Republic

Open Door Grants

Committee of Civil Expertise

\$11,170.00

Kyrgyz Republic

To improve the effectiveness of local housing associations by conducting a series of management and self-governance seminars for housing directors and representatives of the local administration. 350 copies of an instructional manual on housing management will be published and distributed to the approximately 300 participants. Consultants will be available for a fourteen-month period to provide seminar participants with additional help in implementing improvements.

Economic and Social Reforms Center under the Ministry of Finance of the Kyrgyz Republic

\$14,529.00

Chui Oblast

To generate more effective local government by conducting a national survey which investigates funding, staffing, resources, and overall management within local government. The project seeks to learn how these local governments can work more effectively with the national authorities. A handbook will be published on local government and distributed to regional and national government offices and libraries. A closing conference of representatives each of the regional governments will discuss the results of the survey. A model implementation program will be carried out for Jayil District on Chui Region to illustrate the proposals.

Institute of Public Administration and Social Research of Kyrgyz State National University

\$27,991.00

Kyrgyz Republic

To improve the professional skills of local government officials by conducting a public administration conference for state authorities and accountants from all the national regions. The conference will include seminars on local self-governance, financial administration, and management analysis. Instructors from the institute hosting the conference will also use this opportunity to improve their knowledge of the challenges and realities of local governance in the regions.

Strategic Objective 2.3

Russia

Open Door Grants

Administration of Severodvinsk

\$30,790.00

Severodvinsk, Arkhangelsk Oblast

To initiate community-based strategic planning in the city of Severodvinsk. Based on specialized training in methods for involving community stakeholders in the planning process, city administrators will develop a concept for the city's strategic development and conduct public hearings to discuss it. A system of indicators of the city's social and economic development will be developed and introduced to monitor strategic plan implementation.

Association of Self-Governing Territorial Organizations

\$29,660.00

Saratov Oblast, Russia

To increase the effectiveness of twenty-four Saratov self-governing organizations in solving local problems by improving their cooperation with Saratov's leading NGOs, media, businesses and the government, training 100 representatives of self-governing organizations in management and marketing, developing effective financial mechanisms to support their activities and improving their legal status on a regional level.

Association of Self-Governing Territorial Organizations

\$29,660.00

Saratov Oblast, Russia

To expand and improve services provided to Saratov City residents by providing twenty-four neighborhood associations with high-quality office services.

Board of Self-Governing Organizations

\$19,910.00

Samara Oblast, Russia

To build managerial capacity in community organizations by training members of seventy-four community organizations in management, marketing and finance and by involving local residents, leading NGOs, media, businessmen and the government officials in an effort to solve community problems.

Eastern Experiment Fund

\$27,485.00

Kaliningrad and Ryazan Oblasts, Russia

To increase the effectiveness of public financing for housing construction by introducing low-risk financing mechanisms into local practice. Drawing on the expertise of insurance companies, construction firms, realtors, appraisers, financial corporations, banks, and lawmakers, local advisory groups will develop and promote locally targeted investment and housing strategies. Information and consulting services on housing construction finance will be provided via the Internet. Local administrators from more than forty Russian regions will share best practices and discuss strategies to promote housing market development at a concluding conference on housing construction finance.

Far Eastern Academy for Government Service

\$29,680.00

Khabarovskaya Kray, Primorsky Kray, Amursk

To improve the law-making process throughout the Russian Far East by developing and testing mechanisms that involve the intellectual potential of the territories in the creation of new laws. The project will include special training to improve the qualifications of deputies and specialists within representative organs. It is expected that this project will increase the quality of new legal documents and the overall efficiency of legislative bodies.

Fund for Development of Local Self-Government

\$33,291.00

Novosibirsk Oblast, Omsk Oblast, Tomsk Oblast

To increase the transparency and accountability of local government by raising the qualifications of local journalists to cover municipal budgetary issues. Journalists will receive specialized training on reading and understanding budgets. Local government finance and information department heads will be trained in public information and outreach techniques and in working with the media. A new web site will be launched containing information on Siberian city municipal budget processes and opportunities for public input.

Legal Information Center for Aircraft Industry Employees

\$26,745.50

Primorsky Krai, Russia

To involve the general public in local decision-making by encouraging the development of territorial self-government organizations (TOS) in the region. Project specialists will inform a wide audience about the methods and advantages of organizing people locally. They will also present educational seminars and provide free consultations which will assist groups of people in creating TOS on their own and in conserving start-up costs.

OST-EURO Beratungs und Betreuungs GmbH

\$27,196.00

Leningrad Oblast, Russia

To promote integrity in the public sector by applying a model of transparent local governance practices. Innovations to be adopted include the introduction of competitive, merit-based hiring practices for civil servants, creation of a public opinion research center at the local administration, introduction of public expert commissions to advise the city council, and public relations training for city employees focused on using the media to develop a productive dialogue with the public. A brochure describing the model, including recommendations regarding its implementation, will be published and distributed widely among local governments across Russia.

Saratov Chamber of Trade and Commerce

\$2,945.00

Saratov Oblast, Russia

To help local businessmen organize themselves in an effort to reduce administrative barriers. Three hundred small and medium sized businesses in Saratov will prepare recommendations intended to reduce administrative barriers for small and medium businesses in Saratov City and Oblast governments.

Saratov City Administration

\$2,710.00

Saratov Oblast, Russia

A survey of two hundred small and medium sized businesses in Saratov to serve as a tool for preparing changes in the existing legal code for registering new companies. The results will be used to prepare recommendations originating with small business people for the Saratov City government on how to reduce administrative barriers hindering the creation of small businesses.

Urban Development Reforms Foundation

\$34,019.00

Petrozavodsk, Tyumen, Moscow Oblast, Hanty-Mansiysk Autonomous Okrug, Russia

To improve the financial stability of municipal budgets in four cities through specialized training of local government officials in how to optimize real estate management and budget planning practices in order to increase city revenue flows. The training will be augmented by follow-on consultations and informational support in mass media and on the Internet.

Volga Regional Academy of State Service

\$34,880.00

Russia, Georgia, and Armenia

To stimulate municipal reform in five towns in the Volga region by defining and addressing critical development problems. The project will train four hundred municipal workers to deal with these problems, giving no less than 80 consultations on the legal, organizational and financial aspects of municipal reform, and on sharing successful ideas with other local governments. The project will produce strategic plans for five municipalities, create effective teams of public administrators and establish a Volga regional consulting center that will provide services to local governments on public sector reform.

Vysokaya Gora Self Governing Community Council

\$7,685.00

Tatarstan, Russia

To involve the community in the management of public schools by developing PTA boards in twenty-six rural county schools. Parents, children, school administrators, local government officials and NGO representatives will participate in the running of these boards. The grant will also include a competition to acknowledge the most active association and organize a conference to discuss the effectiveness such an approach.

Corruption Prevention Small Grants Program

Under a special grant from USAID, the Central Russia & Siberia Regional Office and the Russian Far East Regional Office conducted a competition in their regions for projects to support citizen initiatives aimed at reducing corruption. The program supports grassroots citizen initiatives aimed at improving public-private partnership on local levels, strengthening public oversight mechanisms, and improving the efficiency and transparency of local governments.

St. Petersburg Humanitarian and Political Center, Strategy

\$32,604.00

Russia

To increase the effectiveness of citizen initiatives to reduce corruption through networking and sharing of best practices. At a conference for Foundation grantees working to improve efficiency and transparency of local governments, participants will develop strategies for consolidating their efforts and building anti-corruption coalitions. Based on an analysis of project outcomes, conference organizers will compile and distribute among participants and other target groups a handbook describing best practices of citizen anti-corruption efforts.

Center for Social Initiatives

\$10,441.00

Perm Oblast, Russia

To increase transparency in local government and develop mechanisms of public control over budget processes in order to reduce corruption by officials. Community representatives, journalists, and experts will form a budgetary oversight commission. Working groups will develop amendments to existing laws regulating budget formation and implementation processes and will also develop procedures for introducing a system of competitive bidding for municipal services.

