

# **Fiscal Year 2004 Year End Report**

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## **I. Introduction**



# **Introduction**

## **Overview**

The Eurasia Foundation is a grant making and operating foundation focusing on civil society, public administration and policy, and private enterprise development. Through grants, technical assistance and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Ukraine and Uzbekistan.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies on the ground. Though experimental at the time, the Foundation has succeeded in awarding nearly 7,500 grants to non-profit organizations. In addition to managing grant programs, the Foundation provides technical assistance, and directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

FY04 was an exciting year for the Foundation where several grantees played instrumental roles in uncovering election inconsistencies which led to the resignation of the President in Georgia and the peaceful transition to a democratically-elected government there. The Foundation's former colleagues in that country also are a source of pride with the appointment of its first local country director to the post of Minister of Education of Georgia.

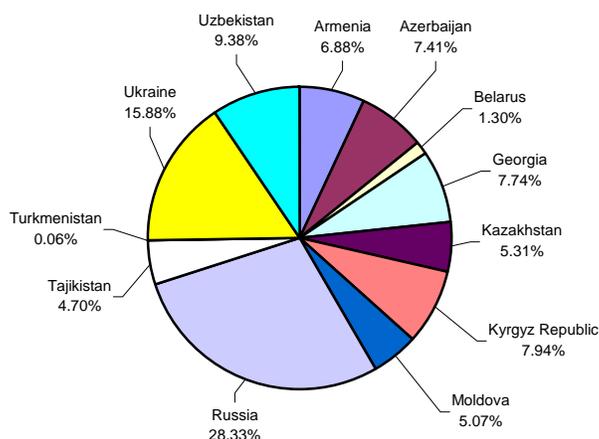
During FY04, the Foundation was comprised of regional grant and project offices in Almaty, Baku, Bishkek, Kyiv, Moscow, Tashkent, Tbilisi, Vladivostok, and Yerevan. In addition, the Foundation maintains representative offices to extend its reach beyond the regional offices. The Foundation's headquarters is located in Washington, D.C.

In FY04, the Foundation continued its work to create indigenous institutions in the region. To this end, the Eurasia Foundation launched, in partnership with the Dynasty Foundation of Russia and the Madariaga European Foundation, an independent foundation to promote civil society in Russia. Also during FY04, the Eurasia Foundation and the Izmirlian Foundation received a license from the Central Bank of Armenia to open the Izmirlian–Eurasia Universal Credit Company, LLC, a locally-registered successor entity to the Foundation's small business loan program. In early FY04, the Foundation also successfully turned the management of its Economics Education Research Consortium over to its own international board of trustees.

The Foundation sees the above examples as pilot programs for what may be possible throughout the former Soviet Union as the citizens of these countries take responsibility for their own civic and economic futures through the management of locally-registered entities.

**Table I. Grants Awarded By Country FY04**

Country	Grant \$	Number	% of Total \$
Armenia	\$818,303	32	6.88%
Azerbaijan	\$880,891	42	7.41%
Belarus	\$154,002	7	1.30%
Georgia	\$920,966	30	7.74%
Kazakhstan	\$631,233	30	5.31%
Kyrgyz Republic	\$944,269	34	7.94%
Moldova	\$602,850	19	5.07%
Russia	\$3,369,206	97	28.33%
Tajikistan	\$558,894	25	4.70%
Turkmenistan	\$6,991	1	0.06%
Ukraine	\$1,888,081	44	15.88%
Uzbekistan	\$1,115,669	64	9.38%
<b>TOTAL</b>	<b>\$11,891,355</b>	<b>425</b>	<b>100%</b>



**Table II. Grant Volume FY93-FY04**

Fiscal Year	Number of Grants Awarded	Total Amount Awarded (in millions)	Average Grant Size
FY93	31	\$1.54	\$49,749
FY94	240	\$9.89	\$41,201
FY95	587	\$14.46	\$24,634
FY96	771	\$14.62	\$18,959
FY97	802	\$15.30	\$19,072
FY98	1065	\$18.58	\$17,441
FY99	970	\$16.41	\$16,914
FY00	559	\$9.38	\$16,785
FY01	773	\$13.53	\$17,508
FY02	611	\$12.95	\$21,189
FY03	539	\$12.70	\$23,569
FY04	425	\$11.89	\$27,967
<b>TOTAL</b>	<b>7,373</b>	<b>\$151.24</b>	<b>\$20,512</b>

## **Cooperation and Collaboration with USG and Other Partners**

The Eurasia Foundation collaborates closely with USAID, technical assistance providers supported by USAID, and other organizations and donors.

### **Examples of Collaboration**

#### ***Media in Russia***

For some 10 years, the Russian media team at the Eurasia Foundation has been working with independent regional newspapers to boost their professional standards and bolster their sustainability. The belief that a strong, vibrant regional press would be crucial to Russian democracy informed the work of the Media Viability Fund, a joint project of the Eurasia Foundation and the Media Development Loan Fund. When the MVF was folded into the Eurasia Foundation in 2003, that same ethos drove the launch of the Small Market Independent Newspaper Program, a two-year project supported by the U.K. Foreign & Commonwealth Office. And during FY04, that philosophy formed the backbone of the activities of EF Media, which in August won a four-year, \$4 million grant from USAID to implement the Russian Independent Print Media Program.

The Russian Independent Print Media Program is an initiative to support independent regional newspapers. To implement the program which started work in late FY04, the New Eurasia Foundation staff will work with the Association of Independent Regional Publishers, Internews-Russia, and the International Center for Journalism. To achieve its goal of bolstering independent newspapers, the Russian Independent Print Media Program seeks to increase access to high quality, objective news coverage in Russia's regions by: improving the profitability, operations and practices of independent regional newspapers; facilitating the formation and growth of professional and sector networks that can serve as platforms for improving the quality and profitability of independent regional newspapers; and modernizing the educational and training infrastructure in the media sector so that it better meets the demands of a market-driven industry.

The program will include intensive, hands-on training, consultations and individualized development projects to:

- Increase the business development and financial self-sustainability skills of non-governmental regional newspapers;
- Enhance the professional and ethical standards of non-governmental regional newspaper journalists;
- Widen newspapers' access to legal support to protect the freedoms and rights of the press;
- Strengthen professional associations and networking initiatives;
- Develop the share of socially valuable content in non-governmental regional newspapers; and
- Encourage youth exposure to the journalistic profession.

### ***Moldova Election Coalition***

In March 2004 EF held a roundtable in the Republic of Moldova that focused on the role of civil society organizations in ensuring free and fair elections that abide by internationally recognized standards. Based upon the results of this meeting, the Eurasia Foundation, along with the Swedish International Development Cooperation Agency, and the U.S. Embassy/Chisinau, supported the creation of the Civic Coalition for Free and Fair Elections ('Coalition'), comprised of over 150 non-governmental organizations. During FY04, the members of the Coalition began working together to lay the groundwork for a coordinated and effective method for Moldovan civil society organizations to promote free, fair and democratic Parliamentary elections in 2005.

The Coalition's mission is to contribute to a free, fair, transparent and democratic organization of elections to the Parliament; to consolidate the civil society in order to ensure an informed choice by citizens; and to observe the rights of voters and the principle of equality of participants in the election process. In advance of the elections in March of 2005, the Coalition issued regular reports on conditions in Moldova that would stand in the way of fair and free elections, including election process issues and media issues. During joint activities, the Coalition members were guided by the following principles: political non-involvement (no party or candidate shall be supported in the name of the Coalition); decisions shall be adopted jointly and shall be respected by all the Coalition members; and personal opinions and views shall be identified as such when expressed.

### ***Open Budget Kazakhstan***

The Eurasia Foundation, along with the OSCE, the British Embassy in Almaty, the Norwegian Ministry of Foreign Affairs, and the Soros Foundation-Kazakhstan (Kazakhstan Revenue Watch Program) jointly funded the Open Budget Kazakhstan initiative. The Eurasia Foundation also engaged the partners to provide technical assistance. The project promotes increased citizen participation in the budgeting system and introduced principles and methods of budgeting analysis into government practices.

The Eurasia Foundation arranged for two training sessions in the process of local budget formation, which were attended by 64 NGO representatives. The Eurasia Foundation also staged two competitions for Open Budget grant selection and awarded seven grants. As part of its technical assistance commitment, the OSCE facilitated the collaboration of NGO trainees with government agencies, and helped them to overcome numerous barriers. In the fall of 2004, EF announced a second grant competition to fund the analysis and publication of government budgets of various levels of administration, which was awarded to Sana Consulting in Astana. The project seeks to contribute to greater access to budget information and an increase in budget transparency in regions where the trainings were conducted.

### ***South Caucasus Regional Trade Facilitation***

As part of its cross-border program in the Caucasus, the South Caucasus Cooperation Program (SCCP), the Eurasia Foundation, with funding from the OSCE, launched a regional trade facilitation project by funding partners in all three countries of the Caucasus to work toward a common goal.

The project promotes good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures. Project partners will propose joint recommendations to legislative bodies in order to improve trade related legislation. In December 2004, EF published a bulletin entitled “Towards Trade Facilitation in the South Caucasus,” which contains analysis of regional trade issues, based on research conducted by each grantee. The Eurasia Foundation awarded three grants totaling \$153,892, and will contribute approximately \$30,000 to cover the expenses of an international conference, to be held at the end of the project.

### ***NGO Watchdogs***

The Eurasia Foundation and the British Government’s Global Conflict Prevention Program provided \$375,000 in funding for a continuation of the NGO Watchdogs Program in Georgia. This second phase of a larger initiative will fund eight regional projects that will monitor and analyze government performance within their communities and identify the specific mechanisms of misuse of public funds and abuses of power. These activities aim to reduce the incidence of corruption and increase the public’s role in local decision-making.

## Raising and Leveraging Funds

Since its inception, the Foundation has raised or leveraged nearly \$55 million in non-U.S. Government (USG) funds from foundations, foreign governments, corporations and private citizens for its programs. In FY04, the Foundation raised and leveraged \$3.87 million from non-US Government sources. This figure includes 72% in direct contributions (as opposed to leveraged donations). Leveraged donations flowed directly to grantees and their beneficiaries.

Major donations in FY04 include:

- \$100,000 from Karachaganak Petroleum Corporation for a west Kazakhstan microfinance program
- \$73,000 from the Netherlands' Ministry of Foreign Affairs for phase I of the public advocacy center network program in Uzbekistan
- \$123,000 from the OSCE for the local economic development through improving business infrastructures for SMEs program in Ukraine
- \$87,000 from the Netherlands' Ministry of Foreign Affairs for the Ferghana Valley school integration program
- \$220,000 from the United Kingdom Foreign and Commonwealth Office for an NGO watchdog program in Georgia
- \$149,000 from Sual Holding of Russia for small business support
- \$240,000 from the United Kingdom Foreign and Commonwealth Office for a small market independent print media program in Russia
- \$200,000 from the Norway Royal Ministry of Foreign Affairs for the northwest Russia small grants program
- \$200,000 from the Barents Euro Arctic Secretariat for the northwest Russia small grants program
- \$200,000 from the Ford Foundation for a labor market reform project in the Russian Far East
- \$248,000 from the Hewlett Foundation for the social investment initiative in Russia

A rough breakdown of donations and donors for FY04 follows:

Corporations	\$896,405
Foundations	\$673,824
Foreign Governments	\$1,668,573
Individuals	\$39,678
International Financing Institutions	\$569,084
Non-Governmental Organizations	\$11,650
United States Government	\$4,491,050
Universities	\$10,000





## **II. Program, Evaluation and Grant Results**



# The Program

## FY04 Program Trends

In FY04, EF made 425 grants for a total of \$11.9 million. This is a substantial decrease in grant numbers from 539 in FY03 and 611 in FY02. Two reasons explain this change: a hiatus in grant making by the Moscow office in preparation for launching the New Eurasia Foundation (FNE) in Russia, and an increase in the average grant amount due to several large institutional development grants to EERC and FNE. Our average grant award increased from \$24,000 in FY03 to \$28,000 in FY04.

In FY04, our grant awards show only a minor deviation from the approved budget by program mandate areas, namely a 6% increase in civil society grants, a 3% decrease in public administration and policy grants, and a 3% decrease in private enterprise development grants. The increase in civil society grants results from an unexpected increase in grants supporting free and fair elections in Moldova and Ukraine and additional increases in the number of civil society initiatives funded by our offices in Kyrgyzstan and the Russian Far East.

## South Caucasus

### Armenia

In FY04, the Eurasia Foundation (EF) spent \$1.4 million in USG funding on programs benefiting Armenia through 32 grants and other activities, including the Small Business Loan Program(SBLP) and Media Strengthening Program. The grants were distributed among the mandate areas as follows: 17 in Private Enterprise Development, 13 in Civil Society and 2 in Public Administration and Policy.

#### Armenia highlights include:

- Through the *Armenian Agricultural Academy (AAA)*, the Foundation supported the establishment of a Career Placement and Counseling Office (CPCO), which will increase the employment potential of AAA graduates and their job placement within Armenia's agribusiness sector. The project also proposes development of linkages between the AAA and Armenian private enterprises, the Ministry of Agriculture, agribusiness employers and in-country farmer associations.
- In order to institute sustainable models of *community-based organizations (CBOs)*, the Foundation organized a CBO conference, attended by representatives of USAID, major international aid organizations and agencies, representatives from 18 Armenian municipalities, and 70 NGOs. In addition to formulating sustainable models of CBO development, the conference served as a catalyst for a wide range of possible partnerships and collaboration between various stakeholders.
- A two-phase competition was conducted under a two-year EF-OSI initiative to support innovative *newspaper distribution mechanisms* in Armenia, with the first

phase addressing the capital city of Yerevan, and the second phase encompassing the regions of the republic. As a result, four companies were selected by the Expert Panel and recommended by the Project Board to become implementing partners.

#### Selected FY04 EF Armenia Grant Results

- In Private Enterprise Development, a competition was conducted to support *Business Advocacy initiatives*. The grant projects supported include advocacy campaigns, monitoring of legislative implementation, and development of laws affecting the economy.
- Also in Private Enterprise Development, the Foundation conducted an open competition to strengthen *Regional Business Support Structures* that promote private enterprise development in the regions of Armenia. The projects will effectively contribute to the financial sustainability of those structures and increase their operational capacities.
- In Civil Society, a competition was conducted in support of *Sustainable Development of CBOs*. The competition was aimed at further strengthening civic activism by promoting sustainable models of community-based organizations. The projects funded include components designed to increase the financial viability of target CBOs as well as foster partnership and collaboration among CBOs, NGOs, Local Government, and local businesses.
- *Media Support Program*: A competition was conducted under the EF-OSI co-funded two-year initiative to support innovative newspaper distribution methods in Armenia. As a result, four companies were selected to become implementing partners. The projects will effectively contribute to the improvement of the existing print media distribution system in Armenia.

#### Open Door Grants Awarded in 2004 Highlights:

- *Third Nature Non-Governmental Organization*: In support of development of condominiums in Gyumri and the Shirak region. Through this grant, a resource center will be created to provide professional and technical assistance to condominiums; a condominiums promotion campaign, comprised of meetings with tenants of multi-apartment buildings, will be conducted; promotional material to support condominiums will be disseminated through media outlets; and training and consulting services will be provided to newly-created condominiums. The resource center will have a Web site and issue a quarterly information bulletin. As a result of the program, about 45-50% of multi-apartment buildings in Gyumri and the Shirak region will be successfully governed by condominiums.

#### FY04 Evaluations

In FY04 EF Armenia conducted an evaluation of the results and impact of six Business Advocacy projects. Project grants, which totaled \$168,082, were funded by EF Armenia within the framework of its 2002 Business Advocacy Competition. The projects were implemented during 2002-2004.

Based on these evaluation results, EF Armenia announced the second phase of the Business Advocacy Competition in 2004, aimed at business associations, chambers of commerce and industry, and other advocacy NGOs.

### **Azerbaijan**

In FY04, the Eurasia Foundation (EF) spent \$1.8 million in USG funding on programs benefiting Azerbaijan through 42 grants and other activities. These grants were distributed among the mandate areas as follows: 12 in Private Enterprise Development, 17 in Civil Society, and 13 in Public Policy and Public Administration.

Additional activities were comprised of cluster meetings and roundtables with current and potential grantees, as well as three evaluations, two of which were joint projects with a number of partners aimed to identify future strategies for municipal development and media programs.

In addition to the figure above, EF implemented joint projects with the Caucasus Research and Resource centers funded by the Carnegie Corporation in New York, OSI, BP, ExxonMobil, Statoil, and other partners. Leveraged and direct funding obtained through these partnerships totaled \$306,106.

#### EF's FY04 highlights in Azerbaijan include:

- A Competition entitled “*Building Capacity of SMEs to Deal with Taxation Procedures*” was aimed to promote transparency in taxation procedures and to increase understanding and knowledge of tax procedures and legislation. Funded jointly with Statoil, this competition resulted in two grants to assist local businesses to remain updated on the current tax code and to build working relationships between SMEs and tax authorities.
- *Municipal development* was promoted through a series of grants including a competition funded jointly with the World Bank and OSI, which resulted in seven grants building capacity of municipalities and their staff in various regions of Azerbaijan. Some of these activities included developing financial reporting and accounting practices for municipalities, examining the municipal legislation and building constructive relationships between municipalities and their communities.
- A *Corporate Social Responsibility (CSR)* program funded by Novib and International Alert produced a training manual on CSR and Business Ethics, which was tested with a group of businesses and NGOs during a pilot training program. Aimed to develop local philanthropy and CSR practices among local businesses, this program was an important initial step in developing sustainable strategies for civil society development in Azerbaijan.
- A cluster of grants promoting *assistance to the physically challenged* helped their integration into the society through a range of activities from the provision of access to literature on civil society development and citizens' rights to the promotion of volunteerism to help this group of people. One grant assisted students of boarding

schools to have access to textbooks, and the other promoted volunteers to help handicapped children in their struggle with physical disabilities.

#### Selected EF Grant Results in Azerbaijan Registered in FY04

- A grant to the Far Center promoted *policy analysis* and enabled 16 expert groups to analyze the main direction of reforms in Azerbaijan, including those related to the constitution, elections, mass media, small and medium businesses and the judicial system. Funded jointly with the Norwegian Embassy and OSI, this project will produce a package of recommendations for reforming the political and economic system of Azerbaijan, which will be submitted to the Presidential Apparatus, the Cabinet of Ministers and the Milli Mejlis (Parliament).
- *Community Active Schools (CAS)* model continued to be developed through the follow on grant to support one of the previous year's pilot projects. The main goal of this grant is to promote the establishment of community-school organizations, which will ensure the sustainability of the CAS model based on the principles of partnership, democratization and volunteerism.
- A project with Entrepreneurship Development Fund supported the *anti-corruption movement* by increasing the level of public awareness about the detrimental impact of corruption. The project is conducting a comprehensive study of corruption, which includes an analysis of the Azerbaijani legal framework, personal and group interviews with experts, and a nation-wide survey of households and enterprises to reveal a complete picture of corruption in Azerbaijan and to identify the most pressing issues. The project is jointly funded by OSCE, BP, Statoil, the British Embassy and the Eurasia Foundation.

#### Evaluations in FY04

In FY04, EF complete a total of three evaluations in Azerbaijan using international evaluators. The evaluations conducted included the following:

1. Evaluation of Azerbaijan Rural Community Investment Project;
2. Needs Assessment of Municipal Services Development; and
3. Media Baseline Assessment.

The first evaluation started in FY03 and provided important lessons for the further interventions in infrastructure improvement and municipal development. Reports for the two other evaluations are still in the development stage and they are expected to provide recommendations for our future programs with municipalities and media.

## Georgia

In FY04, the Eurasia Foundation (EF) spent \$1.75 million on programs benefiting Georgia. As part of its activities, the Georgia office awarded 30 grants and conducted a number of operational activities. The grants were distributed among the mandate areas as follows: 13 in Private Enterprise Development, 11 in Civil Society, and 6 in Public Policy and Public Administration.

In FY04, EF Georgia raised \$200,000 from the Global Conflict Prevention Fund (GCPP) for follow-up activities to the NGO Watchdog program, \$35,000 from BP for the Journalism Training program, and approximately \$40,000 from other international organizations. EF leveraged an additional \$148,000 for election-related activities.

### EF's FY04 highlights in Georgia included:

- A cluster of *election-related grants*, aimed at: informed voting, increased participation of minorities and youth, and ensuring fair coverage of the election process. Among the most prominent was the grant to the Sociological Research Center to conduct nation-wide public opinion polls and a nation-wide Election Day exit poll for the parliamentary elections. The dramatic difference between the exit poll results and the official results demonstrated to the public the extent to which the parliamentary elections results were manipulated and significantly influenced the resulting revolution.
- A cluster of grants to support the *reforms* launched in the public administration sector and to promote partnerships of NGO's and governmental entities. In particular, a grant to the Association of Young Economists supported the decentralization process in Georgia by elaborating on a model for administrative, political and fiscal decentralization and for development of local self-governance. Together with a coalition of organizations, the grantee worked with experts and government representatives to formulate the model, which will become the basis for fundamental changes in the country's governmental system, enabling it to function more efficiently and transparently and thereby contributing to good governance. Another grant to the Association of Children and the Environment supports reforms in the education system through the elaboration of an action plan and legislative basis for rationalization of childcare institutions in Georgia.
- A cluster of grants to promote *tourism development*. Among those, two grants were awarded to NGO's to create the first inventories of architectural, archeological and recreational sites and resources in Western and Eastern Georgia. The inventories will be incorporated into the Geographic Information System database (GIS), and integrated into the multi-layer electronic maps. The projects will help increase tourism revenues by increasing the services tour agencies provide and simultaneously support individual tourism.
- The office also developed *expertise in operational projects* by conducting a training session for journalists in business coverage and the Case Study Development competition for the business school professors.

#### Selected EF Grant Results in Georgia Registered in FY04:

- A grant to the *Georgian Young Lawyers' Association*, the goal of which was to develop the model of Georgia's first centralized civil registry. GYLA staff, in close cooperation with the Ministry of Justice, conducted an analysis of the current practices and legislation on public registration in Georgia and abroad, elaborated an appropriate legislative basis and recommended steps to create a central civil registry. In addition to the planned activities, the grantee started to develop the registry in cooperation with the state agencies.
- A grant to *ALPE* to increase the civic awareness and promote the civic activities of high school students from minority populated areas through educational tours, meetings with decision-makers and training in civic participation. The grantee developed a children's version of the Georgian Constitution, other legal and civic information leaflets in Georgian and minority languages, and started to facilitate meetings and round tables between majority and minority groups.
- A grant to *Fair Elections* to ensure increased and better-informed citizen participation in the regional elections in Ajara after the dramatic changes in the country. The grantee conducted an active voter education campaign, facilitated election-related discussions and debates and produced supporting printed and video materials. A special focus of the project was to strengthen the civic awareness of the student population. The project helped to build trust and encourage active involvement in election processes in the region broadly known before for lack of democratic processes.

#### Evaluations for FY04

In FY04, EF launched evaluations of two major efforts of previous years: 1) the large cluster of grants to business associations for business advocacy; 2) the group of grants to NGO Watchdogs awarded as result of the open competition.

#### **South Caucasus Cooperation Program**

In FY04, the South Caucasus Cooperation Program made 30 grants to support 10 three-sided projects. Of these 30 grants, 3 were contact grants (small grants of up to \$3,000 that allow organizations to develop a larger linkage proposal) and 27 were linkage grants (grants of up to \$35,000 per organization that allow for implementation of projects developed during the contact phase). The average linkage grant size was \$36,280. These numbers are reflected under the grant totals for Armenia, Azerbaijan and Georgia.

In FY04, SCCP received \$101,343 in leveraged funds and \$35,120 in direct funding from the following non-USG donors:

- To fund a regional trade facilitation project  
\$19,643 (leveraged) OSCE Georgia  
\$18,220 (direct) OSCE Baku  
\$16,900 (direct) OSCE Armenia

- To fund the region's first art expo, Art Caucasus 2004  
\$22,820 (leveraged) Canadian Executive Service Organization
- To fund an early potato agricultural extension project  
\$31,000 (leveraged) Israeli MASHAV Center for International Cooperation
- To fund a bank association strengthening project  
\$27,880 (leveraged) Savings Banks Foundation for International Cooperation

In FY04, EF supported cross-border independent media initiatives, development of the regional financial sectors, and public policy institutions.

- Through its *cross-border independent media development initiative*, EF held a two-day conference for donors and implementers working in the South Caucasus. The conference highlighted several initiatives supported by EF and other organizations, and drew attention to the continued need for investment in cross-border media collaborations. EF financed an independent evaluation of seven of its cross-border media projects. Nine new grants were awarded to fund three cross-border media projects—a cross-border Radio Bridge, a content analysis project, and Caucasus Journalists' Network, an online initiative that links journalists and news outlets in all three countries.
- EF funded two projects in developing the *financial sector* in the South Caucasus. One project is working to strengthen the region's banking associations through exchanges with sister institutions in Germany and developing their organizational infrastructure. Another project will establish a mechanism for professional qualification of employees of the region's insurance industry.
- Continuing its longstanding support for the *development of indigenous policy organizations*, EF held a conference in April 2004 focused on the problems and perspectives of regional public policy institutes and their role in the policy development process in the South Caucasus.

#### Selected Grant Results Registered in FY04

- *Regional Trade Facilitation*: Inefficient policies and procedures significantly hinder regional and international trade in the South Caucasus and increase opportunities for corruption. To address this problem, EF awarded grants to three anti-corruption advocacy organizations. The organizations will work to facilitate the adoption of more efficient and transparent trade policies and procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will promote joint recommendations to legislative bodies for harmonization of trade-related policies, procedures and legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

- *Content Analysis:* News in the South Caucasus countries suffers from a lack of objectivity, particularly when journalists describe events in the neighboring countries. In FY04 EF financed three press organizations to conduct regular content analyses of local print media. The project partners will establish a cross-border mechanism for extensive information exchange, distribution and analysis among news-making communities in Armenia, Azerbaijan, and Georgia. In particular, the project will establish a mechanism for ongoing professional content analysis to assess the degree of objectivity of national and regional news reporting in the three countries. The results will be published in regular inserts in the news media and the partners will create a television show broadcast throughout the South Caucasus to facilitate a public discussion on news coverage. The project will contribute to the cross-border dialogue among journalists and civic activist groups in the region.
- *Professional Education for Insurers:* As a part of its focus on developing the region's financial industries, the South Caucasus Cooperation Program awarded three grants to support the development of the insurance industry in the South Caucasus countries. The project partners will create a basis for establishing three insurance training centers in Armenia, Azerbaijan and Georgia. They will also expand existing contacts between region's insurance associations and sister organizations outside the South Caucasus. During the implementation of the project, the partners will jointly develop a curriculum, teaching methodology and textbook. A group of specialists from the region's insurers' associations will participate in a training provided by the German Union of Insurance Industry in Berlin. At the close of the project, a regional conference will be held in Tbilisi to discuss the results of the project and to develop a strategy for further cooperation. The project will foster the development of training networks in the region and will directly contribute to raising the professional level of insurance industry specialists.

#### Evaluations Conducted in FY04

In FY04, EF conducted an external evaluation of seven cross-border media projects (19 individual grants) that were awarded from 1999 to 2003. These projects involved many different media fields, including television, radio, print and photojournalism. Among its findings, the evaluation noted that EF's cross-border media projects were pioneering efforts that neither local nor international organizations felt were possible. The evaluation also noted that EF grant recipients introduced innovative applications of modern information communication technologies to implement their projects. The evaluation advocated for longer running support to cross-border partnerships, improved tracking of project impacts, and expanding opportunities for cooperation and collaboration between EF-funded projects.

## Central Asia

### Kazakhstan

During FY04, the Eurasia Foundation spent \$645,016 in USG funding implementing programs in Kazakhstan. As part of that programming, the Foundation awarded 30 grants in Kazakhstan as follows: 12 in Civil Society, 10 in Private Enterprise Development and 8 in Public Administration and Policy. Over \$226,000 of additional grant funding came from non-USG donors, including 5 corporations and 5 European governments. In FY04 EF raised an additional \$229,000 for future projects as well as over \$585,000 in leveraged funding. In FY04, the Kazakhstan office became the first EF office whose annual fundraising total exceeded its USAID funding allocation.

#### 1.3 Private Enterprise Development:

- In FY04 EF launched phase 2 of *Kazakhstan Ecotourism Initiative* to develop ecological tourism and raise capital inflow to remote regions. EF in partnership with ExxonMobil funded the creation of an informational-resource center to provide marketing and other support for the original four pilot projects. EF also funded a round table on ecotourism development prospects that attracted leading national academic, commercial and government figures.
- EF's joint *West Kazakhstan Micro-Credit Initiative* with Karachaganak Petroleum Operating, b.v (KPO) also entered stage 2, focusing on the rural Burlinsky district and on the creation of an agro-consulting service with the assistance of Saratov (Russia) Agricultural University. EF and KPO funded a second set of grants to three microfinance institutions (MFIs), all of which produced 100% payback rates on loans that created 90 jobs. EF also commissioned three trainings for MFI staff on self-evaluation mechanisms.

#### 2.1 Citizen Political/Economic Participation:

- With funding from the Norwegian and British governments and OSCE, EF began phase 2 of the *Open Budget Initiative* in FY04, funding two trainings for NGOs in budgetary civic activism. EF awarded five grants through a competition and held a round table on municipal management practices with civil society and government leaders.
- *Foster Families Initiative*: Expanding fivefold a pilot program launched in 2003, in summer 2004 NGOs in five regional NGOs introduced foster family care. Under each grant at least 20 orphans spent the summer in foster families. The program is part of Philip Morris Kazakhstan's (PMK) and EF's larger effort to help provide improved orphan care in Kazakhstan that is both more nurturing for the children and economically efficient for society.
- *RIMSI*: With British government co-funding, EF extended an initiative to increase the financial self-sufficiency of regional independent print media. KPC trained newspaper executives from Kazakh and Russian language newspapers in southern and western Kazakhstan in business administration, marketing and financial management.

#### Selected EF Grant Results in Kazakhstan Registered in FY 2004

- *Community-Based Ecotourism*: One grantee in South Kazakhstan attracted over 600 tourists in summer 2004 and raised over \$20,000 in revenue for local residents, a fivefold increase in visits and revenue from 2003.
- *Advanced Training for University Economics Instructors*: EF and ExxonMobil funded a training course in econometrics and mathematical modeling for economics instructors at Kazakh universities. Two trainers trained over 100 instructors from more than 20 universities across Kazakhstan.

### **Kyrgyz Republic**

In FY04, the Eurasia Foundation (EF) spent \$1.35 million in USG funds on programs affecting civil society, private enterprise development, and public administration and policy. In addition, over \$200,000 was received from non-USG sources. Funds raised in FY04 in Kyrgyzstan included a watershed corporate contribution from local company BITEL. EF also leveraged over \$145,000 during FY04. In March 2004, EF officially opened its Ferghana Valley office in Osh, an event attended by over 100 local and international NGOs and ambassadors at which the governor of Osh oblast spoke. The office aims to make grants that will foster cooperation among NGOs from the three countries of the region. EF also held a series of thematic outreach seminars in Karakol on rural eco-tourism, in Osh on labor migration, and in Naryn on social partnership.

#### 1.3 Private Enterprise Development: 12 grants

- *Business Incubators*: EF supported small businesses through the support for the establishment of a new incubator in Tokmak. The Sokuluk BI, whose opening President Akaev attended in January 2004, leveraged its EF grant to raise over \$125,000 in outside funding and in-kind contributions.
- *Support to Artisans and Craft Makers*: EF funded a SWOT analysis for CACSA, the regional craftsmanship support organization, and added funds to an earlier grant to promote cross-border artisan ties in the Ferghana Valley. Four FY03 craftsmanship support grants created upwards of ten jobs apiece during FY04.
- *EcoTourism*: Grantee the Kyrgyz Community-Based Tourism Association conducted seminars to train selected communities in business planning, skill building, and marketing, and assisted them in establishing critical business ties in the tourist industry. This led to an increase in tourists to 776 in the first half of 2004 alone.

#### 2.1 Citizen Political/Economic Participation: 16 grants

- *Journalism Training and Media Information Exchange*: EF awarded grants to Aki-Press and the Osh Media Resource Center to increase access to information in Ferghana Valley, and a grant to provide 10 masters in journalism scholarships to train Kyrgyz journalists.

- *Cross-Border Media Cooperation in the Ferghana Valley*: EF awarded grants to 5 TV stations from Tajikistan, Uzbekistan and Kyrgyzstan, extending the broadcasting of a series of reports addressing important regional issues.
- *Labor Migration*: EF commissioned a major study on labor migration from Central Asia to Russia, implemented by the Foundation of Support for the Development of Legal Infrastructure and Education.
- *Multilingual Education and Conflict Prevention*: EF awarded a grant with the support of the Dutch Government to introduce multi-lingual education in nearly 20 kindergartens and primary schools of the Ferghana Valley.

## 2.2 Improved Legal Systems: 6 grants

- *Cross-Border Legal Clinics in the Ferghana Valley*: EF supported a grantee that led a three-country grant cluster to open legal information centers at border points in Uzbekistan, Tajikistan and Kyrgyzstan in the Ferghana Valley.
- *Home-Owners Associations*: EF funded two grants to standardize urban land management and utilities provision.

## Selected EF Grant Results in Kyrgyzstan Registered in FY04

- *Ferghana Valley Media Support*: Almaz Radio launched a news service as a result of a grant entailing a radio news exchange, and received a Gold Medal from the Geneva-based Foundation for Excellence in Business Practice.
- *Business Incubators*: Two Naryn Oblast Business Incubators received a grant from EF that helped double internal clients from 7 to 14, generate 36 new jobs, and helped 26 small entrepreneurs get microloans.
- *Refugee Self-Help Groups*: A grant to an NGO for ethnic Kyrgyz migrants and refugees led to the formation of 22 self-help groups that formed a microloan portfolio, providing group members with access to credit. As a result, over 80% of the members' families were able to rent 300 hectares of farmland for agricultural and livestock businesses.

## **Uzbekistan, Tajikistan and Turkmenistan**

In FY04, the Eurasia Foundation spent: \$1.5 million in USG funding on grants and programs impacting Uzbekistan (including 64 grants); \$697,599 in USG funding on grants and programs impacting Tajikistan (including 25 grants); and \$2,822 in USG funding on one grant in Turkmenistan.

### Uzbekistan highlights include:

Among targeted program achievements,:

- Opened a pilot Public Advocacy Center in Samarkand, with Dutch co-funding. The center is the first step in creating a network which will conduct strategic litigation in order to establish precedents, with Swiss co-funding;
- Awarded a grant to explore cross-border Uzbek-Afghan media linkages, which would be the first step in a broader effort; and
- Awarded grants for organizational development to two leading NGOs.

In the Ferghana Valley Initiative, Uzbek grants included:

- The expansion of a legal clinic at a single border point to encompass 6 crossings;
- Helping businesspeople cross borders more easily; and
- The expansion of the joint television program, "Voices of the Ferghana Valley," into a six-station network.

Through the open door, grants:

- Helped women become political candidates and more educated voters (This grant is to-date frozen);
- Facilitated the study labor migration and offer consultations on labor migration, a phenomenon barely acknowledged in Uzbekistan (which complements an FVI grant on a similar theme); and
- Expanded access to capital for rural businesses through leasing and credit unions.

The Tashkent Regional Office also took over management of the Drug Demand Reduction Program (DDRP) in Uzbekistan from the Open Society Institute. Under this program, 24 grants were awarded to local organizations to work with families, professionals, and risk groups, with the overall goal of reducing and preventing drug use.

During FY04, the government's attitude toward civil society and international NGOs significantly worsened. The Eurasia Foundation successfully reregistered, but saw its program's effectiveness seriously undercut by highly restrictive rules governing grant payments. Further, many Uzbek NGOs were threatened with punitive tax and compliance checks.

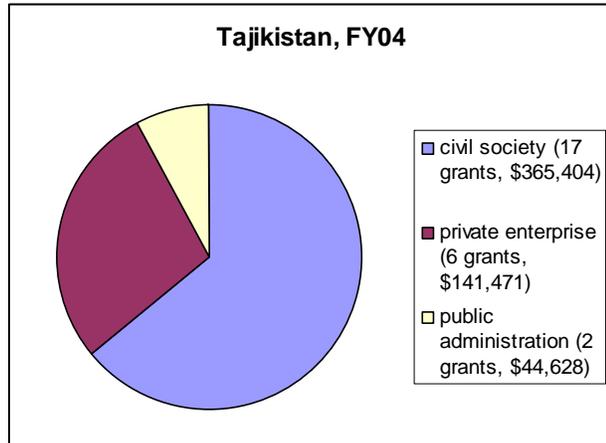
Tajikistan highlights include:

TRO supported projects to

- assist the fledgling industry of independent lawyers;
- reinvigorate the wine industry; and
- establish a mobile marketing service for farmers.

In the Ferghana Valley Initiative, Tajik grants included

- the expansion of a legal clinic at a single border point to encompass 6 crossings;
- helping businesspeople better cross borders;
- the expansion of the joint television program, "Voices of the Ferghana Valley," into a six-station network; and
- introduction of a multi-lingual primary education, to promote ethnic integration.



Turkmenistan

The Eurasia Foundation closed its Turkmenistan satellite office in early FY04, and is not planning to issue any grants to Turkmen organizations. In FY04, EF included two Turkmen journalists under a scholarship program to a Western-style graduate journalism school in Almaty. In FY05, it will look for similar opportunities to include Turkmen participants in grants made in other countries of the region.

Cross-Border Linkages with Afghanistan

Since FY00, EF has made more than \$600,000 in grants along the Afghan border in Central Asia, building NGO capacity for future contacts with Afghanistan. Restoring ties between the communities along this border offers benefits to Tajikistan and Uzbekistan in the form of new trade routes and markets; to Afghanistan in civil-society capacity building and access to a broader range of suppliers; and to all by promoting regional prosperity and stability. This EF initiative will help the U.S. and the international assistance community to identify areas for more significant cooperation.

During Fall 2004, EF funded four cross-border linkage grants, including grants to explore cross-border media linkages in northern Afghanistan, to support border markets in the Pamir region, to provide business training and access to microfinance to Afghan women in Kunduz and to provide business and trade training and support to micro-entrepreneurs in the Nizhny Pyanj region. EF has attracted co-funding from the OSCE and personal donations from EF trustees, and expects to obtain funding from additional non-USG sources in FY05.

## Belarus, Moldova & Ukraine

### Belarus

In FY04, the Eurasia Foundation (EF) spent \$231,298 in USG funding on programs benefiting Belarus through 7 grants and other activities. The grants were distributed among the mandate areas as follows: 5 in Private Enterprise Development, 1 in Public Administration and Policy, and 1 in Civil Society.

#### Belarus highlights include:

- EF awarded a grant to *ISAR/Belarus* to encourage grass-roots civic participation. Under this grant, 16 cross-sectoral environmental initiatives were supported. These initiatives involved over 7,000 citizens, who took part in more than 60 events. Over \$14,000 in additional funding was raised.
- With funding from an EF grant, the *Belarus Union of Entrepreneurs and Employers* organized 18 seminars across Belarus for approximately 600 entrepreneurs, local and national government representatives and national bank directors to discuss ways to improve entrepreneurs' access to state structures. Union members sit on various ministry commissions and counsels, and 13 legislative acts have been influenced by the advocacy of the union, including one proposed law on employers' unions that has been approved by the Cabinet of Ministers and submitted to the Parliament.
- Agro and Ecotourism is an association of over 250 organizations dedicated to enhancing the business environment for sustainable rural green tourism in Belarus. In addition to drafting new laws and regulations for supporting this sector, the association provided training for existing and potential operators in this industry. As a result, there are 35 new businesses now working in this niche.

#### Selected EF Grant Results in Belarus Registered in FY04

- In order to accelerate the development of the credit union movement, the *Society for Mutual Lending, Stolny*, registered a pilot credit union at the commencement of the project. The results will be used to draft amendments to current legislation for review by the Cabinet of Ministers and the National Bank. The project team established a center to provide consultations on issues related to credit union registration and functioning, organized a series of 16 seminars in Minsk and the regions, and provided training to groups interested in registering a credit union. A study tour to Ukraine helped to establish contacts with their Ukrainian counterparts, and to study their experience.

## **Moldova**

In FY04, the Eurasia Foundation (EF) spent \$903,827 in USG funding on programs benefiting Moldova through 19 grants and other initiatives. The grants were distributed among the mandate areas as follows: 3 in Private Enterprise Development, 15 in Civil Society, and 1 in Public Policy and Administration.

### Moldova highlights include:

- Working with USAID, the US Embassy, the Swiss Development and Cooperation Agency (Sida), the UK Embassy, the Soros Foundation and other international donors, EF launched an unprecedented initiative for Moldova: a program coordinating citizen initiatives to promote free and fair elections. Over \$400,000 for six new grants has been allocated to local civic organizations engaged in citizen activities related to upcoming parliamentary elections in Moldova. The grants are aimed to provide open access to balanced information, encourage active public participation in the electoral process, conduct media monitoring, and implement long and short-term domestic election observation.
- To develop capacity in programmatic evaluation, EF funded a group of 14 Moldovan citizens to participate at an international conference on evaluation held in Kiev in September 2004. At a follow up meeting, action items were drafted on how to develop evaluation potential in the region. Other study tours allowed Moldovan civil society organizations to learn from the experience of their Ukrainian counterparts in coordinating election-related civic initiatives. Target groups included journalists, civic activists, and policy analysts.

### Selected EF Grant Results in Moldova Registered in FY04

- The *National Association of Agricultural Producers, UniAgroProtect*, is a non-governmental organization aimed at protecting the interests of Moldovan private farmers. The project is designed to support advocacy and the interests of private agricultural producers by drafting a policy manual, containing a synthesis of opinions and initiatives of agricultural producers. This policy manual will help promote the interests of agricultural workers.

## **Ukraine**

In FY04, the Eurasia Foundation Kyiv spent \$2.9 million on programs benefiting Ukraine through 44 grants and other activities, including the Economics Education Research Consortium and the Small Business Loan Program. The grants were distributed among the mandate areas as follows: 9 in Private Enterprise Development, 23 in Civil Society, and 12 in Public Policy and Public Administration.

During FY04, EF launched four grants initiatives: two in Public Administration, one in Private Enterprise Development and one in Civil Society.

- Under the *Ukrainian-Belarusian Partnership for Community Development Initiative*, the Foundation awarded one grant to support cross-border learning and experience sharing between the organizations in Ukraine and Belarus. This initiative is also supported by the C.S. Mott Foundation and the International Renaissance Foundation;
- As part of the joint OSCE-EF *Local Economic Development Initiative*, the Foundation awarded three grants in three different oblasts to support pilot projects aimed at stimulating economic development and employment opportunities in selected, economically depressed regions of Ukraine;
- In FY 2004, the Foundation awarded seven grants under its *Strengthening Rural Councils Initiative*, aimed at increasing the effectiveness of rural councils by strengthening their ability to act in the interest of their constituents; and
- The Foundation awarded four grants as part of its *Encouraging Corporate Citizenship Initiative*, aimed at increasing corporate participation in social and charitable activities.

#### Selected EF Grant Results in Ukraine Registered in FY04

- The EF-OSCE *Local Economic Development Initiative* was launched in April 2004 when contracts with implementing partners were signed. As of September, approximately 175 start-up businessmen received training, 384 advisory and information services were provided per month, and an average of 98 participants per month received start-up payments for their own business as a result of this grant's activities.
- The Foundation supported programs to protect the free flow of balanced information during the presidential election campaign. Under a grant from the Foundation, Internews-Ukraine broadcast and disseminated weekly analytical television programs discussing election-related issues, and interviewed candidates with a potential audience of up to 10 million people. The Independent Broadcasters Association set up a hotline providing legal support for election-related media coverage. As of October 2004, the Association received over 1,000 email and telephone inquiries.

## Russia

In FY04, the Eurasia Foundation spent \$6.7 million in USG funding for its grant program and other program activities in Russia. The grants were distributed among the mandate areas of the Foundation as follows: 15 in Private Enterprise Development, 66 in Civil Society, and 16 in Public Administration and Policy.

During FY 2004, the Foundation's Moscow office raised over \$200,000 from corporate and non-USG donors for the private enterprise development program in Russia. The media program raised \$45,000 from the UK Foreign and Commonwealth Office for its activities, and the Northwest Russia program supplemented its funding with \$343,000 from the Norwegian Government & Barents Euro-Arctic Region Secretariat. The public administration & civil society sector received \$629,000 in non-USG funding from three sources for their programs: \$159,000 from the Hewlett Foundation, \$335,000 from the Open Society Institute (OSI), and \$135,000 from the Megaproject also funded by OSI.

### Selected FY04 EF Grant Results in Russia

- *Promoting Kaliningrad-EU Cooperation.* The organization Foundation for Small Business Support received an EF grant for \$49,000 to establish a network of 6 consulting centers on the EU border of the Kaliningrad region. The grantee taught consultants how to cooperate with entrepreneurs from EU countries through intensive training and use of modern IT technologies.
- *Cross-border Trade Support.* This is the first example of cross-border project funding by the Foundation's Russia office. The project teams in Russia and Kazakhstan developed an Internet site, gathered information on perspective investment projects, summarized customs, tax and logistics procedures and made this information available to businesses in both countries. More than 1,000 business people benefited directly from the project.
- *Developing Peaceful Business in the North Caucasus.* The first Foundation grant in the North Caucasus region, this project aims to accelerate the development of small business in the republic of Dagestan. The grantee conducted seminars and round tables on business planning and management for business people with the participation of bank officers, representatives of business associations and local civil servants. The organization also conducted a business training program and provided more than 500 consultations during the course of the grant. Two hundred Dagestani business professionals benefited directly from implementation of the project.
- *Preparing Young Scientists for Business.* EF supported the development of a new mechanism for recruiting young, qualified staff for small innovative enterprises (SMIEs). The grantee analyzed the staffing needs of 100 small innovative companies and selected 30 students from leading Moscow institutes for internships at SMIEs. Each student team was responsible for developing an innovative product in the framework of their diploma papers. As a result of these activities, the grantee tested and suggested to the Ministry of Education a new group thesis defense procedure in order to increase practical training for students.

- *Improving SMEs' Access to Municipal Order.* EF supported a project to improve the transparency in local government to ensure that 15% of municipal bids were opened to small businesses. The grantee created a special Website on municipal tenders and provided over 800 consultations, seminars and trainings for small businesses on the process of bidding on those tenders. As a result, 44 businesses improved their business planning skills, and 10 won tenders as a result of the bids they produced under these grant activities.
- *Previous Grantees as National Experts.* In FY04, 15 former EF grantees won more than 30 national and regional competitions to deliver expert services to both Russian and international donors. These grassroots NGOs initially received grants and technical assistance from EF between 1993 and 2002, and have now evolved into successful consultants that are respected in Russia's expert communities.
- *Joint Regional Initiatives.* EF grants created 500 new jobs and 300 new businesses in four Siberian regions during the implementation of the two-year EF-YUKOS Joint Initiative that ended in FY04. In FY04, a new \$1 million EF-SUAL Joint Initiative was launched in five regions of the Russian Urals, Siberia and Northwest Russia.
- *Increased Interaction between Russian Universities and the Regional Community.* One hundred universities from sixty regions in Russia that administered that increased interaction between Russian universities and regional communities submitted information on these projects for the database that was developed within an EF grant awarded to the 'Social Innovations' Network Institute.' The database promotes networking of universities, and supports partnerships between regional universities, local authorities, business and NGOs in order to promote the role of universities as resource centers in regional development.
- *Social Service Delivery.* To address the problem of female unemployment in Northwest Russia, the EF grantee, a local women's NGO, Yaroslavna, launched an initiative to promote employment for women by establishing a special career training center. Over the course of the project, 262 women attended comprehensive trainings in computer literacy and SME start-up procedures. The rediscovery and preservation of traditional Northern women's handicrafts was also stressed throughout project implementation. A research team traveled to 28 remote towns and villages and researched traditional Karelian crafts. As a result, 16 women started their own businesses, and 20 women found permanent employment. The city administration supported the initiative by opening up a craft shop in the local museum where graduates of the training program can now sell their handicrafts.
- *Information and Communications Technology.* As a result of a Eurasia Foundation and Dynasty Foundation joint initiative, a community of young students and scientists was formed in Dubna. The grantee, Network Initiative Support Center, used modern information communications technology to build a virtual data base and provide young specialists with training in the spheres of project management, business planning and quality management, skills that are essential for the development and implementation of innovation programs currently running in Dubna.

## **Russian Far East Office**

In FY04, the Eurasia Foundation Russian Far East Office (EF RFE) awarded grants among the mandate areas as follows: 13 grants in Civil Society, 4 grants in Private Enterprise Development, and 3 grants in Public Administration and Policy.

In FY04, the EF RFE Office raised \$13,300 as an amendment to a contract with the United Nations Development Program (UNDP) to assist the creation of a Small and Medium Enterprise Support Fund (SMESF) for the awarding of grants to small and medium-sized businesses for the implementation of short-term development projects in Kamchatka. The Western Union Foundation awarded EF RFE a grant in the amount of \$12,400 for its Socially Active Schools initiative in the Primorsky Krai. The Ford Foundation's Moscow Office awarded the Eurasia Foundation \$200,000 in conjunction with its Labor Market Reform Competition to implement the Asset Building and Community Development Program.

### **Selected EF Grant Results in the RFE and Zabaikalye, FY04**

- As *business loan opportunities* for local entrepreneurs are limited in the RFE, the development of alternative, non-banking financial structures such as micro credit programs, leasing and credit unions represent possible solutions to this problem. Using EF funding, credit unions and their associations in Primorsky Krai, Chita Oblast and Jewish Autonomous Oblast promoted the idea of credit consumers' cooperatives and assisted in the creation of 13 new credit cooperatives that enlarged access to loan funds available to entrepreneurs.
- In October 2003, the *Interregional Association of Zabaikalie and Far East Credit Unions, Khabarovsk*, a leader of credit unions movement in the RFE, organized an interregional conference to stimulate communications between small business micro-financing programs in the RFE. Over 130 representatives of legislative and administrative bodies, businesses, banks, insurance and leasing companies, credit unions and EF grantees of 14 territories studied the experiences of Western Russian micro-financing programs and developed recommendations for further development of micro-lending structures in the RFE and for future joint initiatives and projects.
- To prevent an outflow of qualified young specialists from the region, the *Russian American Education Center, Khabarovsk*, designed and tested a new training program entitled, 'School of Entrepreneur' to nurture the entrepreneurial spirit of young people, to assist them with job placement and to finance their own start-ups. By means of intensive trainings and internships at private enterprises, the center helped 36 young people to find a job and 19 trainees to start their own businesses.
- The reduction and modernization of the Russian military forces, especially in the RFE regions, created a challenge to retrain former and retired servicemen so that they might join the civil work force. Regardless the dramatic need for such training, the only working program in the Khabarovsk Krai was that run by the "*Business Administration and Information Management Systems*" through the Far Eastern Institute of International Relations. Using EF funding the grantee improved their educational curriculum, provided individual job consultations and contact with potential employers. As a result, 20 out of 35 graduates were placed in jobs. Other

graduates went on to create 10 new businesses. The experience obtained through this grant will be replicated in four RFE regions within a new EF grant.

- Within a repeated EF grant *Legal Information Center for Aircraft Industry Employees*, Vladivostok conducted the RFE Summer School for Leaders of Territorial Self-Governing Organs (TOS). Over 30 EF RFE grantees, representatives of regional TOSs, local administrations and guests participated in the opening session. As expected, the event will help to improve the professional skills, develop interactions between community-based organizations/TOS and governing bodies, and consolidates the efforts of these groups in building local self-governance.
- A low level of youth involvement in their communities and a shortage of qualified personnel in regional volunteerism gave rise to the project of Firm Club, Ulan-Ude to introduce a systematic approach to solving social problems by raising the *youth volunteer professionalism*. Young leaders, trained at two "volunteerism schools", developed and implemented their social projects. A Good Will Corps was created in partnership with the grantee and the Youth Union of the Buryat Republic in order to provide experience for students of social work faculties and to assist negotiations between youth NGOs and the Buryat Ministry of Labor and Social Development on issues beneficial to youth. As a result, 7 new youth volunteer models were launched in the region and additional \$16, 314 was raised to implement community youth projects.
- In comparison with other parts of Russia where *local philanthropy* has experienced a rebirth, the RFE lags behind. You Are Not Alone, Primorye Philanthropic Youth Organization, Ussuriisk, addressed social problems in a small town through the development of philanthropic ideas in conjunction with a partnership of NGOs, local authorities and businesses. The project team was trained in techniques for raising money. This was followed by a series of philanthropic events: 3 charitable actions, a charitable concert, a marathon, a trade exhibition of children handicrafts and special ceremony honoring the most charitable companies and persons. These activities raised enough local monies and in-kind funds to create a shelter serving the needs of homeless, at-risk youth. Since its inception, this shelter has served the temporary needs of 212 homeless children. In order to ensure the continuation of fundraising efforts at the local community level, the grantee formed a Charitable Council that is part of the local administration and drafted a social regulation that is now under consideration for adoption by the City Council.

*A list of all of the grants by country and Strategic Objective (S.O.) is attached to this report in Appendix D.*

## Evaluation and Grant Results

### Evaluation

In FY04, EF continued to build capacity of its staff in evaluation and initiated 76 evaluations. In January 2004, an interactive workshop took place in Tashkent for 50 key EF staff at which time an overview was provided, previously conducted evaluations were analyzed, and staff learned practical skills for using evaluation to improve grant making and program performance. The 76 evaluations begun in FY04 include: 2 foundation-wide evaluations; 9 regional cluster evaluations; 14 baseline evaluations; 9 organizational assessments; and 42 individual project evaluations, which focus on individual (average size \$25,000) grants as opposed to the clustered portfolios. A list of all evaluations undertaken in FY04 is at the end of this section.

#### Two Foundation-Wide Evaluations

*Impact Assessment of EF's Grant Portfolio Supporting Public Policy Formation and Implementation.* This evaluation assesses EF grants in support of NIS policy research institutions on the basis of two goals. The first goal is to assess the main outcomes of these programs, including their impact on professional and institutional capacity of the supported institutions and on the process of policy reform and civil society development in the NIS countries. The second goal is to evaluate the effectiveness of the programmatic approaches, interventions and technical assistance instruments used by EF in supporting indigenous policy research institutions.

*Evaluation of Impact and Effectiveness of Different Cross-Border Initiatives* (focused on Ferghana Valley region in Central Asia; Tajik-Afghani cooperation projects; the South Caucasus synergies among Georgia, Armenia and Azerbaijan; Russia-Kazakhstan trade improvement; and Western Russia integration into Europe).

Nine Regional Cluster Evaluations – Regional cluster evaluations assess the impact of a cluster of grants defined by a geographic and programmatic field. These evaluations provide important insights for improving program design, effectiveness and impact in subsequent years. Nine were conducted in FY04. Sample findings from two of these evaluations include:

*Business Advocacy in Armenia.* The evaluation had two goals: (1) to identify the results of a cluster of grants to business associations to enhance advocacy and networking skills of business and professional associations and enable them to establish productive and stable relationship with the government, and (2) to identify possible gaps in approaches, to recommend cost-effective ways to adjust the current strategy and to develop future strategies. The evaluation yielded a number of exciting outcomes.

- Significant growth in terms of geographic expansion; public exposure; and increased level of cooperation with the government (including permanent

- representation with a number of committees and working groups affiliated with the prime minister, the parliament and the administrative governmental bodies).
- Noticeable progress in their institutional development -- creating new committees, expert working groups, departments, or services, coalitions, and informal initiative groups.
  - Increase in membership as a result of EF supported projects.

Collective evaluation of synergies among media in the South Caucasus. The findings of this evaluation identified extremely interesting outcomes and an incredible number of practical recommendations, including:

- EF cluster of grants has created a wide network of local media partners in all three countries, who have already accumulated a wealth of experience in cross-border cooperation.
- Short-term interventions in frozen conflicts play an important role for laying the grounds for cooperation across borders, but require both time and additional funding for sustainability.

## **Grant Results**

The Eurasia Foundation systematically collects information about the results of its grants in several broad categories. These categories respond to the foundation's now nine standard indicators.

The nine indicators reflect results at the individual level, organizational level, and societal level.

Grant Results for  
10/01/2003 - 09/30/2004

There were 528 grants closed during this period of time.

**Individual Level**

1. Number of direct individual beneficiaries	274,582
2. Number of trainees	55,330
3. Number of organizational beneficiaries	25,110

**Organizational Level**

4. Number of new partnerships formed by grantees	1,706
5. Resources leveraged from counterparts	\$5.272.214 million

**Societal Level**

6. Media products disseminated	8,098
7. Grantee innovations replicated by others	403
8. New jobs created	576*
9. New businesses formed	5,561

\*To avoid double-counting, sole proprietors of new businesses under result #9 (new businesses formed) are not included in result #8 (new jobs created).

*Additional information on grant results, including outcome statements of select grants by Strategic Objective is attached as Appendix C.*



# Evaluation Report

10/01/03 – 09/30/04

Title of Evaluation	Type	Language	# of pages in Report	Availability
<b>FOUNDATION WIDE EVALUATION</b>				
<i>Public Policy Formation and Implementation</i>	Impact cluster evaluation	English	52	For e-copy contact: ypellmar@eurasia.org
<b>RUSSIA</b>				
<i>Assessment of a Program aimed at Supporting the Development of Rural Credit Cooperatives</i>	Impact cluster evaluation	Russian	70	For e-copy contact: ypellmar@eurasia.org
<i>Cluster Evaluation of Microfinance Projects</i>	Impact cluster evaluation	Russian	116	For e-copy contact: ypellmar@eurasia.org
<i>Assessment of a Joint Program of the Eurasia Foundation and Yukos aimed at Stimulating the Socio-economic Development of the Russian Regions</i>	Impact cluster evaluation	Russian	--	For e-copy of SOW contact: ypellmar@eurasia.org The report is due January 30.
<i>Assessment of the Small Business Development Situation in Russian Regions</i>	Base-line evaluation	Russian	151	For e-copy contact: ypellmar@eurasia.org
<i>Social Investments of Russian Companies</i>	Base-line evaluation	English Russian	43	For e-copy contact: ypellmar@eurasia.org
<i>Small business support infrastructure and improved access to financial resources in the Sverdlovsk District</i>	Base-line evaluation	Russian	61	For e-copy contact: ypellmar@eurasia.org
<i>Municipal Strategic Planning in Russia</i>	Impact cluster evaluation	Russian	--	For e-copy of SOW contact: ypellmar@eurasia.org The report is due January 30.
<i>Evaluation of Ten EF Grants</i>	Individual grants	Russian	--	For e-copy contact:

	evaluation			ypellmar@eurasia.org
<b>RUSSIAN FAR EAST</b>				
<i>Socio-economic Situation in the Bistrinskiy Region of the Kamchatka District</i>	Base-line evaluation	Russian	15	For e-copy contact: ypellmar@eurasia.org
<i>Analysis of the Russian Far East Portfolio of the Eurasia Foundation</i>	Strengths, Weaknesses, Opportunities and Threats evaluation (SWOT)	Russian	5	For e-copy contact: ypellmar@eurasia.org
<i>An Institutional Diagnostic of the Amurnet Far Eastern Project Management Association</i>	SWOT	Russian English	16 14	For e-copy contact: ypellmar@eurasia.org
<i>An Institutional Diagnostic of Civic Initiatives Non-Commercial Partnership</i>	SWOT	Russian English	14 12	For e-copy contact: ypellmar@eurasia.org
<i>An Institutional Diagnostic the Educational Center of Buryat Republic</i>	SWOT and self-assessment questionnaire	Russian	9	For e-copy contact: ypellmar@eurasia.org
<i>Citizens Participation in Decision Making Processes in the Russian Far East</i>	Impact cluster evaluation	Russian	35	For e-copy contact: ypellmar@eurasia.org
<i>Development of Youth Volunteer Initiatives in the Russian Far East</i>	Impact cluster evaluation	Russian	26	For e-copy contact: ypellmar@eurasia.org
<i>Youth Movements and Participation in Politics in the Russian Far East</i>	Sector analysis/base-line data collection	Russian	5	For e-copy contact: ypellmar@eurasia.org

## UKRAINE, BELARUS & MOLDOVA

<b>UKRAINE, BELARUS &amp; MOLDOVA</b>				
<i>Mass Media in Ukraine</i>	Needs assessment/sector analysis	Russian	32 pages (without attachments)	For e-copy contact: ypellmar@eurasia.org
<i>Public Policy Formation and Implementation in Ukraine</i>	Needs assessment/sector analysis	Russian	58	For e-copy contact: ypellmar@eurasia.org
<i>Trade Unions in Ukraine</i>	Needs assessment/sector analysis	English	25	For e-copy contact: ypellmar@eurasia.org
<i>Ukraine NGO Resource Centers' Program</i>	Summative evaluation	Russian	66	For e-copy contact: ypellmar@eurasia.org
<i>Social Entrepreneurship in Ukraine</i>	Base-line evaluation	English	23	For e-copy contact: ypellmar@eurasia.org

<b>CENTRAL ASIA</b>				
<b>KAZAKHSTAN</b>				
<i>Strengthening Civic Advocacy in Remote Regions in Kazakhstan</i>	Impact cluster evaluation	Russian	23	For e-copy contact: ypellmar@eurasia.org
<i>Evaluation of Seven EF grants</i>	Individual grants evaluation	Russian	--	For e-copy contact: ypellmar@eurasia.org
<b>KYRGYZSTAN</b>				
<i>Program to improve libraries' informational services</i>	Impact cluster evaluation	Russian	69	For e-copy contact: ypellmar@eurasia.org
<i>Kyrgyz Print and Electronic Media Diagnostic Study</i>	Base-line evaluation	Russian	43	For e-copy contact: ypellmar@eurasia.org
<i>Ecotourism Development in Kyrgyzstan: Potential, Problems and Perspectives (H03-0031)</i>	Base-line evaluation	Russian	74	For e-copy contact: ypellmar@eurasia.org
<i>Ferghana Valley Lawyers without Borders / Network of Law Protection Centers of Crossborder Problems in Ferghana Valley (H03-0187)</i>	Formative evaluation	Russian	103	For e-copy contact: ypellmar@eurasia.org
<i>International Legal Clinic (H03-0915)</i>	Process evaluation	Russian	--	For e-copy of SOW contact: ypellmar@eurasia.org Final report is due January 30.
<i>Informing the rural population of labor migration issues (H03-0225)</i>	Base-line evaluation	Russian	--	For e-copy of SOW contact: ypellmar@eurasia.org Final report due January 30.
<i>Labor migration between Central Asia and Russia (H03-0221)</i>	Base-line evaluation	Russian	121	For e-copy contact: ypellmar@eurasia.org
<i>Trade and Economic cooperation between Kyrgyzstan and Uzbekistan</i>	Base-line evaluation	Russian	13	For e-copy contact: ypellmar@eurasia.org
<i>Evaluation of Eight EF Grants</i>	Individual grants evaluation	Russian	--	For e-copy contact: ypellmar@eurasia.org

<b>TAJIKISTAN</b>				
<i>Exploring Agricultural, Trade and Exchange Opportunities along the Tajik-Afghan Border</i>	Base-line evaluation	English	20	For e-copy contact: ypellmar@eurasia.org
<i>Program to promote more effective, responsive and accountable local government in Tajikistan</i>	Impact cluster evaluation	English	43	For e-copy contact: ypellmar@eurasia.org
<i>Demographic Data Collection in Preparation for the Development of a Cross-border Tajik-Afghan cooperation Program</i>	Base-line evaluation	Russian	6	For e-copy contact: ypellmar@eurasia.org
<i>Evaluation of Two EF Grants</i>	Individual grants evaluation	Russian	--	For e-copy contact: ypellmar@eurasia.org
<b>UZBEKISTAN</b>				
<i>Business Education Partnership with the Kelajak Ilmi International Business School</i>	Mid-term cluster evaluation	English	14	For e-copy contact: ypellmar@eurasia.org
<i>Development of Monitoring and Evaluation Capacity for Social Projects in Uzbekistan</i>	Evaluation capacity building (grant project)	Russian	26	e-copy
<i>Evaluation of Six EF Grants</i>	Individual grants evaluation		--	For e-copy contact: ypellmar@eurasia.org

<b>SOUTH CAUCASUS</b>				
<b>ARMENIA</b>				
<i>Business Advocacy Program</i>	Impact cluster evaluation	English	30	For e-copy contact: ypellmar@eurasia.org
<b>AZERBAIJAN</b>				
<i>Media Sector Assessment</i>	Base-line evaluation		--	Report is due January 30.
<i>Municipal Services Development</i>	Base-line evaluation		--	Report is due January 30.
<b>GEORGIA</b>				
<i>Program to support Business Associations</i>	Cluster evaluation	English	--	Report is due January 30.
<i>NGO Watchdog Initiative</i>	Cluster evaluation	English	--	Report is due January 30.
<b>SCCP</b>				
<i>South Caucasus Cross-border Media Initiatives</i>	Impact cluster evaluation	English	138	For e-copy contact: ypellmar@eurasia.org





### **III. Projects Administered by the Eurasia Foundation**



## **Foundation Projects**

In FY04 the Eurasia Foundation delivered significant program value through the direct implementation of projects including: the Caucasus Research Resource Centers (Armenia, Azerbaijan, Georgia); the Economics Education and Research Consortium (Ukraine, Russia); the Media Strengthening Program (Armenia); the Media Viability Fund (Russia, Ukraine); and the Small Business Loan Program (Armenia, Ukraine). The Foundation also performed non-grant program work such as public policy mentoring and management training (Armenia, Azerbaijan and Georgia) and regional media seminars in the Ferghana Valley (the Kyrgyz Republic, Tajikistan, Uzbekistan).

Highlights of the Foundation's major projects are below.

### **Caucasus Research Resource Centers (CRRC)**

In FY04, the Eurasia Foundation's Caucasus Research Resource Centers opened in the South Caucasus, a network of resource and training centers established in the capital cities of Armenia, Azerbaijan and Georgia with the goal of strengthening social science research and public policy analysis in the South Caucasus.

A partnership between the Carnegie Corporation of New York, the Eurasia Foundation and local universities, the CRRC network offers scholars and practitioners stable opportunities for integrated research, training and collaboration in the region and achieves three important outcomes:

- Increases high quality up-to-date resources for academics and practitioners to enable them to carry out professional research in their home countries;
- Improves the skill sets of local social science researchers, academics and policy practitioners; and
- Increases incentives and opportunities for collaboration among academics, researchers and practitioners to promote public policy analysis and formulation.

Since the opening of the Centers, CRRC has become a nexus of activity for the South Caucasus social science community. In FY04, all three Centers developed and operated the following resources and services:

#### **Libraries**

CRRC established and offered free access to libraries that house a growing number of seminal works and current journals and periodicals in economics, sociology, demography and public policy.

#### **IT Labs**

CRRC established and offered free access to IT labs equipped with high-speed Internet, major online social science journals, databases on economy and social development related to the South Caucasus, as well as a variety of international data sources. CRRC in

Azerbaijan also established an online public access catalogue, OPAC, the first fully operational online catalogue ever available in Azerbaijan.

### **Databases**

As part of a data initiative, the Centers conducted random surveys in 1,500 households in each of the capital cities and gathered a series of household data covering demographics, household economic behavior, migration trends and social attitudes across the South Caucasus. The survey's results will be made public in FY05 and will provide additional research opportunities for local and international researchers. In subsequent years, the data initiative will grow and expand beyond the capital cities.

### **Trainings and lectures**

Weekly training courses, seminars and lectures were offered on a variety of social science topics, attracting both local and foreign experts to speak and conduct trainings, locally and regionally. CRRC methodological training activities focused on modernizing the skill sets of local researchers and providing hands-on opportunities by using relevant statistical software packages to help conduct research and to examine what is really happening in today's economic and social transformation in the South Caucasus.

### **Conferences, roundtables and networking**

CRRC drew researchers, public administrators, and other policy practitioners from all three South Caucasus countries to discuss and debate on key public policy issues in the region.

### **Evaluation for FY04**

CRRC established a program logic framework analysis and a performance measurement and reporting framework to help assess the achievement and progress of program results. These frameworks will be used as evaluation measurement tools and set out program outcomes, outputs, quantitative and qualitative indicators, baseline data, result targets and means and frequency of verification.

## **Small Business Loan Program (SBLP)**

Fiscal 2004 was a momentous year for the Eurasia Foundation's Small Business Loan Programs in Ukraine and Armenia. In Ukraine the loan program ceased lending on March 31, 2004 after a successful 8 years of operation. The Armenia loan program took a major step forward by transforming into a locally registered and licensed small business credit company, the Izmirlian – Eurasia Universal Credit Company. The credit company is a permanent institution that will continue to contribute to Armenia's economic development.

### **Armenia**

On July 30, the Eurasia Foundation and Izmirlian Foundation received a license from the Central Bank of Armenia to open the Izmirlian – Eurasia Universal Credit Company LLC (IE UCC). Each foundation committed capital of up to \$1.5 million for a total of \$3 million. The Eurasia Foundation is responsible for the IE UCC's first two year's of expenses and the Izmirlian Foundation provides the current office space and has purchased a building that will ultimately house the company.

Once the license was received, the IE UCC immediately began work on its substantial backlog of pending loan applications, which totaled \$1.8 million. These applications were received solely by word of mouth that the credit company would open. In its first two month's of operation through September 30 the IE UCC approved 12 loans totaling \$780,000. In early October an additional 3 loans for \$95,000 were approved. Of these approved loans 63% are to businesses located outside of Yerevan. The IE UCC has 30 pending applications equaling \$1.56 million with new requests continuing to arrive. All applications continue to be the result of word-of-mouth marketing.

After 9 years of operation, the current loan program continued to offer credit through its two partner banks until December 31, 2004. Since inception the Izmirlian - Eurasia Foundation Small Business Loan Program has disbursed 294 loans equaling \$10,425,749. During this fiscal year the loan program disbursed \$942,000 to 18 businesses. This volume is less than in previous years and was planned because of IE UCC's pending establishment. The combined loan volume through the IE UCC and the loan program during fiscal 2004 equals \$1.7 million.

### **Ukraine**

Established in late 1994, but suspended due to funding for 2 years, the Ukraine Small Business Loan Program has built an enviable record of success. The loan program disbursed \$6,803,137 to 132 borrowers equaling an average loan of \$51,539. As a result of these loans the recipient businesses created 828 initial jobs. Loan losses equaled just 1.04% of total disbursements. These accomplishments were attained while also maintaining a low cost structure, which itself is a notable achievement.

One loan program goal was to provide credit with repayment schedules that were appropriate, but not normally available to small businesses in Ukraine making long term

investments. As a result the average loan repayment schedule was 29 months. Of the amount disbursed, \$5,401,308 or 79% was spent for capital expenditures.

The other main goal of the loan program was to enhance the small business lending credit analysis performed by the partner banks. Both partner banks did integrate the loan program's credit analysis methodology into their lending. One bank decided to utilize the loan program credit analysis documentation throughout the bank.

To gain further insight into the loan program's impact on the individual borrowers the loan program staff contacted the past and present borrowers. Of the 133 disbursed loans the staff was able to collect quantitative data on 111 borrowers. In presenting this data the Eurasia Foundation is not claiming that its lending activity was solely responsible for the performance of each borrower. In fact, a vital element in its credit analysis is the competency of management. The other obvious factor is the health of the Ukrainian economy, which since 2001 has been on a positive path. But, the Foundation's loan program most definitely contributed to the borrowers' development.

The Eurasia Foundation chose 6 categories of data to provide a window on the borrowers' performance. These categories taken together make a statement about each borrower's growth, stability, long term investments and therefore prospects, and contribution to economic development. The percentages are a comparison between each borrower's performance at the time of applying for the loan versus the point of full loan repayment. For borrowers with outstanding loan balances at the time of the survey, the most recent financial information is used.

*Ukraine Small Business Loan Program Borrower Performance (percentage increases)*

Sales	Net Income	Bank Balances	Fixed Assets	Employees	Customers
94.45%	93.9%	102.65%	195.51%	50.28%	112.41%

After examining the quantitative and qualitative results of its Small Business Loan Program the Eurasia Foundation can confidently claim success. Based on the collected statistical data the borrowers have benefited from the medium term loans and invested the funds in a manner that lead to strong growth and operational stability. The partner banks have shown by the performance of their respective loan portfolios that they have internalized the lessons learned under the Small Business Loan Program. All of this was accomplished while operating a cost efficient loan program office in Ukraine.

Prior to the loan program's conclusion the Eurasia Foundation negotiated an agreement with the two partner banks for the repayment of the outstanding borrower balances. The banks agreed to repay the balances over a 24 month schedule and accept 100% of the loan loss risk beginning April 1, 2004. The first payment was due April 30 and as of this report's submission the two banks have repaid total principal of \$643,203.47. The repayment schedule is actually a shorter term than the banks will receive repayment by the borrowers. Both banks agreed that the borrowers' terms and interest rate would not be altered.

*The loan list for both the Armenia and Ukraine programs is attached as Appendix B.*

## **Economics Education Research Consortium (EERC)**

The Economics Education and Research Consortium (EERC) was established in 1996 by a small group of donors—the Eurasia Foundation, the Ford Foundation and the World Bank—as a means of collecting and focusing donor resources and the expertise of the international economics community in a concentrated effort to create sustainable local capacity for economic research and training in Russia, Ukraine, and other successor countries of the former Soviet Union. EERC promotes increased capacity in economic analysis through teaching, research, and training a new generation of economists capable of formulating sound economic policy at the federal and regional levels. Originally administered as a Eurasia Foundation project, the Foundation successfully spun the Consortium off as an independent not-for-profit entity as of October 1, 2003. It is now composed of three separate entities: the Kyiv master’s program in economics, the Kyiv research center and the Moscow based research network.

In accordance with the business plan, EERC closed its office in Washington, D.C. in order to streamline operations and advance toward local management and sustainable in-country operations. The Consortium now has its own Board of Trustees that oversees EERC’s activities. The Board is co-chaired by Anders Åslund, Director of the Russian and Eurasian Program, Carnegie Endowment for International Peace, and Bill Maynes, President of the Eurasia Foundation. The Board includes several senior Western officials, such as Francois Bourignon, chief economist of the World Bank, and senior officials from the Ukrainian government, two members of parliament, Ukraine’s ambassador to the EU and NATO, and the president of the National University “Kyiv-Mohyla Academy” (NaUKMA). The first meeting of the full Board took place on December 13, 2003 in Kyiv.

### **EERC Kyiv**

In Ukraine, EERC administers a two-year English-language master’s program in economics at Kyiv-Mohyla Academy. The 2003-2004 academic year began with an enrollment of 89 (46 returning second-year students and 43 first-year students) from Belarus, Moldova, Ukraine.

EERC and NaUKMA have created a four-person “action committee” that is developing and implementing a plan for the step-by-step transfer of management responsibilities from the Consortium to the university, addressing questions of financial oversight, recruitment and retention of Western-trained faculty, joint fundraising, tuition policy and other issues. EERC and NaUKMA have agreed upon an organizational framework for the transfer, and are working to create the Kyiv School of Economics (KSE) - a university structure that will absorb the master’s program, the allied research center, academic and administrative staff, facilities, etc.

In spring 2003, EERC secured core funding for a research center in Kyiv in the amount of \$300,000 per year from the World Bank Research Committee for three years. In addition to producing world-class research, the center also aims to serve as a magnet for the best Western- and locally-trained economists in Ukraine and neighboring countries.

The first major initiative at the research center is the Ukrainian Longitudinal Monitoring Survey (ULMS). EERC, NaUKMA and several of the world's leading institutes of empirical transition economics<sup>1</sup> launched the ULMS at the end of the 2002-03 academic year, and its first useable data set became available in fall 2003. The ULMS data provides the raw material for a NaUKMA-based Labor and Social Policy Research Group, involving graduates of the master's program, Ukrainian and visiting faculty, Western-trained faculty from other transition countries and several leading European experts. The Labor Group is housed at the center under the direction of EERC-NaUKMA faculty. The labor group is associated with a larger research effort that covers several transition countries in central Europe and the former Soviet Union. Topics under analysis on the basis of ULMS data include unemployment, poverty, education, and household consumption in Ukraine.

### ***Indigenization of NaUKMA***

EERC separated from EF as of October 1, 2003. All accounting and financial functions were taken over by Kyiv on March 31, 2004. Kyiv and Moscow accounts were separated on April 30, 2004. All donor relationships for the Kyiv School of Economics and the Kyiv research center are now managed by EERC staff in Kyiv via the Renaissance Foundation.

The Master's Program in Economics at NaUKMA has taken significant steps towards the development of institutional structures within the University. In order for NaUKMA to meaningfully undertake some of the goals necessary for indigenization, an institutional structure within NaUKMA will be created in the form of the Kyiv School of Economics at NaUKMA.

In FY04, a program administration structure was created. Graduate Admissions to the Masters in Economics program was organized entirely by local faculty and the Academic Director. Further, in collaboration with the International Advisory Board, a NaUKMA faculty hiring committee was created. Two full-time Western-trained Ukrainian and one Russian faculty members were hired for 2004-05, and a list of 18 local faculty was submitted to the IAB. There are now three local faculty certified to teach in the MA program. Additionally, Six "alumni fellows" (EERC graduates who are writing their dissertations) are scheduled to teach in the MA program for 2004-05. Further possible teaching positions for alumni fellows in the undergraduate program are being explored. In addition to hiring faculty, the committee has the responsibility to hire the Director of Kyiv School of Economics (KSE).

As a substructure of the university, KSE can not have its own finance/accounting function, fund raising/development function or the type of other support functions required by a high quality international program: a specialized library, monitoring of

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<sup>1</sup> The following partner institutions contributed not only human capital but at least \$15,000 to the project during the first year: the Institute for the Study of Labor (IZA), Bonn; the Centre for Economic Reform and Transformation (CERT), Heriot-Watt University; the William Davidson Institute, University of Michigan School of Business; the Rhine-Westphalia Institute for Economic Research (RWI), Essen; and the LICOS Centre for Transition Economics, Catholic University of Leuven.

program quality, preparing Western type transcripts and providing support in PhD applications, alumni relations, and a human resources department. As such, the International Charitable Foundation (ICF), registered in Ukraine, will serve as both a fundraising organization and as a service organization for KSE.

A plan to secure core funding at an annual \$750,000 level - \$600,000 for the educational program and \$150,000 for research and outreach - is being developed as part of the indigenization strategy. Most of the core funding will come from Western donors and Western donors will be necessary for some years to come.

### **Moscow Based Research Network**

Since 1996, the Economics Education and Research Consortium (EERC) has supported a research network spanning Russia and, since 2000, all countries of the Commonwealth of Independent States (CIS.) Through a unique combination of grantmaking, rigorous peer review, methodological training, and investment in virtual research infrastructure, the network is establishing a new paradigm for economic research in the former Soviet Union. Based in Moscow, the network's secretariat is the regional representative of the Global Development Network (GDN – [www.gdnet.org](http://www.gdnet.org)) in the CIS.

The network builds individual research capacity, while aiming to enhance the role of modern economics in the policy design process and public debate. Since 1996, it has funded more than 300 research projects for a total amount of about \$2,000,000; trained hundreds of researchers; published more than 100 research papers; organized dozens of seminars, research workshops, policy roundtable meetings, and conferences; and provided access to publication outlets, literature, data, and professional communication.

During FY04, the EERC Network redesigned and revitalized its 'Focus on Policy' program, established two alliances at the sub-regional level and strengthened its role as an intermediary organization, a *'hink-net'*. A number of new research initiatives have been piloted in recent months with funding from the World Bank, the National Training Foundation, and the Global Development Network. Of particular importance is the ongoing effort—jointly with the Kyiv School of Economics—to get involved in contract research for the World Bank.

EERC also dramatically improved its already advanced capacity to deliver Web-based services to the research community. In August 2004, it published a new Web site, featuring a modern design, advanced search capabilities, and full synchronization with EERC's project and grants management databases. This site features a unique online library ([www.eerc.ru/library](http://www.eerc.ru/library)) that provides registered network members with free access to the most important scholarly journals and working paper series.

Additionally, FY04 was EERC's first year as an independent organization, and involved establishing separate bank accounts for the research network in Washington, D.C., and strengthening in-house capacity to perform financial management duties. During this year, EERC adjusted its programs to reflect changes in the policymaking and academic environment. This primarily involved strengthening EERC's role as an intermediary

organization, a think-net<sup>2</sup> that not only develops research capacities, but also utilizes existing facilities, and helps to build the bridge between academic research (and researchers) and policy making. In parallel, EERC took steps to transfer its capacity building know-how to sub regional networks (e.g., Central Asia, the Western CIS, etc.) and create a mutually reinforcing network of networks.

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<sup>2</sup> A “think-net” can be thought of as a virtual think-tank, one that brings together scholars based at different institutions in order to work together on research projects. A pertinent model is the London-based Centre for Economic Policy Research (CEPR). (See Attachment 12 for a description of the CEPR model.) As the hub of a large research network, the think-net has the capacity to tap the best talent and guarantee high-quality performance. In a transitional setting, the think-net model may be adapted to facilitate a **center-periphery transfer of knowledge**. The think-net business model assumes **cost recovery** through an institutional overhead applied to research funds raised by the secretariat (compensation for performing the role of facilitator and fundraiser). In the absence of an in-house research department, the fixed costs of running a think-net are relatively low.





## **IV. Report by Strategic Objective**



## Report by Strategic Objective

Below is a broad narrative with selected highlights that demonstrates the topical and geographic breadth of Eurasia Foundation activities in FY04, organized by 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 Appendix D.

Note: Some grants could be classified under several SOs; in such cases a decision was made to classify the grant under the SO category where it had the greatest impact. 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 involvement in political and economic decision making because these grants are often made to NGOs. All grants made in the last fiscal year are 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, management and business education and training are invaluable to meeting those needs.

**Activities:** The Eurasia Foundation addresses the challenge of improving fiscal policy and management both through the Economics Education and Research Consortium (EERC) and through its grantmaking programs. In Ukraine and Russia, the EERC builds professional capacity in economics through support for policy-oriented research and graduate-level economics education. For a more detailed program description of EERC, please see the "Projects" section of this report.

In Belarus, grants were made both to the Belarus Union of Entrepreneurs, and to the Entrepreneurs of the Brest Oblast, Public Union, in order to improve the environment for small and medium business enterprises (SME). Grantee activities included: establishing a Center for SME Advocacy and Analysis of Commercial Legislation, providing training, legal and consulting assistance to entrepreneurs, and trainings for businessmen and lawyers about the theory, implementation methods and procedures for alternative dispute resolution (ADR) in commercial cases. Ultimately, this will create two ADR Centers where small and medium sized businesses can become familiar with mitigation and arbitration. The founding of these centers will strengthen the infrastructure for SME support services and increase the sector's sustainability. In addition, Belarusian Business Associations were targeted for support. The grantee will offer a wide range of services to businesses throughout Belarus, including: legal advice, assisting in licensing issues, and conducting negotiations with state agencies. This will increase small and medium

businesses' access to capital and to export markets by reducing barriers to economic development in Belarus.

### **SO 1.3 Accelerated development and growth of private enterprise.**

**Rationale:** Small businesses are increasingly an engine for economic growth and employment in the countries of Eurasia, and are the foundation of a sound market economy. To foster small enterprise development, the Foundation's programs help improve access to credit and provide much-needed business and management training. Foundation programs also help to lower regulatory and bureaucratic hurdles faced by small business owners.

**Activities:** The second stage of a micro-credit initiative in West Kazakhstan, co-financed by Karachaganak Petroleum Operating, issued grants to three microfinance institutions (MFIs) – The Public Fund for Assistance to the Farmers of West-Kazakhstan Oblast, The Union of Female Small Entrepreneurs, Public Organization and the Public West Kazakhstan Fund for the Support of Entrepreneurship. The goal of these grants was to promote economic development in this region through expanded access to micro-credit. The grant that these microfinance institutions received provided for both capital and operating expenses. This will allow them to expand their operations, improve their management practices, train potential borrowers in business and taxation, and also to extend loans to small businesses and farmers on a sustainable basis, groups typically underserved in the loan market. The micro loans provided by the grantees will give rural and city entrepreneurs a long-sought constant source of capital, and will aid them in expanding their business, raising the level of employment in the region and increasing revenues. These represent the second set of grants to these microfinance institutions, all of which produced 100% payback rates on previous loans that created 90 jobs. EF also commissioned three trainings for MFI staff on self-evaluation mechanisms.

In Russia, EF made its first grant in the North Caucasus region, in the republic of Dagestan, as part of its efforts to accelerate the development of small business in this post-conflict, transitioning oblast. The grantee conducted seminars and round tables on business planning and management for business people with the participation of bank officers, representatives of business associations and local civil servants. The organization also conducted a business training program and provided more than 500 consultations during the course of the grant. Two hundred Dagestani business professionals benefited directly from implementation of the project.

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

**Rationale:** The shortage and expense of capital is one of the chief impediments to the growth of the small business sector in Eurasia. The Foundation's Small Business Loan Program, which operates in Ukraine and Armenia, works through financial intermediaries to provide much-needed capital at a low cost. Through its grant programs, the

Foundation also works to assist organizations that have been established to promote sound financial structures and alternatives to commercial capital.

**Activities:** In order to support the development of the banking industry in the countries of the South Caucasus, the Eurasia Foundation made a grant to strengthen bank associations (BAs). The activities of this project aimed to build capacity and facilitate an exchange of experience at the regional and international level. The project builds the institutional capacity of BAs by developing their organizational infrastructure, providing consulting to BAs, and facilitating networking opportunities with the support of experienced banking training centers. The above tasks will be achieved by preparing strategy papers for each BA, conducting series of study tours to Western and NIS banking associations, providing trainings led by foreign experts, and holding regional workshops. With the successful completion of the project, the region's BAs will be more responsive to their membership and will enjoy stronger connections with sister institutions in Europe and in the NIS.

Elsewhere in the South Caucasus, the Eurasia Foundation sought to promote the reform of the private sector through the development of the insurance industry in this region. A grant was made to strengthen the region's insurance associations and develop a common system of professional education. The partners will create the basis for establishing three insurance training centers in Armenia, Azerbaijan and Georgia. They will also expand existing contacts between region's insurance associations and sister organizations outside the South Caucasus. During the implementation of the project, the partners will jointly develop a curriculum, teaching methodology and textbook. A group of specialists from the region's insurers associations will participate in a training provided by the German Union of Insurance Industry in Berlin. At the close of the project, a regional conference will be held in Tbilisi to discuss the results of the project and to develop a strategy for further cooperation. The project will foster the development of training networks in the region and will directly contribute to raising the professional level of insurance industry specialists.

## **SO 2.1 Increased, better-informed citizen participation in political and economic decision making.**

**Rationale:** Strong citizen collaboration in political and economic life is necessary for the successful transition to democracy and a market economy. In most NIS countries, citizens do not have the knowledge or the opportunity to actively participate in decision making. Restrictions on the free flow of information continue to jeopardize the development of an informed citizenry capable of making their voices heard. Eurasia Foundation grants provide support to citizen lobbying efforts and efforts to increase local capacity in public policy formation.

**Activities:** In an effort to increase the quality of information available to citizens in Central Asia, the Eurasia Foundation gave a grant to the Kazakhstan Institute for Management, Economics and Strategic Research. The aim of this grant was to improve the quality of journalism in Uzbekistan, Tajikistan and Turkmenistan. With the support

they received from this grant, this Institute, which houses a leading Central Asian journalism program, gave scholarships to 10 journalists from these countries so that they could pursue master's degrees in a Western-style graduate journalism school in Almaty. This grant will raise the level of professionalism among journalists in these countries in order to improve to the impartiality of available news.

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

**Rationale:** While a great deal of important work has been accomplished in establishing the rule of law in NIS countries, bottom up pressure to test these new structures, to provide qualified legal specialists and to offer citizens access to the justice system, is essential if these changes are to have a tangible effect on citizens' lives. The Eurasia Foundation is strengthening legal systems by promoting legal advocacy groups, encouraging alternative dispute resolution, supporting professional legal associations, and supporting citizen efforts to improve the quality of legislation and regulations.

**Activities:** To promote this in Central Asia, two grants were made to support the opening of a Public Advocacy Center in Samarkand, Uzbekistan. The center is the first step in the creation of a network that will conduct strategic litigation in order to establish precedents. The goal of this project is to promote the rule of law, and to improve the climate for business development and defense of civil rights. One of the grantees provides training and consulting to this center. In the future, it will take the 'lessons learned' and 'best practices' from these activities in order to expand this program throughout Uzbekistan. The other helps citizens and business to bring civil litigation when their rights are violated. Concurrently, it publicizes its experiences. It provides small businesses and citizens with high-quality legal representation, and uses strategic litigation, accompanied by publicity campaigns, to raise the public's confidence in the legal system and impose normalcy on the judicial system. These activities are co-funded by the Dutch government.

Also in Central Asia, the Eurasia Foundation launched a regional initiative to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through trainings and small grants. Legal information centers, with support from the government of Canada, opened legal information centers on the borders of Uzbekistan, Tajikistan and Kyrgyzstan. By teaching traders and travelers their rights through consultations and information dissemination, and working with customs and border officials, the grantee helps citizens defend their rights and obey the laws of the three countries of the Ferghana Valley.

In the South Caucasus, a project with the Entrepreneurship Development Fund combated corruption through efforts to increase the level of public awareness about its detrimental impacts. The project's activities focus on conducting a comprehensive study of this phenomenon, and analyze the manner in which the Azerbaijani legal framework enables its spread. Additionally, the grantee is conducting personal and group interviews with

experts, and a nation-wide survey of households and enterprises to reveal a complete picture of corruption in Azerbaijan and to identify the most pressing issues. As part of a larger program jointly funded by OSCE, BP, Statoil and the British Embassy, the Eurasia Foundation is providing support for the production of a report on the condition of corruption in Azerbaijan. Seven hundred and fifty copies of the report will be published in Azerbaijani and English, and disseminated to relevant government agencies and local and international non-governmental organizations. In order for the report to reach as many citizens as possible, the report will be placed on the Web site of Transparency International and Transparency Azerbaijan.

### **SO 2.3 More effective, responsible and accountable local government**

**Rationale:** With the introduction of new laws on local self-governance in many Eurasia countries, the Foundation is taking the lead in assisting NGOs that work to increase citizen participation in public schools, local government budget hearings and oversight over the provision of public services, to name a few.

**Activities:** To that end, five targeted grants that were selected through a competitive process were made in Ukraine. The grantees worked to help rural council members to engage with their communities in order to more effectively meet local social and economic needs in order to increase the efficacy of the rural council. The projects' activities aimed to strengthen the councils' ability to act in the interest of their constituents. Grantees both trained and provided consultations to their local rural councils, and provided technical assistance to facilitate: the production and implementation of sustainable community development plans, public financial management, the creation of planning networks and the drafting of local ordinances. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions.

Additionally, EF supported a project in Russia to improve the transparency in local government in order to guarantee small and medium enterprises' access to municipal order. The activities worked to ensure that 15% of municipal bids were opened to small businesses. The grantee created a special Website on municipal tenders and provided over 800 consultations, seminars and trainings for small businesses on the process of bidding on those tenders. As a result, 44 businesses improved their business planning skills, and 10 won tenders as a result of the bids they produced under these grant activities.