Strategic Objective 2.3

Tajikistan

Open Door Grants

Kulyab State University named after A. Rudaky

\$2,999.00

Khatlon Oblast, Tajikistan

To raise the qualifications of university teachers, while developing a course on the basics of municipal management. Six teachers will participate in an internship program at leading universities in Dushanbe.

Tajik State National University

\$14,616.00

Dushanbe, Tajikistan

To support raising the level of training for bachelors and masters degree programs in national economics and public administration. Project implementers intend to conduct an analysis of development of various regions of the country, hold roundtables on the problems of municipal regulation with the participation of local government officials, and to develop and publish a textbook on regional economics.

Strategic Objective 2.3

Uzbekistan

Open Door Grants

Tashkent State Economics University

\$28,228.00

Tashkent, Uzbekistan

To further develop the municipal management and economics concentration within the bachelor's degree program of economics in partnership with Michigan State University. The project will support the exchange of experience and information between the participating universities, as well as the development and implementation of a retraining program for municipal workers.

Appendix D:

FY00 Non-USG Grants List by Strategic Objective

Non-USG Grants Strategic Objective 1.2 Russia

EERC Economics Research Competition in Russia

The Economics Education and Research Consortium (EERC) supports efforts to strengthen economics education and research capabilities in Russia and Ukraine. The EERC is supported by the Open Society Institute/Soros Foundation, the World Bank, the Ford Foundation, the Starr Foundation, the Carnegie Corporation of New York, the Norwegian Royal Ministry of Foreign Affairs, the Swedish Ministry of Foreign Affairs, and the Eurasia Foundation, which serves as the implementing agency. In Russia, the EERC conducts semi-annual research grant competitions in support of original policy-related research. This program solicits proposals which reflect themes relevant to current economic policy concerns in Russia's transition period. The program's long term goal is to integrate Russian researchers into the international economics community.

Abrossimova, Natalya

\$323.36

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Abrossimova, Natalya

\$2,000.87

Moscow, Russia

The project analyses the budget and taxation process in the St. Petersburg region of the Russian Federation. The author plans to investigate the specifics of the regional budget and construct an economic model of the tax system. Using local statistics, she will examine the interbudgetary relations between the city and its districts, as well as the efficiency of regional budget expenditures.

Abrossimova, Natalya

\$525.79

St. Petersburg, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Afontsev, Sergey

\$177.54

Moscow region, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Afontsev, Sergey

12,900.00

Moscow, Russia

This study will analyze the political economy mechanisms governing trade policy in Russia, as well as the impact of political issues on import flows. The author compares the results of (1) models where endogenous tariff policy formation and the impact of tariff rates on import flows are independent processes and (2) simultaneous equation models where these processes are assumed interrelated.

Akhmitzyanov, Ramzis

\$662.75

Ufa, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Anatolyev, Stanislav

\$28,200.00

Moscow, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Andrienko, Yury

\$12,900.00

Moscow, Russia

A dynamic econometric model will be used for determining the relationship between crime in Russia's regions and the following socioeconomic indicators: income level, income inequality, economic growth, institutional changes, political situation, educational attainment, police outlays, etc. Western evidence of electoral and business cyclicity of crime will be tested.

Andryakov, Aleksander

\$7,900.00

Moscow, Russia

This project takes a game theoretic approach to analyzing the interaction between financial institutions and investors and how they coordinate strategies. The particular tasks include: assessing the implications of misidentification of investors' intentions, testing the importance of the credibility of government policy, and examining the specific role played by strategic investors interested in maintaining stability in the market.

Askerov, Eldar

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Balash, Vladimir

\$322.02

Saratov, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism"

Baranova, Kira

\$187.47

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Barilko, Andrey

\$434.47

Rostov-on-Don, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Batyaeva, Alexandra

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Bezlepkina, Irina

\$406.12

Moscow Region, Russia

To participate in EERC-Russia's July '00 Research Workshop and Conference.

Blinova, Tatyana

\$8,750.00

Saratov, Russia

The objective of the research project is to provide a theoretical and empirical analysis of labor market differences at the regional level, to study the dominant behavioral patterns, and to statistically evaluate the dependence of labor market indicators on region-specific factors and policy variables.

Bogomolova, Tatyana

\$6,800.00

Moscow, Russia

The aim of the project is to reveal the relation between income mobility and change of income inequality in Russia in the 1990s. Income mobility is seen as the mechanism for transforming income inequality. The specific characteristics of mobility (domination of mobility of varying income groups, direction of mobility) determine the type of inequality dynamics.

Bogomolova, Tatyana

\$765.07

Novosibirsk, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Borisov, Gleb

\$526.89

St. Petersburg, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Bouev, Maxim

\$526.72

St. Petersburg, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Denisova, Irina

\$25,480.00

Moscow, Russia

Swedish Professorship

Dobrodey, Vladimir

\$596.10

Ekaterinburg, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Drobyshevsky, Sergey

\$1,000.07

Moscow, Russia

The project is devoted to the analysis of the term structure of interest rates in the GKO market, using econometric modelling of the yield curve responses to shifts in the market participants' expectations and economic policy shocks. The possibility of application of theoretical term structure hypothesis and models to analyse a market in a transition economy is studied, where the GKO market is taken as an example.

Durnova, Elena

\$313.23

Vologda, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Durnova, Elena

\$273.88

Vologda, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Dynnikova, Oksana V.

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Efimova, Lyudmila

\$314.88

Nizhny Novgorod, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Eismont, Oleg

\$7,400.00

Moscow, Russia

This project analyzes natural resource rents as sources of budget revenue. The first part of the project aims at estimating a microproduction function in Novgorod Oblast and Komi Republic. The second part of the project is devoted to assessing the effect of shifting the tax burden on the economy of the region, using a general equilibrium model of a three-sector economy.

Fridman, Alla

\$6,402.19

Moscow, Russia

The objective of the project is to estimate the degree of currency substitution in Russia and determine money demand using a dynamic money-in-the-utility-function model. The estimation of corresponding Euler equations will be done using the generalized method of moments. The implications of currency substitution for inflationary finance and for welfare of representative households will be considered.

Gimadi, Ilya

\$596.10

Ekaterinburg, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Glazyrin, Vassily

\$585.45

Chita, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Glazyrina, Irina

\$668.59

Chita, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Glushchenko, Konstantin

\$445.93

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Glushchenko, Konstantin

\$13,800.00

Moscow, Russia

This study will investigate spatial integration of the Russian consumer market. Using price data for a number of goods across all Russian regions for 1992-1999, the author will determine the applicability of the law of one price. Factors that might explain any deviations will be explored.

Glushchenko, Konstantin

\$711.63

Novosibirsk, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Golovan, Sergey

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Golovanova, Svetlana

\$315.34

Nizhny Novgorod, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Golovanova, Svetlana

\$272.83

Nizhny Novgorod, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Golovanova, Svetlana

\$513.85

Nizhny Novgorod, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Gorokhov, Andrey

\$187.47

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Gradoselskaya, Galina

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Gurvich, Evsey

\$7,900.00

Moscow, Russia

This project takes a game theoretic approach to analyzing the interaction between financial institutions and investors and how they coordinate strategies. The particular tasks include: assessing the implications of misidentification of investors' intentions, testing the importance of the credibility of government policy, and examining the specific role played by strategic investors interested in maintaining stability in the market.

Gusselnikova, Elena

\$355.56

Ufa, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Ingster, Anna

\$592.67

St. Petersburg

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Ivanova, Medeya

\$330.71

Apatity, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Ivanova, Nadezhda

\$318.19

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism"

Ivanova, Nadezhda

\$272.72

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Ivanova, Nadia

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Kalyuzhnova, Nadezhda

\$567.56

Irkutsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Kartasheva, Anastassiya

\$434.95

Rostov-on Don, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Kharitonov, Vitaly

\$753.25

Novosibirsk, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Kharitonova, Yulia

\$753.25

Novosibirsk

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Kharitonova, Yulia

\$469.01

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Kokovin, Sergey

\$556.04

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Kolomak, Evgenia

\$525.18

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Kolomak, Evgenia

\$404.75

Novosibirsk

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Komov, Vladimir

\$275.57

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Kondratieva, Natalya

\$187.47

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Kondratyeva, Elena

\$769.46

Novosibirsk, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Kondratyeva, Elena

\$445.93

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Kossenko, Aleksander

\$273.10

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Kouznetsov, Artem

\$10,210.00

Moscow, Russia

This study will examine the feasibility and impact of a transition from a pay-as-you-earn to a fully funded pension program. The major goal of the study is to assess the feasibility of such a transition, its impact on individuals' welfare and provide recommendations on how best to implement a transition policy.

Kovalev, Sergey

\$525.18

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Kozlova, Olga

\$286.05

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis."

Krasilnikova, Yulia

\$177.54

Moscow region, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Lapin, Anatolii

\$276.97

Ulyanovsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Lapo, Valentina

\$834.40

Krasnoyarsk, Russia

To participate in EERC-Russia's July '00 Research Workshop and Conference.

Lapo, Valentina

\$542.32

Krasnoyarsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Levin, Mark

\$12,900.00

Moscow, Russia

The investigator evaluates the extent of corruption and economic losses in the Russian tax system, using an economic model that includes three agents: an aggregated producer, a representative household, and government. The parameters of the model are estimated on the basis of data on Russia's economy during the period 1996-1998. Comparative statistics is used to estimate the losses from corruption and establish a criterion of tax administration efficiency.

Loginova, Oksana

\$2,004.24

Moscow, Russia

The project aims at investigating the effect of firm debt structure on the availability of a debt contract that would never be violated and renegotiated. Using the Hart-Moore debt model and microdata from Russian enterprises, the covariates of the probability of breaking the contract and thus triggering bankruptcy will be identified empirically.

Logvin, Aleksey

\$2,000.00

Moscow, Russia

This project analyzes natural resource rents as sources of budget revenue. The first part of the project aims at estimating a microproduction function in Novgorod Oblast and Komi Republic. The second part of the project is devoted to assessing the effect of shifting the tax burden on the economy of the region, using a general equilibrium model of a three-sector economy.

Lukyanova, Anna

\$321.76

Ulyanovsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Malyutina, Marina

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Matovnikov, Mikhail

\$12,900.00

Moscow, Russia

This project analyzes and describes the Russian banking sector during monetary stabilization. Calculations will be done on the basis of data from a large sample of Russian banks. International comparisons will be used to separate general and country-specific developments.

Matveenko, V.D.

\$590.45

St. Petersburg, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Melnik, Valentin

\$1,000.00

Moscow, Russia

The project considers a two-part trade policy under imperfect competition, when the standard arguments of free trade are inapplicable. Quotas and tariffs may not only coexist under such a policy, but they may complement one another. Optimal trade policy is studied under two different scenarios. Under the first scenario, the government is assumed to maximize its income. Under the second, the government maximizes public welfare. The basic model is a two-stage game. The solution is a sub-game perfect Nash equilibrium.

Melnik, Valentin

\$517.18

Pskov, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Mikheeva, Nadezhda

\$598.32

Khabarovsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Nekrassova, Inna

\$2,500.00

Rostov-on-Don, Russia

The objective of the project is testing the market efficiency hypothesis of the Russian financial markets by analyzing shareholder returns of the firms participating in mergers and tender offers. Examination is based on the event study methodology and employs a three-factor Fama-French model for estimating shareholder abnormal returns.

Nekrassova, Inna

\$434.29

Rostov-on Don, Russia

To Participate in EERC-Russia's July '00 Research Workshop and Conference.

Nivorozhkin, Evgeny

\$4,064.00

Rostov-on-Don, Russia

This study will examine the state's employment assistance system: its influence; how people are adapting to it; the necessary length of employment to qualify for assistance; and demographic trends in the duration of unemployment.

Nivorozhkina, Lyudmila

\$10,380.00

Rostov-on-Don, Russia

This study will examine the state's employment assistance system: its influence; how people are adapting to it; the necessary length of employment to qualify for assistance; and demographic trends in the duration of unemployment.

Ordin, Oleg

\$5,440.00

Moscow, Russia

This study will examine the feasibility and impact of a transition from a pay-as-you-earn to a fully funded pension program. The major goal of the study is to assess the feasibility of such a transition, its impact on individuals' welfare and provide recommendations on how best to implement a transition policy.

Paneyakh, Ella

\$318.00

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Parilova, Svetlana

\$301.06

Novosibirsk, Russia

To participate in EERC-Russia's July '00 Research Workshop and Conference.

Perevalov, Yuri

\$440.27

Ekaterinburg, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Petrov, Anatoly

\$7,400.00

Moscow, Russia

This project analyzes natural resource rents as sources of budget revenue. The first part of the project aims at estimating a microproduction function in Novgorod Oblast and Komi Republic. The second part of the project is devoted to assessing the effect of shifting the tax burden on the economy of the region, using a general equilibrium model of a three-sector economy.

Predtechensky, Arkady

\$419.01

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Roslovtsev, Petr

\$1,676.09

Moscow, Russia

The aim of the project is to reveal the relation between income mobility and change of income inequality in Russia in the 1990s. Income mobility is seen as the mechanism for transforming income inequality. The specific characteristics of mobility (domination of mobility of varying income groups, direction of mobility) determine the type of inequality dynamics.

Rossinskaya, Galina

\$599.61

Ufa, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Rusanovsky, Victor

\$7,750.00

Saratov, Russia

The objective of the research project is to provide a theoretical and empirical analysis of labor market differences at the regional level, to study the dominant behavioral patterns, and to statistically evaluate the dependence of labor market indicators on region-specific factors and policy variables.

Ruzhanskaya, Lyudmila

\$593.86

Ekaterinburg, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Saveliev, Peter

\$326.37

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Saveliev, Peter

\$592.67

St. Petersburg, Russia

Participation in EERC-Russia's July '00 Research Workshop and Conference.

Sekerin, Aleksey

\$270.40

Oryol, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Shakhnovich, Ruvim

\$445.90

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Shinkevich, Andrey

\$538.38

Perm region, Russia

To participate in EERC-Russia's July '00 Research Workshop and Conference.

Shukhmin, Andrei

\$3,256.00

Rostov-on-Don, Russia

This study will examine the state's employment assistance system: its influence; how people are adapting to it; the necessary length of employment to qualify for assistance; and demographic trends in the duration of unemployment.

Shulgin, Sergey

\$187.47

Nizhny Novgorod, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Slinko, Irina

\$12,900.00

Moscow, Russia

The aim of the project is to investigate how fiscal decentralization affects welfare in Russian regions. As opposed to the conventional wisdom, it is suggested that poor regions in Russia do not always benefit from the decentralization process. The author will examine whether fiscal decentralization fosters municipal and regional inequality within a country.

Sloev, Igor

\$318.72

St. Petersburg, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Sloev, Igor

\$2,000.13

Moscow, Russia

The project considers the problem of optimal government behavior from the point of view of balancing economic policy with social policy. A model will be developed to address the problems of budget deficit, social security and production dynamics in a unified framework. The labor market is assumed to be monopsonic in several regions, and government procurement is viewed as an instrument of social policy.

Sloev, Igor

\$526.14

St. Petersburg, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Sopova, Irina

\$422.35

Novosibirsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Struchenevsky, Anton

\$177.54

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar "Times Series Analysis".

Tapilina, Vera

\$6,800.00

Moscow, Russia

The aim of the project is to reveal the relation between income mobility and change of income inequality in Russia in the 1990s. Income mobility is seen as the mechanism for transforming income inequality. The specific characteristics of mobility (domination of mobility of varying income groups, direction of mobility) determine the type of inequality dynamics.

Tapilina, Vera

\$678.86

Novosibirsk, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Timofeev, Andrey

\$392.95

Orsk, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Timofeev, Andrey

\$13,600.00

Moscow, Russia

The aim of this study is to examine the link between fiscal decentralization and subsidizing regional economies of Russian Federation. Using panel-data analysis for the period 1995-1997, the interrelationship of soft budget constraints and fiscal decentralization is analyzed empirically.