## **V. Appendices**



## **Appendix A**

### **Expenditure Chart by Strategic Objective**



**USAID Core III Expenditures**  
**Grant Number EMT-G-00-02-00008-00**  
**Period 10/01/03 – 9/30/04**

	Russia	Ukraine	Moldova	Belarus	Uzbekistan	Turkmenistan	Tajikistan	Kazakhstan	Kyrgyzstan	Georgia	Armenia	Azerbaijan	Total
ENI-SO-1.2 (Fiscal Policies)	\$(17,286)	\$ -	\$ -	\$ -	\$(24,075)	\$ -	\$(19,863)	\$ -	\$(299)	\$ -	\$(585)	\$ -	\$(62,107)
ENI-SO-1.3 (Private Enterprise)	422,180	287,977	128,672	185,878	835,971	\$(1,020)	233,134	294,384	466,614	599,183	609,680	691,273	4,753,928
ENI-SO-1.4 (Responsive Fin Sctr)	137,459	\$ -	\$ -	\$ -	\$(15,266)	\$ -	\$(6,888)	\$ -	\$ -	134,323	133,243	121,256	504,126
ENI-SO-2.1 (Informed Citizenry)	4,660,392	2,210,348	720,338	\$(1,504)	444,502	1,078	469,837	392,379	765,561	622,669	685,645	746,152	11,717,397
ENI-SO-2.2 (Legal Reform)	128,030	\$ -	54,817	36,985	165,364	\$ -	52,727	\$ -	153,288	194,379	\$(6,305)	246,714	1,026,000
ENI-SO-2.3 (Local Government)	1,366,399	387,606	\$ -	9,940	100,068	\$(2,880)	\$(31,348)	\$(41,746)	\$(32,472)	155,738	\$(2,105)	10,701	1,919,901
<b>Totals</b>	<b>6,697,176</b>	<b>2,885,931</b>	<b>903,827</b>	<b>231,298</b>	<b>1,506,564</b>	<b>\$(2,822)</b>	<b>697,599</b>	<b>645,016</b>	<b>1,352,693</b>	<b>1,706,292</b>	<b>1,419,573</b>	<b>1,816,096</b>	<b>9,859,243</b>



## **Appendix B**

**Loans Disbursed October 1, 2003 – September 30, 2004**



## EURASIA FOUNDATION SMALL BUSINESS LOAN PROGRAMS (9-30-04)

Anelik Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.04)	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	Charge Off	\$0	\$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	Charge Off	\$0	\$9,067	\$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	Repaid	\$0		\$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 packing, cafe	\$50,000	Repaid	\$0		\$44,450	\$5,550	5
Hrazdan	Pig farm	\$25,000	Charge Off	\$0	\$4,796	\$23,250	\$1,750	0
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	Repaid	\$0		\$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 product	\$30,000	Charge off	\$0	\$11,450	\$24,000	\$6,000	0
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	Repaid	\$0		\$40,000		5
Yerevan	Beauty Salon, Dentist, hot dog, tape recording, fax services, legal consult.	\$25,000	Repaid	\$0		\$14,200	\$10,800	6
Yerevan	Restaurant	\$15,000	Repaid	\$0		\$12,495	\$2,505	10
Yerevan	Cinema&Bar	\$45,000	Repaid	\$0		\$26,980	\$18,020	14
Hrazdan	Beef,pork,milk,eggs	\$22,000	Repaid	\$0		\$10,700	\$11,300	5
Gyumri	Cafe/restaurant and foodstuffs	\$30,000	Repaid	\$0		\$14,700	\$15,300	0
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		\$25,000	\$0	6
Azatan, Shirak reg	Restaurant/hotel	\$40,000	Repaid	\$0			\$40,000	19
Yerevan	Super Market	\$50,000	Repaid	\$0		\$25,390	\$24,610	0
Dzoraghpiur	Food processing (jam)	\$100,000	Repaid	\$0			\$100,000	0
Yerevan	Textile prod.	\$65,000	Repaid	\$0			\$65,000	0
Yerevan	Food store, bakery	\$20,000	Repaid	\$0		\$20,000		6
Yerevan	Photo Salon	\$20,000	Repaid	\$0		\$20,000		2
Gyumri	Bakery	\$12,000	Repaid	\$0		\$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	Repaid	\$0		\$20,000		6
Yerevan	Restaurant	\$100,000	Repaid	\$0		\$23,000	\$77,000	13
Yerevan	Butter packaging	\$35,000	Repaid	\$0		\$1,550	\$33,450	2
Yerevan	Bread, lemonade, refrigerator storing	\$35,000	Repaid	\$0		\$23,550	\$11,450	9
Talin reg., Katnaghbyur vil.	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	Repaid	\$0		\$40,000		12
Yerevan	Advertisement neon lamps prod.	\$15,000	Repaid	\$0			\$15,000	0
Gyumri	Diamond production	\$35,000	Repaid	\$0			\$35,000	8
Yerevan	Film shooting	\$30,000	Repaid	\$0			\$30,000	4
Yerevan	Cafe	\$20,000	Repaid	\$0		\$20,000		10
Yerevan	Bakery	\$5,980	Repaid	\$0		\$5,980	\$0	4
Gyumri	Socks&Stockings, uniforms	\$25,000	Repaid	\$0			\$25,000	0

Yerevan	Food shop, bakery, agribusiness	\$17,000	Repaid	\$0		\$8,800	\$8,200	0
Ashtarak	Greenhouse/flower prod.	\$22,000	Repaid	\$0			\$22,000	0
Ararat	Cattle breeding	\$18,000	Repaid	\$0		\$16,050	\$1,950	0
Yerevan	Shoe production	\$40,000	Repaid	\$0			\$40,000	0
Yerevan	Chemical products consumer	\$50,000	Repaid	\$0			\$50,000	3
Gyumri	Hosiery prod.	\$20,000	Repaid	\$0		\$5,000	\$15,000	0
Yerevan	Bar, Restaurant	\$6,000	Repaid	\$0		\$6,000	\$0	0
Yerevan	Bread/Lavash/ prod.	\$9,000	Repaid	\$0		\$7,700	\$1,300	1
Gavar	Soft drink/bathhouse	\$7,000	Repaid	\$0		\$4,450	\$2,550	1
Yerevan	Advertisement neon lamps prod.	\$40,000	Repaid	\$0		\$25,820	\$14,180	0
Yerevan	Car service	\$42,120	\$20,774	\$0	\$14,420	\$42,120	\$0	0
Yerevan	Dairy products	\$70,000	Repaid	\$0		\$70,000	\$0	8
Yerevan	Clothes production	\$16,000	Repaid	\$0		\$4,000	\$12,000	0
Yerevan	Household chemical products	\$22,000	Repaid	\$0			\$22,000	0
Gyumri	Hosiery prod.	\$5,500	Repaid	\$0		\$4,300	\$1,200	4
Yerevan	Plastic Capsule production	\$100,000	Repaid	\$0			\$100,000	29
Yerevan	Bakery	\$7,500	Repaid	\$0		\$7,500		0
Yerevan	Sewing and designing curtains	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Shoe production	\$27,000	Repaid	\$0			\$27,000	0
Yerevan	Film production	\$25,000	Repaid	\$0			\$25,000	0
Yerevan	Teahouse and café services	\$60,000	Repaid	\$0		\$60,000		20
Yerevan	Air transportation	\$50,000	Repaid	\$0		\$50,000		3
Yerevan	Bakery	\$70,000	Repaid	\$0		\$54,000	\$16,000	4
Yerevan	Advertising, construction	\$15,000	Repaid	\$0			\$15,000	0
Gyumry	Diamond processing	\$25,000	Repaid	\$0			\$25,000	0
Yerevan	Print services	\$11,000	Repaid	\$0		\$11,000		0
Yerevan	Dairy products	\$75,000	Repaid	\$0		\$75,000		0
Yerevan	Neon advertising	\$70,000	Repaid	\$0		\$61,000	\$9,000	3
Yerevan	Sewing and designing curtains	\$75,000	\$19,000	\$0			\$75,000	0
Yerevan	Polymer products	\$35,000	Repaid	\$0			\$35,000	4
Yerevan	Advertisement boards	\$100,000	\$40,625	\$0		\$100,000		5
Yerevan	Tin ware production	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Knitwear production	\$30,000	\$10,799	\$0			\$30,000	0
Yerevan	Advertising, construction	\$20,000	Repaid	\$0			\$20,000	0
Yerevan	Restaurant	\$125,000	\$65,625	\$0		\$125,000		82
Gyumry	Pharmacy	\$40,000	\$20,650	\$0		\$40,000		20
Yerevan	Dry cleaning/laundry	\$10,000	\$4,900	\$0		\$10,000		1
Yerevan	Dairy products	\$50,000	\$8,000	\$0		\$50,000		0
Yerevan	Household chemical products	\$125,000	\$69,000	\$0			\$125,000	0
Yerevan	Clothing production	\$35,000	\$20,000	\$0			\$35,000	0
Gyumry	Tin ware production	\$30,000	\$18,500	\$0			\$30,000	0
Yerevan	Tourism	\$35,000	\$19,775	\$0		\$35,000		0
Gyumry	Furniture, door, window frames	\$40,000	\$22,800	\$0			\$40,000	10
Gyumry	Hosiery prod.	\$18,000	\$11,600	\$0			\$18,000	0
Yerevan	Curtain production	\$70,000	\$40,000	\$0		\$40,000	\$30,000	5

Yerevan	Footwear production	\$80,000	\$41,500	\$0			\$80,000	2
Yerevan	Knitwear production	\$80,000	\$45,000	\$0			\$80,000	0
Yerevan	Photo Services	\$30,000	\$19,600	\$0		\$30,000		22
Yerevan	Dairy products	\$60,000	\$40,000	\$0		\$50,000	\$10,000	10
Yerevan	Restaurant	\$40,000	\$35,500	\$0		\$40,000		8
<b>TOTALS/AVERAGES</b>		\$4,276,060	\$573,648	\$0	\$53,959	\$2,096,520	\$2,179,540	758

<b>Lend Bank, Yerevan</b>								
Location of Business	Activities	Amount Given	Balance (30.09.04)	Principal overdue	Charge Off	*Use of Loan		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$49,500	Repaid	\$0			\$49,500	15
Maykovsky (Kotai)	Men's underwear	\$9,800	Charge Off	\$0	\$8,800	\$1,000	\$8,800	0
Lernagog	Dairy farm/cheese	\$15,000	Charge Off	\$0	\$8,208	\$14,200	\$800	0
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	Computer 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	Repaid	Repaid		\$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. Akunk	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	Charge Off	\$0	\$25,267		\$49,525	0
Yerevan	Barber&Beauty services	\$35,800	Charge Off	\$0	\$30,925	\$35,800		39
Lusaghbur (Shirak)	Grain mill	\$49,230	Charge Off	\$0	\$33,465		\$49,230	0
Stepanavan	Dairy/pig farm	\$68,000	Repaid	\$0	\$6,000	\$60,000	\$8,000	6
Akunk, Kotaik region	Poultry farm	\$29,431	Repaid	\$0			\$29,431	8
Yerevan	Technical ethyl spirit production	\$45,500	Repaid	\$0		\$14,000	\$31,500	0
Yerevan	Leather Goods production	\$33,902	Charge Off	\$0	\$5,002	\$1,000	\$32,902	0
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	Repaid	\$0		\$3,000	\$9,000	3
Echmiadzin, Armavir	Poultry farm	\$100,000	Repaid	\$0	\$3,518	\$100,000	\$0	15
v. Mekhradzor	Wood processing	\$12,600	Repaid	\$0		\$3,500	\$9,100	3
Yerevan	Dental prosthesis	\$34,700	Repaid	\$0		\$24,100	\$10,600	7
Bourastan	Fish Farm	\$25,000	Charge Off	\$0	\$21,828		\$25,000	0
Yerevan	Bakery	\$54,460	Repaid	\$0	\$9,910	\$27,700	\$26,760	20
Yerevan	Cloths prod.	\$30,050	Repaid	\$0	\$6,590	\$6,000	\$24,050	6
Yerevan	Bread	\$34,984	Charge Off	\$0	\$25,500	\$34,984		15
Yerevan	Pizzeria, cafe	\$25,000	Charge Off	\$0	\$13,000	\$23,000	\$2,000	0
Yerevan	Construction renovation	\$59,754	Repaid	\$0		\$30,000	\$29,754	60
Yerevan	Dentistry	\$25,020	Repaid	\$0		\$25,020		0
Yerevan	Paints Aerosol prod.	\$7,000	Repaid	\$0		\$500	\$6,500	0
Vedy, Ararat reg.	Detergent prod.	\$10,000	Repaid	\$0		\$10,000		4
Artashat	Oil of sea buckthorn, peach, rose, etc. prod.	\$30,938	Repaid	\$0	\$0	\$13,735	\$17,203	7
<b>TOTALS/AVERAGES</b>		\$1,803,284	\$0	\$0	\$198,012	\$739,787	\$1,063,497	379

<b>Armimpex Bank, Yerevan - Inactive</b>								
<b>Location of Business</b>	<b>Activities</b>	<b>Amount Given</b>	<b>Balance (30.09.04)</b>	<b>Principal overdue</b>	<b>Charge Off</b>	<b>*Use of Loan</b>	<b>Proceeds</b>	<b>Jobs Created</b>
						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 (Kotaiik)	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
<b>TOTALS/AVERAGES</b>		\$196,421	\$0	\$0	\$0	\$50,100	\$146,321	123

<b>Shirakinvest Bank</b>								
<b>Location of Business</b>	<b>Activities</b>	<b>Amount Given</b>	<b>Balance (30.09.04)</b>	<b>Principal overdue</b>	<b>Charge Off</b>	<b>*Use of Loan</b>	<b>Proceeds</b>	<b>Jobs Created</b>
						CE	RM/INV	
Gyumri	Medical Center	\$14,500	Repaid	\$0		\$14,500		0
Guimry	Shoes	\$97,000	Repaid	\$0			\$97,000	10
Guimry	Bread&Cafe	\$10,000	Repaid	\$0		\$3,000	\$7,000	0
Guimry	Sewing production	\$15,000	Charge Off	\$0	\$7,500	\$9,600	\$5,400	0
v. Shirakavan	Dairy, pig, sheep farm	\$17,000	Charge Off	\$0	\$7,421	\$6,000	\$11,000	0
Artik	Cannery/fruit processing	\$37,600	Charge Off	\$0	\$29,475		\$37,600	0
Maralik, Shiraki reg	Dairy,cattle,pig farm	\$10,000	Charge Off	\$0	\$5,400	\$4,800	\$5,200	0
Panic	Pig breeding	\$15,000	Charge Off	\$0	\$8,749		\$15,000	0
<b>TOTALS/AVERAGES</b>		\$216,100	\$0	\$0	\$58,545	\$37,900	\$178,200	10

Credit Service Bank								
Location of Business	Activities	Amount Given	Balance (30.09.04)	Principal overdue	Charge Off	*Use of Loan		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$8,000	Repaid	\$0		\$8,000		4
Yerevan	Bakery	\$9,084	Repaid	\$0		\$3,849	\$5,235	5
Stepanavan, Shagarda district	Cheese prod. Farming	\$30,000	Repaid	\$0		\$30,000		10
Yerevan	Bakery	\$10,500	Repaid	\$0		\$5,870	\$4,630	2
Yerevan	Soft drinks	\$27,500	Repaid	\$0		\$5,500	\$22,000	3
Vanadzor	Grain Mill	\$95,700	Repaid	\$0		\$85,700	\$10,000	29
Kotayk	Poultry	\$99,500	Repaid	\$0			\$99,500	19
Village Arevashogh, Lory	Carpet production	\$28,600	\$16,800	Charge Off	\$16,800	\$5,200	\$23,400	0
Yerevan	Dentistry services	\$28,000	Repaid	\$0		\$28,000		5
Artashat	Seabuckthorn oil	\$81,000	\$76,000	Charge Off	\$76,000	\$61,000	\$20,000	0
Gyumry	Polypropylene sack production	\$75,000	Repaid	\$0			\$75,000	32
Shirakamut, Spitak, Lory	Hydro-power plant	\$43,000	Repaid	\$0		\$43,000		6
Yerevan	Bakery	\$5,000	Repaid	\$0		\$5,000		3
Yerevan	Soft drink production	\$30,000	Repaid	\$0			\$30,000	6
<b>TOTALS/AVERAGES</b>		\$570,884	\$92,800	\$0	\$92,800	\$281,119	\$289,765	124

ArmAgroBank								
Location of Business	Activities	Amount Given	Balance (30.09.04)	Principal overdue	Charge Off	*Use of Loan		Jobs Created
						CE	RM/INV	
Ashtarak	Restaurant, hotel	\$30,000	Repaid	\$0		\$16,792	\$13,208	4
Mirak v. Aragatsotn	Dairy farm	\$15,000	Repaid	\$0		\$15,000		10
Kapan	Cannery	\$10,000	Repaid	\$0			\$10,000	0
Shorzha, Gegharkunik reg.	Restaurant, motel	\$10,000	Repaid	\$0		\$10,000		4
Kapan	Bakery	\$10,000	Repaid	\$0		\$8,500	\$1,500	5
Geghashen village, Kotayk	Cattle breeding farm	\$30,000	Repaid	\$0		\$5,000	\$25,000	6
v. Nor Geghi, Kotayk reg.	Poultry, eggs prod.	\$100,000	Repaid	\$0			\$100,000	4
Vanadzor	Autogen devices prod.	\$60,000	Repaid	\$0		\$20,000	\$40,000	12
Yerevan	Jewelry	\$15,000	Repaid	\$0			\$15,000	5
Ashtarak	Cannery	\$30,000	Repaid	\$0		\$7,000	\$23,000	46
Yerevan	Car technical services	\$20,000	Repaid	\$0		\$20,000		7

Sevan, Gegharquniq marz	Rest zone	\$25,000	Repaid	\$0		\$25,000		0
Meghry, Syunik	Cannery	\$25,000	Repaid	\$0			\$25,000	45
Arzny, Kotayk	Poultry Farm	\$100,000	Repaid	\$0			\$100,000	62
Armavir	Juice production	\$40,000	Repaid	\$0		\$17,000	\$23,000	1
Vanadzor, Lory	Printing Services	\$30,000	Repaid	\$0		\$30,000		2
Yerevan	Transportation services	\$125,000	Repaid	\$0		\$125,000		15
Yerevan	Transportation services	\$30,000	Repaid	\$0		\$30,000		0
Ashtarak	Frozen food products	\$100,000	Repaid	\$0			\$100,000	65
Goris, Syunik	Mineral water production	\$50,000	Repaid	\$0		\$50,000		40
Shorzha, Gegharkunik reg.	Restaurant, motel	\$15,000	Repaid	\$0		\$15,000		15
Kapan	Bakery	\$15,000	Repaid	\$0		\$6,750	\$8,250	10
Ashtarak	Restaurant, hotel	\$60,000	Repaid	\$0		\$60,000		55
Arzny, Kotayk	Poultry Farm	\$65,000	Repaid	\$0			\$65,000	30
Armavir	Juice production	\$45,000	Repaid	\$0		\$13,000	\$32,000	0
Artashat, Ararat	Café	\$4,000	Repaid	\$0		\$3,000	\$1,000	0
Meghry, Syunik	Cannery	\$25,000	Repaid	\$0			\$25,000	45
Vanadzor	Autogen devices prod.	\$80,000	\$11,600	\$0			\$80,000	0
Ashtarak	Restaurant, hotel	\$45,000	Repaid	\$0		\$45,000		65
Yerevan	Transportation services	\$42,000	\$28,500	\$0		\$42,000		0
Kapan	Dairy products	\$40,000	\$25,000	\$0		\$20,200	\$19,800	0
Gyumry, Shirak	Polypropylene sack production	\$90,000	\$39,540	\$0			\$90,000	0
Yerevan	Preserve jar caps	\$30,000	Repaid	\$0			\$45,000	22
Geghashen village, Kotayk	Cattle breeding farm	\$30,000	\$16,090	\$0		\$6,500	\$23,500	5
Meghry, Syunik	Cannery	\$40,000	Repaid	\$0			\$40,000	38
Goris, Syunik	Machinery production	\$60,000	\$35,475	\$0		\$17,442	\$42,558	13
Sevan, Gegharquniq marz	Camping zone	\$10,000	Repaid	\$0		\$10,000		11
Sisian, Syunik	Grain Mill	\$10,000	\$6,900	\$0			\$10,000	6
Aghavnadzor, Vayots Dzor	Winery	\$30,000	\$20,800	\$0		\$6,150	\$23,850	0
Gyumry, Shirak	Hothouse farming	\$45,000	\$43,500	\$0		\$45,000		7
Ashtarak	Restaurant, hotel	\$90,000	Repaid	\$0		\$90,000		25
Vanadzor, Lory	Bakery	\$80,000	\$55,800	\$0			\$80,000	0
Armavir	Juice production	\$80,000	\$55,005	\$0		\$75,000	\$5,000	3
Yerevan	Laundry and dry-cleaning	\$35,000	\$24,360	\$0		\$35,000		6
Yerevan	Window and door production	\$125,000	\$94,250	\$0			\$125,000	0
<b>TOTALS/AVERAGES</b>		\$2,046,000	\$456,820	\$0	\$0	\$869,334	\$1,191,666	689

<b>Inecobank</b>								
<b>Location of Business</b>	<b>Activities</b>	<b>Amount Given</b>	<b>Balance (30.09.04)</b>	<b>Principal overdue</b>	<b>Charge Off</b>	<b>*Use of Loan</b>		<b>Jobs Created</b>
						CE	RM/INV	
Ashtarak	Hothouse farming	\$10,000	Repaid	\$0		\$10,000		0
Mirak v. Aragatsotn	Yerevan	\$70,000	Repaid	\$0			\$70,000	2
Yerevan	Cargo transportation	\$30,000	Repaid	\$0		\$30,000		3
Yerevan	Meat processing	\$40,000	Repaid	\$0		\$5,000	\$35,000	9
Yerevan	Dental clinic	\$25,000	Repaid	\$0		\$20,000	\$5,000	3
Gyumry, Shirak	Grain mill	\$30,000	\$6,090	\$0			\$30,000	0
Yerevan	Pharmacy	\$32,000	\$2,400	\$0			\$32,000	4
Vanadzor, Lori	Grain mill	\$70,000	Repaid	\$0			\$70,000	12
Yerevan	Dairy products	\$10,000	Repaid	\$0		\$5,800	\$4,200	5
Yerevan	Medical services	\$35,000	\$4,090	\$0		\$35,000		0
Yerevan	Dental clinic	\$10,000	\$3,219	\$0		\$7,000	\$3,000	4
Yerevan	Meat processing	\$20,000	\$9,350	\$0		\$7,200	\$12,800	10
Yerevan	Confection	\$20,000	Repaid	\$0			\$20,000	2
Jraber, Kotayq	Hothouse farming	\$20,000	Repaid	\$0		\$10,000	\$10,000	7
Yerevan	Soft drink production	\$45,000	\$21,460	\$0		\$5,000	\$40,000	6
Yerevan	Medical services	\$8,000	\$5,047	\$0		\$8,000		0
Yerevan	Dental clinic	\$25,000	Repaid	\$0		\$25,000		4
Yerevan	Construction services	\$100,000	\$67,912	\$0			\$100,000	20
Yerevan	Dairy products	\$7,000	Repaid	\$0			\$7,000	0
Shirakamut, Lory	Hydro-power plant	\$60,000	Repaid	\$0		\$60,000		0
Gyumry, Shirak	Taxi Service	\$20,000	\$17,000				\$20,000	3
Vayots Dzor	Winery	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Photo services	\$25,000	\$21,400	\$0		\$25,000		2
Sevan, Gegharqunig	Holiday-Camping Center	\$15,000	\$8,114	\$0		\$5,800	\$9,200	0
Gyumry, Shirak	Polypropylene sack production	\$125,000	\$124,500	\$0			\$125,000	4
Yerevan	Meat processing	\$80,000	\$78,000	\$0		\$31,600	\$48,400	5
Yerevan	Crepe paper box production	\$70,000	\$64,610	\$0		\$70,000		6
Yerevan	Door and window frame production	\$40,000	\$38,572	\$0		\$11,526	\$28,474	4
Yerevan	Sausage production	\$100,000	\$90,100	\$0			\$100,000	0
Yerevan	Pharmacy	\$100,000	\$93,110	\$0		\$100,000		5
Shirak	Private University	\$40,000	\$40,000	\$0		\$40,000		0
Shirak	Camp for children	\$35,000	\$35,000	\$0		\$35,000		8
<b>TOTALS/AVERAGES</b>		\$1,332,000	\$729,974	\$0	\$0	\$546,926	\$785,074	128

<b>Total Armenia SBLP</b>	<b>\$10,440,749</b>	<b>\$1,853,242</b>	<b>\$0</b>	<b>\$403,316</b>	<b>\$4,621,686</b>	<b>\$5,834,063</b>	<b>2,211</b>
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**EURASIA FOUNDATION UKRAINE SMALL BUSINESS LOAN  
PROGRAM (9-30-04)**

<b>Aval Bank- Kyiv - Inactive</b>								
<b>Location of Business</b>	<b>Activities</b>	<b>Amount Given</b>	<b>Balance (30.09.04)</b>	<b>Principal overdue</b>	<b>Charge Off</b>	<b>*Use of Loan</b>	<b>Proceeds</b>	<b>Jobs Created</b>
						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
<b>TOTALS/AVERAGES</b>		\$370,000	\$0	\$0	\$70,692	\$370,000	\$0	101

<b>Bank Agio- Kyiv</b>								
<b>Location of Business</b>	<b>Activities</b>	<b>Amount Given</b>	<b>Balance (30.09.04)</b>	<b>Principal overdue</b>	<b>Charge Off</b>	<b>*Use of Loan</b>	<b>Proceeds</b>	<b>Jobs Created</b>
						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	Repaid	\$0		\$60,000	\$0	20
Kyiv	Nut possessing	\$13,200	Repaid	\$0		\$0	\$13,200	2
Kyiv	Lumber processing	\$30,000	Repaid	\$0		\$0	\$30,000	6
Kyiv	Shoe Maker	\$50,000	Repaid	\$0		\$0	\$50,000	30
Kyiv	Lumber processing	\$93,528	Repaid	\$0		\$93,528	\$0	15
Kyiv	Telecommunications	\$35,000	Repaid	\$0		\$35,000		10
Kyiv	Drug stores	\$85,000	Repaid	\$0		\$45,000	\$40,000	10
Kyiv	Gynecological practice	\$33,000	Repaid	\$0		\$33,000	\$0	14
Kyiv	Pharmacy, stores, hairdresser's	\$100,000	Repaid	\$0		\$97,000	\$3,000	10
Kyiv	Printing house	\$70,000	Repaid	\$0		\$70,000	\$0	7
Kyiv	Food stores	\$22,000	Repaid	\$0		\$22,000	\$0	9
Kyiv	Printing house	\$30,000	Repaid	\$0		\$10,000	\$20,000	5
Kyiv	Photo Services	\$100,000	Repaid	\$0		\$100,000	\$0	2
Kyiv	Milk processing	\$100,000	Repaid	\$0		\$39,814	\$60,186	5
Kyiv	Aluminum constructions	\$80,000	Repaid	\$0		\$0	\$80,000	4

Kyiv	Food distribution	\$47,000	Repaid	\$0		\$47,000	\$0	5
Kyiv	Food stores	\$19,000	Repaid	\$0		\$19,000	\$0	3
Kyiv	Polymer packaging	\$90,000	Repaid	\$0		\$90,000	\$0	10
Kyiv	Lumber processing	\$67,980	Repaid	\$0		\$67,980	\$0	8
Kyiv	Gynecological practice	\$40,000	Repaid	\$0		\$40,000	\$0	3
Kyiv	Milk processing	\$45,000	Repaid	\$0		\$35,800	\$9,200	5
Kyiv	Pharmacies	\$55,000	Repaid	\$0		\$55,000	\$0	6
Kyiv	Drug stores	\$37,729	Repaid	\$0		\$37,729	\$0	4
Kyiv	Photo Services	\$40,000	Repaid	\$0		\$40,000	\$0	3
Kyiv	Printing house	\$50,000	Repaid	\$0		\$50,000	\$0	7
Kyiv	Food stores	\$35,000	Repaid	\$0		\$35,000	\$0	3
Kyiv	Printing house	\$31,000	Repaid	\$0		\$31,000	\$0	5
Kyiv	Photo Services	\$30,000	Repaid	\$0		\$30,000	\$0	2
Kyiv	Cable TV	\$86,696	Repaid	\$0		\$86,696	\$0	8
Kyiv	Advertising, printing	\$55,000	\$30,315	\$0		\$55,000	\$0	5
Kyiv	Passengers transportation	\$45,000	\$21,000	\$0		\$45,000	\$0	4
Kyiv	Manufacturing of plastic items for construction, sunflower seeds	\$23,800	\$14,680	\$0		\$23,800	\$0	3
Kyiv	Pre-printing, printing and publishing	\$70,000	\$48,600	\$0		\$70,000	\$0	2
Kyiv	Transportation	\$50,000	\$37,660	\$0		\$50,000	\$0	6
Kyiv	Customized metal items	\$38,000	\$27,636	\$0		\$38,000	\$0	3
Kyiv	Pre-printing, printing and publishing	\$45,000	\$22,500	\$0		\$45,000	\$0	4
Kyiv	Furniture, glass, plastic & alum prods	\$113,484	\$94,570	\$0		\$113,484	\$0	8
Kyiv	Electrical and cable prod & install	\$54,000	\$49,091	\$0		\$54,000	\$0	2
Kyiv	Trade and service of bio-toilets	\$30,000	\$22,500	\$0		\$30,000	\$0	1
Kyiv	Spare parts for water bikes	\$18,000	\$18,000	\$0		\$18,000	\$0	4
Kyiv	Production of cheese	\$48,780	\$48,780	\$0		\$33,780	\$15,000	7
Kyiv	Transportation	\$60,000	\$60,000	\$0		\$50,000	\$0	5
Kyiv	Transportation	\$12,000	\$7,000	\$0		\$7,000	\$0	2
Kyiv	Cheese and bread production	\$20,000	\$20,000	\$0		\$0	\$20,000	2
Kyiv	Food stores	\$40,000	\$40,000	\$0		\$40,000	\$0	4
<b>TOTALS/AVERAGES</b>		\$2,565,797	\$562,332	\$0	\$0	\$2,109,186	\$441,611	350

VABank- Kyiv, Lviv, Odessa								
Location of Business	Activities	Amount Given	Balance (30.09.04)	Principal overdue	Charge Off	*Use of Loan		Jobs Created
						CE	RM/INV	
Kyiv	Warehousing, cargo, trade equipment	\$80,000	Repaid	\$0		\$80,000	\$0	8
Lviv	Dental services& equip	\$50,000	Repaid	\$0		\$0	\$50,000	3
Dubliany	Water production	\$80,000	Repaid	\$0		\$74,900	\$5,100	15
Lviv	Dental Services	\$50,000	Repaid	\$0		\$0	\$50,000	3
Lviv	Transportation, tourism	\$75,000	Repaid	\$0		\$75,000	\$0	6
Boiarka	Ventilation systems	\$100,000	Repaid	\$0		\$75,370	\$24,630	30
Lypivka	Pet forms for bottles	\$47,000	Repaid	\$0		\$0	\$47,000	5
Lviv	Blinds production, retail trade	\$40,000	Repaid	\$0		\$0	\$40,000	3
Lviv	Production of furniture	\$40,000	Repaid	\$0		\$10,000	\$30,000	6
Brukhovychi	Hotel, restaurant	\$50,000	Repaid	\$0		\$50,000	\$0	7
Lviv	Printing, publishing	\$50,000	Repaid	\$0		\$50,000	\$0	9
Lviv	Heating, water, sewage and gas systems	\$50,000	Repaid	\$0		\$0	\$50,000	15
Kyiv	Warehouses, cargo delivery	\$70,000	Repaid	\$0		\$70,000	\$0	2
Kyiv	Cafe	\$15,000	Repaid	\$0		\$15,000	\$0	0
Kotsubynske	Foil production	\$100,000	Repaid	\$0		\$0	\$100,000	0
Vasylkiv	Washing liquids and cosmetic items production	\$100,000	Repaid	\$0		\$33,000	\$67,000	12
Lviv	Transportation, tourism	\$100,000	Repaid	\$0		\$100,000	\$0	7
Boiarka	Ventilation systems	\$30,000	Repaid	\$0		\$30,000	\$0	8
Truskavets	Recreation, tourism	\$49,000	Repaid	\$0		\$49,000	\$0	9
Lviv	Transportation trucking	\$50,000	Repaid	\$0		\$50,000	\$0	6
Kyiv	Warehouses, cargo delivery	\$72,000	Repaid	\$0		\$72,000	\$0	5
Kyiv	Production of engine pistons	\$30,000	Repaid	\$0		\$0	\$30,000	2
Brovary raion	Processing of agricultural products	\$40,000	Repaid	\$0		\$40,000	\$0	7
Lviv	Dentistry	\$50,000	Repaid	\$0		\$0	\$50,000	0
Lviv	Transportation	\$20,000	Repaid	\$0		\$20,000	\$0	5
Kyiv	Production of envelopes	\$120,000	Repaid	\$0		\$120,000	\$0	8
Cherlianske	Transportation	\$50,000	Repaid	\$0		\$50,000	\$0	4
Kyiv	Transportation	\$25,000	Repaid	\$0		\$25,000	\$0	3
Dubliany	Water production	\$50,000	Repaid	\$0		\$0	\$50,000	2
Lviv	Dentistry	\$75,000	Repaid	\$0		\$0	\$75,000	3
Brovary	Testing of fire proof qualities	\$35,000	Repaid	\$0		\$35,000	\$0	4
Lviv	Special advertisement	\$12,000	Repaid	\$0		\$12,000	\$0	2
Kyiv	Café	\$15,000	Repaid	\$0		\$15,000	\$0	0
Lviv	Printing house	\$40,000	Repaid	\$0		\$40,000	\$0	4
Lviv	Transportation	\$25,000	Repaid	\$0		\$25,000	\$0	3
Kyiv	Ventilation systems	\$60,000	Repaid	\$0		\$30,000	\$30,000	5
Lviv	Production of pickles	\$50,000	Repaid	\$0		\$5,000	\$45,000	4
Lviv	Processing of milk	\$30,000	Repaid	\$0		\$15,125	\$14,875	3

Lviv	Transportation	\$20,000	Repaid	\$0		\$20,000	\$0	2
Odesa	Hotel business	\$75,000	Repaid	\$0		\$75,000	\$0	10
Lviv	Pharmacies	\$10,000	Repaid	\$0		\$10,000	\$0	2
Lviv	Coffee shop	\$28,000	Repaid	\$0		\$28,000	\$0	7
Kyiv	Production of blinds and windows	\$15,000	Repaid	\$0		\$15,000	\$0	5
Kyiv	Internet provider	\$70,000	Repaid	\$0		\$70,000	\$0	2
Kyiv, Vasytkiv	Washing liquids and cosmetic items production	\$80,000	Repaid	\$0		\$80,000	\$0	4
Kyiv	Transportation	\$8,000	Repaid	\$0		\$8,000	\$0	2
Lviv	Greenhouse	\$102,840	Repaid	\$0		\$102,840	\$0	7
Lviv	Transportation	\$25,000	Repaid	\$0		\$25,000	\$0	3
Kyiv	Confectionery	\$35,000	Repaid	\$0		\$35,000	\$0	5
Brovary raion	Processing of agricultural products	\$19,000	Repaid	\$0		\$19,000	\$0	3
Lviv	Cargo delivery	\$49,200	Repaid	\$0		\$49,200	\$0	4
Lviv	Pharmacies	\$15,000	Repaid	\$0		\$15,000	\$0	3
Kyiv	Transportation	\$39,000	Repaid	\$0		\$39,000	\$0	3
Kyiv	Production of cardboard packaging	\$30,000	Repaid	\$0		\$30,000	\$0	5
Kyiv	Warehouses, cargo delivery	\$90,000	\$27,456	\$0		\$90,000	\$0	4
Kyiv	Plastic packaging production	\$150,000	\$122,727	\$0		\$150,000	\$0	5
Lviv	Production of pallets	\$15,000	\$11,250	\$0		\$15,000	\$0	3
Lviv	Harvesting services	\$90,000	\$11,302	\$0		\$90,000	\$0	5
Lviv	Restaurant and hotel	\$15,500	\$11,810	\$0		\$15,500	\$0	2
Lviv	Retail trade of CDs	\$10,000	\$4,000	\$0		\$10,000	\$0	2
Lviv	Blinds production, retail trade of instruments, wood processing	\$18,000	\$11,647	\$0		\$18,000	\$0	5
Boryspil	Lumber processing	\$100,000	\$90,625	\$0		\$50,367	\$49,633	3
Lviv	Dentistry products	\$85,000	\$77,273	\$0		\$0	\$85,000	4
Lviv	Coffee shop	\$30,000	\$53,281	\$0		\$30,000	\$0	7
Kyiv	Absorbent carbon production	\$30,000	\$26,667	\$0		\$30,000	\$0	10
Lviv	Transportation	\$32,000	\$32,000	\$0		\$32,000	\$0	5
Lviv	Transportation	\$30,800	\$27,618	\$0		\$30,800	\$0	4
Kyiv	Production of chemicals	\$150,000	\$140,625	\$0		\$85,000	\$65,000	6
Kyiv	Production of envelopes	\$30,000	\$30,000	\$0		\$30,000	\$0	2
Lviv	Transportation	\$25,000	\$21,413	\$0		\$22,500	\$0	2
Kyiv	Warehouses, cargo delivery	\$84,000	\$80,500	\$0		\$84,000	\$0	4
Kyiv	Recreation center	\$60,000	\$57,000	\$0		\$60,000	\$0	10
Lviv	Transportation	\$21,000	\$21,000	\$0		\$21,000	\$0	2
Odesa	Hotel business	\$135,000	\$135,000	\$0		\$135,000	\$0	7
<b>TOTALS/AVERAGES</b>		\$3,847,340	\$993,194	\$0	\$0	\$2,886,602	\$958,238	377

<b>Total Ukraine SBLP</b>	<b>\$6,783,137</b>	<b>\$1,555,526</b>	<b>\$0</b>	<b>\$70,692</b>	<b>\$5,365,788</b>	<b>\$1,399,849</b>	<b>828</b>
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\*CE= Capital Expenditures

\*RM/INV= Raw Materials, Inventory, etc.

## Izmirlian - Eurasia Universal Credit Company LLC

Location of Business	Activities	Amount approved	Amount disbursed	Balance (30.09.04)	Term (months)	Principal overdue	*Use of Loan proceeds		Jobs Created
							CE	RM/INV	
Kotayk	Greenhouse farming	45,000	45,000	45,000.00	30	0.00	10,000	35,000	0
Syunik	Bakery	30,000	30,000	30,000.00	24	0.00	13,800	16,200	10
Shirak	Dairy products	30,000	30,000	30,000.00	36	0.00		30,000	5
Yerevan	Preserve cap production	80,000	0	0.00	36	0.00		80,000	0
Syunik	Cannery	60,000	40,000	40,000.00	36	0.00		60,000	64
Yerevan	Printing services	10,000	10,000	10,000.00	30	0.00	10,000		0
Yerevan	Dental clinic	35,000	35,000	35,000.00	36	0.00	35,000		4
Shirak	Cheese Factory	20,000	20,000	20,000.00	12	0.00		20,000	0
Lori	Grain mill	125,000	125,000	125,000.00	30	0.00		125,000	12
Yerevan	Diagnostic services	145,000	0	0.00	48	0.00	145,000		9
Yerevan	Juice production	120,000	0	0.00	30	0.00		120,000	0
Yerevan	Juice production	30,000	0	0.00	12	0.00		30,000	0
Vayots Dzor	Winery	50,000	0	0.00	36	0.00		50,000	0
Vayots Dzor	Winery	30,000	0	0.00	18	0.00	20,000	10,000	15
		<b>810,000</b>	<b>335,000</b>	<b>335,000.00</b>	<b>30</b>	<b>0.00</b>	<b>233,800</b>	<b>576,200</b>	<b>119</b>





**Appendix C**  
**Grant Results in FY04**



## Armenia

Armenia	Total Amount of Grants	\$172,006.11
2000	Number of Grants	11
<b>2.1 Citizen Political/Economic Participation</b>		

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	2052	Counterpart Funding	\$1,020.00	Jobs Created	0
Female Beneficiaries	1710	New Partnerships	221	Businesses Formed	56
Organizational Beneficiaries	14	Innovation Replications	2		
Male Trainees	227	Media Products	947		
Female Trainees	73				

### Sample Outcome Statements

#### **Y0-8001 Loru Mig, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

The Loru Mig TV station, in Vanadzor, originally had planned to produce 48 segments of its twin talk show programs, "Vanadzor Today" and "Studio-2," within the framework of the Public Debates in Live Broadcasting initiative. The project, however, enabled the station to produce a full 100 segments of the shows, which address a host of problems in local communities. The shows proved highly popular, as demonstrated by the volume of call-ins and positive viewer feedback recorded in company-provided reports. Both "Vanadzor Today" and "Studio-2" are still going strong following project completion. A joint ProMedia and Internews survey in 2003 concluded that Loru Mig enjoyed the highest ratings among TV stations in Armenia.

#### **Y00-8002 Zangak TV Station**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Martuni's Zangak TV station, which had planned to produce 35 segments of its talk show programs, "Dem-ar-dem" and "Andradarts," within the framework of the EF project, went on to air 88 segments. Video reports provided by the company show increased call-in volume and positive viewer feedback. Both "Dem-ar-dem" and "Andradarts" continue to air following project completion.

#### **Y00-8003 Camut, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

Camut Ltd., a TV station in Noyemberyan, went on to produce 52 segments (instead of the planned 50) of its talk show program, "Open Conversation," within the framework of the EF project. Serving four local communities, the show became an instant hit, garnering strong viewer loyalty and increased call-in volume. These were attested to by video reports submitted by the station. "Open Conversation" continues to air following project completion.

**Y00-8005            Ankyun Gumarats 3**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Alaverdi's Ankyun Gumarats-3 TV Company, which had planned to produce 28 segments of its talk show programs within the framework of the EF project, went on to air 54 segments. The growing popularity of the shows, in terms of viewer loyalty and increased call-in volume, were demonstrated by video reports submitted by the company. Ankyun Gumarats-3's talk shows continue to air following project completion.

**Y00-8010            Shant, Llc.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants.

Shant TV started the project implementation with "Viewpoint," an interactive program dedicated to addressing regional issues. In January 2001, Gyumri's Shant TV significantly broadened its coverage area. That year the company launched another live program, "Perspective," dedicated to local and regional issues. Originally, Shant TV had planned to produce a total of 40 segments of its twin shows within the framework of the EF project. Instead, the company went on to put 41 "Viewpoint" segments and a whopping 252 "Perspective" segments on the air. Both shows earned immense popularity, allowing Shant TV to begin broadcasting nationwide and reaching some 200,000 viewers. Both "Viewpoint" and "Perspective" continue to air following project completion.

**Y00-8013            Kjavar TV Company, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Kjavar TV Company, in Gavar, produced 78 segments of its well-received talk show, "Asparez," within the framework of the EF project. The grantee originally had planned to produce 26 segments. Video reports submitted by the company demonstrate increased call-in volume and positive viewer feedback. "Asparez" continues to air following project completion.

**Y00-8014            Dzagedzor, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Within the framework of the EF project, Dzagedzor TV Company in Kapan, produced 29 segments of its renowned talk show, "Lusantsk." The grantee had originally planned to produce 30 segments. However, since in the process of the project implementation Dzagedzor was obliged to move to new premises, the move caused interruption in the broadcasting of some programs, including "Lusantsk." In 2003, Dzagedzor TV won a competition to broadcast on two new frequency ranges, which was a good opportunity for them to significantly broaden the Company's coverage area. This required installation of two additional transmitters. At our recent site-visit to the new premises, we noted that the new offices and studios of Dzagedzor TV were neatly renovated and the newly purchased transmitters were ready for installation. After modernization of the system the Company will continue to air "Lusantsk" shows. The shows have proved to be highly popular, as demonstrated by the volume of call-ins and positive viewer feedback recorded in company-provided reports.

**Y99-5282 Internews**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. The Internews project was aimed at providing technical assistance, training, and consultation to ten regional TV stations, winners of the Public Debates in Live Broadcasting competition.

Internews helped install all the equipment provided to independent TV stations under the EF grant; provided 30 professionals from grantee stations with four-session training (theoretical, technical, practical, and analytical) in live public-affairs programming; and established standard talk-show models for regional TV stations.

**Y00-8012 Lusalik Telecompany, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Lusalik Telecompany, in Charentsavan, had planned to produce 24 segments of its talk show program, "Tesaket," within the framework of the EF project. Instead, the company went on to air 34 segments. "Tesaket's" growing popularity is attested to by company-provided reports, which include testimonials and increased call-in figures. "Tesaket" continues to air following project completion.