Tonis, Alexander

\$12,900.00

Moscow, Russia

The author examines relations between local authorities and the private sector and how these relations affect the dynamics of regional economic development. Phenomena to be investigated are enterprise incentives to seek privileges, local authorities' incentives to set up patronage over business, interregional competition for investment, and reputation issues.

Vasin, Alexander

\$11,900.00

Moscow, Russia

The project aims at formulating and examining the tax optimization problem in a setting that is appropriate for economies in transition. Widespread tax evasion and corruption in tax administration are typical features of economies similar to Russian. Thus, tax optimization should be studied simultaneously with tax enforcement, including organization of tax inspection. This project focuses on taxation of firms. Our purpose is to characterize the optimal tax rates and to suggest an incentive mechanism that stimulates and efficient work of tax administration.

Vasina, Polina

\$3,900.00

Moscow, Russia

The project aims at formulating and examining the tax optimization problem in a setting that is appropriate for economies in transition. Wide spread tax evasion and corruption in tax administration are typical features of economies similar to Russian. Thus, tax optimization should be studied simultaneously with tax enforcement, including organization of tax inspection. This project focuses on taxation of firms. Our purpose is to characterize the optimal tax rates and to suggest an incentive mechanism that stimulates an efficient work of tax administration.

Verbetsky, Aleksey

\$7,601.87

Moscow, Russia

The objective of the project is to estimate the degree of currency substitution in Russia and determine money demand using a dynamic money-in-the-utility-function model. The estimation of corresponding Euler equations will be done using the generalized method of moments. The implications of currency substitution for inflationary finance and for welfare of representative households will be considered.

Yakunina, Alla

\$13,400.00

Moscow, Russia

Decentralized spot trading is widespread in Russia. In a decentralized market, price is negotiated bilaterally by a buyer and seller. Therefore, trading agents generate less information in a decentralized market than in a centralized market. We undertake an experimental study of centralized and decentralized spot markets, with and without market news reports in the latter case.

Yakunina, Alla

\$519.54

Saratov, Russia

To participate in EERC-Russia's December 1999 Research Workshop and Conference.

Yussupova, Gyuzel

\$187.47

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Zaytseva, Yulia

\$187.47

Moscow, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism".

Zulkarnaev, Ildar

\$464.54

Ufa, Russia

To participate in EERC-Russia's Methodological Seminar, "Economics of Federalism."

Non-USG Grants

Strategic Objective 1.2

Ukraine

Open Door Grants

Gorodnichenko, Yuriy O.

\$6,838.57

Kyiv, Ukraine

To support Yuriy Gorodnichenko in his studies at the Harvard Ukrainian Research Institute Summer Program as an EERC Citigroup Fellow. Citigroup Fellows are winners of a competition among first-year students of the EERC Master's Program in Economics at the National University "Kyiv-Mohyla Academy."

Kryshko, Maxym

\$6,838.57

Kyiv, Ukraine

To support Maxym Kryshko in his studies at the Harvard Ukrainian Research Institute as an EERC Citigroup Fellow during summer 2000. Citigroup Fellows are winners of a competition among first-year students of the EERC Master's Program in Economics at the National University "Kyiv-Mohyla Academy."

Nizalova, Olena

\$2,810.00

Kyiv, Ukraine

To provide a graduate of EERC Master's Program in Economics with partial support for the first year of her Ph.D. studies at Michigan State University.

Orlova, Veronika

\$22,452.00

Ukraine

To support a graduate of the EERC Master's Program in Economics for a year of graduate study at Stanford University.

Non-USG Grants

Strategic Objective 1.3

Armenia

Open Door Grants

Gind Printing House

\$30,545.11

Yerevan, Armenia

In support of the Gind Printing House to produce a more professional product. Broadening of commercial printing alternatives available to newspaper publishers in Armenia. Better communication between Gind Printing House and newspapers published in Armenia currently.

Non-USG Grants

Strategic Objective 1.3

Kazakhstan

Open Door Grants

Public Fund Akmola Rural Advisory Centre

\$10,090.00

Akmolisk Oblast, Kazakhstan

To improve access to capital by providing a deposit guarantee for a pilot microcredit program. The Astana-based Rural Advisory Centre (RAC) has defined five small groups that will undergo training in the essentials of financial management and business development, and then receive microloans for the establishment of either a new business or the further development of an existing one. A local bank will participate as a licensed custodian institution for RAC's fund management. This is a pilot project that seeks to explore innovative means of delivering financial services to poor clients. EF funding for this project is provided by the Soros Foundation Kazakhstan.

Non-USG Grants

Strategic Objective 1.3

Russia

Open Door Grants

KarelNOK Center

\$34,684.00

Karelia, Russia

To promote small business development at the raion level by opening regional business consulting points based at local administrations in seven cities. Raising the professional qualifications of consultants in a series of training seminars, on-site and distance learning-based consultations, and through the provision of basic office equipment, will help institutionalize basic consulting services available to entrepreneurs.

MurmanWeb

\$34,571.00

Murmansk Oblast, Russia

To increase the financial sustainability and stimulate the development of local small businesses by improving management skills. Business managers will benefit from a new specialized web site, on-line consultations, short-term training, instructional materials, and other informational support on banking legislation, insurance, accounting, management and marketing, as well as on Internet-based technology applications.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

North Chamber of Commerce and Industry

\$32,386.00

Murmansk Oblast, Russia

To improve the enabling environment for private enterprise development by promoting ethical standards, transparency, and partnership in relations between local government and business. Entrepreneurs, local government officials, and journalists will benefit from joint training in the basics of business ethics and alternative arbitration methods, and will participate in follow-up discussions at a series of round-tables. The local population will learn about the program through aggressive media outreach and through a contest to name the most ethical businessperson of the year.

Non-USG Grants

Strategic Objective 2.1

Armenia

Open Door Grants

02 SHABATATERT SCJ-SC

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

ANSHLAG LLC

\$1,674.25

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

ARAVOT Oratert LLC

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

EIS Ltd

\$1,674.25

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

GIND-HAMAYNAPATKER Weekly's Editorial

\$1,895.23

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

Golos Armenii Newspaper

\$1,674.25

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

HAMASHKHARAIN MAMULI HAMAYNAPATKER WEEKLY

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

HAYASTAN Daily's Editory

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

HAYASTANI HANRAPETUTIUN Daily

\$1,933.28

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

HAYOTS ASHKAR Daily Newspaper Editorial LLC

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

Hrachia Acharian University

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

IRAVUNK Editorial Board

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

KHOSK Weekly Newspaper's Edition

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

LUSAPSAK Edition LLC

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance is provided for by the Cafesjian Foundation Media Support Program.

National Institute of Health

\$1,821.54

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

RESPUBLICA ARMENIA Daily

\$1,674.25

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

TV-ALICK Weekly Newspaper

\$1,899.25

Armenia

To produce a technically more professional product and to improve the efficiency of the newspaper. This technical assistance package is provided for by the Cafesjian Foundation Media Support Program.

Non-USG Grants

Strategic Objective 2.1

Russia

NGO Resource Center Competitions in Russia

The Eurasia Foundation's offices in Russia administer a program to promote a stronger and more financially sustainable non-profit sector in Russia through the creation of a network of NGO resource centers. Each center provides training, individual assistance, and information to non-profit organizations in its region. The centers also offer Internet and e-mail training, and promote greater linkages with the private sector and government. The program is being funded by the C.S. Mott Foundation, the Ford Foundation, and the Open Society Institute.

Perm Charitable Fund for Economic System of Social Protection, Defence

\$2,000.00

Russia, Perm

To promote local philanthropy to solve local problems by community-based organizations. One public donation campaign targeted at providing assistance to orphans will be continued to be run. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Polis-3 Consulting

\$21,997.00

Russia

To increase the effectiveness of efforts to promote charitable giving in support of community needs. Practitioners will present and discuss at a conference practical results of private donation campaigns run by public organizations and NGO resource centers in their regions and will identify best practices. Participants will benefit from direct interaction with representatives of government agencies responsible for regulating charitable giving. Conference proceedings will be published and distributed among resource centers and public organizations in the regions.