**Y00-8015 Tsayg, Ltd.**

Low professional standards and a general lack of technical capacities have prevented most regional television stations in Armenia from becoming conduits for civic activism and public dialogue. To improve the situation, EF launched a special initiative, Public Debates in Live Broadcasting. Through this project, regional TV stations were provided with professional training and equipment to produce a series of round-table debates on a wide range of issues faced by local communities. All segments included a call-in component that allowed live interaction between viewers and debate participants. Tsayg Ltd., in Gyumri, had planned to produce 30 segments of its talk show programs within the framework of the EF project. Instead, the company went on to air 120 segments -- a significant step in the process of improving civic participation and establishing live public dialogue in the Gyumri region. The growing popularity of the grantee's talk shows is proven by company-provided video reports, which show increased call-in figures and positive viewer feedback. Tsayg's talk shows continue to air following project completion.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$4,069.16</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>18</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>2</b>	<b>Media Products</b>	<b>12</b>		
<b>Female Trainees</b>	<b>1</b>				

**Sample Outcome Statement**

**Y99-5182 Shant, Llc.**

To increase public awareness and to promote better understanding of the legal reform taking place in Armenia, the grantee, within the framework of the current project, prepared and broadcast twelve live TV round-table debates covering a wide range of issues faced by the judicial system. Each segment was dedicated to a specific issue presented by a video clip prepared in advance and accompanied with in-studio discussion of the subject with the participation of legal experts, judges and NGO representatives. All segments included a call-in component that allowed live interaction between viewers and debate participants. The public outreach effort undertaken by Gyumri's Shant TV was helpful both in improving public knowledge and in building confidence in Armenia's legal system. Video reports submitted by the grantee testify to this effect. All 12 programs of Shant TV produced as a result of EF funding were broadcast not only in Gyumri, but also in Vanadzor and Hrazdan regions of Armenia.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$198,262.03</b>
<b>2001</b>	<b>Number of Grants</b>	<b>7</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>392</b>	<b>Counterpart Funding</b>	<b>\$107,411.00</b>	<b>Jobs Created</b>	<b>1</b>
<b>Female Beneficiaries</b>	<b>235</b>	<b>New Partnerships</b>	<b>13</b>	<b>Businesses Formed</b>	<b>11</b>
<b>Organizational Beneficiaries</b>	<b>42</b>	<b>Innovation Replications</b>	<b>12</b>		
<b>Male Trainees</b>	<b>419</b>	<b>Media Products</b>	<b>18</b>		
<b>Female Trainees</b>	<b>50</b>				

**Sample Outcome Statements**

**Y01-5030 Internet Union Public Organization**

In the last decade information and communication technologies have proliferated in Armenia, permeating education, healthcare, trade, and other areas of public life. To promote the development of e-commerce through higher technical standards, the Eurasia Foundation supported the Internet Union NGO. The grant enabled the organization to launch an e-commerce training center authorized by a Certified Internet Webmaster (CIW). As a result of the project, the grantee's computer lab was provided with CIW-required equipment, and two instructors were trained and received CIW certification. In addition, two groups of students totaling 25 individuals received pilot training in e-commerce and network security. The latter part of the course was designed by the grantee itself. The project culminated in the creation of sample e-commerce Web sites. Support from the Eurasia Foundation has facilitated the building of an infrastructure for the preparation of a qualified e-commerce workforce. Given the high demand for e-commerce programmers and the grantee's increased training capacities, its activities are sustainable.

**Y01-5094 Union of Apiarists and Apitherapy**

Beekeeping continues to be a mainstay of Armenian agriculture. Until recently, however, sales were limited to local markets, as Armenian honey could not be exported due to standardization and quality issues. Other reasons included inefficient business practices and the low level of technological know-how among beekeepers. In order to address these shortfalls and promote exports, Armenia's Union of Apiarists and Apitherapy developed a set of national quality standards for honey production. Following a fact-finding study, the Union lobbied the State Standards Agency, which adopted the proposed standards. In addition, the Union published a directory of Armenian beekeepers, which features how-to sections on modern beekeeping and honey-production methods. Modernization and international standards-compliance were also the main themes of business seminars, which the Union conducted in five regions of Armenia, drawing the participation of more than 300 beekeepers. As part of the project, the Union organized two business expositions, during which more than 4,500 kilograms of locally-produced honey was sold. Finally, the Union presented its members' products at an exposition in Moscow, which led to several partnerships with professional associations in the NIS and Turkey.

**Y01-7001 State Engineering University of Armenia**

Aiming to boost Armenia's Information Technology (IT) sector and create better employment opportunities through standardized training, the Eurasia Foundation announced a competition for IT training centers. One of the winners, the State Engineering University of Armenia, has been a registered CISCO Regional Academy but was unable to provide training due to its lack of equipment and authorized trainers. The Foundation grant supported the strengthening of the Academy's technical capacities through new equipment, training of instructors at Budapest's Regional CISCO Academy, and provision of pilot courses for students. As a result of the grant, 17 instructors were trained and received certification and 30 students completed a four-phase training course in CISCO Systems network technologies. Currently a new class of 40 students is enrolled in the course. Given the high demand for qualified network administrators, as well as the Academy's affordable tuitions, its revived CISCO training course can help it become a premier IT institution in the Caucasus.

**Y01-7004 State Engineering University of Armenia, Gyumri Branch**

Research done on the state of Information and Communication Technology (ICT) in Armenia in year 2001, demonstrated that there was a lack of qualified ICT specialists in Armenia. In order to fully utilize the potential of Armenian ICT specialists and to support the development of standardized education in the Shirak region, the Eurasia Foundation supported the creation of Local Cisco Academy. The project was implemented on the premises of the Gyumri Branch of the State Engineering University of Armenia. A local Cisco Academy was established, the offices were equipped with necessary tools, and two instructors got training in the field and got certification. As a result of the project, 16 students got training and certification. Eleven more students are currently being trained to get Cisco Certified specialists qualification. The center is now fully operational and the number of applicants is increasing. Project revenues reached \$5,950 in the first year and the program is now self sustainable. Information about the

program was widely publicized through TV and radio, as well as through the Academy's web-site: <http://iatp.shirak.am/netacad>.

**Y01-7006 Yerevan University of Management and Information Technologies, Ltd.**

Given the shortage of qualified specialists in Armenia's Information Technology (IT) sector, the Yerevan University of Management and Information received EF support to found an Oracle-authorized training center on campus. The center sought to provide intensive training to information systems professionals, who would subsequently receive Oracle certification. The project entailed the establishment of an Oracle-specified computer lab, training of instructors, and certification of 14 specialists following six different courses in the development and administration of Oracle databases. In order to receive Oracle authorization, the center was also required to obtain training courses and educational materials costing close to \$80,000 per year. Project implementation encountered a number of major obstacles, including Armenia's IT industry crunch, low student demand and high tuitions, with the result that the center was unable to obtain Oracle authorization. Currently the center has shifted its focus to train staff of the Tax Departments of the ministries, where Oracle databases are used, thus still contributing to the university's efforts of obtaining Oracle authorization.

**Y01-7010 Arminco, Ltd.**

In support of development of standardized education in the area of Information Technology, Arminco Ltd created the Microsoft Certified Technical Education Center (MCTEC). The MCTEC is able to train specialists to pass the Microsoft Certified Systems Engineering examination. Two specialists were trained in the Moscow-based center and acquired Microsoft Certified Trainer status. A computer lab was equipped in accordance with Microsoft Corporation requirements, and the two trainers, who developed a business plan for the center's future activities, influenced the registration of the MCTEC in Armenia. One pilot group comprised of ten specialists was trained during the project. In addition, the organization worked together with Sylvan Prometrics to open a local certification center. The activity of the MCTEC in the long term will contribute to the increase of professional qualifications of Armenian IT specialists, thus creating new opportunities for their higher-paid employment. This also contributed to the increased level of efficiency for Armenian IT enterprises, making their products and services more competitive in the world-wide market.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$202,170.41</b>
<b>2001</b>	<b>Number of Grants</b>	<b>8</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3192</b>	<b>Counterpart Funding</b>	<b>\$17,287.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>5210</b>	<b>New Partnerships</b>	<b>71</b>	<b>Businesses Formed</b>	<b>28</b>
<b>Organizational Beneficiaries</b>	<b>91</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>2943</b>	<b>Media Products</b>	<b>175</b>		
<b>Female Trainees</b>	<b>4012</b>				

**Sample Outcome Statements**

**Y01-8001 Republican Library of Lori Marz**

The Regional library of Lori Marz was one of several such institutions to receive support through the Eurasia Foundation's Public Dialogue Campaign. Aimed to transform the library into a multifaceted center of civic communication, the Foundation grant provided computer systems, Internet access, a large number of books as well as training through the NGO Center. The project led to a considerable increase in the number of library beneficiaries, expanded services and introduced new ones, and laid the groundwork for public-dialogue development in Vanadzor and the whole Lori Marz. The library's bid for promoting civic communication included collaborative efforts with local government bodies and organizations. The grant's goals, however, were not met fully, as the library lacked mechanisms for financial sustainability, was unable to maintain information updates, and fell short of expected innovations. Such issues might be better addressed through additional training support and experience exchange.

**Y01-8010 Centralized Coordinate of Libraries Gyumri**

The Gyumri Central Library was one of several such institutions to receive support through the Eurasia Foundation's Public Dialogue Campaign. Aimed to transform the library into a multifaceted center of civic communication, the Foundation grant provided computer systems, Internet access, and a large number of books as well as training through the NGO Center. The Gyumri Central Library unites 13 libraries located in different parts of Gyumri. Through series of workshops, lectures, round table discussions, TV and Radio programs, publications covering educational, social, and economic issues the project staff managed to revitalize the role of the library in the community. It attracted new users, created information networks as well as established new civil society institutions such as NGOs and community active groups. The library's bid for promoting civic communication included collaborative efforts with the local government, and local and international organizations. The available technical and human resources will ensure the project

sustainability. One of the newly formed NGOs, "Libraries as Community Development Centers" is going to forward the process of revitalizing the libraries in Gyumri and Shirak region.

**Y01-8006 Library of Town Noemberyan**

The Noyemberyan Public Library was one of several such institutions to receive support through the Eurasia Foundation's Public Dialogue Campaign. Aimed to transform the library into a multifaceted center of civic communication, the Foundation grant provided computer systems, Internet access, a large number of books, and training through the NGO Center. The project led to a considerable increase in the number of library patrons, expanded services and introduced new ones, and laid the groundwork for public-dialogue development in Noyemberyan. The library's bid for promoting civic communication included collaborative efforts with local government bodies and organizations, and the establishment of a network of partner NGOs. The grant's goals, however, were not met fully, as the library lacked mechanisms for financial sustainability, was unable to maintain information updates, and fell short of expected innovations. Such issues might be better addressed through additional training support and experience exchange.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$320,242.29</b>
<b>2002</b>	<b>Number of Grants</b>	<b>13</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>894</b>	<b>Counterpart Funding</b>	<b>\$14,330.00</b>	<b>Jobs Created</b>	<b>1</b>
<b>Female Beneficiaries</b>	<b>413</b>	<b>New Partnerships</b>	<b>58</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>487</b>	<b>Innovation Replications</b>	<b>6</b>		
<b>Male Trainees</b>	<b>310</b>	<b>Media Products</b>	<b>50</b>		
<b>Female Trainees</b>	<b>217</b>				

**Sample Outcome Statements**

**Y01-5114 Hayk Regional Research Center**

An ongoing problem facing entrepreneurs in Armenia is their lack of information regarding changes in business legislation. The information gap is also a major cause of corruption among tax authorities, as under-informed business owners are regularly taken advantage of. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Hayk Regional Research Center received support to promote regulatory awareness and increase business efficiency. The grant enabled Hayk to create an electronic database of key business laws and regulations, as well as government forms and other relevant material, and post it on its Web site, biz-protect.com. The project, in conjunction with other business development programs, promises to empower the business sphere as a whole by raising awareness of regulations and legal rights. Hayk's informational tools are designed to help entrepreneurs save time, ensure fair treatment by government agencies, and avoid costly and often unfair penalties.

**Y01-5130 Business Development and Support Center, NGO**

Small and Medium Enterprise (SME) development is a key factor in the economic growth of developing nations. In Armenia, SMEs have mushroomed in the past decade, but most of the activity has centered in Yerevan, leaving the rest of the republic lagging far behind. Overall business investment in Armenia's marzes (regions) represents a minute proportion of that enjoyed in the capital, mainly due to the lack of systematized information about the potential of regional business development. In order to promote SME development of the Lori region, the Business Development and Support Center NGO published a regional "Yellow Pages" directory through a grant from the Eurasia Foundation. The project was funded within the framework of the Eurasia Foundation's Business Advocacy Competition. The directory was disseminated among government ministries, international organizations, and foreign embassies in Armenia. It was also distributed abroad. The directory helped establish business contacts between Armenian and foreign entrepreneurs and promoted investment activity. In addition, it generated income through advertising and single-copy sales, allowing the grantee to publish the 2004 directory with its own resources.

**Y01-5177 Meghri - 1 Benevolent Public Organization**

Meghri is one of the most underdeveloped regions of Armenia, which continuously skip out the attention of donors. However, at the same time, it is one of the prospective in the aspect of tourism development. Having greater plans of transforming Meghri into the center of community tourism, the grantee organization formulated the problem as a lack of community participation and activism in local social and economic development processes. The project was aimed at community development and training in Meghri to ensure population's participation in further projects and foster community tourism development in the region. Other objective for the project was to create information resources on Meghri region for tourists, interested organizations, donors and other stakeholders. The project included creation of a community tourism center, provision of training and consultations to community members, community development and tourism promotion events like round table discussions, creation of Internet web-page as well as publication of a

brochure representing Meghri and its tourism opportunities. Formally, all the planned events were implemented. However, being completely dependent on their Yerevan partner, which was the implementing organization for this project, the center reduced their activities to just consulting and providing information to people applying to them. Therefore, in further projects more participation, local initiatives and activism should be ensured in projects like this to avoid similar problems.

**Y01-5147 International Association Shirak, NGO**

In the decades preceding Armenia's independence, Gyumri, the republic's second largest city, was renowned for its abundance of scientists and high-quality research work. But with the collapse of the Soviet Union and its inter-republican scientific infrastructure, research activity came to a grinding halt. Most research output was subsequently filed away and remained in the databases of scientific institutes and R&D departments of universities. With support from the Eurasia Foundation, Shirak International Association established a technology commercialization center in Gyumri, with the aim of promoting commercial development of local scientific and technological research. Shirak created a Web site featuring a database of some 300 commercially viable ideas. It also published a brochure detailing market-bound technologies and distributed them among more than 200 entrepreneurs and organizations interested in technology commercialization. Furthermore, Shirak established an incubator in Gyumri, attracting an initial donation of \$1,500 for purchasing equipment. The incubator is designed to test the commercialization potential of select research output. The Shirak project helped lay the groundwork for technology commercialization throughout Armenia, leading to the signing of preliminary agreements between research scientists and the industrial and agricultural sectors.

**C01-7058 Financial Banking College Foundation**

A stable and well-organized banking sphere is a vital component for economic growth and sustainable development. While the creation of a strong banking sector will have a significant impact on economic growth in the South Caucasus, banks are hindered by a lack of professionalism among general staff and a lack of modern management skills on the part of middle managers. The Financial Banking College Foundation (FBCF) and its partners in Azerbaijan and Georgia implemented a project to raise the level of professionalism among bank personnel in the South Caucasus. In order to develop a training system suitable to the South Caucasus, the partners visited with representatives of bank training centers in Eastern and Western Europe. Subsequently, they elaborated 13 training modules and published 4 textbooks on banking and conducted training for bank employees in each country. FBCF conducted trainings for 27 employees from 5 banks in credit for small- and medium-size enterprises, international accounting standards, securities and financial markets. Training participants evaluated the trainers, training materials and relevance of the material very highly. The training materials were published in booklets and these were distributed to banks throughout the region. As a result of the project, a network of regional trainers and a functioning curriculum for bank employees has been established and the partners plan to expand their cooperation in bank training.

**Y02-7001 National Book Publishers' Union for Legal Protection**

Despite a robust revival in recent years, Armenia's book-publishing industry has fallen short of expectations, due to its lack of modern technologies and professional knowledge, as well as a number of legal and logistical barriers to business development. The industry has also been hurt by poor marketing and low local demand. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the National Union of Book Publishers was supported to help create a favorable legal environment and promote the development of book publishing. The Union analyzed successful foreign models of book publishing and accordingly formulated a normative base and standards for the industry as a whole. The information was disseminated among printing houses and publishing companies. Next the Union published 250 copies of a CD containing a catalogue of books published in Armenia. The catalogue was also posted on the Union's Web site. These efforts paved the way for an international exhibition of publishers in Yerevan, featuring more than 200 publishing houses from Armenia, Russia, Ukraine, Poland, and Iran. In addition, the grantee, collaborating with various stakeholders, formulated a draft law on book publishing and presented it to the government. Project outcomes include increased awareness of the Armenian book publishing sector and its potential among foreign interested parties, increased professional knowledge among industry representatives, and significant steps toward improving the legal environment for the industry.

**Y02-7005 Union of Business Support Organization**

Within the framework of its Business Advocacy Competition, the Eurasia Foundation supported a number of projects in the field. Among the competition winners was the Union of Business Support Organizations (UBSO), a coalition of eight NGOs aiming to promote the involvement of business associations in decision-making at both the government and sectoral levels. In Yerevan and the regions of Lori, Tavush and Vayots Dzor, seminars and meetings were conducted with the participation of 83 organizations, including representatives of local governments and business associations. Discussions at these events shed light on basic obstacles to Small and Medium Enterprise development in Armenia, and led to the formulation of solutions through fresh mechanisms. Findings were revealed to the public at large. Project activities helped UBSO strengthen its organizational capacities. The grantee opened three regional branches and its membership increased by 25%. In addition, UBSO articulated several business-related legislative reforms and presented them to the government. One of the major impacts of the project was the creation of constructive

dialogue between entrepreneurs and local and state authorities. All project activities were widely covered by the news media.

**Y02-7008 Union of Manufacturers and Businessmen of Armenia, Public Organization**

Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Union of Manufacturers and Businessmen of Armenia (UMBA) received a grant to promote the liberalization of economic legislation and improve the legal environment for entrepreneurship. The project enabled UMBA staff to team with economists and lawyers to systematically monitor and analyze business legislation in eight various areas. In addition, UMBA created an informal coalition of public organizations and attorneys, which conducted a public awareness campaign. Results of the monitored laws were presented in three publications and disseminated among stakeholders. The project was completed with the establishment of a Legal Committee within the structure of UMBA. The Committee will pursue legislation-monitoring and -reform activities in the future.

**Y02-7009 Armenian Merchants, NGO**

Armenia's business associations have made significant strides in recent years, successfully defending their members' rights, as well as providing vital business information and consultancy. Their work, however, is only beginning, as the country's legislative environment has not kept pace with the development of entrepreneurship. Within the framework of the Eurasia Foundation's Business Advocacy Competition, the Armenian Merchants' Union received a grant to boost the advocacy role of business associations and widen their impact on the business sector. Project activities included lobbying for business interests and the development of a unified, sector wide strategy to influence policy. The grantee provided information and consulting services to some 400 entrepreneurs throughout Armenia. It also became a member of the business advocacy coalition, consisting of more than ten leading Advocacy NGOs and submitted 12 legislative draft reforms for discussion in the National Assembly. As a result of its advocacy efforts, the grantee won more than 20 court cases, saving member entrepreneurs a total of \$66,000.

**Y02-7010 Union of Banks of Armenia**

As Armenia's business laws have yet to keep pace with the growth of private entrepreneurship, the Eurasia Foundation supports business advocacy and lobbying through various business associations. Within the framework of its Business Advocacy Competition, the Foundation awarded a grant to the Association of Banks of Armenia for developing a draft law on "Lobbying activity in Armenia." The Association organized roundtables during which possible mechanisms of interaction between business associations and governmental structures were articulated. Roundtable participants comprised key business associations and the Chamber of Commerce of the Republic of Armenia. The grantee developed institutional mechanisms for the involvement of business associations in the government's decision-making process. Such mechanisms were included in the grantee's draft law, which was presented to the government. Parts of the draft recommendations were included in the Poverty Reduction Strategy Paper developed by the government. If adopted, the law would go a long way in improving Armenia's business climate.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$334,578.35</b>
<b>2002</b>	<b>Number of Grants</b>	<b>18</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>6866</b>	<b>Counterpart Funding</b>	<b>\$10,290.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>6284</b>	<b>New Partnerships</b>	<b>102</b>	<b>Businesses Formed</b>	<b>125</b>
<b>Organizational Beneficiaries</b>	<b>267</b>	<b>Innovation Replications</b>	<b>3</b>		
<b>Male Trainees</b>	<b>1847</b>	<b>Media Products</b>	<b>286</b>		
<b>Female Trainees</b>	<b>1532</b>				

**Sample Outcome Statements**

**Y01-5102 Helsinki Citizens' Assembly, Vanadzor Office**

Previous local elections in Vanadzor passed with serious flaws and minimal reaction of the population to the violation of their rights. The reason was low self-awareness and legal incompetence of the population, as well as a lack of strong civil society coalitions able to resist frauds from authorities. This project was aimed at the creation of mechanisms of public awareness and participation, including public monitoring and a timely reaction to violations. It consisted of several stages: training of the population in the roles and functions of local authorities and elections' related issues, meetings with local authorities and NGOs through live broadcast TV programs, dissemination of printed materials, implementation of periodical public opinion polls, and monitoring of the election process. Polls clearly reflected the results of other programmatic activities, such as TV programs and live shows. About 75% of respondents claimed that the programs affected their participation in the elections. In addition, an NGO coalition was formed to monitor the activities of local authorities and to protect the rights of the population in cases of fraud. Based on a comparative analysis of previous elections, the most recent election showed that public participation was higher, civil society

institutions were more reactive to violations, people were more competent in restoring their rights, and the population was more familiar with the functions of local authorities. However, the democratic level of the last elections as a whole was not very high, due to multiple frauds and violations revealed.

**Y01-5118 Hakastver Law, NGO**

A Eurasia Foundation grant to the Hakastver NGO supported the development of mechanisms to promote government accountability and transparency, strengthen the role of investigative journalism, and fight corruption through broad grass-roots coalitions. The grant enabled Hakastver, based in Yerevan, to organize 25 roundtable discussions on possible ways to curb financial and administrative abuse by local authorities. The events drew the participation of high-ranking officials, representatives of legal NGOs, and the media. The discussions were broadcast on television through a special 11-part program. In addition, Hakastver monitored a number of anticorruption publications and published its own bulletin, entitled "Media Against Corruption;" of which ten issues have been distributed to date. Several effective partnerships with various NGOs were formed during the project period and joint events were organized, leading to the establishment of a coalition of anticorruption NGOs. Hakastver's roundtable discussions also paved the way for a number of investigative stories in the media. Despite its successes, Hakastver still faces financial sustainability problems.

**Y02-8015 Martuni Women's Community Council, NGO**

The Martuni Women's Council was one of the winners of the Eurasia Foundation's competition for promoting the development of community-based organizations. Within the framework of the Foundation's Public Dialogue Campaign, the project aimed at increasing public participation in decision-making processes, developing local leadership, and identifying and mobilizing local resources to address community issues. The Foundation grant enabled the Martuni Women's Council to establish a community center, provide leadership training for community activists and NGOs, offer legal and business consultation, and conduct a campaign for broad community development, including the publication of promotional material and production of public-affairs programs on local television. Furthermore, the community center has implemented several successful initiatives to meet various local needs by using local resources and volunteer work. The center is currently developing mechanisms to secure its organizational and financial sustainability.

**Y02-8019 Gyumri Economic Consulting Service**

To make a shift from apathy to active participation in the decision making process and to revitalize communities in the remote regions of Ashotsk and Artik were the two main goals pursued by the Economic Consulting Center NGO. The project was a step forward from community development to creating sustainability by mobilizing local resources, engaging local businesses in the process, building partnerships and jointly developing a business community model. Two community Centers created within the project framework were first attempts in building a more comprehensive approach to the process of community development. Eighty-six hours of workshops, 192 hours of training and 240 hours of consulting on business topics were to bring people together and build the organizational capacity of newly formed Community Centers. Several effective partnerships were formed with the involvement of more than 20 NGOs, 10 businesses, educational institutions, local authorities and international organizations. As a result of the project, 8 local businesses were created. However, development of organizational sustainability for the established community centers remains to be a challenge.

**Y01-5141 Goris Press Club**

To help raise journalistic standards and foster the professional growth of journalists based in Syunik, one of Armenia's remotest and least developed regions, the Eurasia Foundation awarded a grant to the Goris Press Club (GPC). The grant allowed GPC to provide reporters with training in basic journalistic skills, computer literacy, and Internet access and research. In addition, several roundtable discussions were organized, giving Syunik journalists the opportunity to interact and network with colleagues from Yerevan, Shirak, and elsewhere. GPC also made possible for journalists to conduct and publish interviews with local and state officials. GPC issued six bulletins featuring instructional material and new work by local journalists. The organization plans to continue issuing such bulletins. The GPC grant resulted in a marked increase in local journalistic standards, a more engaging local press, and fresh mechanisms for advancing dialogue between journalists and local authorities.

**Y02-8012 Yerevak NGO**

Armenia's ongoing decentralization of local governance has necessitated the development of community-based organizations like condominium associations. Support from the Eurasia Foundation enabled the Yerevak NGO to develop such associations in Tavush Marz. Yerevak established training and consulting center for emerging condominium associations, developed organizational training material, promoted the idea of condominium associations throughout the region, and established three model associations in Noyemberyan, Azatamut, and Airum. As a result of the grantee's efforts, the new condominium associations have created partnerships with local authorities and implemented several community projects.

**Y02-8039 Young Family Support Center**

Civil society development needs new approaches in community mobilization and development processes. Therefore, the Eurasia Foundation started a new program for the development of community based organizations. This program was aimed at the creation of new mechanisms for identifying, mobilizing, and improving community resources, both human and material. The Young Family support center created and implemented a model of consolidated development of rural communities by increasing civic participation in local decision making and strategic planning processes, as well as in the identification and mobilization of local and external resources to solve the most acute problems in rural communities of the Yeghegnadzor region. The project included the creation of a network of community coordination councils, training sessions, round table discussions of local problems, budget hearings, and a series of radio programs. A result, rural communities created solutions for several local problems, increased transparency and public participation in decision making, and acquired an advising, assisting, and teaching partner.

**Y02-5026 Investigative Journalists, NGO**

Thanks to a previous Eurasia Foundation grant, the Association of Investigative Journalists established the Center for Freedom of Information, aiming to promote transparency in government structures. The Center advocated citizens' right to obtain public information and provided legal intervention for wrongful exclusions. A second grant enabled the Center to expand its organizational capacities and better promote its services. The Center produced nine television shows, ten radio installments, and a series of newspaper articles as part of a nationwide information campaign. It continued publication of the quarterly bulletin entitled "You Have the Right to Know." In addition, the Center developed draft legislation and lobbying literature for a law on freedom of information. The center also organized a two-day outreach seminar for journalists. The seminar reviewed project results and adopted a strategy for the further development of the Center. As a result of the grant, the Center's client base has expanded and the Center has sued two institutions for freedom-of-information abuses. However, there is still some work to be done with regards to the Center's financial sustainability.

**Y02-8026 Center for Social Dialogue, NGO**

To promote public participation and mobilization of local resources, the Eurasia Foundation launched an initiative on development of community-based organizations. The goal of the project, implemented by the "Social Dialogue" NGO, was community development in the town of Sisian, a remote region in Armenia, and establishment of a mechanism of community participation and mobilization. Within the project's framework meetings and home-visits were held with community members; a community initiative group was identified and trained, and a community center was established. To promote the newly-established community center, two conferences were held, 11 TV programs were aired on local TV networks, as well as articles written up in local news-papers. A guide was published introducing the center as a model community center. As a result of the project, community mobilization took place. Jointly with community members and other local organizations a strategy for community development was designed; a coalition was created; and a number of local organizations mobilized resources to implements projects such as, computer training for children from socially vulnerable families. Although the center has succeeded to resolve some budgetary problems through direct fundraising, the issue of sustainability is a problem they need to deal with. The center is currently working on creating a more sustainable strategy.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$33,467.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>9</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>52</b>	<b>New Partnerships</b>	<b>13</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>10</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>15</b>	<b>Media Products</b>	<b>34</b>		
<b>Female Trainees</b>	<b>6</b>				

### Sample Outcome Statement

#### **Y02-5046 Femida Public Organization**

The corruption level in Armenian courts is still too high. Professionals identify lack of transparency of court procedures as one of the reasons. Femida promotes procedural transparency in Armenian courts, helps set professional standards of legal coverage in the news media, and raises public awareness of juridical issues. A grant from the Eurasia Foundation enabled Femida to produce 21 installments of its enormously popular court-coverage series on the Court TV channel. The project also comprised a seminar aimed at raising the professional standards of legal correspondence among regional television stations. The event was conducted by a panel of judges and journalists. Femida published six issues of its "Media and the Law" bulletin. Despite its significant successes, Femida has yet to become completely sustainable. For instance, due to the insufficient number of sponsors and advertisers, the Court TV series may cease to air.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$34,017.92</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

#### **1.2 Fiscal Policies & Management Practices**

Individual Level Indicators	Organizational Level Indicators	Social Level Indicators
Male Beneficiaries	Counterpart Funding	Jobs Created
35	\$0.00	0
Female Beneficiaries	New Partnerships	Businesses Formed
30	23	0
Organizational Beneficiaries	Innovation Replications	
24	2	
Male Trainees	Media Products	
29	2	
Female Trainees		
35		

### Sample Outcome Statement

#### **Y02-5134 Armenian Association for Management**

The lack of a cadre of skilled managers in Armenia has become a big issue for Armenian enterprises. Institutions of higher learning produce managers with theoretical skills only. In order to improve management skills, the Armenian Association of Management (AAM) introduced a new methodology: a manual and practice of "business games" in the service sphere. Within the project framework AAM created a new computer game using the most popular field in Armenia - tourism and trade industries. The game was introduced into the curricula of 19 institutions of higher learning. Previously developed "business game for manufacturing enterprises" was expanded by adding different options of financing investments to the starting capital of the enterprise. It now includes crediting, issuing shares and leasing opportunities. All the examples used are based on real terms of Armenian Stock Exchange and commercial banks. As a result graduate students of management faculties receive practical knowledge on managing Armenian enterprises. The project team developed a training methodology and 67 managers from various Armenian enterprises were trained. The grantee organization also established mechanisms of internship for graduates of management faculties in Armenian enterprises. As a result of the project, AAM established a partnership with Union of Manufacturers and Businessmen of Armenia (UMBA). UMBA made a commitment to employ graduate students as interns at their member enterprises and to promote management training among its members.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$131,143.35</b>
<b>2003</b>	<b>Number of Grants</b>	<b>5</b>

#### **1.3 Private Enterprise Development**

Individual Level Indicators	Organizational Level Indicators	Social Level Indicators
Male Beneficiaries	Counterpart Funding	Jobs Created
87	\$108,800.00	1
Female Beneficiaries	New Partnerships	Businesses Formed
48	18	3
Organizational Beneficiaries	Innovation Replications	
50	4	
Male Trainees	Media Products	
491	10	
Female Trainees		
109		

## Sample Outcome Statements

### **Y02-5114            Union of Information Technology Enterprises**

Information and Communication Technology (ICT) worldwide has become an effective tool for the economic development. In Armenia this sector has as good potential as it would elsewhere in the world. In order to promote Armenia's ICT sector in the international markets, the Eurasia Foundation supported a project with the intention to create an Open Source development community in Armenia. Open Source software makes program 'source code' publicly available, allowing programmers to view, distribute and modify the code. The Union of Information Technology Enterprises (UITE) conducted an informational campaign on the promotion of Open Source among higher education institutions and software companies in Armenia. The information about twelve projects developed by Open Source project team was placed on the web-portal: [www.opensourcearmenia.com](http://www.opensourcearmenia.com). The portal is widely promoted in the www search engines. As a result of project implementation 374 users worldwide became members of Open Source community and 82 developers were trained in software project management, marketing, and business plan training. The developers presented a number of Open-Source based projects for further development, out of which twelve were selected by UITE for commercialization purposes. One of the projects received full sponsorship by Open Society Institute (OSI) Foundation in Armenia. OSI provided \$11,000 for the localization (translation into Armenian) of Open Office, an analogue of Microsoft Office. The grant project leveraged \$95,000 from the Enterprise Incubator Foundation, the Armenian High Tech Council of America and the American University of Armenia. The project resulted in improved qualification of local ICT professionals and students. It also provided opportunity for ICT professionals to get valuable experience by participating in international projects.

### **Y02-5137            Appraisal Development Center - Society of Legal Representatives**

The necessity for Intellectual Property (IP) appraisal has become critical for Armenia. This is a necessary tool in transaction services and in appraising of commercial opportunity, portfolio management, intellectual property, and, in assessing the potential of Armenian enterprises for investment. With this in mind, the Eurasia Foundation funded a project to support the development of IP appraisal in Armenia. Implemented by the Appraisal Development Center (ADC), the center unites all representatives in the field. Project activities include: development of a unified methodology for IP appraisal and its adaptation to Armenian economic and legislative conditions; and the training of 45 appraisers. This methodology which was publicized on ADC's website laid the ground for drafting of Law on Appraisal. Furthermore, ADC succeeded in signing MOUs with various NIS organizations to implement the methodology.

### **Y03-5007            Eurasia Charity Union**

Agriculture occupies a sizeable space in Armenia's economy. Despite the fact that agro processing is a most marketable sphere in the global market, Armenia lacks the necessary knowledge to meet market demands. Eurasia Charity Union NGO, funded by the Eurasia Foundation, implemented a project to support the promotion of agro processing in Armenia and its integration into global markets. The grantee conducted market research, identified potential buyers in the world market and published a catalog. Over 100 representatives of agro processing enterprises got training in fundraising, tax and tariff legislation, finance, audit, and other business skills. The existing database on the organization's website ([www.eurasia.union.am](http://www.eurasia.union.am)) was expanded; the membership doubled now comprising 118 members. During the project implementation period, more than 100 organizations from NIS countries, Europe and the Middle East expressed interest in Armenian agricultural products which resulted in the exporting of more than 500 tons of agro products. This amounted to more than \$270,000. The organization also provided consulting services to 39 enterprises in obtaining loan financing, product design, packaging and legal and marketing services. Within the project framework, a forum/exhibition of local agro processors was organized and a coalition of agro processing enterprises established. This coalition will support the promotion of agro processing in Armenia and its integration in the global market.

### **Y03-5053            Craftsmen of Idjevan, NGO**

During the Soviet era, Armenia's Tavush region was famed for its traditional crafts, which included rug weaving, embroidery, carpentry, wood processing, metal works, stone carving, and pottery. But today these crafts, which are still passed on from one generation to the next, face certain extinction, as export opportunities and production have dwindled following the disintegration of the Soviet Union. Aiming to revitalize traditional craftsmanship in the city of Ijevan, an important crafts center in Tavush, the Craftsmen of Ijevan NGO built a database of local craftsmen and their works. On the strength of the database, which was published in catalogue form as well as on the organization's website, several links were established with Yerevan sellers and some foreign clients. Furthermore, the NGO established a business center for craftsmen and a permanent exhibit in Ijevan, and submitted to the local government a strategy for the revitalization of craftsmanship in Tavush. But despite helping increase awareness of the region's craftsmanship potential, the project fell short of the planned outcomes due to poor management on the part of the project director. From the Foundation's perspective, the lesson learned is about applying better scrutiny to the selection of project leaders.

<b>Armenia</b>	<b>Total Amount of Grants</b>	<b>\$79,091.28</b>
<b>2003</b>	<b>Number of Grants</b>	<b>8</b>

### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3113</b>	<b>Counterpart Funding</b>	<b>\$4,103.00</b>	<b>Jobs Created</b>	<b>1</b>
<b>Female Beneficiaries</b>	<b>4143</b>	<b>New Partnerships</b>	<b>15</b>	<b>Businesses Formed</b>	<b>1</b>
<b>Organizational Beneficiaries</b>	<b>228</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>113</b>	<b>Media Products</b>	<b>17</b>		
<b>Female Trainees</b>	<b>102</b>				

### **Sample Outcome Statements**

#### **Y02-5112 Ashkhatanq Yev Hayreniq, Public Organization**

There is a tendency developed currently in Armenia: tourists are visiting only limited number of spots, which are easily accessible for major tour operators working in Yerevan. Because of lack of appropriate regional structures, the potential of the regions from the tourism point of view is not fully utilized. In order to promote tourism development in Vayots Dzor, one of the southern marzes of Armenia, the local NGO "Ashkhatanq yev Hayreniq" established tourism support center in the city of Vayk. Within the project framework, a strategic plan of regional tourism development was developed and presented to the central and local government. Forty-five managers and entrepreneurs representing local tourism related small and medium enterprises were trained in different topics of tourism management. Directory Guide on "Tourism & Travel in Vayots Dzor" was published and disseminated to interested organizations and individuals. Information about the tourism potential of the region was placed on the center's web-site ([www.vayktour.info](http://www.vayktour.info)). The center currently serves tourists visiting the region and continues to provide business-consulting services to local enterprises. As sustainability mechanism for the center, the for-profit entity producing souvenirs, publishing booklets and providing other for-fee services was established.

#### **C03-7011 Center for Socio-Economic Research and Analysis**

European integration of the countries of the South Caucasus presumes harmonization of financial, budgetary, and taxation systems. This project is aimed at supporting the economic integration of the South Caucasus into the global economy by harmonizing their national financial systems with Council of Europe standards. The partner organizations conducted research and developed a linkage project that includes a comparative analysis of the national financial, budgetary, and taxation systems in Armenia, Azerbaijan and Georgia. In the framework of the linkage project, the partners will assess the extent to which these policies comply with the Council of Europe accession terms and develop a set of policy recommendations on how to harmonize national financial systems with European standards. The partners' proposal was submitted to the South Caucasus Cooperation Program in a timely fashion.

#### **C03-7006 Internews**

Information communication technologies (ICT) and their applications have created a worldwide need for well-reasoned national ICT policies that take into account new uses of technology and how they impact the local context. Internews Azerbaijan and its partners in Armenia, Azerbaijan and Georgia developed a linkage proposal to facilitate an open and secure ICT sector in the South Caucasus. The linkage project will include an analysis of the legislation regulating ICT in the three countries and the extent to which such legislation complies with standards set by the Council of Europe. The results of the analysis will be used to formulate legislative recommendations for drafting or amending ICT-related legislation on issues such as electronic signatures, electronic commerce, ICT-related intellectual property issues, data and privacy protection, and cyber crime. The linkage proposal was submitted to the South Caucasus Cooperation Program in a timely fashion and was approved for funding.

#### **Y03-5015 Center for Cultural Development and Policy Studies**

Market economy requires the economic approach both to private and public infrastructures/entities. This trend is directly relates to the museums, theatres, and other cultural institutions. Centre for Cultural Development and Cultural Policy Studies NGO with the support of Eurasia Foundation addressed this problem via creation of resource center and conducting seminars on promotion of business skills for the representatives of the sector. Within the project framework the resource center for the workers of museums and galleries was establishment- public discussion of the problems in the spheres held, seminars on business know-how were provided to staff of museums and galleries and mechanisms for the formation of a cultural policy in Armenia were set. Six issues of an electronic bulletin were published and disseminated through the Resource center constituencies. They are placed at the organizational web-site: [www.ccd.am](http://www.ccd.am). As a result the Association of Museum workers was established and registered, roles of the members identified and different approaches for the sector development presented to the Government through Ministry of Culture. Currently the association is not very representative, but the organization plans to increase its membership. Newly created association developed ways to implement projects that would improve the current economic state of cultural institutions in Armenia, leading to their sustainability in the market economy.

**K03-0024 Charity Foundation - Community Initiatives**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." The grantees focused on strengthening partnership among NGOs, increasing available information on the third sector, and human resources development. To improve partnership between civic organizations, the grantee established a network of five regional information offices and conducted an NGO exhibition attended by more than 150 sector players. To increase available information, the grantee organized two local media competitions and opened a regional press center, which brought together local journalists and NGOs to discuss key issues. These efforts increased media coverage on NGO activities by almost 30% from the previous year. To improve educational programs, the grantee updated and conducted a series of six trainings for 120 NGO representatives in evaluation and social marketing. The grantee also designed new educational courses for civil servants in partnership with the regional governmental authorities and local universities. The project contributed to strengthening the grantee's institutional capacity. The grantee also broadened its range of services to a wider clientele.

**Y02-5020 ANNA, National Association of Consumers**

Consumers' rights is one of the most underdeveloped and difficult spheres in Armenia. After the law on consumers' rights protection had been adopted by Armenian legislation, the need for helping the population aware of it emerged. The project was aimed at informing large layers of the population on their rights, supporting them in protection of violated rights, and creating the Comments to the Law on consumers' rights protection. The Comments were developed and disseminated through a sub grant to a partnering organization. Special issue of the organization's magazine "Sparogh" was published, as well as a number of information brochures and bulletins issued and disseminated. The grantee organizations also conducted a number of seminars and round table discussions, TV and radio programs, as well as two sociological polls to identify the difference in the level of public awareness in the beginning and in the end of the project. The positive change in answers is 15% on average. Along with the planned activities, the grantee has been doing a quality-control monitoring of some Armenian food producers, which has resulted in positive changes in quality and standards of their production. Another direction of the project was direct consultations and professional support in various rights protection processes. Currently, there are a number of court cases open, brought up by the organization. The feedback from the population was unexpectedly high, so the organization has now sustainability problems, as the existing resources cannot cover the increasing volume of work.

## Azerbaijan

Azerbaijan	Total Amount of Grants	\$60,061.00
2001	Number of Grants	2

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	144	Counterpart Funding	\$2,234.00	Jobs Created	0
Female Beneficiaries	16	New Partnerships	200	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	48	Media Products	1		
Female Trainees	12				

#### Sample Outcome Statement

##### **B01-0023 Khazri Scientific and Engineering Center**

Piracy and violation of intellectual property rights (IPR) can be a significant problem for new businesses, resulting in lost revenues and financial difficulties. This project supported private enterprise development by helping Azerbaijani goods and service providers adopt bar coding technology and understand their intellectual property rights. The grantee established bar coding systems for two companies as pilot projects and taught the employees of these companies the practical application of the bar coding system. Based on the pilot projects, the grantee organized two seminars for more than 100 businesses on the bar coding system. Other aspects of the project included implementing an IPR consulting service and creating an interactive web site on IPR. The grantee also organized two exhibitions on patent rights, published and distributed information bulletins on IPR and produced a 30 minute video describing how to set up and use the bar coding system. As a result of this project, the number of companies in Azerbaijan using the bar coding system has increased to 200 and 52 individuals received consulting services on IPR.

Azerbaijan	Total Amount of Grants	\$128,573.28
2001	Number of Grants	4

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	3	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	273	Media Products	8		
Female Trainees	98				

#### Sample Outcome Statements

##### **C00-0014 In Support of Civil Society - Independent Consulting Center**

Transparent elections and wide electorate participation are a basic requirement for creating and maintaining democratic institutions. However, fair elections in the South Caucasus are hindered by incomplete legislation, elections violations and a low level of voter participation, particularly on the part of minorities. Through this project, the partners aimed to bring election legislation in the countries of the South Caucasus into compliance with international standards and conventions and to raise the level of voter education about elections and election monitoring, particularly among minorities. The Azerbaijani partner translated brochures on the Georgian elections system into the Azeri language for the Azeri-speaking population of Georgia and the Georgian partner published brochures on the elections system of Azerbaijan into Georgian for Georgian-speaking residents of Azerbaijan. Subsequently, the Azerbaijani partner held seminars for voters in regions of Georgia with large Azerbaijani populations. The seminars dealt with voter rights and the importance of election monitoring. Later in the project, 30 volunteers from the initial seminars in Azerbaijan, Armenia and Georgia attended a regional training to become election monitors. Also as a part of the project, the partners conducted a comparative analysis of election laws in the three countries and developed a set of recommendations, which were delivered to legislative bodies in the three countries. The Azerbaijan partner held an additional seminar on election legislation in Azerbaijan and international standards. The seminar began an active discussion on election legislation and produced a number of recommendations, which were sent to the Azerbaijani Parliament to be included into the election codex. The project increased public awareness about election laws in minority-populated regions of the South Caucasus, established a corps of volunteer election monitors and introduced important recommendations for the improvement of election laws in the three countries.

**C01-0007 Association for the Development of Library Science of Azerbaijan**

While they contain important cultural and scientific resources, the libraries of the South Caucasus countries face numerous challenges. Two important concerns are the outdated skills of library personnel and the lack of professional links between librarians in the region and the rest of the world. To effectively satisfy the information needs of the region, the librarians of the South Caucasus need to improve their skills sets and to establish connections with other specialists in their profession. The project partners had already created the basis for a regional network of librarians and information specialists through a previous SCCP linkage project. Building on their earlier achievements, the partners established a Regional Training Center for information specialists and librarians. The Center has three branches, one in each country. In the framework of the project, each branch held two cycles of training seminars for a total of about 90 librarians and information specialists (31 specialists from Azerbaijan). The Centers also published 700 copies of a comprehensive directory of libraries in the South Caucasus, created a web-site ([www.south-caucasus.org](http://www.south-caucasus.org)) where the directory is available online, and established a library of materials on library/information science. These activities will enhance the development of on-going training covering the best international practice of library and information management.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$157,235.40</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>36</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>18</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>105</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>11</b>	<b>Media Products</b>	<b>10</b>		
<b>Female Trainees</b>	<b>13</b>				

**Sample Outcome Statement****W00-0067 International Center for Not-for-Profit Law**

In the year 2000, Azerbaijan and Georgia passed new laws to ease the registration process for non-governmental organizations in order to meet accession requirements to the Council of Europe. Although the new laws intended to simplify registration procedures, officials lacked clear guidance on streamlining the new law with existing tax codes, thereby making the registration process more restrictive than earlier envisioned. In order to address this concern, the International Center for Not-for-Profit Law developed a program to help improve the statutory and regulatory environment for non-profit and charitable organizations in Azerbaijan and Georgia. Activities of the grant focused on revising current laws on registration for local NGOs in Azerbaijan and improving the tax code affecting local charities and NGOs in Georgia. Through the creation of a sustained coalition of NGOs in Azerbaijan, amendments to the draft law on registration were made, thereby eliminating the need to acquire prior registration before establishing a new NGO. In addition, a coalition of national NGOs in Georgia created its first joint advocacy plan in May 2002 in order to advocate against the President's suggestions of a new tax on grants. As a result of their campaign, the idea to create a special tax on grants was dropped by the government.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$367,991.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>12</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1392</b>	<b>Counterpart Funding</b>	<b>\$17,964.00</b>	<b>Jobs Created</b>	<b>2</b>
<b>Female Beneficiaries</b>	<b>167</b>	<b>New Partnerships</b>	<b>60</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>150</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>964</b>	<b>Media Products</b>	<b>35</b>		
<b>Female Trainees</b>	<b>122</b>				

## Sample Outcome Statements

### **B01-0100            Gizil Petek, NGO**

Although there is a strong tradition of beekeeping in Azerbaijan and there is sufficient local demand for apiary products, the sector remains weak and underdeveloped. Beekeepers are unable to promote their products and there is no consistent system in place to transport the products to markets. This grant supported improved marketing for the Azerbaijani beekeeping industry with the goal of increasing sales in the domestic market. At a seven-day trade fair for honey products in Azerbaijan organized by the grantee, the Ministry of Agriculture honored the ten best beekeepers. The event was widely publicized via electronic and print media. As a result, more than 80% of the products at the fair were sold, a number of supply contracts were signed and the beekeepers involved realized the practical importance of marketing and organized sales through the services of a professional association.