Stavropol Public Organization, Russian Society of Red Cross

\$2,000.00

Russia, Stavropol

To promote local philanthropy to solve local problems by community-based organizations. One public donation campaign targeted at providing assistance to refugees and elder family members will be continued to be run. Project implementors will participate in round tables to present model and lessons learned from the campaign.

Stavropol Public Organization, Russian Society of Red Cross

\$2,000.00

Russia, Stavropol

To promote local philanthropy to solve local problems by community-based organizations. One public donation campaign targeted at providing assistance to refugees will be continued to be run. Project implementors will participate in round tables to present model and lessons learned from the campaign.

The North Caucasian Resource Center

\$4,084.00

Stavropol, Stavropol Krai, Russia

To raise awareness about community needs and to promote private financial support to local community organizations working to address them. Local organizations will receive practical training in concrete mechanisms for raising funds through public donations. One public donation campaign targeted at providing assistance to refugees will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

The C.S. Mott Program to Support Emerging Community Leaders in Russia

The C.S. Mott Foundation, Ford Foundation, Open Society Institute, and the Eurasia Foundation awarded grants for the second year of a program to support civic organizations that have demonstrated leadership and innovation in the following areas: fostering cross-sectoral collaboration in their communities or issue areas; promoting sustainable financial and institutional development strategies and practices by providing assistance to other civic organizations and disseminating best practices; and working with other civic organizations in improving the legal enabling environment for the non-profit sector in Russia.

Altai Young Journalists

\$5,320.00

Russia

Barnaul, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to provide assistance to teen-aged mothers will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Belgorod Regional Public Organization of Refugees, Kovcheg

\$5,111.00

Belgorod, Belgorod Oblast, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign targeted at providing assistance to refugee families will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Center for Development of Small Enterprises, Guild

\$24,843.00

Russia

In support of NGO resource center efforts to improve social partnership between business enterprises and public organizations through organization of a conference to discuss best practices and legal barriers to corporate philanthropy in their communities. Conference participants will benefit from direct interaction with representatives of tax and regulatory authorities responsible for regulating the tax implications of charitable giving. Conference proceedings will be published and distributed among resource centers and business support organizations.

Charity Society, Nevsky Angel

\$12,830.00

Murmansk, Sochi

To promote citizen involvement in community-problem solving through the development and implementation of new models aimed at enhancing volunteerism. Resource center consultants and public organization leaders will receive specialized training and on-going consultations on volunteerism and will develop four local projects involving volunteers. A handbook on effective models for increasing and sustaining volunteerism will be published and distributed among resource centers and public organizations. An electronic version will be published on the Internet.

Forum of Migrant Organizations

\$16,971.00

Moscow, Krasnodar Krai, Omsk Oblast, Samara

To improve the financial sustainability of public organizations through local fundraising. An innovative model will be elaborated and potential local sources of support will be investigated and developed. Best practice dissemination will be carried out in three regions of Russia.

Gradosphera Foundation

\$5,815.00

Sakha Republic, Russia

To raise awareness of community needs to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through donation campaigns. A model public donation campaign to provide assistance to disabled children will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Information Ecological Agency

\$17,696.00

Novokuznetsk, Kemerovo Oblast, Russia

To mobilize local resources for community development by improving the fundraising and development skills of leaders of community organizations. Special recommendations and methods will be developed to improve organizational management and to develop cooperative projects with the local private business sector.

Kaluga City Center of Children and Youth Creativity

\$2,000.00

Kaluga, Russia

To promote local philanthropy to solve local problems by community-based organizations. One public donation campaign targeted at acquiring computers and developing a computer network for 9 municipal schools will be continued to run. Project implementers will make a presentation for those schools, which did not participate in the campaign.

Kaluga Strategy Foundation

\$5,017.00

Kaluga, Kaluga Oblast, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. Three model public donation campaigns targeted at providing assistance to disabled people and public schools will be conducted, and resources will be raised for a Municipal Public Fund. Project implementers will publish and distribute a manual describing the model and lessons learned from the campaigns.

Soprichastnost Center for Philanthropy Development

\$20,009.00

Moscow, Arkhangelsk, Russia

To foster mechanisms mobilizing local resources in addressing community development issues by strengthening boards of trustees and other governance structures of public organizations. Individual consultations to potential trustees will be provided and governance and grantmaking mechanisms developed. Board members will be engaged in fundraising efforts. A grant competition to fund local social initiatives will be held.

Southern Russia Resource Center

\$1,356.00

Stavropol, Krasnoyarski Krai, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to provide assistance to refugees will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Support of Public Initiatives, Altai Regional Public Organization

\$5,508.00

Barnaul, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to provide assistance to teen-aged mothers will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Taubina Natalia Evgenievna

\$3,000.00

Russia

To strengthen the financial sustainability of community-based organizations by improving the effectiveness of public donation campaigns. Based on the analysis of public donation campaigns conducted in nine different communities throughout Russia, a manual of best practices case studies will be developed, published on the Internet, and disseminated widely.

Third Sector, Autonomous Nonprofit Organization

\$3,800.00

Togliatti, Samara Oblast, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to raise funds for the Togliatti Community Foundation will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Tyumen Regional Association of Social Service Workers

\$5,454.00

Tyumen, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training raising funds through public donation campaigns. A model public donation campaign targeted at providing assistance to neglected at-risk teenagers will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Ural Support Center for Non-Governmental Organizations

\$1,828.82

Perm, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to provide assistance to orphans will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Volgograd NGO Support Center

\$4,800.00

Volgograd, Russia

To raise awareness of community needs and to promote private financial support for local community organizations working to address them. These local organizations will receive practical training in raising funds through public donation campaigns. A model public donation campaign to provide assistance to a children's hospital will be conducted. Project implementors will publish and distribute a manual describing the model and lessons learned from the campaign.

Volzhsky City Charitable Fund, Children in Trouble

\$2,000.00

Russia, Volgograd

To promote local philanthropy to solve local problems by community-based organizations. One public donation campaign targeted at providing assistance to a children's hospital will be continued to run. Project implementors will make a presentation for regional NGOs describing the model and lessons learned from the campaign.

Vozrozhdenie Center for Social Projection

\$21,351.00

Pskov Oblast, Russia

To promote more effective cooperation between government, business and the Third Sector through the establishment of a municipal Public Consultative Charity Council. Project implementors will develop the legal framework for the Council, while continuing to provide consultations and technical assistance to local organizations. In addition, a human resources agency specializing in NGOs will be created to improve the effectiveness and professionalism of NGO activity.

Non-USG Grants

Strategic Objective 2.1

Ukraine

Open Door Grants

Prokopovych, Pavlo

\$3,786.00

Kyiv, Ukraine

To provide a graduate of the EERC Master's Program in Economics with partial support for the first year of Ph.D. studies at the University of Michigan

Increasing the Sustainability of Regional Ukrainian NGOs

The Eurasia Foundation awarded grants for the continuation of a program to establish a network of NGO resource centers throughout Ukraine. The resource centers help local civic organizations improve their operations and financial sustainability. The program was co-funded by the C.S. Mott Foundation.

Regional Resource Agency Crimea-Perspective

\$27,773.00

Simferopol, Ukraine

To strengthen intersectoral cooperation and citizen involvement in community development by increasing the professionalism and financial sustainability of regional NGOs. Project principals will provide a package of training, consulting, information and technical services to client civic organizations.

Non-USG Grants

Strategic Objective 2.3

Russia

Open Door Grants

Leontiev Center, International Center for Social & Economic Research

\$32,290.00

Northwest Russia

To promote community-based city planning in Northwest Russia. Project implementers will develop a web-site to provide up-to-date information on best practices in city planning and to conduct on-line consultations to practitioners. Based on specialized training in methods for involving community stakeholders in the planning process, city administrators from seven cities will develop strategic plans and conduct public hearings to discuss them. A brochure analyzing their experience in strategic planning will be developed and distributed among Russian municipalities.

Murmansk State Technical University

\$15,902.00

Murmansk, Murmansk Oblast, Russia

To increase the openness and accountability of local government by creating an electronic-based “virtual public forum” for elected officials and their constituents. Citizens will be encouraged to use the forum to address questions and concerns directly to their elected representatives, including via a free public access Internet site. Local officials, journalists, and community leaders from Murmansk and other cities in the region will participate in training on how to use the forum to improve communication between officials and their electorate.

The C.S. Mott Program to Support Emerging Community Leaders in Russia

The C.S. Mott Foundation, Ford Foundation, Open Society Institute, and the Eurasia Foundation awarded grants for the second year of a program to support civic organizations that have demonstrated leadership and innovation in the following areas: fostering cross-sectoral collaboration in their communities or issue areas; promoting sustainable financial and institutional development strategies and practices by providing assistance to other civic organizations and disseminating best practices; and working with other civic organizations in improving the legal enabling environment for the non-profit sector in Russia.

International Consulting Center

\$17,654.00

Voronezh Oblast, Russia

To mobilize local resources for community development issues by enabling local organizations to participate more effectively in competitive bidding for city and oblast funds for social service delivery projects. At least two municipal programs targeted at providing public and social services will be implemented by NGOs with funding from local budgets and business. Collaboration between government, business and non-governmental organizations in implementing the programs will form the basis for future work to develop a local community foundation.

The Northwest Russia Small Grants Initiative

The Eurasia Foundation's Moscow Regional Office administers a joint Norwegian-American small grants program in support of the development of democratic civil society and private enterprise in Northwest Russia. The program is co-funded by the Norwegian Ministry of Foreign Affairs and the Barents Euro-Arctic Region Secretariat. Its geographic focus includes the Leningrad, Murmansk and Arkhangelsk Oblasts, the Nenets Autonomous Okrug, and the Republic of Karelia.

St. Petersburg State University

\$31,253.00

Leningrad Oblast, Russia

To improve the strategic planning capacity of municipal administrations by increasing access to specialized training in this field through adaptation to distance-learning format of a university-level course on municipal management.

As part of their course work, a pilot group of officials from ten city administrations in the region will develop draft concepts for the introduction of strategic planning processes in their cities.

Appendix E:

Status of Loan Portfolio as of September 30, 2000

Eurasia Foundation Small Business Loan Programs
September 30, 2000

Anelik Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Bakery	\$25,000	Repaid	\$0			\$25,000	2
Ashtarak	Greenhouse	\$25,000	Repaid	\$0		\$6,000	\$19,000	14
Abovian	Textiles (socks)	\$15,000	\$14,226	Charge Off	\$14,226	\$5,800	\$9,200	0
Yerevan	Computer equip. sales & service	\$20,000	Repaid	\$0		\$20,000		4
Aramus (Kotaiik)	Bakery and soft drinks	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Brake shoes and press tools	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Washing machine manufacturer	\$20,000	Repaid	\$0		\$20,000		16
Arzni (Kotaiik)	Bakery and macaroni	\$25,000	Repaid	\$0		\$3,500	\$21,500	4
Yerevan	Fast food restaurant	\$25,000	Repaid	\$0		\$2,450	\$22,550	4
Yerevan	Shampoo/personal care products	\$24,800	Repaid	\$0		\$24,800		4
Yerevan	Retail pavilion construction	\$20,000	Repaid	\$0		\$20,000		3
Yerevan	Distribution/warehousing	\$21,550	Repaid	\$0		\$16,500	\$5,050	2
Gyumri	Bakery	\$11,750	Repaid	\$0			\$11,750	10
Aragjugh	Sheep farm	\$12,000	Repaid	\$0		\$9,000	\$3,000	5
Dzoraghpiur	Food processing (jam, tomatoes)	\$25,000	Repaid	\$0		\$25,000		35
Yerevan	Furniture, door, window frames	\$24,500	Repaid	\$0		\$24,500		5
Arzni (Kotaiik)	Concrete blocks and plates	\$25,000	Repaid	\$0		\$18,800	\$6,200	3
Yerevan	Manf- chandeliers	\$23,000	\$14,751	Charge Off	\$14,751	\$23,000		0
Ararat	Pig farm	\$19,000	Repaid	\$0		\$15,100	\$3,900	3
Maralik (Shirak)	Bakery	\$23,540	Repaid	\$0		\$8,500	\$15,040	4
Ararat	Dairy farm	\$18,750	Repaid	\$0		\$18,750		3
Gokht	Dairy farm	\$19,420	Repaid	\$0		\$19,420		5
Yerevan	Fast food restaurant	\$45,000	Repaid	\$0		\$23,656	\$21,344	4
Jrarat(Shirak)	Dairy farm	\$23,000	\$5,310	\$5,310		\$18,000	\$5,000	2
Gyumri	Socks&Stockings production	\$7,000	Repaid	\$0		\$7,000		15
Yerevan	Open air cafe	\$45,850	Repaid	\$0		\$30,040	\$15,810	7
Dzoraghpiur	Food processing (jam, tomatoes)	\$50,000	Repaid	\$0		\$50,000		20
Gyumri	Socks&Stockings, uniforms	\$30,000	Repaid	\$0		\$1,500	\$28,500	35
Gyumri	TV Company	\$18,000	Repaid	\$0		\$18,000		10
Yerevan	Food packngg, cafe	\$50,000	Repaid	\$0		\$44,450	\$5,550	5
Hrazdan	Pig farm	\$25,000	\$11,910	\$11,910		\$23,250	\$1,750	4
Ararat	Dairy farm	\$18,000	Repaid	\$0		\$16,500	\$1,500	4
Yerevan	Furniture, door, window frames	\$20,000	Repaid	\$0		\$2,719	\$17,281	15
Abovian	Hotel /Restaurant	\$50,000	Repaid	\$0		\$50,000		31
Gyumri	Sour-cream&curds	\$12,800	\$619	\$619		\$10,000	\$2,800	2
Yerevan	Textiles/clothes	\$35,000	Repaid	\$0			\$35,000	16
Yerevan	Audio/video equipment	\$30,000	Repaid	\$0			\$30,000	4
Gyumri	Cheese produc	\$30,000	\$18,500	Charge Off	\$18,500	\$24,000	\$6,000	4
Vedy	Pig&Diary farm	\$20,000	Repaid	\$0		\$8,000	\$12,000	4
Gyumri	Textile prod.	\$30,000	Repaid	\$0		\$20,000	\$10,000	2
Yerevan	Stationary	\$16,000	Repaid	\$0		\$6,020	\$9,980	4
Gyumri	Market construction	\$40,000	Repaid	\$0			\$40,000	3
Yerevan	Restaurant	\$40,000	\$6,100	\$0		\$40,000		5
Yerevan	Beauty Salon, Dentist, hot d	\$25,000	Repaid	\$0		\$14,200	\$10,800	6
Yerevan	Restaurant	\$15,000	Repaid	\$0		\$12,195	\$2,805	10
Yerevan	Cinema&Bar	\$45,000	Repaid	\$0		\$26,980	\$18,020	14
Hrazdan	Beef,pork,milk,eggs	\$22,000	Repaid	\$0			\$22,000	5
Gyumri	Cafe/restaurant and foodstu	\$30,000	\$26,000	Charge Off	\$26,000	\$14,700	\$15,300	13
Yerevan	Drug store/services	\$15,000	Repaid	\$0		\$9,300	\$5,700	6
Abovian	Glass bottles production	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Beauty Salon	\$25,000	Repaid	\$0		\$10,500	\$14,500	6