### **B01-0135            Engineering Charitable Society**

Because paper is not produced in Azerbaijan, all paper for the print media and for textbooks must be imported at higher than normal prices and in limited amounts. This lack of paper and its inflated cost has a direct impact on the publishing industry, especially the print media. The main goal of the project was to promote and foster the recycling of newsprint in Azerbaijan so that less expensive paper could be made available to the press and publishers - a critical step for their independence and commercial sustainability. The grant aimed to introduce to the public, commercial enterprises and the media the advantages of recycling newsprint, to familiarize small enterprises with recycling technology, and to develop a strategy for the collection and reprocessing of newsprint that would enable small businesses to engage in these types of activities. The grantee determined the level of demand and a supportable price for paper in Azerbaijan, established and conducted 11 public educational seminars for students and small business representatives, visited seven recycling ventures in Russian and Georgia, and organized an exhibition demonstrating the collection and recycling process as well as potential uses for the finished product. As a result, a coalition was established among three organizations that signed an agreement to continue to develop paper recycling in Azerbaijan.

### **B01-0145            Irshad-I.A.M. Joint Venture**

Hospitality services, an essential component of the Azerbaijani domestic tourism sector, need to be improved and diversified. Unfortunately, an insufficient number of professional managers, too few hotels and motels and an absence of accessible information on the sector impede its development. The grantee sought to remedy this situation by improving managerial skills and by organizing and distributing information on available services in Azerbaijan. 40 hotel and motel managers from across Azerbaijan increased their skills in hotel management through training sessions with foreign consultants. The grantee prepared detailed manuals on hotel management in Azeri and provided them to the training participants. After conducting an in depth survey, the grantee also developed an extensive catalog of Azerbaijani hotels, motels and tourist complexes. This information was disseminated to hotels and tourist agencies throughout the country and displayed on a new web site. As a result, managers gained new knowledge and information on available lodging in Azerbaijan became more readily available.

### **C02-0024            Agrarian Scientific Informational Center**

Improving agricultural production and trade is in the interest of all of the South Caucasus countries. In particular, the cultivation of potatoes and the production of potato seeds have a specific, cross-border character in the region, and thus the selection of potatoes as the target crop of the partners' initiative was not accidental. Azerbaijan possesses more favorable natural conditions for the cultivation of early potatoes, but at the same time it doesn't have strong seed production capacity. In contrast, Georgia and Armenia have a stronger capacity to produce seeds. Thus, coordination of the three countries' potato and potato seed production will increase the early potato harvest and expand internal and external markets. Cooperating at a regional level, the partner organizations introduced modern agricultural technology and methods that significantly increased early potato harvests. The Azerbaijani partner held training in two regions covering topics such as planting techniques, diseases affecting potato plants, and potato storage. 640 farmers participated in these trainings. At harvest time, output rose from 15-17 tons of potatoes per hectare to 50-60 tons per hectare, with similar labor and material inputs. The project improved potato production techniques and, just as importantly, enhanced the working relationships between agricultural extension organizations at a regional and international level. The project was co-funded by the Israeli Mashav Center for International Cooperation.

### **B02-0132            Union of Merchants and Manufacturers**

Despite the increasing number of import-export businesses and their importance to Azerbaijan's economic development, unclear legislation, bureaucratic obstacles and a lack of information for entrepreneurs has impeded the sector's growth. The absence of organizations capable of providing specialized support to small and medium enterprises (SME) engaged in import-export activities contributes to the insufficient development of this promising sector. With this in mind, the project aimed to increase transparent trade operations and strengthen the capacity of import-export businesses. The grantee established a resource center where entrepreneurs received free consultations and opened a telephone hot line to provide immediate assistance to SMEs. The grantee also published and distributed six bulletins with articles on urgent problems facing foreign trade businesses in the country. In addition, four round table events

brought together businesspersons, government officials and local experts to discuss problems and devise proposals and recommendations for improvements to laws and regulations, which were submitted to the appropriate government agencies. As a result of this project, 150 SMEs received free legal advice and practical assistance, several changes to simplify import-export regulations were proposed and a productive dialogue between business owners and government officials was established.

**B02-0136 Baku Plus - Association Of Specialists Educated Abroad, Azerbaijan**

Although small and medium enterprises in Azerbaijan have increased their foreign trade activities, no common source of accessible information on customs legislation and procedures exists. There is also a lack of readily available consulting services to help entrepreneurs develop foreign markets. This project aimed to introduce a process to make customs procedures and regulations more transparent and to strengthen the capacity of small and medium enterprises involved in foreign trade, one of the most promising areas outside of the oil and gas sector. The grantee first surveyed 500 medium and small entrepreneurs in the import-export business to determine their most pressing problems. Using the results of this survey, the grantee organized three roundtables for entrepreneurs, customs officials and NGO and business association representatives to discuss customs policy and procedures. Widely covered by the local media, these roundtables led to a productive dialog between the groups on improving the trade environment for SMEs in Azerbaijan. The grantee also developed a web site on customs regulations in Azerbaijan and its major trade partners and produced a brochure to inform small businesses on customs procedures. Additionally, more than 200 individuals and businesses received training and consulting on import-export operations. As a result, small and medium businesses are better prepared to expand into foreign markets. The project also produced an effective means for entrepreneurs to identify problems to the appropriate government officials.

**B02-0133 Caucasus United - Center for Socio-Economic and Scientific Research**

Development of foreign trade, and, in particular, growth of the import-export sector, is critical to Azerbaijan's overall economic development. Although an increasing number of businesses have begun import-export operations, the sector remains underdeveloped. Insufficient information materials for entrepreneurs and an absence of relevant services for SMEs involved in import-export operations contribute to the lack of growth in foreign trade activity. This project aimed to support more transparent trade operations and strengthen the internal capacity of export-oriented SMEs. One of three cluster grants awarded through a competition on trade development, the project developed and introduced a system of diagnostics and consulting for export enterprises. Five consultants were trained to assist SMEs in export development and a database on export companies was created and distributed among potential partners. 30 SMEs received consultations that included individualized recommendations on strategic planning and preparation of export business plans. As a result, SMEs increased their capacity and potential for more profitable foreign trade operations.

**B02-0038 Ganja Agribusiness Association**

Walnut and hazelnut production in northwestern Azerbaijan offers tremendous potential for small producers. Presently, however, the market is dominated by large monopolistic domestic and foreign suppliers, making it difficult for small producers to establish a market share and to operate profitable businesses. This grant supported the development of walnut and hazelnut production by small businesses in three key regions -- Sheki, Gabala and Oghuz. The project's goal was to improve quality standards and marketing practices so that nut growers could establish profitable business contracts with domestic and foreign buyers. Building on an earlier grant to three adjacent regions, this project supported training in association building and consultations in product quality for 60 members of the domestic nut growers association. With the assistance of a U.S. business consultant from the Citizen's Development Corps, a Marketing Union of nut producers was created. The project concluded with a regional trade fair for nut products, where effective contacts were established between producers/farmers and buyers.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$265,783.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>10</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>21</b>	<b>Counterpart Funding</b>	<b>\$41,935.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>4</b>	<b>New Partnerships</b>	<b>6</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>0</b>	<b>Media Products</b>	<b>48</b>		
<b>Female Trainees</b>	<b>0</b>				

### Sample Outcome Statement

**C01-0039            Organization of Specialists Educated Abroad**

The economic advancement of the South Caucasus countries is closely linked with the development and integration of trade and transportation throughout the region. The current political realities in the region provide little chance that the current barriers to regional trade and transportation integration can be addressed at the national level. This project was a grassroots initiative by non-governmental organizations in Armenia, Azerbaijan, Georgia, and Turkey to work towards local control of economic issues. It was expected that the project would develop a basis for establishing a cross-border institutional structure, a regional chamber of commerce, which would provide regulatory guidance to businesses and make the economic environment more attractive for investment. The project partners built a communication network between the local leaders of 14 small towns in border areas of Armenia, Azerbaijan, Georgia, and Turkey. A regional Mayors Forum was held in Tbilisi, providing an opportunity for discussing potential structures for the chamber of commerce and for evaluating the project. At the Mayors Forum, all of the assembled mayors agreed that further cross-border cooperation would be useful for their respective communities.

**C01-0059            Center for Social and Marketing Research, ADAM**

The economic advancement of the South Caucasus countries is closely linked with the development and integration of trade and transportation throughout the region. The current political realities in the region provide little chance that the current barriers to regional trade and transportation integration can be addressed at the national level. This project was a grassroots initiative by non-governmental organizations in Armenia, Azerbaijan, Georgia, and Turkey to work towards local control of economic issues. It was expected that the project would develop a basis for establishing a cross-border institutional structure, a regional chamber of commerce, which would provide regulatory guidance to businesses and make the economic environment more attractive for investment. The project partners built a communication network between the local leaders of 14 small towns in border areas of Armenia, Azerbaijan, Georgia, and Turkey. A regional Mayors Forum was held in Tbilisi, providing an opportunity for discussing potential structures for the chamber of commerce and for evaluating the project. At the Mayors Forum, all of the assembled mayors agreed that further cross-border cooperation would be useful for their respective communities.

**B020043            Yayim Association**

The private distribution system for newspapers in Azerbaijan is frequently subject to government harassment and manipulation, often as a means to limit the circulation of materials critical of the government. The goal of this project was to minimize the impact of the government's efforts to control the distribution of printed materials by helping the approximately 80 private companies that are engaged in delivering printed materials to retail outlets. The grantee organized three-day seminars for the distributors that included experts from Georgia and Russia who had faced similar difficulties. Three of the trainees were selected to visit Moscow to learn how the private distribution system in Russia functions. The grantee also published sector specific monthly bulletins for the distribution companies and organized eight competitions among the distributors. The competition winners were announced in local newspapers as a way to increase public awareness of this problem. As a result of this project, a significant number of independent distributors were trained and general public became more aware of this problem.

**B02-0025            Simurg Association for the Culture of Azerbaijan**

After the breakup of the Soviet Union, government support for the development of education, especially in the regions, diminished. This project helped more than 240 graduates from high schools in Ganja and Mingachevir understand the importance of continuing their education. A special computer program to test the graduates' knowledge was designed that contained several subject areas, each consisting of more than 200 questions. Testing centers were established in Ganja and Mingachevir to examine graduates' knowledge using this innovative program. 2000 copies of a book entitled, "Manual for Entrants to Universities" were published and disseminated among the graduates of three high schools in Ganja and Mingachevir. As a result, the number of graduates who chose to enter universities increased by 15% in Ganja and by 11% in Mingachevir.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$95,336.72</b>
<b>2002</b>	<b>Number of Grants</b>	<b>3</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>	<b>Organizational Level Indicators</b>	<b>Social Level Indicators</b>
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding    \$33,835.00    Jobs Created    0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships    0    Businesses Formed    0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications    0</b>
<b>Male Trainees</b>	<b>0</b>	<b>Media Products    0</b>
<b>Female Trainees</b>	<b>0</b>	

### Sample Outcome Statement

#### **B01-0066           Baku Press Club**

With the strengthening of the independent press in Azerbaijan, the potential for journalists to abuse citizens' rights and intrude in their private lives has increased. While a legal system regulating relations between the authorities, the press and society exists, it is ineffective. This project supported the establishment of a Council of Press to function as a self-regulating mechanism of the press. Forty-five editors-in-chief and heads of information agencies and journalist organizations attended three roundtables where the responsibilities, goals and objectives of a future Council of Press were discussed. In addition, thirty editors-in-chief, journalists and potential members of the Council of Press attended three seminars where topics such as "Regulating and Self-Regulating of Mass Media Activities" and "Legislation on Defamation and Its Practice in Azerbaijan" were covered. Foreign experts from the Council of Europe, the International Federation of Journalists and the European Court on Human Rights lectured at the seminars. 1000 copies of books titled "Responsibilities Of a Journalist" and "We Declare Publicly" were published and distributed to the participants of the seminars, libraries, universities and journalist organizations. At the culmination of this project, a forum of journalists developed and approved a charter and regulations for the Council of Press. As a result, the Council of Press, consisting of 15 members was established.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$126,148.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>4</b>

#### **1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>98</b>	<b>Counterpart Funding</b>	<b>\$22,604.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>49</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>12</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>1</b>		
<b>Male Trainees</b>	<b>412</b>	<b>Media Products</b>	<b>7</b>		
<b>Female Trainees</b>	<b>72</b>				

### Sample Outcome Statements

#### **B01-0114           Organizational & Technical Development Society**

Financing of business projects remains one of the impediments for the development of small and medium enterprises affecting both entrepreneurs and lending institutions. The enterprises often do not have sufficient information about existing credit lines and are not capable of properly preparing a business plan, carrying out a feasibility study or purchasing business consultant services to organize effective project presentations. At the same time, lending institutions prefer to work with clients who have well-developed business packages, clearly stated business ideas and familiarity with the terms and conditions of lending institutions. To address these issues, this project was aimed at facilitating the cooperation between small and medium enterprises and lending institutions and increasing entrepreneurs' capacity to receive project financing. A competition was run to select 10 businesses with promising and well-presented new business ideas from five regions of the country. The grantee then provided technical assistance to the selected companies through business training and consultation to prepare solid business plans. A presentation event was held where the companies had an opportunity to present their projects and to establish contacts with lending institutions. As a result, three companies received financing totaling \$850,000.00 from the International Bank of Azerbaijan. The results of the project were broadly publicized in Baku newspapers to serve as examples of strong collaboration between businesses and lending institutions.

#### **B02-0207           Kron Co., Ltd.**

Since adoption of the Tax Code in 2001, more than 115 articles of the code have been amended. Such frequent legislative changes created numerous problems for entrepreneurs. A survey among 300 entrepreneurs revealed that the resulting confusion and inability of businesses to keep pace with frequent regulatory changes remains one of the most pressing issues for development of small and medium enterprises. This problem is even more severe in rural areas where businesses often cannot afford legal assistance to help them understand the tax regulations. This project was aimed at increasing businesses' understanding of the updated Tax Code as well as their rights and responsibilities within the framework of the tax legislation. Training was conducted for 370 entrepreneurs along with specific consultations provided through a telephone hotline. The organization prepared and distributed electronic commentaries on tax legislation and organized three roundtables with participation of local tax officials and financial experts. Pre-project and post-project data shows that during the period of the project, the total number of court cases was reduced from 14 to 9, the number of cases initiated by entrepreneurs against tax authorities raised from 0 to 5 and the number of cases won by entrepreneurs increased from 0 to 4.

**B02-0048 Association of Certified Accountants of Azerbaijan**

Azerbaijan's transition to international accounting standards (IAS) is an important component of ensuring financial transparency, improving business practices and attracting foreign investments. Although the government launched a national program to introduce International Standards of Financial Reporting and Control in 2002, the absence of training programs and a lack of training materials in Azeri have resulted in an insufficient number of specialists trained on IAS, which has hindered the country's further integration into the world economy. To remedy this situation, the Association of Certified Accountants of Azerbaijan (ACAA) conducted roundtables and organized discussions with leading stakeholders and experts to formulate a strategy for accounting reform and to devise a package of recommendations for consideration by the government. In addition, the ACAA developed a training curriculum and conducted a series of training sessions for appropriate officials from the legislative and executive branches of the government. The grantee also translated the IAS into Azeri for use in future IAS classes. As a result, the association succeeded in establishing a partnership with the government, trained government officials on IAS and stimulated among stakeholders wide ranging discussions on a strategy to promote the further use of IAS in Azerbaijan.

**B02-0173 Girdiman Center for Culture and History**

Preservation and rebirth of unique traditional handicrafts is an important component of supporting the cultural heritage of Azerbaijan. The development experiences of neighboring countries show that handicraft production has the potential of attracting new investment to the tourism industry. Aimed at the simultaneous development of the handicraft and tourism industries, this project provided training for 22 local artisans in Sheki to increase their professional knowledge and develop marketing strategies to target tourists visiting the region. The project also organized courses for 12 local young people to provide skills necessary to produce handicrafts items, created 12 jobs for artisans along the tourist route, published 100 copies of the tourism manual entitled "Sheki - The City of Handicrafts" and organized a visit of local experts to Turkey to share experiences with other international artisan and tourism organizations. In addition, a Web site of the organization containing information about its mission, goal and activities was developed, an exhibition was organized in the capital city of Baku and recommendations on strengthening handicraft development in Sheki were presented to the Ministry of Youth, Sports and Tourism, regional executive authorities and local municipalities. One of the most important results of the project was the solid partnership established between Girdiman, the Sheki Craftsmen Association and representatives of local municipalities.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$110,162.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>5</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$25,473.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>270</b>	<b>Media Products</b>	<b>2</b>		
<b>Female Trainees</b>	<b>0</b>				

**Sample Outcome Statements****B02-0121 Union of Azerbaijani Youth**

The presence of active non-governmental organizations is a vital component of civil society. The reality in Azerbaijan is such that non-governmental organizations are more developed and active in the capital city than in remote regions. NGOs operating in remote areas often do not collaborate with each other and do not coordinate their activities due to the lack of information exchange. To address this issue, the project provided fifteen training sessions and seminars for 75 representatives of non-governmental organizations in Sheki, Gakh, Zagatala, Balakan and Mingachevir. The "Reference Book on Regional Resource Centers of Azerbaijan" was published and disseminated among relevant governmental and non-governmental organizations. A regional conference on "The Development of Mechanisms for the Creation of a Network of Regional Resource Centers of Azerbaijan" was held in Mingachevir for representatives of 20 non-governmental organizations from different regions of Azerbaijan and a Web site of a network of Regional Resource Centers of Azerbaijan ([www.ngocenteraz.org](http://www.ngocenteraz.org)) was developed. As a result of the project, partnerships between non-governmental organizations of different towns and regions of Azerbaijan were established. The project revealed the great importance of coordination between regional non-governmental organizations as the means of building their capacity and utilizing existing resources.

**B02-0035 Social Union for the Development and Stimulation of Small Entrepreneurship**

In Azerbaijan, NGOs have a difficult time helping society with its problems because of a lack of reliable and predictable funding. One solution to this dilemma is for NGOs to work more closely with local businesses. To bring NGO and business representatives together, the grantee sponsored eight round tables. 270 individuals, 200 from NGOs and 70 representing commercial organizations, attended training sessions where they discussed social partnerships, NGOs and entrepreneurship and the local and international donor base. The grantee also prepared, published and distributed each month for nine months 1000 copies of a monthly information bulletin entitled, "Third and Private Sectors - Social Partnership." In addition, 1000 copies of two brochures - "Third and Private Sectors - Social Partnership" and "NGO and Entrepreneurship" were published and disseminated to NGOs and businesses. As a result of these activities, NGOs and businesses collaborated to form four new NGO-business partnerships.

**B02-0052 Antenn Independent Broadcasting Company**

Although several radio stations are currently operating in Azerbaijan, none of them devote substantial attention to issues related to the development of civil society, rule-of-law state, democratic traditions and the promotion of values common to all mankind, including respect for human rights and the rule of law. To address this problem, the grantee held regular meetings for five FM radio station officials and, as a result of those meetings, two round tables were held to discuss the main principles necessary to establish FM radio networks and suggestions for regulating these networks. In addition to these discussions, 13 radio journalists attended 16 training seminars to raise their professional skills in areas including human rights, civil society, and the rights of national and religious minorities. Eight people attended six technical training courses to increase their professional skills. As a result of the project, a partnership of five FM radio stations - "Lider", "Antenn", 106 FM, "Space" and "Burj 106" - was established. As the project revealed, cooperation between FM radio stations and the coordination of their activities is one of the main factors for the improvement of the quality of their programs.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$62,628.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>0</b>	<b>Media Products</b>	<b>0</b>		
<b>Female Trainees</b>	<b>0</b>				

**Sample Outcome Statement****B03-0075 D. Aliyeva Society in Defense of Women's Rights**

The existence of free and fair elections is a necessary condition for achieving social-political stability. Unfortunately, until now Azeri citizens have not witnessed completely free and fair elections in the country, and that in part has been caused by the lack of active participation of women and youth, who make up about 70% of the voters in the country. This problem is particularly complicated in the Nakhchivan Autonomous Republic, which is an ethnic Azeri enclave remote from the capital city of Baku. To increase the activity of women and youth at the Presidential elections, the project conducted a survey among 1100 respondents before, during and after the elections to reveal the factors preventing free and fair elections and to discover the attitude of voters towards the election process. The project provided seven trainings and seven round tables for 250 women and young people in the capital of Nakhchivan and six regions of the Nakhchivan Autonomous Republic. At the final stage of the project, a round table was held with the participation of representatives of political parties, NGOs, seminar attendees and mass media of Nakhchivan. A reference book with the survey results was published and disseminated among training participants and distributed to relevant organizations. One of the important outputs of the project was an increase in the voter participation from 75% to 91% comparing with the previous elections. The project revealed the vital importance of voter education in the areas such as Nakhchivan and the relevance of coordinating voter education activities with local authorities to ensure smooth project implementation.

<b>Azerbaijan</b>	<b>Total Amount of Grants</b>	<b>\$67,187.61</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1837</b>	<b>Counterpart Funding</b>	<b>\$10,275.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>989</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>19</b>	<b>Media Products</b>	<b>1</b>		
<b>Female Trainees</b>	<b>15</b>				

**Sample Outcome Statements**

**B03-0052 Center for Civil Initiatives**

The financial and economic base of local governments depends greatly on the accounting practices and financial reporting standards adopted by municipalities. At the present time, there is no unified accounting system for municipal structures across the country and many of them do not have appropriate financial reporting and oversight mechanisms in place. This project was aimed at the development and introduction of an accounting model for municipalities to help strengthen their financial practices and accountability. A complete training course for municipal accountants, including a comprehensive curriculum, textbook and manuals, was prepared and will continue to be used for training of municipal financial staff in Azerbaijan. 34 municipal accountants participated in training and improved their professional skills. The recommendations on suggested changes in the accounting procedures and introduction of a new account category for municipalities in the state accounting system were presented to the Ministry of Finance. As a result of the implemented activities, appropriate conditions were created for the introduction of unified accounting standards for municipalities.

**B02-0180 Sigma Strategic Research Center for Development and International Collaboration**

Municipalities in Azerbaijan lack management, planning and budgeting skills. They also are limited in their ability to collaborate with their constituents on prioritizing and solving local problems. This project, financed jointly by EF Azerbaijan and the World Bank, was a pilot project to examine methods to mobilize communities, build trust between citizens and their locally elected leaders and improve the transparency and accountability of local governments. The objective was to promote both community mobilization and municipality development while establishing strong cooperation between municipal leaders and their citizens by facilitating the ability of municipalities and communities to design and implement cooperative micro projects. Sigma, the implementing NGO, facilitated the establishment of Micro Project Committees, which included municipal leaders and local citizens, in four rural communities and then worked closely with the committees during all stages of project planning and implementation, providing guidance and assistance. As a result, four Micro Project committees successfully completed infrastructure projects. More importantly, the municipalities improved relationships and information sharing with local citizens, learned new financial management, strategic planning and project implementation skills and acquired needed experience in prioritizing, delivering and managing basic municipal services. An independent evaluation confirmed the overall success of this project and validated the model as workable on a larger scale for future projects.

## Georgia

Georgia  
2000

Total Amount of Grants	\$59,510.98
Number of Grants	2

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	252	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	342	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	22	Innovation Replications	7		
Male Trainees	154	Media Products	9		
Female Trainees	114				

### Sample Outcome Statements

#### **G00-0142 Internews, Georgia**

In Georgia's regions there is a general lack of accurate, easily accessible information. Independent media regional media has started to provide information that is region specific; however their development is hindered by a lack of technical training and financial sustainability. To address this problem, the project provided support to independent broadcast media through the development and publication of nine instructional and methodological texts on such topics as management, the foundations of television and radio journalism and journalistic ethics. The educational materials were distributed free of charge among television and radio companies and independent journalists. The project was part of a comprehensive training program for media representatives conducted by the Internews Network with funding from USAID and the Open Society Georgia Foundation. It also provided additional focused trainings for independent regional TV companies - winners of the Foundation's FY01 independent regional media initiative. In total, 268 employees of 22 independent TV and radio companies participated in the training program. The existence of independent media played a significant role in mobilizing the public to address local problems and become involved in decision making, especially during the local and national elections. All the project's planned activities were successfully implemented and the set goals were achieved.

#### **G00-1090 International Center for Civic Culture**

Transparency of governmental activities is one of the most problematic issues in Georgia. The lack of access to information at different levels of government causes miscommunication between the public and the authorities; a low level of civic participation in the decision-making process; and an increased level of corruption. The project sought to facilitate citizens' access to information about local government activities through the establishment of a local government information consulting center in Mtskheta. The project also aimed to provide residents of the Mtskheta district with the opportunity to receive free information on local authorities' activities, such as relevant legislative acts, budget updates, local executive body's decrees, procedures for receiving different documents, and general information on the Mtskheta-Tianeti region. For these purposes, the center collected information and created an electronic database. Additionally, two sociological studies were conducted and three focus groups were held aimed at identifying scope of corruption in the district, quality of service provided by the local government to the citizens, as well as information on local authorities' activities available to the citizens. Finally, outcomes of the project were presented. In sum, the center served 326 citizens during the project. Based on the feedback received from the local society the local council of the Mtskheta district adopted the decree "On a Number of Anticorruption Activities in the Mtskheta District". As a result of the decree local authorities' activities became more transparent and level of corruption decreased accordingly. The project was used as a model for the Foundation's Local Government Information Centers Initiatives.

Georgia  
2000

Total Amount of Grants	\$35,055.27
Number of Grants	1

### 2.2 Improved Legal Systems

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	0	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	0	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	20	Innovation Replications	0		
Male Trainees	16	Media Products	1		
Female Trainees	4				

### Sample Outcome Statement

#### **G00-0165            Horizonti - Foundation for the Third Sector**

The project was implemented to support the 2000 Rule of Law Competition, aimed at promoting citizen participation in the decision-making processes and preventing corruption. The grant recipient conducted self-evaluation trainings for representatives of ten winners of the competition. The training included group seminars, individual consultations, and ongoing project monitoring. The grantee developed a video in Georgian and English and held a summing-up conference for representatives of 30 Georgian NGOs and donor organizations to evaluate the overall impact of the competition and discuss the prospects of program evaluation. A Russia expert was brought in to conduct the training session during the conference. All the project's planned activities were successfully implemented and the set goals were achieved.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$44,361.56</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>8</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>4</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>12</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>0</b>	<b>Media Products</b>	<b>1</b>		
<b>Female Trainees</b>	<b>0</b>				

### Sample Outcome Statement

#### **G01-2024            Georgian Association of Book Publishers**

The collapse of the centrally planned economy brought disarray to the Georgian publishing sector. Local publishers faced numerous challenges, including weak demand for their product. To address this challenge, the Publishers and Book Sellers Association organized book fairs, which have acted as a major marketing tool. The grant provided support for their fourth book fair. This fair registered a twofold increase in the number of publishing house participants and more than a threefold increase in the number of visitors over their previous fair. The project also tackled the black market by developing a Business Ethics Code for the sector that was signed by the majority of publishing houses. Through the project, the publishers strengthened cooperation with libraries by coming to a consensus on the number of obligatory copies that need to be presented to local libraries. Another result of the project was the translation, publication and distribution of the manual for managers of publishing houses: Know How for Publishers. The author of the book, a German expert, held a roundtable on the use of the manual for the publishers. The major outcome of the project is the growing interest of Georgian consumers in the products of local publishing houses. The rising demand reflected in growing revenues from book sales has allowed the Association to organize two more marketing events: the Day of the Book and a fifth book fair. These events were funded with contributions from local publishing companies and big businesses from other sectors.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$132,552.84</b>
<b>2001</b>	<b>Number of Grants</b>	<b>5</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>38</b>	<b>Counterpart Funding</b>	<b>\$20.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>49</b>	<b>New Partnerships</b>	<b>16</b>	<b>Businesses Formed</b>	<b>92</b>
<b>Organizational Beneficiaries</b>	<b>48</b>	<b>Innovation Replications</b>	<b>3</b>		
<b>Male Trainees</b>	<b>139</b>	<b>Media Products</b>	<b>1788</b>		
<b>Female Trainees</b>	<b>84</b>				

### Sample Outcome Statements

#### **C00-4014            International Society for Fair Elections**

Transparent elections with broad voter participation are a basic requirement for creating and maintaining democratic institutions. However, fair elections in the South Caucasus are hindered by a number of problems, one of which is low voter participation on the part of minority groups. Through this project, the partners sought to raise the level of voter knowledge about elections and election monitoring among minority communities. The Georgian partner produced Georgian-language brochures covering Azerbaijani election legislation for the Georgian minority population of Azerbaijan. The Armenian and Azerbaijani partners published similar brochures on the Georgian election legislation in Armenian and Azeri languages for the minority communities of Georgia. The Georgian partner also conducted 4

seminars for voters in the regions of Azerbaijan with significant Georgian populations. The seminars covered the rights and responsibilities of voters and the importance of election monitoring. Following these seminars, each partner organized training for 30 volunteers on how to become election observers. In Georgia those observers monitored the 2003 parliamentary and 2004 presidential elections. Additionally, the partners conducted a comparative analysis of election legislation in the three countries and developed a set of recommendations, which were presented to legislative bodies in the three countries. A number of the recommendations were considered by the inter-party commission of the Parliament of Georgia and were reflected in the revised Election Code. The project increased public awareness about election laws in minority-populated regions of the South Caucasus and helped establish a corps of volunteer election monitors.

**G01-0124 Radio Station Ereti**

The Kakheti region of Georgia suffers from a general lack of free and independent media. The project enabled the independent radio station to provide access to impartial and regular information across a majority of the region and contribute to the process of increasing of the civic awareness of the population of Lagodekhi through regular production and broadcast of the daily news in Georgian and Russian (18 editions a day) and two weekly programs: the Barrier talk show and Your Rights. The project also allowed the station's inclusion into the Georgian Radio Network (GRN) and exchange of programs and news with other GRN members. The project increased the technical capacity of the radio, contributed to the strengthening of its financial and editorial independence, developed the skills of journalists and generally ensured timely and quality programming. The project successfully implemented all planned activities and achieved the goals set. The station became an active participant in all local civic activities, and developed a partnership with other independent media outlets of Kakheti and local NGOs. It has become a full member of GRN, a member of the Union of Lagodekhi NGOs LAOKI and has begun to regularly retransmit RL/RFE programs.

**G01-0140 Georgian Radio Network**

Independent radio is a particularly important form of mass media in the regions of Georgia, where an irregular electricity supply reduces access to televised information. Despite significant progress in programming, regional radio companies have had difficulty ensuring high production quality and stable financial revenues. To address these challenges, five radio companies created the Georgian Radio Network (GRN). This network has sought to develop and sustain a unified informational and advertisement space, which includes the exchange of information, the development of joint programs and joint attraction of advertisements. The grant supported the start-up activities of GRN, such as the establishment of an intranet system to facilitate informational exchanges, the development of a unified news database, and the creation of a website (www.grn.ge) to highlight the member stations and their projects. Through the project, more than 1,500 live news productions were broadcast, and a weekly radio bridge "Georgian Tribune" was introduced. After the completion of the project, GRN members continued to broadcast member news productions and the radio bridge program. GRN has been successful in attracting donor funding to improve technical and advertisement capacity of the radio stations as well as establishing partnerships with similar radio networks.

**G01-3007 Guria TV Company**

Active public involvement in government decision-making in Georgia's regions is hindered by the absence of accurate and easily accessible information, a lack of open debate and the non-transparency of government bodies. The grant recipient addressed these concerns by facilitating broad-based public discussions on issues of local concern through the live broadcast of 44 call-in talk shows. The project activities contributed to the establishment of a more informed citizenry and thereby facilitated active citizen participation in the local decision-making process. Additionally, the project enhanced the technical capacity of the TV company and improved the professional skills of the company's staff, which in turn contributed to the increased independence of the media outlet.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$104,823.60</b>
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>24</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>12</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>70</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>7</b>	<b>Media Products</b>	<b>6</b>		
<b>Female Trainees</b>	<b>8</b>				

### Sample Outcome Statement

#### **W00-0067 International Center for Not-for-Profit Law**

In the year 2000, Azerbaijan and Georgia passed new laws to ease the registration process for non-governmental organizations in order to meet accession requirements to the Council of Europe. Although the new laws intended to simplify registration procedures, officials lacked clear guidance on streamlining the new law with existing tax codes, thereby making the registration process more restrictive than earlier envisioned. In order to address this concern, the International Center for Not-for-Profit Law developed a program to help improve the statutory and regulatory environment for non-profit and charitable organizations in Azerbaijan and Georgia. Activities of the grant focused on revising current laws on registration for local NGOs in Azerbaijan and improving the tax code affecting local charities and NGOs in Georgia. Through the creation of a sustained coalition of NGOs in Azerbaijan, amendments to the draft law on registration were made, thereby eliminating the need to acquire prior registration before establishing a new NGO. In addition, a coalition of national NGOs in Georgia created its first joint advocacy plan in May 2002 in order to advocate against the President's suggestions of a new tax on grants. As a result of their campaign, the idea to create a special tax on grants was dropped by the government.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$116,910.99</b>
<b>2002</b>	<b>Number of Grants</b>	<b>4</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>13</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>8</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>3</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>41</b>	<b>Media Products</b>	<b>15</b>		
<b>Female Trainees</b>	<b>6</b>				

### Sample Outcome Statements

#### **G01-0042 Association for the Protection of Landowners' Rights**

The privatization of agricultural land is a recent phenomenon in Georgia. As actors in a new and developing sector of the economy, farmers frequently do not have sufficient access to legal information and are often unable to properly defend their rights. To support private farmers, the grant recipient published a book entitled Reference Book for the Protection of Farmer Rights. The book includes legal information in question-and-answer format on all aspects of farming activities and was developed based on farmers' complaints and inquiries received at the APLR offices and through a sociological survey. The reference book has contributed to the increased protection of the rights of private farmers. The grantee successfully implemented all planned activities and achieved the goals set.

#### **G01-5001 Kakheti Grape Growers and Wine Makers Union**

Wine making was one of Georgia's leading economic sectors during the Soviet period. Today, it remains an industry with significant growth potential. Following the collapse of the Soviet command economy, however, the country's wine makers faced the challenge of regaining access to this vast market. This fundamental difficulty was compounded by the dismantling of old enterprises and the emergence of new businesses inexperienced in working in a competitive domestic and international market environment. The project sought to address these issues by supporting the organizational development of the Kakheti Grape Growers and Wine Makers Union. The project included a research study of wine-producing enterprises to identify sector-specific problems, the establishment of a marketing service for union members, and publication of a journal promoting the activities of member companies and the union. They also developed a union web-site which includes information on the member companies and their products ([www.kakhetiwines.ge](http://www.kakhetiwines.ge)). After completing the project, the union has sought to expand its activities; these efforts, however, have been hampered by persistent conflicting interests within the industry.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$103,735.31</b>
<b>2002</b>	<b>Number of Grants</b>	<b>4</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1328</b>	<b>Counterpart Funding</b>	<b>\$42,470.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>280</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>16</b>
<b>Organizational Beneficiaries</b>	<b>1203</b>	<b>Innovation Replications</b>	<b>3</b>		
<b>Male Trainees</b>	<b>2</b>	<b>Media Products</b>	<b>10</b>		
<b>Female Trainees</b>	<b>3</b>				

**Sample Outcome Statements**

**G00-0201 Varketili Community Center**

The project contributed to increased public awareness and civic participation in decision making in the Varketili-3 district of Tbilisi through the establishment of a community center. The project addressed the needs of the local population by providing free legal consultations, the systematic collection of data on the district's needs and a sociological survey. The center facilitated the exchange of information regarding issues of local concern through regular public meetings, publications, information leaflets and TV programs. The community center's activities fostered local self-governance and facilitated the development of an active citizenry. All the project's planned activities were successfully implemented and the set goals were achieved. The center became an active participant in all local civic activities, developed partnership with other NGOs and CBOs and managed different initiatives and projects. The center advocated the local citizens' needs to the city and national government and managed to solve several of the local population's problems. It became a center of community life in Varketili district. Some aspects of the community center concept have since been replicated in other districts of Tbilisi.

**G02-4146 Law and Freedom Association**

Reforming and building of Georgian Armed Forces is one of the priority issues for Georgian society. It implies establishment of transparency and accountability mechanisms and active involvement of general public in decision-making processes. At the same time army as well as other brooches of governmental system is affected by corruption and lacks public trust and support. In order to address the mentioned problems and to support the process of reform and democratization of the Georgian armed forces organization Justice and Liberty established a Civilian Oversight Board, conducted a study on the military sphere, develop Military Disciplinary Code of Georgia, prepared a Law on Parliamentary Military Trustee, carried out 87 visits of the project mobile group to military units, placed project advertising in metro, carried out monitoring of drafting processes at 5 military units, carried out 87 visits to military bases, provided consultations to 400 persons and supplied information to about 800 persons, carried out round tables dedicated to different issues related to processes in military sphere and perspectives of the reform. Implementation of the project resulted in increased public awareness of and participation in military reforms and provided legal assistance to military personnel, conscripts and their families. It facilitated reform processes and established a ground for real civic-military cooperation towards modernization of Georgian Army.

**G02-4042 Pharn Union**

Prior to this project, the Georgian Constitution had been translated into all languages of the main ethnic minorities residing in the country except Ossetian. Through the translation, publishing and distribution of the Constitution in Ossetian this project sought to facilitate initiatives to incorporate the Ossetian population into everyday life of the Georgian state. The project increased the Ossetian population's awareness of their legal rights and improved cooperation between governmental and non-governmental organizations working in this field. The project was implemented by participants residing in both Tbilisi and in South Ossetia. The grantee successfully implemented all planned activities and achieved the goals set.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$18,334.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>4</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>5</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>22</b>	<b>Media Products</b>	<b>1</b>		
<b>Female Trainees</b>	<b>15</b>				

### Sample Outcome Statement

#### **G01-0084 Global Resource Information Database (GRID) - Tbilisi**

Governmental management of the environment is one of the most intricate and non-transparent sectors of Georgian public administration. The system is flawed due to the unclear division of licensing power among various governmental agencies, complex and confusing procedures for receiving licenses and permits, and limited public access to information on regulations governing the field. The project sought to address these problems by creating a database containing regulations governing water and air resources, descriptions of relevant licenses and permits, lists of licensed organizations and persons, and information on organizations working on environmental issues. The database was posted on the GRID-Tbilisi website (www.gridtb.org). The grant also included a series of meetings and workshops with the representatives of the national and regional branches of the Ministry of Environment on the use of information systems to ensure better management of the environment. As a result of these meetings, GRID-Tbilisi developed recommendations to address environmental management problems. These were also posted on the Internet. The Ministry of Environment currently lacks technical resources to administer the newly created database on its own, so for a certain period of time it will be maintained by GRID-Tbilisi. If successfully exploited, the database will increase the efficiency and transparency of the government's management of the environment.

<b>Georgia</b>	<b>Total Amount of Grants</b>	<b>\$17,560.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>2</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>8</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>5</b>	<b>Media Products</b>	<b>59</b>		
<b>Female Trainees</b>	<b>3</b>				

### Sample Outcome Statements

#### **G04-0012 ALPE, Association for Legal and Public Education**

After the 'Revolution of Roses', presidential elections were called for January 4, 2004. Due to post-revolution fatigue there was a strong possibility that turnout for this election would be low. To motivate the electorate, especially young voters, the grant recipient produced specially-designed public service announcements and broadcast them on four leading national TV companies. The project helped build trust in the elections and encouraged people to be actively involved in the election processes. The project was co-funded by the Swiss Agency for Development Cooperation and was implemented in cooperation with the Central Election Commission of Georgia and the TV companies Rustavi 2, Mze, Channel 1 and Imedi.

#### **G04-0034 Green Wave Association**

Georgia's March 2004 parliamentary elections were crucial for the democratic development of the country. It was extremely important for the nascent Georgian democracy to ensure a high voter turnout and fairness of the election process. The project sought to address this problem by strengthening the media's role in mobilizing the electorate and providing balanced information on pre-election and election procedures. Through the grant, Green Wave Radio, in cooperation with the partner regional radio stations, broadcast a number of live radio discussions as well as special news productions and educational programs related to the elections. Additionally, the grant recipient produced and broadcast a series of multilingual public service announcements targeting national minorities. These announcements and news programs covered regions where television reception is largely inaccessible and addressed the informational isolation of largely non-Georgian speaking ethnic minorities. The programs contributed to the better-informed voter decision making.

## Kazakhstan

Kazakhstan  
2002

<b>Total Amount of Grants</b>	<b>\$205,894.76</b>
<b>Number of Grants</b>	<b>7</b>

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	22	Counterpart Funding	\$54,991.00	Jobs Created	50
Female Beneficiaries	24	New Partnerships	5	Businesses Formed	107
Organizational Beneficiaries	104	Innovation Replications	0		
Male Trainees	1141	Media Products	48		
Female Trainees	560				

#### Sample Outcome Statement

##### **A02-0070 Association of Agricultural Producers Uigentas-Agro**

One of the main obstacles to the development of solvent businesses in rural areas is farmers' paucity of knowledge and experience running a business in a market economy. As a result of this project the Association of Agricultural Producers Uigentas-Agro gave business consultations and held more than fifty one-day trainings in nine rural regions of the Alakol district, one of the most remote areas of Almaty oblast located more than 250 km from the nearest city. Approximately 835 farmers and rural entrepreneurs received consultations or training in business basics. Of these, ten farms received loans from banks and fifteen farms began to use special pesticides to increase grain crop yield. Thanks to the recommendations of a trained agronomist, the trained farmers enjoyed a harvest 10-15% larger than that of their untrained peers. Additionally, legal consultations provided by the grantee led to the legal registration of fifty new farms, which will allow the farmers and their families legalize their earnings from farming. Moreover, the consulting services launched under the project will continue thanks to a grant from the World Bank, which was awarded to Uigentas-Agro in May 2003 to raise the legal awareness of the local population concerning labor and civil rights legislation. As a further indication of the project's success, the oblast administration recognized Uigentas-Agro as "the best civil society organization of entrepreneurs in Almaty oblast in 2003".

Kazakhstan  
2002

<b>Total Amount of Grants</b>	<b>\$108,945.92</b>
<b>Number of Grants</b>	<b>6</b>

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	38	Counterpart Funding	\$20,435.00	Jobs Created	0
Female Beneficiaries	33	New Partnerships	2	Businesses Formed	2
Organizational Beneficiaries	2	Innovation Replications	0		
Male Trainees	4	Media Products	25		
Female Trainees	2				

#### Sample Outcome Statements

##### **A01-0229 Kazakh National University - Al-Farabi**

The absence of remote education among Kazakhstani universities and institutes limits access to higher education for residents of remote regions. To address this problem the grantee launched an independent web-portal [www.univer.kz](http://www.univer.kz) with a database of lectures, seminars, curricula, tests, and literature in the disciplines of economics and law. This information was available free to all institutes of higher education and to any individuals who wished to register, and, according to early reports, enjoyed wide use. Unfortunately, several months after the site's creation due to a technical problem the site's interface and a portion of the files were lost. Now six electronic textbooks have been restored to the site, while other lost materials are in the process of recovery. Until the full restoration of the site, the web-portal's materials have been placed temporarily on the site of Kazakh National University, [www.kazsu.kz](http://www.kazsu.kz).

**A01-0262 Accent City Studio for Television**

Lisakovsk is a small city that has a sole city-supported enterprise. The whole population of the city works on that one plant. With the decline of economy, small cities, such as Lisakovsk, were left alone with their problems. The city administration with support of Eurasia Foundation worked out a city development strategy for 10 years, particularly, development of self-government and self-employment. The grantee developed a series of TV programs on the formation of local governance to encourage changes in the society. TV station "Accent" raised questions about the work of local government bodies in the fields of self-employment in neighborhoods and districts. This interested citizens and sponsors that supported organization of yard clubs, sport sections and other committees. Namely, "Aluminum of Kazakhstan," OJSC, gave 40 thousand tenge on reinforcement of material base of a yard club, after this TV program told about their problems. A very significant help came from local NGO "Sozidanie," which developed district bodies of self-government. The role of informational products in solving socially important questions needs to be emphasized when supporting informational projects. A partner needs to be found in the face of an NGO in order to define a problem and find a solution with the help of information companies.

**A02-0131 New Economic School**

The swift development of the market economy in Kazakhstan has made new demands on the country's economists. To train a new generation of highly qualified economics specialists, six graduate students received year-long fellowships to study in the master's program at the New Economics School (NES) in Moscow, a leading economics institute. Two students finished the first year of the two-year program, and four successfully completed the second year of the program and received a master's degree, among whom one plans to continue economics research in the doctorate program of a Western university and three others found work at major corporations in Kazakhstan in Russia. NES continues to select students from Kazakhstan for study in cooperation with Al-Farabi Kazakh National University and the Finance and Economics Academy in Almaty.