Yerevan	Drug store/services	\$15,000	Repaid	\$0		\$9,300	\$5,700	6
Abovian	Glass bottles production	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Beauty Salon	\$25,000	Repaid	\$0		\$10,500	\$14,500	6
Yerevan	Textile prod.	\$65,000	Repaid	\$0			\$65,000	0
Yerevan	Food store, bakery	\$20,000	\$4,100	\$0		\$20,000		6
Yerevan	Photo Salon	\$20,000	\$3,210	\$0		\$20,000		2
Gyumri	Bakery	\$12,000	\$6,313	\$6,313		\$1,900	\$10,100	4
Yerevan	Dentistry services	\$35,000	Repaid	\$0		\$35,000		5
Yerevan	Photo Salon	\$15,000	Repaid	\$0		\$15,000		3
v. Voskevaz	Poultry & Pig Farm	\$20,000	Repaid	\$0			\$20,000	15
Gyumri	TV Company	\$10,000	Repaid	\$0		\$6,780	\$3,220	2
Gyumri	Dentistry services	\$20,000	\$10,325	\$0		\$20,000		6
Yerevan	Restaurant	\$100,000	\$68,850	\$0		\$23,000	\$77,000	13
Yerevan	Butter packaging	\$35,000	\$19,470	\$0		\$1,550	\$33,450	2
Yerevan	Bread, lemonade, refrigerator	\$35,000	\$22,050	\$0		\$23,550	\$11,450	9
Talin reg., Katnaghbyur v	Cattle, sheep, poultry Farm	\$29,000	Repaid	\$0			\$29,000	3
Yerevan	Fitness center	\$25,000	Repaid	\$0		\$25,000		10
Yerevan	Car service	\$40,000	\$27,700	\$0		\$40,000		12
Yerevan	Advertisement neon lamps	\$15,000	\$8,690	\$0			\$15,000	0
Gyumri	Diamond production	\$35,000	\$30,200	\$0			\$35,000	8
Yerevan	Film shooting	\$30,000	\$21,750	\$0			\$30,000	4
Yerevan	Cafe	\$20,000	\$15,800	\$0		\$20,000		10
Yerevan	Bakery	\$5,980	\$4,180	\$0		\$5,980	\$4,020	4
Gyumri	Socks&Stockings,	\$25,000	\$20,700	\$0			\$25,000	0
Yerevan	Food shop, bakery,	\$17,000	\$15,800	\$0		\$8,800	\$8,200	0
Ashtarak	Greenhouse/flower prod.	\$22,000	\$16,500	\$0			\$22,000	0
Ararat	Cattle breeding	\$18,000	\$17,500	\$0		\$16,050	\$1,950	0
Yerevan	Shoe production	\$40,000	\$38,200	\$0			\$40,000	0
Yerevan	Chemical products	\$50,000	\$50,000	\$0			\$50,000	3
Gyumri	Hosiery prod.	\$20,000	\$15,000	\$0		\$5,000	\$15,000	0
Yerevan	Bar, Restaurant	\$6,000	\$6,000	\$0		\$6,000	\$0	0
TOTALS/AVERAGES		\$2,170,940	\$519,754	\$24,152	\$73,477	\$1,055,740	\$1,119,220	513

Lend Bank, Yerevan

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$49,500	Repaid	\$0			\$49,500	15
Maykovsky (Kotaiik)	Men's underwear	\$9,800	\$8,800	Charge Off	\$8,800	\$1,000	\$8,800	5
Lernagog	Dairy farm/cheese	\$15,000	\$8,208	Charge Off	\$8,208	\$14,200	\$800	8
Hakhstk	Dairy farm/cheese	\$10,800	Repaid	\$0		\$9,600	\$1,200	7
Daralik	Dairy farm/cheese	\$13,000	Repaid	\$0		\$10,000	\$3,000	7
Yerevan	Compuer sales/serv	\$45,000	Repaid	\$0		\$45,000		4
Yerevan	Fast food rest.	\$29,000	Repaid	\$0		\$16,000	\$13,000	0
Yerevan	Barber&Beauty services	\$25,000	Repaid	\$0		\$7,000	\$18,000	24
Yerevan	Transportation services	\$5,000	Repaid	\$0		\$5,000		1
Yerevan	Plastic goods	\$45,000	Repaid	\$0		\$3,000	\$42,000	8
Echmiadzin, Armavir	Dietetic hen eggs	\$50,000	Repaid	\$0		\$33,750	\$16,250	0
Akhtanak	Hen meat	\$50,000	Repaid	\$0		\$1,918	\$48,082	4
Lusaghbur (Shirak)	Grain mill	\$15,000	Repaid	\$0			\$15,000	5
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
Gavar	Wool cleaning	\$25,000	Repaid	\$0		\$8,720	\$16,280	20
Yerevan	Smithy	\$5,200	Repaid	\$0		\$5,200		7
Yerevan	Concrete production	\$40,000	Repaid	\$0		\$24,800	\$15,200	5
Yerevan	Wallpaper,plastic bags production	\$20,000	Repaid	\$0		\$9,000	\$11,000	2
Jraber	Greenhouse	\$25,000	\$18,999	\$18,999		\$23,000	\$2,000	2
Hrazdan	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Bourastan	Fish Farm	\$25,000	Repaid	\$0		\$2,000	\$23,000	5
Talin	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Yerevan	Capsules prod.	\$84,750	Repaid	\$0		\$60,000	\$24,750	8
Yerevan	Dental prosthesis	\$15,000	Repaid	\$0		\$15,000		8
Sisian	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0

Yerevan	Trout feed	\$49,300	Repaid	\$0		\$7,300	\$42,000	8
Tairov	Drilling prod	\$48,000	Repaid	\$0		\$2,100	\$45,900	15
Dilijan	Mineral water	\$36,040	Repaid	\$0		\$6,000	\$30,040	4
Yerevan	Wood processing	\$20,000	Repaid	\$0		\$12,860	\$7,140	4
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
vil. Arevshat	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
vil. Akounk	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Tsakhgadzor	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$10,000	Repaid	\$0			\$10,000	0
Yerevan	Computer sales/serv	\$49,525	\$25,267	Charge Off	\$25,267		\$49,525	3
Yerevan	Barber&Beauty services	\$35,800	\$30,925	\$30,925		\$35,800		39
Lusaghbur (Shirak)	Grain mill	\$49,230	\$43,080	Charge Off	\$43,080		\$49,230	5
Stepanavan	Dairy/pig farm	\$68,000	\$12,000	\$0		\$60,000	\$8,000	6
Akunk, Kotaik region	Poultry farm	\$29,431	Repaid	\$0			\$29,431	8
Yerevan	Technical ethyl spirit production	\$45,500	\$19,320	Charge Off	\$19,320	\$14,000	\$31,500	8
Yerevan	Leather Goods production	\$33,902	\$30,002	Charge Off	\$30,002	\$1,000	\$32,902	9
Yerevan	Chandeliers& elements prod	\$25,000	Repaid	\$0			\$25,000	3
Karbi	Canned foods	\$30,000	Repaid	\$0		\$5,000	\$25,000	2
Yerevan	Furniture Production	\$12,000	\$1,100	\$0		\$3,000	\$9,000	3
Echmiadzin, Armavir	Poultry farm	\$100,000	\$25,486	\$1,126		\$100,000	\$0	15
v. Mekhradzor	Wood processing	\$12,600	\$1,659	\$1,659		\$3,500	\$9,100	3
Yerevan	Dental prosthesis	\$34,700	Repaid	\$0		\$24,100	\$10,600	7
Bourastan	Fish Farm	\$25,000	\$25,000	\$1,234			\$25,000	0
Yerevan	Bakery	\$54,460	\$14,860	\$0		\$27,700	\$26,760	20
Yerevan	Cloths prod.	\$30,050	\$9,830	\$0		\$6,000	\$24,050	6
Yerevan	Bread	\$34,984	\$28,840	\$6,408		\$34,984		15
Yerevan	Pizzeria, cafe	\$25,000	\$10,000	\$0		\$23,000	\$2,000	4
Yerevan	Construction&renovation	\$59,754	\$49,754	\$0		\$30,000	\$29,754	60
Yerevan	Dentistry	\$25,020	\$20,016	\$0		\$25,020		0
Yerevan	Paints&Aerosol prod.	\$22,000	\$7,000	\$0		\$500	\$21,500	6
Vedy, Ararat reg.	Detergent prod.	\$10,000	\$10,000	\$0		\$10,000		4
Artashat	Oil of sea buckthorn,	\$80,938	\$0	\$0		\$63,735	\$17,203	7
TOTALS/AVERAGES		\$1,868,284	\$400,146	\$60,351	\$134,677	\$789,787	\$1,078,497	427

Armimpex Bank, Yerevan - Inactive

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Plastic Pkg	\$41,995	Repaid	\$0			\$41,995	14
Razdan	Shrinking&packing machine	\$49,726	Repaid	\$0		\$29,000	\$20,726	21
Yerevan	Emulsion production	\$16,000	Repaid	\$0			\$16,000	9
Balahovit (Kotaik)	Small-size mills production	\$24,700	Repaid	\$0		\$18,300	\$6,400	25
Yerevan	Photo Studio	\$25,000	Repaid	\$0			\$25,000	7
Yerevan	Electric plates for stoves	\$14,000	Repaid	\$0			\$14,000	6
Yerevan	Knitted goods	\$25,000	Repaid	\$0		\$2,800	\$22,200	41
TOTALS/AVERAGES		\$196,421	\$0	\$0	\$0	\$50,100	\$146,321	123

Shirakinvest Bank - Suspended

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Gyumri	Medical Center	\$14,500	\$1,500	\$1,500		\$14,500		0
Guimry	Shoes	\$97,000	\$8,700	\$8,700			\$97,000	10
Guimry	Bread&Cafe	\$10,000	Repaid	\$0		\$3,000	\$7,000	0
Guimry	Sewing production	\$15,000	\$7,500	Charge Off	\$7,500	\$9,600	\$5,400	10
v. Shirakavan	Dairy, pig, sheep farm	\$17,000	\$7,555	Charge Off	\$7,555	\$6,000	\$11,000	6
Artik	Cannery/fruit processin	\$37,600	\$37,600	Charge Off	\$37,600		\$37,600	7

Maralik, Shiraki reg	Dairy,cattle,pig farm	\$10,000	\$7,600	\$0		\$4,800	\$5,200	0
Panic	Pig breeding	\$15,000	\$12,599	Charge Off	\$12,599		\$15,000	2
TOTALS/AVERAGES		\$216,100	\$83,054	\$10,200	\$65,254	\$37,900	\$178,200	35

Credit Service Bank

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$8,000	\$6,800	\$0	\$0	\$8,000		4
Yerevan	Bakery	\$9,084	\$7,680	\$0	\$0	\$3,849	\$5,235	5
Stepanavan, Shagarda dis	Cheese prod. Farming	\$30,000	\$30,000	\$0	\$0	\$20,000		10
Yerevan	Bakery	\$10,500	\$6,120	\$0	\$0	\$5,870	\$4,630	2
Yerevan	Soft drinks	\$27,500	\$0	\$0	\$0	\$5,500	\$22,000	3
TOTALS/AVERAGES		\$85,084	\$50,600	\$0	\$0	\$43,219	\$31,865	24

ArmAgroBank

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Ashtarak	Restaurant, hotel	\$30,000	\$15,000	\$0	\$0	\$16,792	\$13,208	4
Mirak v. Aragatsotn	Dairy farm	\$15,000	\$9,300	\$0	\$0	\$20,000		10
Kapan	Cannery	\$10,000	\$9,705	\$0	\$0		\$10,000	0
Shorzha, Gegharkunik reg	Restaurant, motel	\$10,000	\$8,000	\$0	\$0	\$10,000		4
Kapan	Bakery	\$10,000	\$10,000	\$0	\$0	\$8,500	\$1,500	5
Yerevan	Electrodevice prod.	\$75,000	\$0	\$0	\$0		\$75,000	10
v. Nor Geghi, Kotayk reg	Poultry, eggs prod.	\$100,000	\$0	\$0	\$0		\$100,000	4
Vanadzor	Autogen devices prod.	\$60,000	\$0	\$0	\$0	\$20,000	\$40,000	12
TOTALS/AVERAGES		\$310,000	\$52,005	\$0	\$0	\$75,292	\$239,708	49

Total Armenia SBLP	\$4,846,829	\$1,105,559	\$94,703	\$273,408	\$2,052,038	\$2,793,811	1,171
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Aval Bank, Kyiv - Inactive

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Brovari	Mayonnaise	\$25,000	Repaid	\$0		\$25,000	\$0	12
Kharkiv	Thermostats	\$25,000	Repaid	\$0		\$25,000	\$0	15
Kyiv	Sausage	\$50,000	Charge Off	Charge Off	\$45,692	\$50,000	\$0	0
Belaya Tserkov	Sausage	\$50,000	Repaid	\$0		\$50,000	\$0	17
Kharkiv	Bakery	\$20,000	Repaid	\$0		\$20,000	\$0	5
Dnipropetrovsk	Computer assembly	\$50,000	Repaid	\$0		\$50,000	\$0	9
Donetsk	Yogurt	\$50,000	Repaid	\$0		\$50,000	\$0	27
Kharkiv	Book publisher	\$50,000	Repaid	\$0		\$50,000	\$0	16
Zaporizhia	Butter and casein	\$50,000	Charge Off	Charge Off	\$25,000	\$50,000	\$0	0
TOTALS/AVERAGES		\$370,000	\$0	\$0	\$70,692	\$370,000	\$0	101

Bank Agio, Kyiv

Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Kyiv	Travel Agency	\$60,000	Repaid	\$0		\$60,000	\$0	20
Kyiv	Car wash	\$6,600	Repaid	\$0		\$5,575	\$1,025	0
Kyiv	Shoe production	\$100,000	Repaid	\$0		\$0	\$100,000	45
Kyiv	Photo services	\$100,000	Repaid	\$0		\$100,000	\$0	2
Kyiv	Food stores, pharmacy, beauty salon	\$60,000	\$5,455	\$0		\$60,000	\$0	20
Kyiv	Nut processing	\$13,200	\$0	\$0		\$0	\$13,200	2
Kyiv	Lumber processing	\$30,000	\$10,435	\$0		\$0	\$30,000	6
Kyiv	Shoe Maker	\$50,000	\$0	\$0		\$0	\$50,000	30
Kyiv	Lumber processing	\$93,528	\$54,148	\$0		\$93,528	\$0	15
Kyiv	Telecommunications	\$35,000	\$26,250	\$0		\$35,000		10

Kyiv	Drug stores	\$85,000	\$70,000	\$0		\$45,000	\$40,000	10
Kyiv	Female medical clinic	\$33,000	\$33,000	\$0		\$33,000	\$0	14
TOTALS/AVERAGES		\$666,328	\$199,287	\$0	\$0	\$432,103	\$234,225	174

VABank								
Location of Business	Activities	Amount Given	Balance (30.09.00)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Kyiv	Warehousing, cargo, trade equipment	\$80,000	\$32,941	\$0		\$80,000	\$0	8
Lviv	Dental services& equip	\$50,000	\$33,333	\$0		\$0	\$50,000	
Lviv	Water production	\$80,000	\$62,857	\$0		\$5,100	\$74,900	15
Lviv	Dental Services	\$50,000	\$42,857	\$0		\$0	\$50,000	3
Lviv	Transportation, tourism	\$75,000	\$75,000	\$0		\$75,000	\$0	6
Kyiv	Ventilation systems	\$100,000	\$87,500	\$0		\$75,370	\$24,630	30
Lviv	Pet forms for bottles	\$47,000	\$44,762	\$0		\$0	\$47,000	5
Lviv	Blinds production, retail trade	\$40,000	\$38,788	\$0		\$0	\$40,000	3
Lviv	Production of furniture	\$40,000	\$40,000	\$0		\$10,000	\$30,000	6
Lviv	Hotel, restaurant	\$50,000	\$50,000	\$0		\$50,000	\$0	7
Lviv	Printing, publishing	\$50,000	\$50,000	\$0		\$50,000	\$0	9
Lviv	Heating, water, sewage and gas systems	\$50,000	\$50,000	\$0		\$0	\$50,000	15
TOTALS/AVERAGES		\$712,000	\$608,039	\$0	\$0	\$345,470	\$366,530	107
Total Ukraine SBLP		\$1,748,328	\$807,326	\$0	\$70,692	\$1,147,573	\$600,755	382

*CE= Capital Expenditures

*RM/INV= Raw Materials, Inventory, etc.