<b>Kazakhstan</b>	<b>Total Amount of Grants</b>	<b>\$165,200.20</b>
<b>2003</b>	<b>Number of Grants</b>	<b>16</b>
<b>2.1 Citizen Political/Economic Participation</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>97</b>	<b>Counterpart Funding</b>	<b>\$22,022.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>111</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>42</b>
<b>Organizational Beneficiaries</b>	<b>6044</b>	<b>Innovation Replications</b>	<b>1</b>		
<b>Male Trainees</b>	<b>184</b>	<b>Media Products</b>	<b>88</b>		
<b>Female Trainees</b>	<b>189</b>				

**Sample Outcome Statements****A02-0187 Academy of Economics and Finance**

This project was one of several undertaken to address the lack of well trained, non-Marxist economists in Kazakhstan. The five-to-ten-year goal is to develop a critical mass of economists, who could then obviate the need for studying abroad, and contribute to improved government decision-making. The immediate goal of this project was to prepare students for the master's of economics program at the New Economic School in Moscow, with successful applicants receiving scholarships under a separate grant. The grantee created and taught preparatory courses focusing on the major weaknesses of Kazakhstani students: English and math. Of 33 students, two passed the New Economic School exams, and now attend courses there on Eurasia scholarships. Moreover, three were admitted to the master's of economics at Charles University in Prague and one student was admitted to Central European University in Budapest. This grant underlined the low level of preparation of economics students in Kazakhstan.

**A03-0119 NGO Informational Center - Kazakhstan Press Club**

Prior to this grant, professional monitoring of Kazakhstani press using content analysis techniques had not been attempted. This project contributed to the creation of local capacity to conduct content analysis of the press, while also serving to improve monitoring of regional and national elections. Specialists trained as part of the project will continue to monitor press content on a regular, professional basis. The grantee has already agreed to several contracts to conduct content analysis of newspapers, which reflects the prevalence of local demand for this service and the high potential for sustainability of the grantee organization.

**A03-0025            Miracle Center for the Social Adaptation of Orphans and Young Adults**

Throughout the 1990's, Kazakhstani orphans upon reaching the age of maturity were released from orphanages without official forms of identification or any provisions for housing, which severely handicapped their efforts to find work. To help these orphanage "graduates" receive official documents, the grantee created a database of 400 young adult orphans and studied the problems they encounter when trying to register for and receive official identification. The grantee assisted 25 such orphans to find work and seven to obtain residence registration; additionally, 25 renewed expired identification and licenses thanks to written requests formally submitted by the grantee. The grantee also helped 14 orphans to find housing and 14 orphans who served prison sentences to re-acclimate socially, as well as successfully petitioned for free health care for eight others. The grantee's work helped draw the attention of the regional akimat to the plight of orphans released from orphanages, which had a significant positive impact on the project's effectiveness. Over the course of the project the grantee expanded its sphere of activity from the city to the rural villages, thereby attaining regional status.

## Kyrgyzstan

Kyrgyzstan	Total Amount of Grants	\$31,654.05
2002	Number of Grants	1

### 1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	659	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	341	New Partnerships	1	Businesses Formed	2
Organizational Beneficiaries	9	Innovation Replications	1		
Male Trainees	0	Media Products	11		
Female Trainees	18				

#### Sample Outcome Statement

##### A00-7047 Intersoft

One of the problems of a social welfare system with mandatory state medical insurance is the difficulty of finding a practical way to establish transparent records of medical welfare payments made to individuals for care in hospitals and clinics. To address this problem, the grantee instituted a new computer-based system SSI (Smart Social Insurance) that records and contains all data related to the provision of medical care. SSI allows for the systematic collection and analysis of data from hospitals and clinics relevant to medical insurance, as well as from the services rendered to patients in those health care institutions. Pilot organizations, including a pharmacy, two ambulatory clinics, and 1,000 insurance policy holders participated in the project, a trial of this new system. The individuals selected, all with chronic illnesses or retirees, were given insurance cards with an inlaid microchip. The personal identification numbers (PIN) issued to participants matched their ID numbers used in Kyrgyz Republic welfare system, which allowed full integration of the two systems. The project also resulted in the establishment of a processing center to serve the pilot organizations and gather statistical records for data analysis and decision-making in the mandatory medical insurance system. One of the results of the project was the founding of the NGO "Intersection Database", which will continue the project activity in the future. The trial of SSI was a success, and the project could become the basis for the establishment of SSI on the national level.

Kyrgyzstan	Total Amount of Grants	\$98,352.11
2002	Number of Grants	5

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	334	Counterpart Funding	\$0.00	Jobs Created	1
Female Beneficiaries	353	New Partnerships	34	Businesses Formed	170
Organizational Beneficiaries	57	Innovation Replications	3		
Male Trainees	167	Media Products	12		
Female Trainees	262				

#### Sample Outcome Statements

##### A02-7123 Regional Association of the Tenants of the Chui Valley - Our Home

Apartment building cooperatives, as a new form of self-administration in the housing sector in Kyrgyzstan, have difficulty providing transparent information on their financial operations and bookkeeping. To improve the accountability of such cooperatives the grantee developed an international accounting standards training curriculum for the accountants of cooperatives. Additionally, the grantee trained four trainer-consultants for two cooperatives associations in the south of Kyrgyzstan, who then trained 145 accountants in all oblasts of the country using the said curriculum, and created a web site, [www.nashdom.elcat.kg](http://www.nashdom.elcat.kg), as a means of promoting the services of its organization. As a result of the trainings, 45 condominiums introduced international accounting standards. This project will promote the arrangement of oversight of cooperatives' budgets and will strengthen the mechanisms of transparent accounting.

**A01-7167 Kyrgyz Association of Tourist Operators**

One of the problems facing the tourism industry in Kyrgyzstan is the multiplicity of legal and administrative barriers hindering its development. To address this issue the grantee held four round tables on improving current legislation affecting the tourism industry, which were attended by representatives of the higher chamber of parliament, tour operators, tourism-oriented and ecological NGOs, as well as representatives of institutes of higher education that train tourism specialists. The round tables resulted in the initiation of two pieces of legislation to amend current Kyrgyzstani law. The first bill includes 19 amendments in eight articles of the law "On External Migration" that serve to simplify the visa procedure for visiting foreign nationals. The bill was reviewed and approved by the lower chamber of parliament and sent to the higher chamber for ratification. The grant project also produced a bill on the amendment of the Kyrgyzstani law "On Tourism". As a means of promoting the tourism industry in Kyrgyzstan the grantee also launched a tourism-themed web portal, <http://www.kat.kg>, which has logged over 1,800 visitors. These project activities promote the advancement of Kyrgyzstan as a destination for foreign tourists.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$116,271.85</b>
<b>2002</b>	<b>Number of Grants</b>	<b>6</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>295</b>	<b>Counterpart Funding</b>	<b>\$7,256.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>330</b>	<b>New Partnerships</b>	<b>20</b>	<b>Businesses Formed</b>	<b>7</b>
<b>Organizational Beneficiaries</b>	<b>42</b>	<b>Innovation Replications</b>	<b>7</b>		
<b>Male Trainees</b>	<b>39</b>	<b>Media Products</b>	<b>679</b>		
<b>Female Trainees</b>	<b>81</b>				

**Sample Outcome Statements****A01-7237 National Library of Kyrgyz Republic**

Because of poor contact with other libraries, librarians in the Kyrgyz Republic have difficulty searching for resources outside of their own regions due to a lack of contact with other libraries. To address this problem, the grantee created a web site, <http://nlkr.org.kg>, which provides access to electronic catalogues of national library resources, and conducted training for its own librarians and staff from regional libraries. As a result of this project, the grantee provided 73 librarians with training, recorded 24,957 visits to the web site, and participated for the first time in an international inter-library organization. The grantee has therefore created the basis for connecting libraries to international library databases, for launching a system of interlibrary loans, and for setting up other electronic library services.

**A02-7054 Independent Radiostation - LW**

Issyk-Kul oblast is plagued by a low level of popular legal rights awareness. The grantee, radio station LW, created three programs featuring legal consultations on the air (24 live and 192 recorded) for entrepreneurs, consumers, and the general public respectively. The former two were arranged in collaboration with the local Entrepreneurs Union and the Union for Consumer Rights Protection. Thanks to this partnership the number of beneficiaries of the on-air consultations increased from 20-30 persons per month to 55-60 from the beginning to the end of the project; in total the grantee conducted 262 consultations, indicating popular demand for such services. The project also served to strengthen the organizational capacity of the radio station, which received business training from Pragma during the project that should help it attain solubility and sustainability.

**A01-7905 Public Union of Young Lawyers of the South**

The populations of the southern border regions of Kyrgyzstan and Uzbekistan suffer from a number of hindrances that make border crossing difficult and at times impossible, including opaque customs, taxation and border crossing procedures, resulting in bribes, gratuitous fines, rights infringements, border crossing delays and refusals, and inconsistent law enforcement. These problems are further exacerbated by poor public awareness of rights and the relevant laws. In order to combat injustices and hassles stemming from border crossing, the grantee founded a legal clinic to provide citizens with border-related legal consultations at convenient locations, which was matched by the opening of a partner cross-border legal clinic by Andijan State University in Uzbekistan. The Kyrgyz clinic provided legal help to approximately 350 citizens from Uzbekistan and Kyrgyzstan whose rights and legal interests were violated. The grantee also increased public awareness and access to legal information on border-related issues through twelve thematic TV shows and four print newsletters. Likewise, the grantee improved the human resources and applicability of course materials of the law faculties at the Kyrgyz and Uzbek partner universities by producing a manual on legal clinics based on lawyers' and students' on-the-job experience. Ultimately, according to the responses of over 200 recipients of consultations and their families, the project resulted in an immediate decline in incidents of harassment and rights violation by guards and customs services at the border. The grantee also received a request from the Tajik law faculty in the city of Khujand to pass along legal clinic practical experience that is part of a new Eurasia Foundation grant to expand legal clinics' work in the Ferghana Valley. As a result of this grant, the Eurasia

Foundation is now implementing similar legal centers in four other locations in the Ferghana Valley, with co-funding from USAID, the Canadian Government, and the OSCE.

**A02-7714 Radiostation 'Radio Almaz' under 'Almaz-Young,' Ltd.**

The South of Kyrgyzstan until recently suffered from a paucity of analytical radio news programs, due in part to the lack of financially self-sustainable media. To address this problem, the grantee, a local radio station, created a news service, which broadcast 379 news reports, weekly reviews, and analytical and educational programs. Over the period of the project (one year), calls to the station from listeners increased by 40% and advertising revenues by 65% compared to the previous year, the latter increase due to contracts with large companies that are the most ample source of such revenue in the region. The grantee also signed collaborative agreements with two NGOs to air public service announcements and contracts with 40 companies, of which two banks have been competing for exclusive sponsorship of the station's news broadcasts. The experience gained over the course of the project, including steps taken towards financial self-sustainability, helped the grantee devise a partnership project that received Eurasia Foundation funding under the Ferghana Valley Initiative.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$5,217.14</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>
<b>1.3 Private Enterprise Development</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>2</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>4</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>6</b>	<b>Media Products</b>	<b>0</b>		
<b>Female Trainees</b>	<b>55</b>				

**Sample Outcome Statement**

**H03-0062 Too-Syry Public Association of Manufacturers of Mountain Regions**

The production and sale of handicrafts from the mountainous regions of Kyrgyzstan is one of the few consistent revenue-generating forms of work for members of rural communities. However, these rural residents often lack professional training as well as information and resources critical for promoting their crafts. To address these weaknesses of local artisanship, the grantee developed and prepared for publication a Kyrgyz language instruction manual on producing and marketing crafts in mountain regions. The grantee also conducted two training seminars on felt and wicker craft production for 56 rural artisans. As a result of the trainings, the grantee's organization increased its membership by 45 craftspeople, which should increase the professionalism and work effectiveness of both the artisans and the grantee.

<b>Kyrgyzstan</b>	<b>Total Amount of Grants</b>	<b>\$2,480.40</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>
<b>2.2 Improved Legal Systems</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>2</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>6</b>	<b>Innovation Replications</b>	<b>1</b>		
<b>Male Trainees</b>	<b>8</b>	<b>Media Products</b>	<b>2</b>		
<b>Female Trainees</b>	<b>12</b>				

**Sample Outcome Statement**

**H03-0001 American University in Central Asia (AUCA)**

Although over ten years have passed since the independence of the Kyrgyz Republic, a plethora of contradictions persists in the system of checks and balances between the executive and legislative branches of power. In order to facilitate dialogue between government officials and political scientists from academia to recommend constitutional amendments, the grantee conducted a seminar on the topic "The Legal Underpinnings of Presidential-Parliamentary Relations in the Post-Soviet Space". This seminar led to a series of recommendations by a panel of socially diverse experts on legal means of constitutional crisis prevention. These recommendations, based on a comparative study of analogous experience in different countries, were included in a compendium that, together with a video produced on the basis of the seminar, was sent to Parliament, the Presidential Administration and the National Government. The results of the seminar will assist civil servants and academics to produce a strategy for the clarification and intra-governmental delegation of authority in the context of the approaching 2005 elections.

## Russia

Total Amount of Grants \$63,000.00  
 1999 Number of Grants 1

### 1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	21	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	17	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	1		
Male Trainees	0	Media Products	7		
Female Trainees	0				

#### Sample Outcome Statement

#### M98-3559 Moscow State University

One of the components of business education development in Russia is its promotion among youth and young scholars. This grant was awarded using Citibank financial support and was directed at business education improvement by raising the skill level of teachers and professors and by stimulating student interest in business education. The grantee conducted two competitions "The best student of the year" and "The best teacher of the year." As a result of the competitions, 30 students won special scholarships, while teachers and young scholars were awarded valuable prizes. During the project, the "Lomonosov" VIII International conference on fundamental sciences took place at the Moscow State University, attended by more than 1,500 young scholars from Russia, the CIS and over 20 other foreign nations. The grant assisted in improving the skill levels of students and post-graduates, as well as strengthened the institutional development of the University.

Russia Total Amount of Grants \$21,269.00  
 2000 Number of Grants 1

### 1.2 Fiscal Policies & Management Practices

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	184	Counterpart Funding	\$0.00	Jobs Created	1
Female Beneficiaries	136	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	1		
Male Trainees	0	Media Products	37		
Female Trainees	0				

#### Sample Outcome Statement

#### M00-0412 Administration of Omsk City

Many Russian municipalities do not have mechanisms for involving people in their strategic planning process. The grant was awarded to help facilitate public participation in Omsk's strategic planning process. The grantee developed a public seminar, "Problems of cities and regions development," to discuss strategic planning, and also created a coordination board to facilitate further interaction and discussion. The grantee founded the Agency for Socio-Economic Development, which promotes projects and programs for city development. As a result of this project, the grantee is now implementing the Omsk strategic plan, which is the product of the joint efforts of more than 300 people. The grantee published 26 manuals and 6 brochures covering the grant results and disseminated them all over Russia.

Russia Total Amount of Grants \$116,058.59  
 2000 Number of Grants 4

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	77	Counterpart Funding	\$0.00	Jobs Created	11
Female Beneficiaries	60	New Partnerships	0	Businesses Formed	8
Organizational Beneficiaries	11	Innovation Replications	4		
Male Trainees	52	Media Products	12		
Female Trainees	57				

### Sample Outcome Statements

**M00-0256 Consulting Company, Management Technologies**

The lack of informational resources for business managers negatively affects private enterprise development in Russia. The grant aimed to alleviate this problem by providing business managers with online information and analytical resources, consulting, business training, and strategy development. The grantee designed and launched an Internet site, www.emanager.openpower.ru, to provide analytical, marketing and business information as well as a special interactive program "E-manager", which allowed managers to discuss business ideas, plans, and management cases online. The grantee trained 45 people during 3 business seminars. Unfortunately, the grant was unsuccessful due to the sudden departure of the project director, and subsequent dissolve of the organization and the website.

**M00-0342 Russian University for the Friendship of Peoples**

Rural cooperatives in Russia need support on all aspects of their activity. The grant was awarded 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.). The grantee trained 45 potential shareholders and managers in a series of intensive seminars on various aspects of cooperative activity and provided 630 hours of consultations to co-op managers on a wide array of topics. As a result, 3 co-ops were created (one in the Moscow Oblast and two in Chuvashia), and trainees received manuals containing recommendations about the creation and management of cooperatives.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$10,000.00</b>
<b>2000</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

Individual Level Indicators	Organizational Level Indicators	Social Level Indicators
Male Beneficiaries <b>0</b>	Counterpart Funding <b>\$10,000.00</b>	Jobs Created <b>0</b>
Female Beneficiaries <b>0</b>	New Partnerships <b>0</b>	Businesses Formed <b>0</b>
Organizational Beneficiaries <b>0</b>	Innovation Replications <b>0</b>	
Male Trainees <b>1</b>	Media Products <b>0</b>	
Female Trainees <b>0</b>		

### Sample Outcome Statement

**W99-0208 Duke University**

Now more than ever it is important for journalists in Russia to be able to understand the complexities of policy and render them compelling to citizens who are called upon to make decisions with their votes. However, these journalists lack such policy analysis experience and have difficulty writing compellingly about policy issues for both decision-makers and the general public. To address this need, the Eurasia Foundation awarded a matching grant to Duke University to invite up to three faculty members and three students from the Moscow University for International Relations (MGIMO) to participate in their Media Fellows program for one semester. With assistance from the Ethics and Excellence in Journalism Foundation, the grantee invited Mr. Yaroslav Skvotsov, deputy dean of the MGIMO School of International Journalism, to visit the Duke University campus in February and March 2002. During his time at Duke, Mr. Skvotsov participated in their Media Fellows program with a focus on international communication and Internet politics and policy. Because of the lack of matching funds from the grantee, earlier plans for the scope of the program were revised to include only a single faculty fellowship from MGIMO.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$464,494.64</b>
<b>2001</b>	<b>Number of Grants</b>	<b>21</b>

**1.3 Private Enterprise Development**

Individual Level Indicators	Organizational Level Indicators	Social Level Indicators
Male Beneficiaries <b>5614</b>	Counterpart Funding <b>\$705,569.00</b>	Jobs Created <b>3</b>
Female Beneficiaries <b>3627</b>	New Partnerships <b>5</b>	Businesses Formed <b>20</b>
Organizational Beneficiaries <b>535</b>	Innovation Replications <b>18</b>	
Male Trainees <b>1086</b>	Media Products <b>242</b>	
Female Trainees <b>1014</b>		

### Sample Outcome Statements

#### **M01-0070 Training and Methodical Center at the Foundation for International Accounting in Russia**

The lack of qualified specialists in international financial accounting standards has negatively affected business development in Russia. The low level of business education programs is contributing to this problem. This grant was awarded to improve the quality of business education by developing a curriculum and teaching manuals for financial accounting courses using international standards. The grantee developed a course, which was evaluated by finance experts, trained 18 professors on the new course, and published a manual and disseminated it among Russian economic universities. Based on the recommendations of the Training and Methodology Department of the Russian Federal Ministry of Education, this course was added to the curriculum of Russian economic universities curricula. 38 universities have successfully adopted the course.

#### **S01-0188 Kolos Rural Credit Cooperative**

Development of Russia's agricultural sector has been stunted by a lack of financial support. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by initiating a joint program for the support of rural credit cooperatives to expand their services and to improve their financial sustainability. The grantee conducted an informational campaign for local farmers, provided a wide range of consultations on business practices, tax issues, and agribusiness issues to 68 cooperative members and conducted 2 practical seminars for 54 farmers. This assistance allowed the cooperative to nearly triple its membership and to raise its capital to about half a million rubles, increasing its savings to about eight hundred rubles. The institutional growth and strengthened financial sustainability of the rural credit cooperative will contribute to additional agricultural development in the Volgograd Oblast.

#### **S01-0192 Farmer, Rural Credit Cooperative**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted 4 seminars for 189 farmers and published 4 special memos for seminars participants in accounting and taxation and provided consultations for 152 people. The grantee computerized its office, introduced new services to coop's members, and implemented system of attracting personal savings. This allowed the cooperative to increase its membership up to 650 members and attract personal savings in amount of 1,500,000 rubles.

#### **S01-0211 Olkhovskii, Rural Credit Cooperative**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee conducted 4 seminars for credit cooperative members on accounting, taxation, and agribusiness issues, provided 426 consultations, and introduced a new spectrum of services. This grant allowed the cooperative to increase its membership by 370 members, bring its own capital up to \$7,000 and loan portfolio up to 5,376,000 rubles, and open three representative offices. Such demonstrated institutional growth of the rural credit cooperative and the strengthening of its financial sustainability will significantly aid agricultural development in Volgograd Oblast.

#### **V00-0229 East-Siberian State Technological University**

In order to address the lack of mechanisms for applying innovative and skilled technologies to production in the Buryat Republic, the grantee proposed a project aimed at stimulating investment in innovative technologies in the region by helping scientists market their inventions to potential investors. After studying the best practices of high technology promotion in other regions (St.-Petersburg, Moscow, Novgorod, Tomsk, Obninsk and Khabarovsk), they created an informational consulting center, provided two cycles of business planning seminars and consultations for over 250 scientists and inventors and compiled a database of their innovative ideas for potential investors. A specially designed web-site, an informational campaign in local mass media, printing advertising materials and two working meetings of businessmen and scientists assisted in fostering a dialogue between business and science and creating conditions for inventors and investors to cooperate in innovative business projects. As a result, the center helped innovators sign 10 agreements with private and municipal enterprises to implement new technologies and know-how in the amount of 3,375,000 rubles (approximately \$116,370). According to the additional analytical report, the project team also helped to attract 2,870,900 rubles (approximately \$98,990) for innovative business plans. It should be noted, however, that this later amount was not confirmed by any printed documentation, although requested by Eurasia.

#### **V99-0676 Sakhalin State University**

Unstable market conditions, decreased financial support from the State, and changes in federal legislation governing patent and intellectual rights dramatically affected invention activities in the RF, including the Sakhalin region. In 1983, for example, Sakhalin inventors filed 1,500 patent applications for their inventions; in 1993, only 3 were filed and in the period from 2001-2002, there were only 5. A Bureau of Intellectual Property was created by the project team to stimulate invention activities and assist the successful marketing of inventions while protecting intellectual

property rights. The Bureau specialists conducted 25 seminars and follow-up consultations on patent law and the defense of intellectual rights in 4 Sakhalin counties and published reference materials. The project mainly concentrated its efforts on educational activity for the Sakhalin State University students and devoted less attention to inventors, representatives of local enterprises and businesses. As a result, the project team failed to assist inventors in the production of trial samples and promotions of their innovative products. The most important achievement of the grant was the implementation of a new course on intellectual property rights to the University curriculum.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$101,112.72</b>
<b>2001</b>	<b>Number of Grants</b>	<b>10</b>

#### **1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>768</b>	<b>Counterpart Funding</b>	<b>\$745,272.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>527</b>	<b>New Partnerships</b>	<b>6</b>	<b>Businesses Formed</b>	<b>33</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>14</b>		
<b>Male Trainees</b>	<b>372</b>	<b>Media Products</b>	<b>91</b>		
<b>Female Trainees</b>	<b>276</b>				

#### **Sample Outcome Statements**

##### **M01-0408 Zardon Rural Credit Cooperative**

Lack of financial support has slowed the development of Russia's agricultural sector. To help contribute to the sector's growth, the Eurasia Foundation's Saratov and Moscow offices supported a program to broaden the services and improve financial sustainability of rural credit cooperatives. The grantee conducted a series of seminars, consultations, and an informational campaign on rural finance that led to the creation of three regional credit union branches. Thanks to the grant the cooperative quintupled its membership pool, streamlined administrative costs and increased credit capital by 16.7 million rubles. The grantee successfully launched savings operations for 400 shareholders. In the summer of 2003 the Russian Union of Rural Credit Cooperatives rated the cooperative as 4th strongest among 50 best Russian rural credit cooperatives. Such demonstrated institutional and financial growth of the rural credit cooperative will significantly aid agricultural development in the Udmurt Republic.

##### **M01-0417 Severnoe Siyanie, Rural Credit Cooperative**

Lack of financial support has slowed the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit cooperatives, both broadening their services and improving their financial sustainability. The grantee modernized its accounting and credit systems by introducing specialized computer programs and improving the professional skills of staff. The grantee conducted a series of seminars for 30 credit cooperative members on accounting, taxation, and agribusiness issues and provided 32 consultations. This grant enabled the cooperative to increase its membership by 19 members, bring its capital up to 200,713 rubles and loan portfolio up to 795,856 rubles. Also the grantee implemented new credit procedures for farmers.

##### **M01-0522 Asia – Credit, Rural Credit Cooperative**

The development of Russia's agricultural sector is hindered by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted 5 informational seminars for local farmers, provided 45 consultations for shareholders, and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 51 new members, increase credit portfolio by 5 million rubles and launch credit lines for large members. This project is an important first step in providing local farmers with reliable and affordable access to capital.

##### **M01-0523 Krestiyanski, Rural Consumer Credit Cooperative**

The development of Russia's agricultural sector is held back by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted an information campaign for local farmers, provided 190 consultations for shareholders and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 21 new members and increase loan capital by 1,250,000 rubles. This project is an important first step in providing farmers with reliable and affordable access to capital.

Russia	Total Amount of Grants	\$202,395.19
2001	Number of Grants	8

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	598	Counterpart Funding	\$41,379.00	Jobs Created	2
Female Beneficiaries	756	New Partnerships	21	Businesses Formed	0
Organizational Beneficiaries	262	Innovation Replications	1		
Male Trainees	495	Media Products	81		
Female Trainees	615				

#### Sample Outcome Statements

##### **M01-0476 Vozrozhdenie Center for Social Projection**

NGOs in Pskov suffer from an unfavorable working environment and lack of legislation governing their activities. To address this problem, the grantee designed and implemented a program to encourage social partnerships. The program focused on the creation of three bills to regulate Pskov NGO activities, offering a series of seminars, trainings and individual consultations to the representatives of the local NGO's, and enhancing the capacities of the local Resource Center. 149 NGO representatives benefited from the training, gaining valuable fundraising, development, and accounting skills. In association with other NGO's a book was published, Charity in the Modern Russia, this focuses on the legislation, methodology and practical aspects of Russian philanthropic and social programs. The new partnerships that emerged from the grantee's work resulted in financial support to stage and conduct two theater performances for 200 disabled children.

##### **M01-0479 Fortuna-med Tobolsk Public Organization**

Recently local NGOs working in various sectors have experienced a fast growth rate, particularly in small provincial cities. Coordinating philanthropic, charitable and social activities in which businesses, the municipal government and NGOs participate is essential for fostering partnerships that will effectively allocate each of the three sources' resources. With the support of the Eurasia Foundation's Resource Center in Tobolsk, this program promoted corporate philanthropy among local businesses through the help of various PR campaigns such as the Gala Ball, TV programming and publishing. This particular grantee established a corporate Fund and approached three other local businesses. To further stimulate philanthropic activity in the region, the grantee also strengthened the legislative environment by drafting amendments to local fiscal and normative laws. This helped local NGOs establish trusting relationships with the government. Three competition-based social projects were also financed and this served to mediate their collaboration. Local sources raised 700, 000 rubles in support of 33 social projects and initiatives. 60 local NGOs were provided with technical and informational expertise; over 500 volunteers contributed to the organization and implementation of various community events. Regulations for municipal grants' competitions were also established. Likewise, this grantee was responsible for organizing extensive media coverage of NGO activities.

##### **M01-0489 Danko Vladimir Regional Public Organization**

Often the work of Russian NGOs goes unnoticed by local communities, thwarting cross-sector partnership opportunities and slowing dissemination of best practices to the regions. With astonishing success, NGOs in Vladimir have upset this trend, and their project models are catching on in nearby communities. The Resource Center "Danko" was awarded a grant from the Eurasia Foundation to further disseminate best practices and sustain NGO resources in Vladimir. Project activities focused on increasing the role of NGO governance bodies, such as boards of trustees, in order to help sustain the effectiveness of local NGO projects. Two large exhibitions of social welfare projects were held in Vladimir, attracting public attention and provoking the interest of the local business community to support successful NGO projects. A brochure and other informational materials illustrating the methodology and results of the project were published and distributed among various sectors of the community and surrounding region.

##### **M01-0517 Social Partnership Center - Yaroslavl**

Citizens' participation in forming and implementing local budgets in smaller cities and towns outside Yaroslavl (known for its transparent budget) has been weak and undeveloped. Consequently, ensuring that citizens participated in the budgetary process of the 7 Oblast municipalities was a main focus of this program as was increasing the transparency of public fund use. A number of training sessions were conducted in the aim of informing local NGO leaders, municipal specialists and local legislative deputies on budgetary issues, this was followed by 9 public hearings across the whole Oblast. In addition, the grantee worked with local experts on developing budgetary legislation amendments and social contracting on the local level. As a result, progressive budgetary legislation was adopted in a number of municipalities across the Yaroslavl Oblast.

**S00-0344 Third Sector, NGO**

Social partnerships between local NGOs and territorial self-governing organizations (TSGOs) may help to attract additional local resources and solve citizens' problems more effectively. Ten active TSGOs and NGOs were trained on teamwork, project development and fundraising. Six test partnerships were built over the course of the project and six social projects were presented in the Povolzhe competition. Another twelve were presented to the Togliatti community foundation for review.

**V01-0060 Tuimaada Sanata Newspaper Editorial Office**

A very limited number of regional mass media in the Sakha Republic are interested in corruption prevention themes. In an attempt to correct this situation, the grantee developed a project, which would attract the attention of the local community to anti-corruption initiatives and thereby increase public support. The grantee, Tuimaada Sanata, a bilingual Yakut-Russian-language newspaper, held two round-table meetings for journalists, NGOs and governmental officials devoted to the discussion of possibilities for public participation in law-making and budget processes. Also, they conducted four seminars for over 70 local journalists on journalistic legal issues and journalistic ethics. This allowed the media to more capably and efficiently cover the activities and decisions of local authorities. As a result, the number of anti-corruption publications in local newspapers increased 1.6 times in 2001 in comparison to 2000. The grantee newspaper doubled the anti-corruption articles from 13 (in 2000) to 27 in 2001. Also, the trained journalists and NGO leaders initiated the creation of the first regional non-governmental organization "Anti-Corruption", which developed a plan for the implementation of at least 10 corruption prevention projects. The project director submitted the required quarterly reports on the project activities and the final report. However, an additional analytical report about outcomes was not submitted, thereby making it difficult to evaluate its long-term effect.

**V01-0149 Gradosphera Foundation**

The imprecise regulations governing regional laws and decrees on charity were one of the obstacles for streamlining philanthropic activities in Sakha. The Gradosphera Foundation devised an alternative law dealing with charitable activities in the Sakha Republic and organized a discussion that involved non-governmental organizations (NGOs), public servants, journalists, philanthropists and recipients. In addition, the grantee brought together Sakha NGOs and a lawyers group that had been responsible for the writing of a new regional law in order to discuss the role of a trustee. The participants critically assessed this law, but were unable to achieve consensus. Other legislative documents advanced by the project team concerning the titles of Honorary Patron/Trustee, and Honorary Philanthropist were submitted by Gradosphera to the regional legislative body Il Tumen for further review and adoption. According to the grantee's final reports, the legal initiatives spearheaded by the grant did not result in the adoption of any new regulations or amendments to acting laws. However, the project was highly successful in involving civic organizations in public debates and served as a training ground on how to involve the local population in decision-making.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$65,776.46</b>
<b>2001</b>	<b>Number of Grants</b>	<b>2</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>0</b>	<b>Counterpart Funding</b>	<b>\$3,381.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>0</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>1</b>		
<b>Male Trainees</b>	<b>178</b>	<b>Media Products</b>	<b>3</b>		
<b>Female Trainees</b>	<b>191</b>				

**Sample Outcome Statements****M01-0095 Russian Fund for Assistance to Court Reforms**

Reforming Russia's judicial system, particularly court procedures, requires introducing the use of justices of the peace. To this end, the grantee developed a handbook describing the legal framework and practices for justices of the peace with a circulation of 5000 issues. The book includes federal legislation regulating court procedures for justices of the peace, expert comments on law enforcement practices for cases under their jurisdiction and relevant court precedents. Judges and institutions of higher education received this information.

**M01-0298 Court Reporters Guild**

The lack of reliable, current information on court practice is a vital problem both for Russian legislative institutions and for the Russian public. To address the problem, the grantee created a web-portal of materials on current Russian court practice, including sections for news, court decisions, overviews, and press services, as well as links to legal resources in the Internet. Unfortunately, the grantee did not fully implement the project according to the grant agreement. The project was supposed to actively involve local courts, but convincing local arbitration courts to create their own web

pages proved impossible. To broaden the portal audience, the grantee prolonged the grant period several times, but participation in the project still failed to reach intended levels.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$281,848.93</b>
<b>2001</b>	<b>Number of Grants</b>	<b>10</b>
<b>2.3 More Accountable Local Government</b>		

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1621</b>	<b>Counterpart Funding</b>	<b>\$151,262.00</b>	<b>Jobs Created</b>	<b>3</b>
<b>Female Beneficiaries</b>	<b>1959</b>	<b>New Partnerships</b>	<b>38</b>	<b>Businesses Formed</b>	<b>19</b>
<b>Organizational Beneficiaries</b>	<b>10</b>	<b>Innovation Replications</b>	<b>5</b>		
<b>Male Trainees</b>	<b>534</b>	<b>Media Products</b>	<b>91</b>		
<b>Female Trainees</b>	<b>623</b>				

### Sample Outcome Statements

#### **M00-0706 Property Committee of the Arzamas City Administration**

Russian citizens often distrust their local administration, due to a lack of participation in the decision making process. The Arzamas local government set out to increase transparency and build support among its constituents. A Eurasia Foundation grant allowed them to develop and introduce an online municipal information system. The system streamlined information flow in the administration and provided the public with access to information on government activities, organizational and cadre structure, and procedures for applying for social welfare. A public Internet-access point was created so that all citizens could access the new system. Processing citizens' information requests has become faster and now takes five as opposed to thirty days. Delays in answering requests decreased from thirty-eight to four percent.

#### **M01-0110 Northwest Academy of Public Administration, Karelian Branch**

EF support enabled community-based strategic planning in three rural districts in the Republic of Karelia. A lack of professionalism and knowledge in such spheres as planning, municipal finance and budgetary process are among the main factors that decrease the effectiveness of local authorities and municipal management. In addition, local communities often are not involved in the process of strategic planning and have a very vague idea about the territorial plans developed by local administrations. This project trained the local administrations' specialists and community leaders in strategic planning development. With the grantee's assistance, they conducted SWOT-analysis of their territories, produced a passport for each locality and conducted a number of town-hall meetings, round-tables, working groups and a media campaign aimed at gathering public feedback. As a result strategic development plans were developed for each territory and, despite the disturbance of local elections, were submitted to local legislative bodies. The project also resulted in development of a strategic planning methodology specific to rural areas. This plan was incorporated into the curriculum of the local Public Administration Academy. In summary, the project led to consolidation of local communities, an increased number of SME per territory and greater appeal to local and outside investors.

#### **M01-0249 Aerokosmos, Joint Stock Company**

The city administration of Maiss set out to increase the effectiveness of municipal management by enhancing the information resources and broadening public access to information on city programs. With the grant of the Eurasia Foundation a database was developed and introduced that included an electronic city map and the extensive information on the city inhabitants. Thirty-two municipal employees have been trained in using information technologies in municipal management. Citizen access to information was ensured by creating a city website and opening two public Internet access points. All city departments are connected to the Intranet and enjoy an efficient means of communication.

#### **M01-0300 TRIAL, Company**

The public housing and utilities sectors in Russia produce low quality of services and ineffectively use public funds provided as subsidies. The grantee intended to improve the situation in the city by introducing a competitive mechanism for selecting private companies as managers of public housing and increasing residents' control over the quality of housing services in a form of consumers' associations. The grantee developed relevant documents and procedures for competitions and registered a first consumers' association on a pilot territory. Three seminars were conducted to train city officials, employees of private and municipal enterprises, and leaders and activists representing local residents. The grantee summarized the model in a manual and distributed five hundred copies among other Russian cities. However, the newly elected mayor cancelled conducting a competition and did not stimulate further development of consumers' associations. As a result, the grant did not lead to the implementation of a new system of public housing management and, consequently, did not provide the expected effect.

**M01-0401 Transparency International - Russia**

One of the ways to increase government transparency is to insure greater public access to government information. Experts from Russia's "Transparency International" used the results of sociological surveys and a series of discussions involving residents, lawmakers and residents to develop a draft law on public access to information. The draft was presented to the local Duma and became law in August of 2002. The number of citizens turning to the authorities for information has increased.

**V00-0216 Zalog Territorial Self-governing Organization**

In Yakutsk, about 30% of all inhabitants live in private apartments receiving poor communal services from municipal structures. This is due to poor knowledge of the local laws regulating housing, and a lack of experience and apathy of the inhabitants in defending their housing rights. The grant had a significant impact on the region owing to the way it stimulated public interest in local decision-making by increasing the residents' knowledge of, and participation in, the Co-owner Associations (COA). COAs defend citizens' housing rights while working to ensure that they receive the communal services for which they pay. The project specialists presented four educational seminars and follow-up consultations to inform the general public and the COA leaders about the methods and advantages of organizing people locally. In addition, they drafted recommendations for legal acts regulating the activities of co-owners' cooperatives in Sakha Republic and submitted them to the regional administration. According to the grantee's final report, these amendments have not yet been adopted. The grant succeeded in popularizing the concept of COAs throughout the region and was responsible for the creation of 23 new COAs.

**V01-0005 Far Eastern Legal Resources**

In the course of improving self-governance legislation on the federal level, the project team initiated a pilot program to help local municipal officials study foreign public management practices and incorporate the most successful experiences into their on-going activity. Based on the New Public Management (NPM) concept, the project developed an innovative Russian public management model which stresses responsiveness to citizens' needs. The grantee held a conference and offered a series of seminars on the successful public management practices of organizations and grantees in different regions, including the streamlining of administrative functions and cooperation with local communities. In developing this new model, the project brought together public management experts, representatives of think-tanks, and members of local governing bodies. Initially, it was expected that the developed model could be tested on several local municipalities during the grant period. However, according to the grantee's final reports, actual testing of the model requires much more time to evaluate and can be implemented only after the new federal law on Local Governance is adopted.

**V01-0028 State Educational Center of the Buryat Republic Housing Committee**

Based on previous EF grant success in the development of cooperative ownership organizations in the Republic of Buryatia, the grantee implemented a new project to more actively involve citizens in local community development by encouraging the creation of territorial self-government organizations (TOS). The project team offered a series of seminars and follow-up consultations on legal, economic, organizational and start-up issues dealing with the creation and management of TOS. In addition, the grantee motivated representatives of cooperative associations, housing committees and NGOs to draft a regional law on TOS in the Buryat Republic, which they submitted to the Narodnyi Khural (legislative body) for further review. As a whole, the project helped disseminate the TOS conception and, in so doing, create a more favorable regulatory climate for TOS activity in the region.

**V01-0087 Amurnet Far Eastern Project Management Association**

The ineffectiveness of the regional territorial self-governing organs (TOS) due to a lack of qualified personnel and poor TOS legislation was addressed by this project. TOS organizations participated in seminars on project management and TOS operations. In addition, they developed and completed three projects thanks to a grant competition from the Community Fund "Soglasie" (Concord), a successful NGO empowered by the Eurasia grantee Amurnet. The project team organized discussions on existing local TOS legislation and developed a series of new regulations, which were given to the Amur Oblast Duma for its consideration. Such activities as the creation of the quarterly bulletin "Soglasie" (Concord), further meetings with TOS leaders and dissemination of the educational brochure "Learning to Be Managers" increased citizens' legal awareness on self-governing issues and reduced regulatory obstacles to the development of TOS organizations.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$178,912.76</b>
<b>2002</b>	<b>Number of Grants</b>	<b>6</b>

**1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>604</b>	<b>Counterpart Funding</b>	<b>\$24,916.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>4153</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>197</b>	<b>Innovation Replications</b>	<b>5</b>		
<b>Male Trainees</b>	<b>78</b>	<b>Media Products</b>	<b>24</b>		
<b>Female Trainees</b>	<b>131</b>				

**Sample Outcome Statements**

**M02-0559 Obninsk City Information Center, Non-commercial Partnership**

The project aimed to increase the effectiveness and accessibility of social services for low-income families by reorganizing the work of social-service providers in the city of Obninsk. It is estimated that roughly 4.5 thousand low-income families with children in Obninsk receive social services and subsidies on a regular basis. Despite the large number of social support programs in the area, ineffective implementation and lengthy administrative procedures hinder the influence that these support programs have in the community. Over the course of the project, the grantee, specialists from the Department of Social Policy of the Kaluga Oblast and municipal specialists analyzed practices and legal norms for the delivery of social services on federal, regional and local levels. Based on their findings, a new model for delivery of these services with a pilot focus on child allowances was designed. It also trained specialists in the city on this social service. Local community members were active participants in reforming the municipal social security system and in affecting its development by participating in multiple round-tables, conferences and working groups. As a result of the project, the concept of 'one-social window' was designed and successfully tested, the quality of social services provided in the city was improved and effective control over the dispersal of social welfare funds was established.

**M02-0349 City and Man XXI Century - Union of Business Cooperation**

This grant aimed at improving the efficiency of municipal funds' spending on utility services by using increased competition and public oversight. The grantee developed a mechanism of municipal tenders on the Internet, created an Internet site and trained eighteen municipal officers who were involved in implementation of the tenders. As a result, the administration of three pilot municipalities conducted nine tenders and submitted drafts of laws on municipal tenders to the local legislative bodies. Thanks to these tenders, the municipalities saved up to 15 per cent of those budget funds that had been allocated for utility services. Fifty private enterprises received contracts from the municipalities. The results of the project were distributed among other municipalities in a brochure.

**M02-0440 Investors Protection Association**

The development of Russia's business sector is hampered by the lack of investments. The grant was awarded to improve the appeal of investing in Russian companies by implementing internationally recognized standards of corporate governance. The grantee examined international mechanisms of investment protection and assessed their applicability to local business practices. The grantee developed recommendations, distributed them among 400 shareholding corporations and received comments. The grantee's website added a new rating section with analytical comments on how companies' capitalization rates correlate with corporate governance standards already in place. Also, more than 100 website users received online consultations on various aspects of corporate governance. The grant stimulated implementation of international standards in Russian companies.

**V02-0065 Kholmsk City and District Administration**

A common problem for the majority of Russian municipalities is how to adequately address community needs given their budget deficits. To help make its budget more efficient, the Kholmsk City and District Administration of Sakhalin Oblast improved on its municipal bidding procedures, while making them more open and transparent. This was achieved through specialized training of four employees at the Far Eastern State Technical University, Vladivostok. Using what they learned, these specialists then developed amendments to existing competitive procedures and provided training for more than 80 municipal workers and potential contractors. As a result in 2003, the Kholmsk Administration organized three competitions, which permitted the purchasing of goods and services for local needs at the best possible prices and saved the annual municipal budget 163 000 rubles. The project team put together its findings and shared its experience with other municipalities at a regional seminar.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$982,230.60</b>
<b>2002</b>	<b>Number of Grants</b>	<b>30</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>	<b>Organizational Level Indicators</b>	<b>Social Level Indicators</b>
<b>Male Beneficiaries</b> 4652	<b>Counterpart Funding</b> \$582,490.00	<b>Jobs Created</b> 38
<b>Female Beneficiaries</b> 4385	<b>New Partnerships</b> 43	<b>Businesses Formed</b> 73
<b>Organizational Beneficiaries</b> 2378	<b>Innovation Replications</b> 22	
<b>Male Trainees</b> 973	<b>Media Products</b> 523	
<b>Female Trainees</b> 1203		

**Sample Outcome Statements**

**M01-0553 Technopark in Moskvorechye**

In late 90s in Russia small innovative businesses were at the beginning stage of development and the problem with involvement of young specialists into high-tech business was acute. The grant was awarded to encourage increased interest among graduate students at a technical university in pursuing careers in high-tech businesses. The grantee created an innovative-business incubator, chose 44 students, provided complex training and initiated competition of students' ideas. As a result, 12 ideas were selected and by using grantee matching funds and business fee-for-service funds, young specialists are working on their ideas. Moreover, one of the ideas has won Pulzunovskii grant.

**M01-0648 International Confederation of Consumer Societies**

Government red tape and administrative barriers slow the development of Russia's private sector. The grant aimed to address this problem by developing of business self-regulatory organizations to help facilitate this sector's development. The grantee published 2 brochures: "Self-regulation risks and expenses" and "Self-regulatory organizations and consumer rights protection organizations: experience and perspectives of cooperation". These brochures were disseminated among interested organizations and controlling structures and posted on the Internet ([www.smb-support.ru](http://www.smb-support.ru)) for public use. The grantee trained 50 specialists from regional consumer rights organizations on how to cooperate with self-regulatory organizations. As a result, the grantee established contacts with the Saint Petersburg Union of conscientious business associations and started conducting joint programs in Russian regions.

**S01-0236 The Lermontov Regional Library in Penza**

Russian cultural establishments are not effectively using their potential to implement commercial projects, instead waiting for resumed municipal support. This apathy severely stymies the development of these institutions. The grant was awarded to stimulate the commercialization of Penza cultural establishments. Working with accountants, lawyers and marketing specialists, the grantee trained administrators and accountants of cultural institutions on marketing and business principles, and provided full consulting support following the seminars. The grantee published 11 manuals on how to implement commercial ideas and disseminated them among seminar participants. The project culminated in a competition for cultural commercial projects. 10 Penza cultural institutions competed, and three projects received funding from the grantee.

**S01-0272 Istok-Yug Kuban Rural Credit Cooperative**

The development of Russia's agricultural sector is being held back by a lack of financial support. To address this problem, the Saratov and Moscow Offices of the Eurasia Foundation led a joint program to support rural credit cooperatives. The grantee provided 1868 consultations to members of the cooperative and other coops managers on different problems. During the project the grantee assisted in establishing one of the cooperatives and helped 4 coops on their beginning stage. As a result of this grant, share capital increased by 1,500,000 rubles, loan portfolios grew up to 9,500,000 rubles and the number of coop members - grew by 90 people. Also the grant promoted decreasing of loan interest rate by 2%.

**V01-0175 Interregional Association of Zabaikalie and Far East Credit Unions**

A pilot program to develop local legislation for credit unions in three RFE territories was implemented to address the lack of regulations governing credit consumer cooperatives in the regions and to stimulate their growth. The grantee organized over 15 public discussions on how local regulations should be developed and consulted with Moscow professionals to assist in the drafting of a model for a regional law. Based on this model, groups of experts in the three RFE regions - Khabarovsk Krai, Sakhalin Oblast and Jewish Autonomous Oblast (JAO) - drafted their own regional laws and submitted them to their legislative bodies for further review and approval. Though these drafts have not been adopted yet, the grant was responsible for beginning the law-making process through which credit unions might be set up in the RFE territories. As a result, the governors of Khabarovsk Krai, Sakhalin Oblast and JAO signed decrees to stimulate further development of credit cooperative in their regions.

**M02-0061 Institute of Social and Economic Analysis and Entrepreneurship Development**

The complicated system of small business taxation is hindering the development of this sector in Russia's economy. This grant was awarded in order to facilitate small business growth by simplifying small business taxation procedures. The grantee researched existing taxation problems for small business owners by conducting a survey in 10 target regions. 800 entrepreneurs answered various questions that grantees experts then analyzed. In conclusion, the grantee organized a conference, where 16 participants discussed the results of the project and gave their recommendations.

**M02-0181 Moscow Interregional Fund for Consumer Rights Protection**

Consumer rights of Russians are often infringed upon by retailers, especially in the new electronic commerce sector. This project aimed to protect the rights of consumers shopping on the Internet by improving the legislative environment governing such transactions. Based upon research, seminars and roundtables, the grantee developed recommendations for the improvement of Russian e-commerce legislation and procedures. The grantee created an online portal, <http://www.agrointernet.org>, to report problems in the e-commerce sector, provide consumer ratings of Internet shops and operate a consumer hotline. 56 people received online consultations, and recommendations on improving federal e-commerce laws were presented to the State Duma and to the Ministry of Antimonopoly Policy and Entrepreneurship.

**M01-0833 Bratsk Chamber of Commerce and Industry**

The development of small business is hindered by lack of access to professional business support and legal services. The grantee created a small and medium business support center, providing 465 entrepreneurs and managers with free seminars and advice on business and legal issues. The SME support center quickly became popular among local businesses for the quality of professional legal and business consulting services it provided. For the first time ever, local businesses started to solve their disputes by using services of a private arbitration court. The court reviewed forty-two suits, half of which resulted in agreements. The entrepreneurs appreciated the cheaper and quicker way of solving their legal problems.

**M02-0503 Konseko Press Company**

Small business development is slowed by the lack of legal information for entrepreneurs. The grant was awarded to increase the sustainability of small businesses by improving managers' legal qualifications. The grantee designed an interactive website with tax, labor law, management and accounting information. The website included business analysis, news, expert commentary, sample business-knowledge tests and a database of current regulatory legislation, including 277 documents. Online consulting services were also provided. The site received 2 million visitors, 1699 people signed for the news mailing list, 529 entrepreneurs benefited from free on-line business consultations and more than 40 thousand people passed tests. The positive response to the website illustrates the demand among entrepreneurs for improved access to information, and this project may well serve as a model.

**M02-0330 St. Petersburg Fund for Small and Medium-Sized Business Development**

One of the fundamental factors in developing regional strategies for SME support is the assessment of small business conditions. The grant was awarded to facilitate the improvement of the enabling environment for private sector growth by monitoring SME development and the business climate in the North-West Federal District. The grantee together with Leontiev's Center developed monitoring methodology and criteria for assessment of small business present conditions. Using new methodology, the grantee analyzed the state of the SME sector in the District's 11 regions. The results were discussed with government officials and business support organizations, publish them in a brochure and disseminated among municipal, regional, district and federal government bodies. Nowadays, 5 Russian regions start using the methodology.

**M02-0253 Interregional Association, Siberian Agreement**

Regional entrepreneurs regularly suffered from the controlling units because of lack informational resources. The grant was awarded to address the problem in the Baikal region by improving their access to legal and analytical information. The grantee analyzed more than 2000 federal and local documents in order to advise companies on how to avoid violations. The grantee created new Internet portal, which include 70000 legal documents, searchable archives, up-to-date news and experts' recommendations. Grantee's lawyers through "virtual" consulting section gave more than 400 hours of consultations to small business leaders. Besides, all the outputs were achieved, it is not recommended to cooperate with the grantee in future because of passive and formal grant implementation.

**V01-0248 Chita Regional Agency for Small Business Support**

A lack of financial resources for small and medium business development (SME) in the Chita Oblast makes it difficult to stimulate SME development. Building on the success of a previous Eurasia grant ( 2000-2001) the grantee, the Chita Regional Agency for Business Support, working with the Chita Oblast Administration, entrepreneurs, and specialists in the area of legislation conducted research in which eight districts were identified as having the best possibilities for micro-credit financing. Research results were used to make recommendations for the development of a micro-financing program in Chita. Though a series of eight seminars, the 151 participants received knowledge on how to create proposals for credits and develop business plans. The representatives of local authorities received detailed consultations

and assistance in creating municipal SME development programs. As a result, six municipalities adopted such programs and allocated budget funds for credits and the development of SME support infrastructure. In 2003, for example, the Krasnochikovsky District created a Council for Entrepreneurship Development, registered a municipal fund for SME support, and organized a pilot competition of the SME projects. These activities received 180,000 rubles (\$6,430) from local budget. The 2004 municipal budget allocated 240,000 rubles (\$8,570) for these purposes. Five of the other municipalities moved in the same direction. In the future, the grantee organization hopes to increase the number of regional districts implementing microlending programs by organizing seminars for the economic department specialists of local administrations, in addition to providing regular consultations on the issues related to program management and municipal fund operations.

**M02-0347 Kaluga Regional Department of the Association of Women Entrepreneurs of Russia**

Most Russian business associations offer members very little support and are inept at lobbying their members' interests to municipal authorities. The grant was awarded to establish dialogue between municipality and business associations in the Kaluga Oblast, and improve the quality of services offered to business association members. A questionnaire identified the main barriers to cooperation between business associations and government. Based on this analysis, the grantee organized a Coordination Board and nine regional boards on SME's problems in the Kaluga Oblast. The Coordination Board began managing interaction between business and the municipal government. The grantee provided 232 consultations to entrepreneurs on related problems and published recommendations for business associations on principles of cooperation with municipalities. The project improved the quality of business association services, and increased the number of association clientele.

**V02-0043 Far Eastern Institute on International Relations**

The reduction and modernization of the Russian military in the 1990s created a country-wide challenge to retrain former and retired servicemen so that they might join the civil work force. This problem is especially acute in those Russian Far East (RFE) regions that share geographic borders with Asia-Pacific countries where, traditionally, the greatest number of military units were concentrated. In addition to the important role such re-training and employment programs play for the military, they also serve to decrease the loss of the RFE's intellectual resources. In spite of the dramatic need for such training, the only working program in the Khabarovsk Krai was that run by the "Business Administration and Information Management Systems" through the Far Eastern Institute of International Relations. A grant from the Eurasia Foundation at a critical time of financial need gave the program specialists an opportunity to improve their educational curriculum through the use of intensive training methods. This in turn allowed them to shorten the training period from 640 to 500 hours. In addition, individual job consultations and contact with potential employers were provided. As a result, twenty out of thirty-five graduates receiving training under the new curricula were placed in jobs. Other graduates went on to create three businesses. An additional seven business companies have been registered. In addition to the project team showing that it could help former servicemen retool their military skills into civilian business skills, they secured further financing from the Ministry of Defense for the program's on-going operation. The experience obtained through this grant can be easily replicated throughout the RFE by groups of specialists and teachers who wish to replicate similar educational and employment programs at their universities.

**V02-0157 Comprehensive School of the Khabarovsk Krai Administration Housing Department**

The control of services by monopolies to housing residents is one of the major obstacles to progress in raising the standard of services for local residents in the Khabarovsk Krai. To address this situation in the young private housing service industry, the grantee advocated the promotion and development of small enterprises and the opening up of more opportunities for local people and their community-based organizations to choose a service provider. The project team presented twelve seminars and provided consultations on management and effective methods of residential building maintenance throughout the region for both private and municipal enterprises. Then, together with local authorities, they made recommendations for supporting private enterprises through standard practices such as municipal bidding procedures. This made private housing enterprises more competitive in comparison with municipal ones. In 2004, the sixteen private companies will provide services for more than 50% of the residential areas of Khabarovsk. Another important effect of this project was the increase in the number of small housing businesses from seven to twenty eight in Khabarovsk, as well as the creation of six enterprises in the regional districts. The project specialists plan to continue training and consulting for newly created housing companies.

**V02-0175 Region-Seven, Association of Non-commercial Organizations in Natural Resources Development**

With over 160 enterprises employing more than 9,000 workers, the fish processing industry is a key one in Khabarovsk Krai. However, the research report by the CARANA Corporation showed that these companies operated inefficiently and were not very profitable. The main reason for this is due to a lack of well-trained managers and technical specialists at the private fish companies and a very limited number of educational programs focused on modern seafood processing technologies and equipment, international standards of quality, marketing of food products, the selling of seafood via fish electronic exchange and other tools needed for modern management practice. To address the demand and to bring fresh ideas to the fish processing industry in the region, the grantee worked with Moscow and foreign

experts to train private fishery companies and research institutions in cost-effective, modern technologies for managing, marketing, and seafood processing. They organized three workshops for over 150 managers and specialists of private companies and held a regional conference devoted to the discussion of fish industry problems. In addition, the project helped entrepreneurs develop business plans to present them to potential investors. As a result, several private enterprises were granted credit to modernize their food processing equipment and some businesses improved their food marketing strategy. Moreover, the informational materials developed by the project were distributed throughout the educational establishments of Khabarovsk and Vladivostok for their use in their curriculum. It should be noted, however, that the grant achievement was not confirmed by any printed documentation, although requested by Eurasia.

**M02-0007 Association of Regional Small Business Support Agencies**

This institutional development grant was awarded to the Association of Small Business Support Regional Agencies. Implementation of this project helped the grantee increase efficiency and launch small business advocacy mechanisms both at the federal and regional levels. The Association developed and approved an organizational strategic plan and a corporate ethics code up to the year 2008. Its top management introduced into business practice a number of recommendations for the standardization of client services and conducted a special training session for Association personnel and its members. Program activities, which took place in the four pilot regions of Leningrad, Voronezh, Perm and Irkutsk Oblasts improved regional small business support agencies and provided the project team with necessary filing analytics on business development. Over 700 business and government officials participated. Major findings of this event were also included in the list of recommendations for key business regulations - registration, state control and licensing. These recommendations were distributed to federal ministries, including the Russian Government and business associations. Project activities were widely disseminated in the mass media and on the Internet. Thus, the project significantly improved the grantee's status as a leader in the area of small business support and further promoted small business de-bureaucratization in Russia.

**M02-0486 Russian Association of Farmers and Agriculture Cooperatives Enterprises**

This grant significantly eased the development of small agribusinesses by making federal legislation on accounting, taxation, and the legal status of farmers more straightforward. Prior to the project start vague legislation led to a number of problems for farmers at the local level. The areas of concern included legal registration, social taxes and benefits for farmers and family members and very complex accounting report forms. The grantee created a working group comprised of leaders of regional farmer associations, lawyers, and representatives of federal ministries and committees. Their decisions and recommendations were widely discussed with farmer associations through Internet conferences and at a series of round tables. All the results were also published in the Russia-wide monthly AKKOR News Journal and placed on the website [www.akkor.ru](http://www.akkor.ru). The grant represents a model of efficient cooperation of all interested parties, which resulted in a beneficial modification of the legal environment and regulations.

**V02-0119 Association of Primorye Credit Cooperatives**

Prior to the grant, the Association of Primorye Credit Cooperatives had but 7 member-cooperatives in Vladivostok and Nakhodka. In other municipalities of the Primorsky Krai (Arsen'yev, Dalnegorsk, Ussuriisk, Kirovsky, Terneysky Pozharsky) there were a few interested groups wanting to create their own cooperatives but did not have enough know-how and resources to do so. The grantee organized a program to popularize the concept of credit unions as an alternative financial resource for businesses and consumers, and to make known the experiences of existing credit cooperatives. A series of 10 on-site trainings and follow-up consultations in central and northern regions of Primorsky Krai (Arsen'yev, Dalnegorsk, Ussuriisk, Kirovsky, Terneysky and Pozharsky municipalities), and round table discussions for community and government officials on topics related to credit unions development were organized. The project events were covered in local and regional mass media and presented at a final conference to over 100 representatives of governmental bodies, banks, financial institutions and credit unions. As a result, the project effectively divulged the credit union concept throughout Primorsky Krai and increased the number of Association members. The grant led to the creation of 9 new credit consumers' cooperatives and the increased the volume of both consumer and commercial lending.

**V02-0047 Primorsky Branch of the All-Russian Society of Inventors**

According to a survey of current business practice in Primorsky Krai, private enterprises and entrepreneurs are essentially uninterested in introducing new inventions including new techniques into their production processes. For example, from 1997-2001 Primorsky Krai enterprises did not apply for a single license to introduce such innovations to their production processes. One reason is that private enterprise managers have poor knowledge of current copyright and patent laws and there are no patent departments at their companies. The other reason is that local legislation does not encourage the commercialization of inventions. A law regulating inventions has yet to be adopted in Primorsky Krai. This is in contrast to Khabarovsk Krai, Primorsky Krai's neighbor where the law "About Innovative Activities" was adopted in 2000 owing to a Eurasia Foundation grant. To address this issue, the project team, replicating the experience of other Russian territories (Moscow, Khabarovsk, Rostov and Murmansk), worked with government officials, legislators, entrepreneurs and inventors to draft a law regulating innovative processes. After discussions with scientists, inventors and businessmen this draft was submitted to the local legislature for further consideration.

Unfortunately, after numerous consultations and follow-up meetings with the project team, legislators took a decision to postpone the further review of the draft law for an indefinite period. According to the final narrative report, this normative document has not been approved. In addition to this law-making initiative, the project specialists conducted a series of seminars on copyright and patent laws to over 250 representatives of Primorsky Krai's administration, art and culture institutions, students, entrepreneurs and managers of private enterprises in Vladivostok, Ussuriisk and Nakhodka. The seminars were conducted on a professional level. As a result, two educational establishments decided to use the materials developed during the grant to their curriculum.

**V02-0074            Municipal Enterprise Youth Center Leader**

Aniva, a small town of only 15,000, is home to over 150 private businesses and more than 500 individual entrepreneurs and like so many small Russian towns, lacks access to financial resources for the development of its businesses. Leasing represents a viable solution for entrepreneurs who want not only to borrow money but also need equipment to expand their business activities within a short time period. According to the statistics of Sakhalin leasing companies, only 20% of private enterprises that apply for assistance actually receive it. This is due to the fact that they do not know how to properly fill out the application. To address this problem and to increase access to capital for entrepreneurs in the region, the grantee created an information and consulting center on leasing. Building on two previous Eurasia Foundation grants, the grantee developed and conducted a training program on leasing operations for over 100 private enterprise managers and entrepreneurs. In addition, the project sought input from local officials, leasing companies, business associations, and entrepreneurs on prospects for future leasing activities via two round table discussions. Based on the recommendations from the above, a leasing company in Yuzhno-Sakhalinsk decreased the minimum amount for a leasing contract to \$10,000 and began to work more actively with individual entrepreneurs and small businesses rather than with the large businesses preferred traditionally by the other leasing companies. Although the grant participants have not yet received support, the grant can be regarded as a pilot program for stimulating local small business activity through leasing.

**M02-7025            Saratov Chamber of Trade and Commerce**

Lack of activism and collaboration amongst members of the small-business community thwarts the development of small business in Russia. This grant helped to energize the Saratov business community by initiating constructive dialogue between business people, civil servants, lawyers, tax inspectors and journalists. Project round tables and hotlines engaged more than 300 people in discussions on the most pertinent problems for businesses, such as taxation, legal and regulatory barriers, economic conflict resolution, and business advocacy. The ensuing discussions served as the basis for articles in 54 issues of The Gubernia Newspaper, a weekly distributed to 3,000 business people and business support organizations. This comprehensive approach led to the significant lowering of the tax burden on small businesses and to the creation of the Guild of Builders, Tourist Industry Association, and a Coalition of Business Associations under the auspices of the Saratov Chamber of Trade and Commerce.

**M01-0512            Comset Print, Ltd.**

Participating in municipal tenders is an effective way for small enterprises to further develop their business. The goal of the project was to facilitate small businesses' access to municipal tenders. The grantee conducted an assessment of existing obstacles to business involvement in tenders, organized six workshops and round tables with participation of business people and municipal employees, and developed documents and recommendations for applying to tenders. Working with the Smolensk Oblast administration, the project team announced information on all municipal tenders, including the list of winners, on the Web-site [www.goszakaz.infosmolensk.ru](http://www.goszakaz.infosmolensk.ru). This grant helped the local administration make significant strides towards more transparent allocation of municipal funds.

**S01-0348            Stavropol State Agricultural University**

Due to the low quality of management education in Russian universities, small businesses have difficulty finding qualified managers. This introduced practical, case-study based management training in Stavropol's Agricultural Academy. The grantee adapted a computer based management education course and trained the Academy's staff on how to administer it. More than 220 students enrolled in the course, gaining vital management, problem solving, and decision-making skills. As a result, the course was formally added to the academy's economics curriculum. The grantee published project results and a course manual shared both with professors from neighboring universities during two seminars.

**M02-7048            Dukhovnoye Edinstvo Voronezh City Public Organization for Migrants**

Lack of microfinance infrastructure in Russian regions prevents the growth of small private enterprises. The grant aimed to stimulate small business development by providing entrepreneurs with access to financing and short-term business training programs. 146 prospective entrepreneurs participated in the grantee's business seminars, learning how to start and improve their businesses, consulting with project professionals and benefiting from three SME-development round tables held with government and business representatives. The grant stimulated the creation of new businesses, 8 entrepreneurs received financial support from local credit organizations (15 more are preparing

documents for credits), and the grantee forged partnerships with 6 business-support organizations from other Russian regions. The grantee widely distributed recommendations for entrepreneurs on how to secure financing.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$135,078.21</b>
<b>2002</b>	<b>Number of Grants</b>	<b>6</b>

#### **1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>	<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>		
<b>Male Beneficiaries</b>	<b>819</b>	<b>Counterpart Funding</b>	<b>\$418,440.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>666</b>	<b>New Partnerships</b>	<b>3</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>6</b>	<b>Innovation Replications</b>	<b>7</b>		
<b>Male Trainees</b>	<b>159</b>	<b>Media Products</b>	<b>48</b>		
<b>Female Trainees</b>	<b>158</b>				

#### **Sample Outcome Statements**

##### **M01-0756 Peasant Loan, Rural Loan Consumer Cooperative**

The development of Russia's agricultural sector is held back by a lack of financial support. The Saratov and Moscow Eurasia Foundation offices jointly addressed this problem by leading a program to support rural credit cooperatives, both widening their services and improving their financial sustainability. The grantee conducted 3 informational seminars for local farmers, disseminated 2 bulletins, provided 23 consultations for shareholders and improved the qualifications of the cooperative's staff. The assistance allowed the cooperative to attract 10 new members and create a 22,000 ruble reserve fund. This project is an important first step in providing farmers with reliable and affordable access to capital.

##### **M02-0066 Akkor - Training Center**

Lack of leasing mechanisms for farmers and other small agricultural producers thwart agribusiness development. The grant aimed to increase access to capital and leasing services for rural businesses in four pilot regions. The grantee trained 39 representatives of leasing companies during 4 agribusiness-service seminars. Farmers were given training in leasing procedures and taught how to manage legal leasing agreements between companies and farmers. The grantee provided 53 consultations to farmers, overseeing the preparation of 6 business plans. The grant helped 7 farmers to lease equipment in the total sum of 11,800,000 rubles. Thanks to this grant, a micro-leasing company for farmers has been created in Chuvashia

##### **M01-0962 Niva Podmoskoviya Moscow Oblast Agricultural Credit Consumer Cooperative**

Lack of financial support slows the development of Russia's agricultural sector. The Saratov and Moscow Representative Offices of the Eurasia Foundation addressed this problem by leading a joint program to support rural credit co-operatives, both broadening their services and improving their financial sustainability. The grantee conducted 3 two-day seminars for credit cooperative members on accounting, taxation, business planning and financial analysis and provided 76 consultations to its members on the same topics. This grant helped the co-operative increase its membership by 16 members, raise its capital to 649,000 rubles, and improve loan making and monitoring procedures. Moreover, the co-operative doubled its loan portfolio and decreased operational expenses by 18%. Such demonstrated strengthening of the co-op's financial sustainability will significantly aid agricultural development in the Moscow Oblast.

##### **M02-0065 Guarantee Fund for the Promotion of Scientific and Technical Production**

Small innovative business in Russia lacks stable professional support, especially access to financial resources. This project helped alleviate the problem by accelerating the development of a guarantee fund in Saint Petersburg. The grantee computerized its financial procedures, expanded its spectrum client services, and conducted 12 seminars to inform clients about new lending services. As a result, the grantee added 14 new members to its client base and signed an agreement with Energomashbank for a line of credit. The credit union's portfolio and capital increased by more than \$300,000. During the grant, 4 businesses received loans on the total amount of \$179,598 and the grantee awarded 7 factoring loans on the total amount of \$69,887. An analysis of 28 small innovative enterprises showed an average sales volume increase of 79% and profit increase of 13%. This grant can be used as a model for disseminating in other Russian regions.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$691,388.95</b>
<b>2002</b>	<b>Number of Grants</b>	<b>25</b>

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	6972	Counterpart Funding	\$464,986.00	Jobs Created	5
Female Beneficiaries	11762	New Partnerships	77	Businesses Formed	89
Organizational Beneficiaries	1117	Innovation Replications	42		
Male Trainees	776	Media Products	371		
Female Trainees	2261				

#### Sample Outcome Statements

##### **M01-0626 Archangelsk NGO Support Center - Garant**

Russia's third sector, the major provider of social services to citizens, is heavily dependant upon the policy of western foundations. This dependency does not encourage NGOs to seek local sources of funding, and thus doesn't help foster the development of local philanthropy among businesses-a key component of Russia's progress towards civil society. Joint support from the Eurasia Foundation and the Barents Secretariat enabled the grantee to create an innovative model of local charitable giving in Northwest Russia and contributed to the strengthening of the Arkhangelsk non-profit sector. The grantee improved its fundraising capacity, strengthened its grant competition management skills, and developed a long-term strategy for the "Garant" Charity Council. The project team provided 71 local non-profit organizations with individual consultations on fundraising techniques and trained over 150 NGO leaders on project design and management. Six new members joined the Charitable Council, all prominent representatives of local businesses. Garant raised \$122,800.00 from local sources, conducted 6 small grant competitions and supported 41 social projects and initiatives. The local government, impressed with Garant's results, publicly endorsed their new program "Social investment 2004-2006" and committed to invest \$300,000 in the program over the next three years.

##### **S01-0238 Voronezh Youth Institute of Social Programs**

Thanks to this grant the Voronezh municipality improved its NGO support grants competition procedures. The grantee trained fifty youth NGOs and ten experts in project development, proposal writing, fundraising and proposal review. NGOs obtained numerous consultations and developed professional projects. The municipality conducted two grants competitions and social fairs with broad participation of citizens and local organizations. As a result, the number of supported NGO projects doubled. Additionally, six NGOs were sponsored by local businesses. On the whole, the grant strengthened non-government sectors in the city. Local NGOs created a club to exchange experience and develop partnerships. Currently they are discussing the idea of creating the first city community foundation.

##### **S01-0305 SoziDAnie Association of Business Cooperation**

Poor management of the municipal utilities sector results in significant problems for Russian homeowners. The grantee intended to show homeowners the financial benefits of paying for actual consumption of energy, as opposed to paying by a flat rate. The grant also aimed to stimulate the creation of partnerships of homeowners. The grantee installed utility meters in one municipal building, monitored actual consumption, provided consultations to homeowners, and ensured that results received broad media coverage. As a result, the residents of the building saved over three thousand dollars every month. Other residents are now more eager to create partnerships and work with private management companies. The grantee developed a sustainable mechanism for refinancing the installation of meters in other municipal buildings.

##### **M02-0250 Altai Center for Oriental Studies**

In May 2002, the Eurasia Foundation, the Open Society Institute, the International Institute for Strategic Studies (UK), and the Academic Educational Forum on International Relations jointly organized an international conference entitled "Western Siberia - Central Asia: regional identity, economy and security." The conference welcomed some 130 participants from Russia, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, Mongolia, Sweden, the UK and the US. Leading academics, regional and municipal politicians, policy practitioners, business people, journalists and representatives from non-governmental organizations discussed the prospects for intensive cross-border cooperation, Russia's policy toward Central Asia, regional security challenges and the security challenges of Russia's new border regions. The presentations and materials from the conference were published, distributed to regional libraries and made available on the Internet at [www.iiss.org](http://www.iiss.org). The conference itself represents a significant step toward better understanding of arising challenges and prospects of globalization in Central Asia.

**V02-0186 Amur-Batyushka Public Development Center**

Public opinion polls in the Amur Oblast revealed an extremely low level of citizen involvement in their communities. The small town of Svobodny was chosen by the grantee to develop and implement a model of social partnerships that could be disseminated throughout the Oblast. This project was aimed at stimulating civic initiatives in a small town in Amur Oblast through cooperation between local government and nonprofits (NGOs). The project team conducted 6 trainings on different aspects of project management and social partnerships for NGOs and public servants and organized a number of community-focused activities. The project team initiated public discussions on regional, social, and economic development issues and prepared a series of new regional measures regulating the implementation of local civic initiatives, which were then approved by the City Council. These activities and other meetings between NGO leaders and public servants were described in the widely disseminated brochure "Experience of Interaction between Local Authorities and NGOs in a Small Town." As a result of the preceding activities and accomplishments, the partnerships among different sectors of society were strengthened and those resources needed to develop the local community were increased.

**M02-0110 Solovetski Historical and Architectural Museum**

Internet access is a crucial component for the future of rural communities and their economies. The Solovetsky islands of the White Sea serve as one example of an area that suffers from isolation while possessing exceptional natural, cultural and historical value. Understanding that advanced information technology is vital to the survival and prosperity of the island people, the grantee, State Museum "Cultural and Historic Ensemble Solovetsky Islands" undertook a project that focused on the introduction of free public Internet access. As the first step, the area's local middle school, hospital, municipal administration and museum were connected to the Internet. A website for the museum was created and [www.solovky.ru](http://www.solovky.ru) was built to provide informational and educational resources. Internet access improved municipal and school administrations' communication with their central offices; the local hospital gained access to the regional health network; an Internet club was created at school; free public Internet access was made available in the museum's science library. Yet despite the benefits brought to the community by these new technological resources, the Internet's potential to help the islands was underutilized, owing to lack of customer support, training and poor communication among participants. In order to provide solutions to these challenges and to make local informational utility sustainable and effective, project stakeholders must combine their efforts to form a strategy for better dissemination of the Internet and its services in this area.

**M02-0258 National Guild of Professional Consultants**

Solovki Archipelago at the Northwest Russia has been listed in the UNESCO World Heritage records for its unique historical, spiritual, cultural and ecological traits. Yet this area faces a critical socio-economic situation with its high unemployment rate, lack of a basic social infrastructure, low-income level and absence of any joint vision of the Island's future. The main goal of the project was to accelerate local economic and social development by bringing together local stakeholders and developing a strategic development concept for the Archipelago. The project team conducted a local SWOT-analysis and assembled local citizens for a series of seminars where community problems were discussed openly for the first time. With the grantee's assistance, community activists and municipal employees formed working groups that were charged with developing proposals on social, economic and environmental aspects that could be included in the concept for strategic development. Project development was explained in a brochure and posted on the grantee's Web site. Project results were presented at a number of international and all-Russian conferences on the Preservation and Development of Solovki.

**V02-0133 Sigma Information Resource Agency**

In the last few years, the Jewish Autonomous Oblast, a region 70% subsidized by the State, has witnessed a marked increase in the number of people who need social assistance from the government. To address this problem, the Information and Resource Center "Sigma" launched a project fostering non-profit civic initiatives through cooperation among local authorities, businesses and non-governmental organizations (NGOs) in the social area. A series of partnership-building seminars, consultations and joint trainings for more than 300 representatives of NGOs, private companies, public servants and mass media led to cooperative activities within the joint project "Force of Movement", which received local support throughout the region. More than 70 organizations and 6,000 volunteers participated in the ecological, educational, and charitable events. These activities strengthened the position and improved the image of NGOs in local society. The regional government invited NGOs to work in the Ecological Council, and involved them in developing an Ecological Education Program. In addition, a local bank contracted the project team to create a "social database" to provide local philanthropic initiatives with a new information resource.

**V02-0176 Khabarovsk State Technical University**

The development of a system of local, municipal government in Russia is complicated by rapid changes in legislation and regulatory deficiencies, which, in many cases, lead to violations of local governments' rights and a decrease in their effectiveness. In 2001, courts in the Russian Far East regions heard 114 suits against local governments. In 2002, the number increased to 217. To better acquaint judges and employees of the public prosecutor's offices with the way local government functions, the project team made a detailed analyses of legislation dealing with to self-government and identified typical disputes in the area of the application of municipal law. Based on these findings, local and Moscow-based experts and practitioners provided training for 70 judges and specialists from the public prosecutor's offices. In addition, they suggested changes in the law curriculum, which were introduced in the Far Eastern Legal Institute of the State Technical University (grantee) in September 2003. In addition, the project was responsible for the creation of a retraining faculty (opened in January 2004) for specialists who work for public prosecutors.

**V02-0187 Bibliophiles, Information and Cultural Center**

Civic leadership among young people is limited. The town of Nikolayevsk-on-Amur is the administrative center of the northern district of Khabarovsk Krai and home to more than 2,200 indigenous people. Like other indigenous people in the Russian Far East, they are plagued by problems related to their geographic isolation, poor communications, uncertain future, and lack of community spirit. In order to address this problem, the Bibliophiles Information and Cultural Center developed a project to increase civic leadership among young people by involving them directly in the life of their community. First, the project team studied the successful experience of other youth organizations when they attended a Far Eastern seminar for youth leaders. They then used what they had learned to teach young volunteers at the School of Volunteers housed in the library of the Nikolayevsk-on-Amur Pedagogical College for Northern Minorities. For a year, these students received a regular training on volunteerism issues and tested their skills in two community action projects focused on drug prevention and overcoming cultural and geographic isolation of northern indigenous groups. These activities attracted support from local authorities and mass media, and involved more than 140 people from the town and three neighboring villages in community life. The project strengthened the library's role as a cultural center, and made it more community-oriented. The project leaders put together their practical instructions, issued a brochure, and shared the Volunteers' School experience at a seminar for the libraries operating in six northern regional districts.

**V02-0112 Veter, Information and Consulting Center for the Support of Public Initiatives**

A center for interaction among non-profits, local authorities and mass media was created to raise the public profile of non-governmental organizations (NGOs) in Primorsky Krai. The project team provided public relations training for more than thirty NGOs, and involved 50 journalists to assist them in publicizing specific events and civic initiatives. Their establishment of a news Web site provided journalists with up-to-date information on the NGOs' activities and resulted in regular coverage of the civic organizations' activities in at least eight mass media publications. In addition, the NGOs, civil workers and journalists met at a series of joint seminars and discussions on vital, community-related issues. As a result of one of these meetings, the Vladivostok Ecological Council was born. In addition to promoting a positive image of NGOs, it successfully increased their partnerships with local authorities.

**V02-0053 Non-Commercial Partnership of Co-owners**

In Primorsky Krai and Vladivostok, housing problems are especially dramatic owing to frequent shortages of electricity, heating and water. This project made an effort to increase the public's influence and control over housing policies by strengthening housing associations and articulating their interests to local authorities. The project team disseminated the best practices of existing co-owners' associations through regular trainings and more than 700 consultations with apartment building managers. This led to the creation of a Housing Managers' Council, which entered into negotiations with the providers on their high utility prices, and launched the development of professional and ethic standards to assist newly recruited managers. Such activities as the conference on "Self-governance in the Housing Area as a Basis of Reform" (June 2003), the quarterly publication of the bulletin "Housing News", and the dissemination of the educational pamphlets resulted in the development of new legal regulations on housing self-governance, as well as citizens' increased legal awareness. A stronger consumer demand in high quality services in exchange for their higher utility bills induced co-owners associations to open 75 new vacancies for managers and workers. In addition, two co-owners' associations in municipal houses were created.

**V02-0122 Gift, Children's Public Organization of Painters**

If a nation is to develop future civic-minded leadership, it must begin with its youth. Recognizing the lack any effective means for doing this in the Primorye region, the grantee created a series of community clubs for youth and then provided a series of education and practical leadership training to potential young leaders and their teachers. During the project, 8 new teenager leader clubs were created in different cities and towns of the Primorsky and Khabarovsk Krai. These, in turn, developed and implemented 72 local social projects. The main principals of fostering leadership and social skills were analyzed in the methodical booklet "Fostering Leaders". The project concluded with a regional conference "Youth Leadership and Searching Partnership" where the experience of the clubs was evaluated, the projects results disseminated and a plan for implementing future, joint-effort projects was organized. These activities

increased the number of young and youth people participating in socially important causes and created a network of leadership clubs in the RFE via the Web site <http://www.leader-club.ru/>.

**V02-0146            Vladivostok Youth Public Organization Volunteers' Corps**

Shortage of qualified personnel in the regional voluntary youth movement and poor communications between NGOs, made it necessary to develop a youth voluntary network in order to better direct the energies and talents of future leaders in the Russian Far East (RFE). The project team worked with the Strategy Foundation of Kaluga to provide leadership, fundraising and project management training to RFE fellowship recipients of the V. Potanin Foundation in Moscow. Participants of the seminars developed and implemented twelve community action projects for their communities. They also created an RFE network of future leaders via the Web site <http://go.ngo.ru>, published four issues of a bulletin entitled "Go" and meticulously collected stories about volunteers' experiences throughout the region which were published in the booklet "Voluntary Rainbow." These activities energized the volunteerism movement and motivated many young people to actively participate in important social initiatives.

**V02-0160            Center for the Development of Public Initiatives and Social Partnership**

From its consulting experience, the grantee observed a real need for non-governmental organizations (NGOs) to attract financial and human resources for the implementation of their socially oriented initiatives and projects. On the one hand, NGOs lack the necessary professional knowledge to effectively work with businesses, not to mention possessing poor project management and fundraising skills. On the other hand, according to a survey conducted by the grantee in 2001, about 45% of the business people in Primorsky Krai have a vague idea about NGO activities and do not regard support for the social sphere to be prestigious for their image. The grantee proposed to enhance the development of local communities by making it more attractive for businesses to work more closely with them and to raise the level of fundraising of local NGOs through the use of young volunteers as a human resource. The grantee trained over 110 youths in Vladivostok, Ussuriisk and Nakhodka in public relations and volunteerism concepts, and assisted NGOs in developing social projects in order to enhance their public profile and professionalism. The follow-up consultations helped young leaders to develop 17 charitable projects that were presented at three round-tables for businesses and covered widely in local mass media through a specially organized journalists' competition. As a result, 8 NGOs' initiatives aimed at AIDS and drug addiction prevention of young people, ecology and other social issues attracted over \$3,100 from commercial banks, charitable foundations and individual entrepreneurs. Thus, the grant tested a model of social partnership in Primorsky Krai that helped to increase the private sector's material and moral support for volunteerism, to raise journalists' interest in covering NGOs' activities and to attract over 240 youths to work on important social issues.

**V02-0189            You Are not Alone, Primorye Philanthropic Youth Organization**

In comparison with other parts of Russia where local philanthropy has experienced a rebirth, the Russian Far East (RFE) lags behind. This project focused on addressing social problems in a small town through the development of philanthropic ideas in conjunction with a partnership of non-profit organizations, local authorities and businesses. In the beginning, the project team was trained in techniques for raising money by a previous grantee and successful fundraiser "Amur Batyushka" This was followed by a series of philanthropic events: 3 charitable actions, a charitable concert, a marathon, a trade exhibition of children handicrafts and special ceremony honoring the most charitable companies and persons. These activities raised enough local monies and in-kind funds to create a shelter serving the needs of homeless, at-risk youth. Since its inception, this shelter has served the temporary needs of 212 homeless children. Moreover, in order to ensure the continuation of fundraising efforts at the local community level, the grantee formed a Charitable Council that is part of the local administration and drafted a social regulation that is now under consideration for adoption by the City Council. It is expected to pass.

**V02-0128            Youth Parliament, Sakhalin Public Organization**

A lack of mechanisms allowing for public participation in the discussion and monitoring of local budgets in the Sakhalin Oblast, made it necessary to develop mechanisms for public control over the budget process in order to increase transparency in local government. The project team, in partnership with the Strategy Foundation of St. Petersburg, a Eurasia Foundation multiple grantee, provided trainings and consultations for government employees, legislators, NGO representatives, and journalists. The grantee formed a community budgetary oversight commission named "NGO Center" and provided an opportunity for public organizations to suggest changes to the regional draft budget for 2004. Half of the 16 changes officially submitted from community representatives were incorporated into the final version of the 2004 budget for as amendments. Moreover, 3 other budget oversight regulations to ensure subsequent public access to budget discussions grew out of their efforts. Two of these been approved by the Duma: <http://www.duma.sakhalin.ru/Russian/Sessions.html>.

**M02-7052 Krasnoarmeisk Raion Children's Public Organization**

The project set out to enhance community development by introducing the principles of community schools in the region. The grantee selected the ten most active schools and provided training for administrators, teachers, parents and children with the skills and knowledge required to increase citizens' participation in community life. Five seminars took place with two hundred and twenty people in attendance. Twelve public actions sponsored by the grantee and its partner schools were conducted in a joint effort with community activists and support from multiple local donors who contributed over \$20,000. The results of the project were summarized at the closing conference and presented to the city schools' representatives. As a result, over ten schools demonstrated interest in enhancing their communities' activities and several Alumni Associations and Children's organizations emerged.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$120,321.02</b>
<b>2002</b>	<b>Number of Grants</b>	<b>4</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>	<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>		
<b>Male Beneficiaries</b>	<b>578</b>	<b>Counterpart Funding</b>	<b>\$41,536.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>545</b>	<b>New Partnerships</b>	<b>4</b>	<b>Businesses Formed</b>	<b>32</b>
<b>Organizational Beneficiaries</b>	<b>145</b>	<b>Innovation Replications</b>	<b>13</b>		
<b>Male Trainees</b>	<b>259</b>	<b>Media Products</b>	<b>61</b>		
<b>Female Trainees</b>	<b>281</b>				

**Sample Outcome Statements****M01-0693 Fund Institute for Urban Economics**

Recently, dozens of Russian cities have adopted a modern instrument of municipal management, such as strategic planning. This trend has resulted in a great variety of strategic development programs. However, the municipal managers involved were utilizing basic, outdated control mechanisms to implement these programs and this was preventing program corrections from being completed in a timely and effective manner while also hindering the ability to assess the effectiveness of the program itself. Consequently, this project's main goal aimed at improving municipal management by introducing a more effective mechanism for program monitoring and evaluation. Throughout the course of the project, the grantee, Fund "Institute for Urban Economics," trained over 40 municipal managers and local experts on various evaluation techniques and methods. The project team also developed an effective evaluation methodology that is applicable to present day complications faced by Russian municipalities. This methodology can now be used as a model by any municipality in the country, which plans to evaluate their local programs. Furthermore, the quality of municipal programs experienced significant improvement in a number of cities. A system of indicators necessary to assess socio-economic development was also elaborated upon and later introduced to more than 30 municipalities. The brochure, "Evaluation of municipal programs," details the results of this program and has already been distributed to more than 80 cities across the country. Project activity attests to the success of the Fund "Institute for Urban Economics" which has developed into a leading resource center in Russia with specialization in the field of municipal programs' evaluation.

**M01-0816 Ekofact, Ecological Agency**

Investing mechanisms are slow to develop in Russia due to lack of information and little coordination among interested investors. The project aimed to develop procedures in the Arkhangelsk region to help investors coordinate their efforts with other participants and to decrease regulatory barriers to the ecological approval of investment projects. A draft law on the regulation of ecological expertise of investment projects was developed and its adoption by the local Duma is expected. The local administration endorsed the draft law and the plan for its implementation. Coordination procedures for interested investors were developed and tested in three northwest Russia cities. A Consultation Center for investors was opened and now provides consultations on a regular basis. The methods developed during this project have been disseminated to the neighboring Komi Republic and to Vologodskaya and Leningradskaya oblasts.

**M02-7001 Volzhsky Chamber of Trade and Commerce**

By promoting alternative dispute resolution (ADR), the rule of law in the business sector is strengthened. During ten seminars, over five hundred lawyers and businessmen were educated on the benefits of solving business conflicts through private arbitration courts and mediation. More than one thousand private consultations were conducted. Forty articles and twelve video footages were used to inform the businessmen about ADR. Seven people received special training in the discipline of mediation. As a result, one hundred and fifty enterprises in the region began to implement the ADR clause in their contracts on a regular basis.

Russia	Total Amount of Grants	\$287,521.28
2002	Number of Grants	10

### 2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	1515	Counterpart Funding	\$90,560.00	Jobs Created	0
Female Beneficiaries	2204	New Partnerships	47	Businesses Formed	0
Organizational Beneficiaries	262	Innovation Replications	35		
Male Trainees	401	Media Products	145		
Female Trainees	752				

#### Sample Outcome Statements

##### **V01-0187 Sakhalingrazhdanproekt Institute, Inc.**

In order to create regional and local programs focused on mobilizing local resources and attracting investments in the regional economy, a number of scientific and public organizations in Sakhalin Oblast joined hands to work with the governing bodies. The Sakhalin Citizen Project ("Sakhalingrazhdanproekt") Institute worked to coordinate the efforts of all parties and proposed the introduction of strategic planning in the municipal management of the Sakhalin Oblast. This method, based on open dialogue between local authorities, businesses, and society, had already met with success in Western Russia but was still unknown in the Far East. Through a series of seminars and consultations by specialists from the Leontief Center of St. Petersburg (creators of the first Strategic Plan in Russia in 1997) and local experts, more than 130 public servants, entrepreneurs and non-profits were trained in strategic planning techniques. As a result, the development of strategic plans in eighteen out of nineteen municipalities of the region was initiated. These eighteen creative teams will complete their work by March 01, 2004, and participate in a regional competition of strategic plans. To ensure the introduction of strategic planning in the region, the project specialists also participated in developing a new law needed for implementing strategic plans. Thus, at the end of 2003, the Sakhalin legislature passed a new law entitled: "About Targeted Programs in the Economy of Sakhalin Oblast", which took into account recommendations provided by a group of strategic planning consultants created in the course of this project, and now facilitates future strategic planning in the region.

##### **M02-0244 Ivanovo City Administration**

To secure citizens' participation in the creation of a strategic plan for the development of the city of Ivanovo a standing Citizens' Forum will be created. Internet use as a means of communication between Ivanovo's citizens and the local authorities, the result of which rendered 170 new ideas and suggestions from city residents for inclusion in The City Strategic Development Plan. Special conferences were also held with citizens; these, in turn, initiated discussion of citizens' proposals at a meeting with four profile commissions of the city Duma. Heads of all municipalities in the Oblast were familiarized with the results that the program yielded and 90% of them introduced the proposed model in their own territory, as a result.

##### **V02-0087 East-Siberian Innovation Center**

According to information furnished by the Byryat Republic Ministry of Economy, from 1998 to 2001, all contracts for municipal services in the regional districts were awarded without competitive bidding. In 2001, the capital city of Ulan-Ude conducted their first experiment in competitive bidding. However, because the savings from the competitive bidding was not tracked, there was no way to determine actual savings which in other regions average between 5-7%. To increase the transparency of local budgets, the project specialists gave six seminars, in five municipalities, on how to plan and organize competitions for local authorities, potential contactors and public organizations. In addition, the project team published and distributed a set of guidelines and standard documents on competitive bidding. Five district administrations adopted them as a basis for new regulations and related decrees. In addition, the project team created special software for planning and organizing expenditures which will aid municipalities in their awarding of contracts through competitive bidding in 2004.

##### **V02-0121 Vesti, Ltd.**

In order to address the lack of any real mechanism in the Kamchatka Oblast to increase public influence on local policies, the newspaper "Vesti" (News) organized meetings which brought together citizens, specialists from different fields, and local authorities to the discuss the region's most important problems. A series of round-tables, a new web site and twelve issues of a monthly bulletin "Society and Power" served as a means for public discussion and development of ideas for new legal regulations. This increased the focus of regional legislation on the expectations of local communities, and resulted in the adoption of a law "About Private Medical Practices in the Kamchatka Oblast." In addition, as a result of public discussions, two other draft laws on local elections and facilities for housing associations were placed on the agenda of the Kamchatka legislative body.

**V02-0064 Far Eastern Scientific Center for Local Self-Governance**

According to research conducted in February 2002, by the Office of the General Prosecutor in the Russian Far East (RFE) Federal Okrug, the majority of municipal charters and legal acts adopted in the 90's contradicts present-day national and regional legislation and hinders the development of self-governance in the regions. In order to increase the efficiency of self-governance, the grantee proposed a project to raise the lawmaking skills of municipal specialists and legislators so that more effective local regulations could be developed. Based on a survey of current federal and regional legislation ( three RFE regions were surveyed - Primorsky , Khabarovsk , Sakhalin ) regulating the activity of territorial self-governance organs, the project team, together with experts from Moscow, developed and tested a new educational program on municipal lawmaking. As part of this program, they enlisted public servants in the drafting of eleven model municipal regulations and discussed them at a seminar where over 40 local administrators and legislators participated. The trained participants learned how to draft future regulations and local charters in accordance with national and regional legislation. As a result, the grant helped the RFE municipalities to begin the process of reforming local legislation in accordance with the Federal Law "About General Principles of Territorial Self-governance in the Russian Federation" adopted in October, 2003. Such lawmaking processes were initiated in a number of municipalities in Primorsky and Khabarovsk Krai, and Sakhalin Oblast. In addition, the educational program and methodological brochures developed within the project were given to the law departments of two Khabarovsk higher educational establishments where municipal lawmaking had been added to the core curricula of their public administration departments.

**V02-0242 Far Eastern People's Academy of Sciences**

Although the Russia Far East (RFE) is one of Russia's richest areas, it suffers from a poor infrastructure and chronic brain drain that has caused its economic development to lag far behind western Russia, not to mention its Asian neighbors. In order to address this problem the Eurasia Foundation invited the Far Eastern People's Academy of Sciences to organize a conference in Khabarovsk, in February of 2003, to begin an ongoing dialogue on the RFE's challenges and realities. Entitled "The Russian Far East Development Strategy: Opportunities and Perspectives", it brought together more than 400 experts (economists, scientists, ecologists, businessmen, professors, sociologists, cultural group representative) and participants from Western Russian and eight RFE regions RFE experts from all fields. A wide variety of sessions and meetings on the RFE's problems and opportunities for cooperation in the areas of ecology, economy, science, culture and civil society were realized. A common opinion was that "the public voice of the Far East is too weak to be heard in Moscow". The conference and its internet forum were viewed as an important step in establishing a public discussion that would lead to a long-term regional strategy. The resultant four-volume publication of the conference's proceedings, Strategies for Development of the Far East: Possibilities and Perspectives, further confirmed this and have already been accepted by the scientific, governmental, and civic communities as a blueprint for the future. Given the success and promise of the conference, the Far Eastern People's Academy of Science together with the Far Eastern Economic Research Institute, its principal partner and other supporting organizations are searching for resources to make such a conference a regular RFE event.

**M02-0171 Process Consulting Company**

Most federal government programs in Russia do not incorporate monitoring and evaluation mechanisms. Moreover, the public sector lacks professional evaluation specialists who are able to develop program evaluation indicators. The Federal Electronic Russia Program was chosen as a pilot to introduce mechanisms of evaluation and monitoring to governmental programs. Eurasia Foundation support led to development a system of indicators for monitoring and evaluating e-government programs in Russia and initiated discussion around this issue with all major stakeholders. The grantee, Process Consulting Company collected and analyzed foreign experience of e-government monitoring and evaluation including EU, UN, Accenture and Taylor Nelson Sofres practices. All materials were translated into Russian and posted on the grantee's web site ([www.processconsulting.ru](http://www.processconsulting.ru)) and the official site of International Program Evaluation Network (IPEN) ([www.ipen21.org](http://www.ipen21.org)). In addition, the grantee raised awareness of 160 local and regional administrations by mailing them a list of informational resources on e-government evaluation produced in the course of the project. The grantee's materials were used to evaluate e-government projects on the local level, and the community of evaluators enhanced its knowledge in the field of e-government and evaluation methodology.

**V02-0110 Legal Information Center for Aircraft Industry Employees**

In contrast to other regions of Russia, Primorsky Krai is several years behind in developing community-based organizations made up of local residents known as Territorial Self-Governing Organs (TOS). This is due to political disputes between the regional and municipal authorities and little support and interest in civic initiatives on the community level. To encourage citizens' participation in solving problems where they live, the project team organized four seminars, round-tables and about 300 consultations for groups of local residents on how to create and manage TOS organizations. In addition, the project specialists worked with five secondary schools and organized a competition of student compositions devoted to their city and its future. This initiative attracted support from mass media and local organizations and increased civic activism of the adult population. Two schools decided to continue such activities and introduced competitions in their educational curricula for the next year. Moreover, as a result of the project team's activities, three groups of local residents will register their TOS organizations once the governing regulations have been

approved by the municipal and regional legislative bodies thereby allowing them to participate in their local municipal councils.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$51,457.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>2</b>

**1.2 Fiscal Policies & Management Practices**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>166</b>	<b>Counterpart Funding</b>	<b>\$6,128.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>156</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>1</b>
<b>Organizational Beneficiaries</b>	<b>64</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>63</b>	<b>Media Products</b>	<b>4</b>		
<b>Female Trainees</b>	<b>37</b>				

**Sample Outcome Statements**

**M02-0841 Fostas Foundation**

Russian governmental organizations currently are undergoing organizational changes in order to increase their effectiveness and improve the quality of services they provide for individual and business clients. Applying modern informational technologies to the management of government organizations is the cornerstone of success in the development of transparent and responsible state institutions. In order to strengthen the emergence of public sector information systems, the grantee, System Engineering Standardization and Management Support Fund (FOSTAS), developed methodological recommendations and training materials for federal, regional and municipal governmental officials. Materials were based on advanced Western methods and principles of IT system development in public administration. The materials were highly ranked by independent experts and recommended for publication and implementation. In addition, the grantee developed a Russian terminological IT dictionary. The products developed in the course of the project were broadly discussed at roundtables and seminars. Along with this, the grantee trained public officials from different regions in the common lexicon and advanced Western methods and principles of IT system development in public administration at the 4-day long workshop. The grantee significantly contributed to the development of advanced methods of public administration in the Russian Federation and was invited by the Ministry of Economic Development the grantee to participate in a program for administrative reform.

**M02-0412 Fund for Assistance to Science and Education - Tomsk Regional Incubator of Technologies**

Siberia and the Russian Far East are two regions with developed industrial, educational and social institutes that possess great resources and intellectual potential. At the same time, a number of problems, such as weak innovative policy and the poor education of municipal officers, undermine the region's economic development. In order to promote and develop effective policy in the field of public finance and fiscal management, this grantee, the Fund for Assistance to Science and Education - Tomsk Regional Incubator of Technology, created an online course. "Innovative management" was adapted for training municipal officers to work on innovative, educational and scientific ventures. 68 municipal officers and 11 entrepreneurs from 16 cities successfully completed the 80-hours course and improved their qualifications. This grantee also provided personal and on-line consultations on innovative projects on 50 ventures, including providing advice to the Commercial Center of Tomsk Polytechnic University. In addition, municipal officers from 6 cities shared their experiences in implementing policies that favor the development of innovative businesses. They also discussed legislative and fiscal measures that stimulate entrepreneurship. As a result of this project, 5 municipalities designed favorable policies for effective development of innovative small businesses in their territories.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$841,722.39</b>
<b>2003</b>	<b>Number of Grants</b>	<b>27</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>3281</b>	<b>Counterpart Funding</b>	<b>\$171,309.00</b>	<b>Jobs Created</b>	<b>85</b>
<b>Female Beneficiaries</b>	<b>2080</b>	<b>New Partnerships</b>	<b>13</b>	<b>Businesses Formed</b>	<b>551</b>
<b>Organizational Beneficiaries</b>	<b>1589</b>	<b>Innovation Replications</b>	<b>10</b>		
<b>Male Trainees</b>	<b>1707</b>	<b>Media Products</b>	<b>162</b>		
<b>Female Trainees</b>	<b>1175</b>				

## Sample Outcome Statements

### **M02-0777 National Institute for the Systematic Study of Entrepreneurship**

Russian legislation's poor support of small business hampers the development of the whole sector. The grant was awarded to raise the effectiveness of state support for SME by evaluating the effects of the federal law on state support of small and medium enterprises. The grantee interviewed 602 small businessmen and 51 representatives of government structures from five regions in order to determine attitudes toward the law and possibilities for its improvement. The results of the research were summarized in a brochure, which was published and presented to major SME policy-making bodies. Information about the grant and implementation plan are posted on [www.nisse.ru](http://www.nisse.ru).

### **M02-0835 Institute on the National Project - Social Agreement**

The development of professional self-regulating organizations is at its early stages in Russia. Basic business activities, standards of quality, and production processes are still regulated by government bodies. The grantee made efforts to shift government control to producers, making them responsible for product quality control and sanctions against unfair competitors. The project team worked out a set of recommendations for self-regulating organizations and tested them on the juice industry. The broadly publicized grant activities sparked the interest of representatives from a number of other industries, which might possibly result in self-regulating mechanisms in the milk and coffee production sectors. This grant both activated responsiveness of businesses and led to better product quality for customers.

### **V02-0188 Khabarovsk State Technical University**

The grant was awarded to increase access to capital for regional business people by promoting the concept of leasing in the Khabarovsk Krai, Jewish Autonomous and Amur Oblasts. While working on the project, leasing center specialists provided training seminars, follow-up consultations on leasing-related legal issues, evaluation procedures, accounting and financial and project management. Additionally they distributed informational materials about investment projects that incorporate leasing instruments for senior and financial managers of private entities and entrepreneurs. A regional conference with 72 participants was held to discuss ways to increase the effectiveness of leasing operations and to identify investment opportunities in the leasing sector for private companies. The number of leasing companies in the region increased from 7 to 10. Twenty three organizations underwent financial analysis in order to obtain leasing contracts. Moreover, a section on the mechanism of leasing development was included in the region development program plan entitled "Small Business Support and Development in the Khabarovsk Krai 2004 - 2006".

### **M02-0051 Special Faculty for the Retraining of Management Personnel of St. Petersburg State University**

Higher education in Russia is mainly theoretical, with graduates gaining little practical experience during their study. The grant aimed to improve the quality of finance education in the northwest regions by introducing new practical courses and disseminating best practices developed by a leading Russian university. The grantee organized a Coordination Board, comprising of economic faculty heads, to preside over discussion and changes to the finance curriculum. Brand Management, Business Ethics and Industrial Marketing courses were taught to 126 university professors. The grantee developed 6 complementary case studies based on Russian practice and established a business education professors' network for long-term cooperation. The case studies were distributed to and are now being used by all business and economic university departments in northwest Russia. Continuing its work after the grant, the grantee is preparing three courses (Brand management, Business Ethics and Industrial marketing) for implementation into university curriculum.

### **M02-0682 Leontief International Center for Social and Economic Research**

This grant was given to create a favorable information environment of and to improve coordination and communication between SME support organizations in the 11 regions of the Northwest Federal District. The grantee created a SME-support website, [www.nw.smesupport.net](http://www.nw.smesupport.net), providing data on small business support programs, business regulations and legislation, and links to Russia-wide business information portals and statistics. A network of 21 business support organizations, organized under the project, provides the website with up-to-date information and sector news. During the project the grantee conducted three interregional forums on general aspects of small business support, access to financial resources and legislation for more than 200 participants. All these materials together with the bulletin 'Small and Medium-sized Business Support in the Northwest Federal District' are available on the website. This project was partially co-funded by the World Bank Institute.

### **V02-0241 Interregional Marketing Center Chita - Moscow**

Business loan opportunities for local entrepreneurs are very limited in the Chita Oblast. There is no local regional bank and all the banks that currently operate in Chita are branches of Moscow-based financial organizations. They prefer not to give credit to local small enterprises and entrepreneurs. The development of alternative, non-banking financial structures such as micro credit programs or credit unions represent possible solutions to this problem. The project team proposed a program for disseminating the concept of credit unions in the region that offers entrepreneurs and consumers greater financing options. Basing on the positive experience of other regions, the project team opened an

informational center that held ten seminars and a series of follow-up consultations for government officials, entrepreneurs, students and the general public on the registration, management and accounting procedures of credit consumer cooperatives. Three round tables helped government officials and businessmen to define practical ways for giving loans to small businesses. This pilot project stimulated the creation of three new credit cooperatives in Chita Oblast and increased the amount of loan funds available to entrepreneurs. As a result the total amount of loans given to Chita entrepreneurs increased a total of 42%.

**M02-0790 Krasnoyarsk Branch of Moscow State University on Economy, Statistics and Information**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, provided basic business training and consultations for about 150 local start-ups businesses and potential entrepreneurs. In the absence of any business-support infrastructure in the region, the grantee's efforts led to improvements in the business climate. Moreover, nine local business consultants selected and trained under the grant, will be able to work independently to create a formal small business support structure. The program activities were broadcast on local TV and published in the press. This grant laid the foundation for active small business growth in the Evenki Autonomous Okrug.

**M02-0816 Irkutsk Business Development Agency**

Awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, this grant aimed to improve the quality of training and consulting services for small and medium-sized enterprises in Angarsk by strengthening local business support infrastructure. The grantee trained 10 consultants of the "School of Entrepreneurs" and monitored their independent activities. The grantee's experts and local consultants improved basic business skills of over 200 entrepreneurs during four training sessions and 267 hours of consultations. As a result, entrepreneurs developed 4 investment plans and 43 credit proposals for their businesses. On the merits of the investment plans, entrepreneurs received 690,000 rubles in credit from the Angarsk Municipal Fund of Support to Small Entrepreneurship (an EF -YUKOS grantee of Initiative). The project resulted in establishing 15 new businesses. The grantee initiated public discussions with local authorities and businesses of a new concept of small business development, which was approved by the Angarsk mayor's office.

**M03-0321 Training and Business Center, Entrepreneurs School**

Awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, this grant aimed to simplify market entry for small enterprises in Angarsk by introducing the "One-Window" concept of registration. Previously, the business registration process could last up to a month and involved wading through up to ten offices of control and administration. By the end of the grant period it was shortened to 7 days with a strict procedure of participation for each registering entity. Sample registration documents and procedure recommendations were published on the grantee's website [www.irbp.ru/angarsk](http://www.irbp.ru/angarsk) and in a print bulletin and used by near 2,000 clients. 50 new businesses and individual entrepreneurs registered with the new procedure 260 SME additionally benefited from individual and distance consultations on business development and were able to create 223 new jobs. The pilot model was highly appreciated by the Angarsk Municipal Administration, which settled a Commission to decrease administrative barriers for SME development.

**M03-0334 Angarsk Municipal Fund for Small Business Support**

This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. It aimed at improving small businesses' access to credit resources in Angarsk. A new Municipal Small Business Support Fund improved qualification of the staff and launched a micro-credit program with methodological support from the Regional Fund. The grantee attracted a 1,500,000-ruble credit portfolio from the local municipal budget, which allowed 82 entrepreneurs to receive credits for a total of 2,464,000 rubles. This helped to preserve 38 jobs and to overcome nine SME production crises. 104 local entrepreneurs improved their business planning skills through training seminars. Project results were covered in local media. The SME support infrastructure partnership model used for the project may be disseminated in other municipalities in the region.

**M03-0343 Consultant Business Center Company**

This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities to simplify tax-reporting procedures for small and medium enterprises (SME) in Angarsk. In accordance with the municipal tax office reform program, the grantee established an authorizing center to generate "electronic signature" keys for electronic documents. 85 accountants responsible for reporting the taxes of 103 SMEs received specialized "Sprinter" software and benefited from training, consultations and over 770 hours of individual expert support on the use of legal, accounting and managerial computer programs. 103 small companies shifted to electronic distance tax reporting. As a result, the average amount of time necessary for participating SMEs to prepare tax-reports decreased by 8 hours per month or 32 hours per quarter. The number of reporting errors made by participating SMEs was reduced to almost zero owing to specifics in the "Sprinter" software. Local media broadly covered the project results, which can serve as a model for other Municipalities in the Irkutsk Oblast.

**V02-0272 Russian American Education Center**

According to official statistics, almost a third of Khabarovsk's youth are presently unemployed and the numbers are increasing. Unemployment forces young people to leave their region to look for work elsewhere. This situation can be best addressed by assisting youth with job placement, improving their knowledge of business practices and how to create their own businesses. The project team proposed a program to nurture the entrepreneurial spirit of young people while supporting their efforts financially. They opened an informational center to provide consultations and technical assistance to youth and designed a new training program 'School of Entrepreneur' for students, graduates and unemployed youth willing to finance their own start-ups. The center presented three long-term courses for 80 young people and organized their internships at private enterprises. To assist the trainees in receiving access to small loans, the project team organized a business plan competition developed by the program participants. Unfortunately the commercial banks that sponsored the competition did not finance the winners. Notwithstanding this fact, the grant was productive as it helped 36 young people to find a job and 19 trainees to start their own businesses. After the grant, the project team plans to continue the training program as a successful model for employment of young people. In addition they are discussing opportunities to finance the program through the State Employment Agency of Khabarovsk Krai.

**V03-0121 Interregional Association of Zabaikalie and Far East Credit Unions**

Business loan opportunities for local entrepreneurs are still limited in the Russian Far East (RFE). The development of alternative, non-banking financial structures such as micro credit programs, leasing and credit unions represent possible solutions to this problem. Today there are but 120 micro-financing organizations in the RFE and Zabaikalye. This compares to 1000-1200 organizations in the rest of Russia. Moreover, the RFE micro-lending organizations are isolated from their Russian counterparts and are ineffective in advocating their interests before local and regional governing bodies. In order to address this situation, the Eurasia Foundation invited the Interregional Association of Zabaikalie and Far East Credit Unions, a leader of credit unions movement in the RFE, to propose a program for stimulating communications between small business micro-financing programs in the RFE. The project team organized a cross-regional conference where over 130 representatives of legislative and administrative bodies, businesses, banks, insurance and leasing companies, and credit unions of 14 territories studied the experiences of Western Russian micro-financing programs and developed recommendations that were presented to federal and regional administrative organs, small business supporting structures and technical assistance organizations. The participants received a reference book on RFE micro-financing organizations that was specially designed and published under the grant. The communication between the conference participants was maintained at a follow-up Internet forum that helped to continue the discussion of ways for further development of micro-lending structures in the RFE and for future joint initiatives and projects.

**M02-0787 National Cooperation of Business Incubators**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, aimed at creating a SME support infrastructure in Neftejugansk. The grant was the first initiative to support small business development in the territory, which was completely absent of a SME development infrastructure. The grantee trained a group of 27 local consultants, 15 of whom now provide services to SME as staff members of the new Neftejugansk Business Development Center. Joined by Neftejugansk City Administration, the grantee founded this Center and monitored its start-up activities. Over 20 organizational and regulatory documents, including job descriptions, a customer service strategy and a training program on basic business aspects for entrepreneurs helped the Center establish itself and define its mission. By the end of 2004, the Center will add a Business Incubator with 5 to 7 leasers, an electronic employment center, and a business newspaper.

**M03-0320 Bramas Group Consulting Company**

The Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities awarded this grant, which aimed to stimulate small business development and economic diversification in the Neftejugansk region. The grantee provided 254 entrepreneurs in three regional towns with several consultations, including eight training sessions in management, marketing, and financial planning. Of the trainees competing for individual aid, 14 small companies received special expert support in developing and implementing business projects. These projects helped to increase their implementers' production by 5-7% and are expected to yield up to 150 new jobs by the end of 2004. Though the number of beneficiaries was lower than anticipated, this pilot initiative is still considered a success, given the improvements made to the quality of internal management in Neftejugansk's SME.

**M03-0333 Nefteugansk Central City Library**

his project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities aimed at establishing a business department in the City Library of Neftejugansk. This particular grantee provided 183 clients with free access to 236 units of business literature and periodicals. Over 50 entrepreneurs benefited from 120 new sets of legislative materials gathered by Library experts. Though new informational SME opportunities were widely covered in media news, the number of library calls was not very high, likely owing to local entrepreneurs' inactivity. This grant, however, was among the first initiatives to support small

business in the region and had a significant impact on the creation of SME support infrastructure. Starting in 2005, the library will begin to work in close cooperation with the Neftejugansk Center for Small Business Development.

**M02-0569 Syktyvkar State University**

Business education in Russia has a strong focus on theoretical knowledge, which creates a problem for students once the need for practical application arises. The grant was awarded in order to improve the quality of business education for SME executives by developing a curriculum and teaching manuals for a future regional MBA program. The grantee trained its own staff members, who, with the assistance of leading Russian business institutions, then developed seven management courses for SME managers. The courses were tested on a pilot group of 26 SME managers, who then made recommendations on how to improve the courses. The grantee also received notices from professors of Russian leading institutions about materials for these courses. These materials were discussed at the final conference with project implementers. This method of evaluation helped to measure the courses' effectiveness to develop optimal courses for eventual inclusion in the University curriculum. Ultimately, the grant stimulated the development of business education in the region and laid the basis for a regional MBA program.

**M02-0788 Higher Business School**

Part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, this grant focused on strengthening small business support infrastructure and providing businesses with access to training and consulting services. The grantee trained 16 local consultants to further develop an existing business support organization. 122 small and medium-sized businesses participated in two training sessions and 190 entrepreneurs received professional business consultations. The trainees developed 38 business and credit plans, 10 of which were improved upon to be presented to investors. The project created 19 new jobs and 7 new small businesses. Four existing companies reported a significant increase in production. The Achinsk City Administration approved the grantee's municipal business development strategy.

**M03-0345 Krasnoyarsk State Architectural and Construction Academy**

This project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. Funding supports the creation of a Center for Economic and Legal Information for entrepreneurs in Achinsk. Products of the grantee included a ten-unit computer class and introduction of a new website department that provided over 500 clients with free access to the Internet, legal databases, business-management software, and methodological materials. Over 150 entrepreneurs participated in the training sessions and free consultations to improve those computer software skills relevant to small business management. Achinsk local administration recognized the grantee's significant contribution to the expansion of the town's SME support infrastructure. Once this grant has been closed, the municipal budget will continue to fund basic activities in the Center.

**M02-0830 Kurgan Small Business Support Agency**

Small businesses in Russia rarely participate in municipal tenders owing to a lack of information and experience preparing business plans. This grant was awarded to promote small enterprises' participation in municipal tenders by providing informational and consulting services to small-scale businessmen. The grantee created a special section on municipal tenders using the website [www.kurgan.siora.ru](http://www.kurgan.siora.ru). At the same time, it organized informational support via local mass media and telephone consulting for entrepreneurs devoid of Internet access. The grantee provided 323 individual consultations, 413 e-mail consultations and conducted 4 informational seminars and 11 trainings for small-scale businessmen. The grantee monitored four municipal tenders and one federal tender in order to ensure that 15% of the bid volume was applied to small businesses, as is the Russian norm. As a result, the grantee helped to prepare 44 applications for tenders from small enterprises, 10 of which won tenders. At its conclusion, 2 round tables and a conference summarized grant results, as well as problems and perspectives for SMEs' participation in municipal tenders. The grant helped entrepreneurs gain access to information about municipal tenders. It also improved the quality of applications and the number of small businesses who participated in the tenders.

**M02-0596 Business Center, Benefit - Consult**

Difficulties faced by private enterprises when trying to lease real estate significantly hinders the development of the small business sector. The grant attempted to address this problem by reducing administrative barriers to leasing and simplifying existing procedures. The grantee analyzed legislation, identified main real estate problems faced by entrepreneurs, and developed a prototypical lease-management scheme for improving existing procedures in two pilot areas: the Zelenograd district of Moscow, and the city of Voronezh. The project's results were presented to federal and regional government organs, posted on the Internet and published in print media. The necessity of this grant is further proven by the demand of small businesses for recommendations on leasing property.

**M03-0219 American Friends of the New Economic School**

Russian business education is very theoretical and does not provide students with knowledge of its practical application in society. The grant was awarded to promote economic education and the development of western-trained economists in Russia through continued support for the two-year graduate program in Economics at the New Economic School (NES). The grantee designed 5 education programs, with staff including 13 international visiting professors. As a result, 70 students graduated from NES, and the project assisted in hiring both professors and graduates from international universities.

**M03-7100 Saratov State Agricultural University**

The grant was awarded in support of a three-day international workshop on the development of agricultural extension service programs in Russia, Ukraine, Kazakhstan, Moldova, Estonia, Tajikistan, and Romania. Forty-five participants discussed important trends in agribusiness consulting, shared their experiences and best practices, and made a site-visit to a consulting and information center for farmers in the Marx raion. The grant helped participants to liaise and prompted the formation of a professional community of agribusiness consultants. The grantee acquired new contacts necessary for widening their expertise on an international level.

**M02-0786 Tomsk Business Support Partnership**

Most small towns in Russia face a severe economic imbalance caused by the diminished role of small business and dependence on one key industry. This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative aimed at diversifying the business landscape in four Siberian towns. The Tomsk Partnership of Entrepreneurs helped to establish the Strezhevoi Center for Business Support and Development, the first such organization in the area to provide entrepreneurs with access to needed business-development services. The grantee trained 11 local consultants and monitored their independent start-up activities. More than 250 local entrepreneurs received training and consultations on various business issues from program experts and local consultants. The services provided by the Center helped to create 50 new jobs and 10 new businesses. The grantee will continue providing support and monitoring for the Center until September 2004.

**M03-0315 Public Fund 'Culture' - City of Strezhevoi, Tomsk Oblast**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities received funding for the creation of a business library in the local Library-Informational Center. The grantee provided 739 clients with free access to more than 864 units of business literature, periodicals, and legislative databases. Local entrepreneurs also benefited from up-to-date information about new business editions. Due to the local media's wide spread coverage of new informational opportunities for SME, the overall number of library calls exceeded 9,450. The grant had a significant impact on the creation of a SME support infrastructure in Strezhevoj, where it had been completely undeveloped prior to EF and YUKOS's involvement. Even more so, it helped to diversify the local Business Support and Development Center clientele. The library and the center will continue to operate in cooperation with the local Employment Service to inform and involve unemployed citizens in small business development.

**M02-0673 Agro Nord As**

The grant aimed to enhance the sustainability and well being of the indigenous people in the Nenets Autonomous Okrug through improving food-processing methods of reindeer meat, the major food source in the North. The grantee helped the JSC Myasoprodukty, largest local meat producer, to install modern technological equipment, conduct basic training in technology and hygiene for production staff and organize a training trip to Norway for a chief technologist. This project increased the production capacity of the local producer and stimulated reindeer meat production in the region among the local population.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$14,343.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

**1.4 Competitive Responsive Financial Sector**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>58</b>	<b>Counterpart Funding</b>	<b>\$22,597.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>13</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>0</b>	<b>Media Products</b>	<b>2</b>		
<b>Female Trainees</b>	<b>0</b>				

### Sample Outcome Statement

#### **M02-7074 Gramen Consumer Credit Union**

This grant addressed one of the most important issues in rural Russia - how farmers can gain access to affordable capital. Lack of a rural financial infrastructure coupled by urban bankers' unwillingness to grant farmers loans significantly hinder private farming's ability to make progressive development. This particular grantee disbursed \$56,000 in 190 loans to farmers in the Marx District and doubled its clientele by adding 85 members from the farming community and conducting three business seminars for 105 farmers. The grantee's efforts were accompanied by the extension service operation program implemented by the district's Saratov State Agrarian University. Such a combination of financial and technical services provides a very efficient approach to agricultural business support and has the potential to further development in the Saratov Oblast. The Eurasia Foundation's funds were leveraged through a \$10,000 grant from Rotary International, which increased the grantee's loan portfolio.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$488,305.77</b>
<b>2003</b>	<b>Number of Grants</b>	<b>33</b>

#### **2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>10563</b>	<b>Counterpart Funding</b>	<b>\$89,181.00</b>	<b>Jobs Created</b>	<b>56</b>
<b>Female Beneficiaries</b>	<b>10727</b>	<b>New Partnerships</b>	<b>79</b>	<b>Businesses Formed</b>	<b>838</b>
<b>Organizational Beneficiaries</b>	<b>170</b>	<b>Innovation Replications</b>	<b>23</b>		
<b>Male Trainees</b>	<b>1131</b>	<b>Media Products</b>	<b>431</b>		
<b>Female Trainees</b>	<b>2160</b>				

### Sample Outcome Statements

#### **M02-0780 Interregional Association on Social and Economic Cooperation among Small and Medium-Sized Cities**

Despite Russia's rich natural and historical resources, rural and ecological tourism is not explored as an avenue for increasing the socioeconomic development of small and medium-sized cities. In order to attract attention to this problem and to instigate local initiative, this grantee, the Association of municipal economic development, trained over 40 municipal officials from 18 municipalities. Following comparative analysis of current Russian and international experiences in eco-tourism, it made recommendations for a strategy of cooperation between three administrative levels of government and municipalities and established a template for assessing business plans. Experts evaluated the potential for developing the tourism industry in 22 Russian cities based on this template and selected three municipalities for the project's focus. Information about the project was disseminated among public, commercial and non-governmental organizations on the federal, regional and municipal levels to help them replicate the resulting models and to benefit other communities. Members and non-members of the Association received over 50 consultations on the development of strategic plans for ecotourism, participated in planning a tourism strategy initiated by the Governmental Initiative Group in the Chuvash Republic and began strategic planning for two new partners. A general concept for the development of rural ecotourism was created in summarization of the project's findings. Measures to assist the development of rural eco-tourism in Russia were defined in the post-project period. This project not only improved public awareness of Russia's potential for rural and eco-tourism, but it also initiated growth in entrepreneurial activity by laying the foundation for improving the socioeconomic climate in small and medium-sized cities.

#### **M02-0905 TV Studio, New Course**

To attract public attention to the cultural peculiarities of different nationalities of Privolzhsky Okrug, the TV Studio "New Course" produced two pilot broadcasts in cooperation with four partner TV-companies from Samara, Izhevsk, Perm and Kudimkar. The initial intention to reach an agreement with federal channel "Culture" to air the pilots, was not realized in the project life: the negotiations were still in the process. Instead, the pilots were distributed among regional TV-companies with a perspective to be aired there. A data base of the authors and experts was created and made available for TV specialists.

#### **M03-0011 Center for Development and Innovations**

Community schools' movement actively develops in the Privolzhsky Okrug. Although the Center of Development and Innovations intended to help the movement by improving the legislative base and managerial skills of the school directors, the grantee failed to fulfill the projects in accordance with the proposal. Only three workshops were conducted for 41 representatives of schools, but the rest of the project activities were not implemented.

**M02-0911 Nizhnekamsk Television and Radio Company**

Journalists working in the area of culture on regional TV channels have little opportunities to exchange experience and improve their professional skills. The Festival "The Aired Culture" was organized to meet those challenges. It gathered 158 journalists from 71 regional companies. Of fifty six films competed for the prizes, three films were found to be the winners. The journalists and cameramen participated in three workshops and learned various aspects of contemporary film production. They were also trained in fundraising. The Festival has founded the ground for a network of regional TV companies to foster the exchange of production of regional companies.

**M03-0430 Southern Regional Resource Center**

This project aimed at achieving sustainable development in the local communities. Under the grant, fifty-six leaders from leading NGOs in the NIS gathered to exchange best practices on community development. As a result, they developed a range of approaches to community development, including such components as rural and cultural commerce and eco-tourism. These approaches were summarized and distributed in a brochure among five hundred NGOs in the NIS countries. NGO leaders involved in this project plan to apply these approaches to develop effective strategies in their own communities and exchange the practical results among each other through NGO networks.

**M03-0010 Samara Oblast Medical Information and Analytical Center**

Medical specialists of the Privolzhsky Federal District suffer from a lack of updated information about the latest achievements in their professional areas (official documents, events, colleagues, etc.). The Samara Oblast Medical Information and Analytical Center created the web site <[www.medpfo.ru](http://www.medpfo.ru)> as a way to provide countless area specialists with an updated, relevant resource. The web-site provides specialists and doctors with important information that visitors of the site can use in their work and for personal professional growth.

**M03-0007 ATF, Cadre Center for Social Engineering**

"School of Social Engineering" is a modern concept introduced by G. Schedrovitsky aimed to help managers of municipal and public agencies to improve their managerial skills, and solve social problems in a creative and responsible way in cooperation with various stakeholders. The grantee, The Cadre Center of Social Engineering, has conducted the educational program for teachers and schoolchildren. They learned how to develop social projects and involve people into realization. As a result, 180 participants benefited from the training and organized 12 socially active groups in Bashkortostan, Perm, Orenburg and Sverdlovsk. Unfortunately, regional partners of the grantee failed to organize cadre centers in their cities, but are willing to continue cooperation with the grantee.

**M03-0012 Ufa Lyceum, Sodruzhestvo**

Graduates of orphanages have limited access to higher education and highly paid work because they don't have skills that are on demand in the market, such as computer literacy. Sodruzhestvo Liceum provided training in computer and Internet literacy to 64 children from two orphanages from Ufa. As a result, most graduates succeeded to enter vocational schools; pupils of 9 and 10 forms learned how to work with computer software and find information on the Internet.

**V02-0244 Firm Club**

A low level of youth involvement in their communities and a shortage of qualified personnel in regional volunteerism gave rise to this project. As such, it aimed to introduce a systematic approach to solving social problems by raising the level of youth volunteer professionalism in the region. Young leaders received training in project management at two "volunteerism schools". These, along with other volunteers, developed and implemented their social projects in conjunction with the competition "The Volunteer of the Year 2003". During the course of the project, a Good Will Corps was created in partnership with the grantee and the Youth Union of the Buryat Republic in order to provide experience for students of social work faculties and to assist negotiations between youth NGOs and the Buryat Ministry of Labor and Social Development on issues beneficial to youth. As a result of the preceding activities and accomplishments, 7 new youth volunteer models were launched in the region. Moreover, through local fund raising activities, an additional \$16, 314 was raised to implement community youth projects.

**M02-0900 National Library of Chuvash Republic**

Libraries in Russia are frequently under-resourced and under-utilized. To help young scientists and graduates of higher schools of Chuvash Republic, the National Library significantly enlarged its stocks, created several specialized data bases, digitalized seven publications on different subjects, and provided workshops on how to use effectively the library stocks for scientific and research needs. The project served about 600 clients and helped the library to increase the number of visitors by 10%.

**M02-0586 Committee of Residential Self-Government, Mestechko Avdotieno, Ivanovo**

Ivanovo's utilities sector remains a burden for the municipal government and requires urgent reform. The Eurasia Foundation supported the Residential Self-Government Committee in its desire to undo the city's monopolization of utilities services. This grantee conducted a series of measures designed to present citizens with the advantages of the self-government and the utilities services market. In addition, it developed a new methodology for calculating economically efficient tariffs for housing and communal services. This methodology was taken into account when accepting the new legislation in the Ivanovo region. Three new condominiums were created and six enterprises emerged in the utilities sector.

**M03-0099 Kostomuksha Women's Public Organization, Yaroslavna**

The small city, Kostomuksha, in the northwest corner of the Republic of Karelia is wracked by 30% unemployment, of which 70% are women. Compounding the problem is the fact that the employer of half the city's work force, an ore processing plant, is downsizing sharply, and of the 3,000 + jobs being cut, most are held by females. To address this problem the grantee, a local women's NGO "Yaroslavna" launched an initiative to revive employment for women in Northern Karelia by establishing a special career training center for women. The primary aim of the project was to provide local women with business and vocational skills that are currently unavailable in the city. Over the course of the project, 262 women attended comprehensive trainings in computer literacy and starting up their own small businesses. More than 300 women were provided with psychological consultations and legal advice. The other issue addressed by the project entailed rediscovering and preserving traditional Northern women's handicrafts. A research team traveled to 28 remote towns and villages and researched traditional Karelian crafts. Each discovery was carefully documented in a database along with photographs and personal accounts of the pieces' historic significance and practical use. The information that was collected is being used by female entrepreneurs who are seeking to attract customers among tourists and foreigners. As result of the project, 6 women started their own businesses, 10 women are in the process of registering their own enterprises and 20 women have found permanent employment. The city administration made a decision to open a craft shop in the local museum where female entrepreneurs now sell their handicrafts.

**V02-0199 Planned Parenthood of Khabarovsk Krai**

This special project addressed the lack of participation by at-risk youth in volunteer activities in the Khabarovsk region. Specialists experienced in working with physically or socially disadvantaged young people identified peer-group leaders and trained them in principles of volunteerism organized around a healthier lifestyle. Under the general slogan "Break your bad habits and replace them with a healthy lifestyle" a series of information pamphlets and a brochure entitled "Don't Stand Alone, Volunteer!" were published and widely distributed. In addition, a round table involving regional NGOs and government and social institutions focused on youth volunteerism was organized to discuss how to better involve all youth, especially those at risk, in volunteer activities. In addition to motivating many young people to participate in important social initiatives, the grant succeeded in attracting more local resources to support community-oriented youth at risk activities.

**M02-0918 Interregional Public Charity Fund - Hematology: Mercy and Support**

In order to overcome lack of information in the area of hematology and improve interaction between doctors, patients, potential donors and specialized NGOs, the web-site <[www.gematologia.ru](http://www.gematologia.ru)> was created. It contains detailed information on 33 hematological diseases, 50 articles on donor issues, introduces medical care system of Privolzhsky Okrug and programs of 18 NGOs in Privolzhsky Okrug and 12 NGOs located in other regions of Russia. The web-site provides opportunities to receive on-line consultations. For the half of a year 3400 visitors used that information.

**V02-0254 Magadan Center for Environment Protection, NGO**

A low level of youth involvement in their communities and a shortage of qualified personnel in the regional voluntary movement created the need for this project. As such, it aimed to involve youth in community development by fostering volunteerism in environmental issues and projects. High school and university students were trained in project management and fundraising at a series of Volunteer Schools. Those trained, together with other youth volunteers, participated in writing and photograph competitions as well as a volunteer job fair organized around the environment. During the course of the project, a Youth Volunteer Center was created to help provided consultations and training resources for ideas on fundraising activities that would benefit the youth. As a result of the preceding activities and accomplishments, 15 new youth volunteer groups in the region were created. These, in turn, developed and completed three environment projects thanks to a small grants competition organized by the grantee and financed by the W. F. Hewlett Foundation. Moreover, through local fund raising activities an additional \$3430 were raised to implement community youth projects.

**M02-0915 Saransk Gymnasium #20**

The Saransk Gymnasium # 20 applied innovative education methods of teaching talented pupils and root school self-government system. The approach is unique not only for Mordovia, but for other Russian regions as well. The grantee ran a number of education events for 1950 pupils of seven schools. The project was on demand and received support from republican and municipal powers.

**M02-0901 Practice - Training Center for Regional Television Companies Specialists**

To improve skills and knowledge of TV- and newspaper journalists in social issues and the activities of public organizations, the "Practice" Training Center provided two series of training to 20 participants. They learned new techniques in writing materials or featuring films, were introduced the NGO "vocabulary", and received information on the winners of the Social and Cultural Fair of Privolzhsky Okrug. All TV-journalists succeeded to make 10 films that were put on the air by regional TV companies. Journalists from the newspapers were not successful - only 7 articles written as a result of the workshops were published. Both the participants of the workshop and the project evaluator underlined the necessity to continue the training work and make such seminars regular.

**M03-0013 Multimedia Complex of Actual Arts**

Preservation of old photos kept in regional museums and archives is an opportune task because they wrack of time and conditions. Putting photos into digital format may be a good solution, but regional museums and archives don't have necessary equipment and personnel. The famous Moscow Multimedia Complex of Actual Arts in cooperation with the archives from Nizhny Novgorod, Samara and 7 other Russian regions digitalized 1610 photos and published them on the Internet to make available for broad audience.

**M02-0893 Didakt Gymnasium**

The project helped pupils of three schools of Penza Oblast improve their learning skills and their ability to cooperate by use of information technologies. Pupils created Web sites for their schools and launched a joint Internet-project "Small Publication about a Big City." Teachers were introduced to new approaches aimed to stimulate children's interest and creativity in the education process. The project results were disseminated among school teachers and published on the Internet site: [www.eurekanet.ru](http://www.eurekanet.ru).

**M02-0898 Penza State Pedagogical University**

The state education management system, especially in the Russian regions, lacks modern tools that can be used for the needs of monitoring and planning. Information technologies may help to make the process of gathering and analyzing the information easier. The Penza State University developed the software that accumulated the data about 860 schools aggregated by 350 indexes. The software is cheap and easy in use. It is replicable and can be also used for the needs of the public health and welfare systems.

**M02-0916 Penza Secondary School # 73**

Small communities in Russia often lack a local gathering location. Secondary schools may work as community centers, especially in small towns and remote city regions. The model is being actively disputed among education specialists, NGOs and local self-governments. Penza secondary school # 73 successfully applied the idea into practice. The grantee organized an information-training center which was available for all habitants of the region. The center included a computer club that provided education services for 480 habitants of different age, six hobby-clubs and an electronic library. The project also helped the school to participate more actively in the community life.

**M03-0004 Orion TV Company**

The increasing number of children without care became one of the serious social problems in Samara Oblast. Orion TV Company produced 24 television segments that highlighted the needs and problems of concrete children and orphanages. As a result, one orphanage was taken under patronage by deputies and the local Chamber of Commerce, and one child has found new parents. Students of the Institute of Railway transport decided to work as volunteers in the orphanages. Representatives of NGOs, municipal agencies, local powers, doctors and scientists participated in the program and discussed ways to solve the problem. Three partnerships between organizations in Samara, St-Petersburg, Moscow and Kazan were founded. According to the evaluator, although the immediate results of the project were positive, it had limited success in long-term perspective because the company's policy towards social issues had little improvement.

**M03-0019 Department of Culture of the Administration of Yurlinsk District**

The number of neglected children in Urla Village grew from 5 to 20% for the past 5 years. The grantee worked to help 60 children in their personal growth through reading books, participating in games and competitions, providing medical and social consultations. At the end of the project children became more active readers and broadened their reader interests

**V02-0229 Vladivostok State University of Economics and Services**

The modern demographic situation in Russia is viewed as a crisis. Annually, the Russian population is reduced by almost one million. In the Russian Far East (RFE) owing to a steady migration from the east to the west the situation is as dramatic. In terms of its long-term impact, youth migration poses the greatest threat to the future development of the region. Because of this, the project aimed to improve employment opportunities for university graduates and encourage intellectual resources to remain in the RFE. The project developed and incorporated a ground-breaking course and a textbook titled "Career Opportunities in Technology" into the university curriculum. The project team (the Student Career Center attached to the grantee university) distributed information about this pilot course among other higher educational establishments through a conference and extensive seminar. As a result of these activities, the Higher Education Council recommended that this textbook and course be incorporated not only into the curriculum of the regional universities but in the Moscow area universities as well. In addition, three regional universities created Student Career Service Centers to increase the opportunities and access to information by young specialists, and focus more attention on the need to provide more resources for developing the intellectual potential of the region. In monitoring the number of grantee University graduates employed in the first year after graduation during the period of project implementation, a marked increase from 76% to 91% was recorded.

**M03-0015 Mari El Republican Youth Library named after Kolumb**

According to various statistical data, the number of delinquencies among teenagers in Russian regions tends to grow. The grantee worked to prevent criminal behavior in this group and recurrent violations of law. The grantee assisted 280 inmates of the Novotroitsk reformatory school in their personal growth through reading books, meetings with poets and writers, and providing medical, legal and social consultations. At the end of the project more than 50% of inmates read books permanently and called "family" and "job" as their main values.

**M03-0027 Samara Regional Branch of All-Russia Public Organization of the Disabled**

People with limited abilities have difficulty accessing and using the Internet, including using the Internet for searching for jobs. The Samara Public Organization "Desnitsa" launched a computer class and provided training and services to 72 clients with limited abilities. The grantee succeeded in receiving a sponsorship donation from a local telecom company thereby allowing for free Internet access for the user groups.

**M03-0022 Izhevsk Gymnasium # 56**

The Izhevsk Gymnasium (school) applied innovative education methods to improve a self-government system and empower pupils to participate more in community life. A program, "Regular Days of Self-Government," was conducted with 2200 participants from the Gymnasium, both pupils and teachers. A special project, "Mercy," was implemented to help children who do not have parent's care. Pupils also received opportunities to improve their leadership abilities through special trainings, businesslike games and the publishing of school newsletter. The grantee shared the experience with teachers from other regions of Kirov Oblast.

**M02-7064 The Spark, An Organization for Young People**

Private and corporate donations and other fundraising strategies play a vital role in developing philanthropic assistance to Russia's schools. This grantee accumulated the best techniques and trained forty-eight representatives of community schools from eight regions in the South of Russia. In the grant year two hundred ninety-seven events were organized and implemented with the support of local businesses, citizens and their governments. As a result, the best practices were summarized at an interregional conference and distributed among community schools and NGOs in that region.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$22,365.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

**2.2 Improved Legal Systems**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>14</b>	<b>Counterpart Funding</b>	<b>\$7,390.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>15</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>69</b>	<b>Innovation Replications</b>	<b>1</b>		
<b>Male Trainees</b>	<b>58</b>	<b>Media Products</b>	<b>76</b>		
<b>Female Trainees</b>	<b>52</b>				

### Sample Outcome Statement

#### **M02-7037 JSC Consulting**

Alternative dispute resolution (ADR) promotes the overall development of SMEs. Through seminars, publications in the mass media and individual consultations, the grantee informed businessmen and citizens of Saransk on the benefits of ADR. One hundred and ten businessmen and lawyers received training over the course of four seminars. The results of these projects have been summarized in a bulletin with a circulation of one thousand copies and distributed to regional entrepreneurs and business support organizations. Sixty nine SMEs and twenty nine individuals have used the services provided at the Center of Mediation and over three hundred people have been educated in ADR through special events, some 60,000 - through mass media.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$34,832.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

#### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>25</b>	<b>Counterpart Funding</b>	<b>\$27,800.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>25</b>	<b>New Partnerships</b>	<b>2</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>2</b>		
<b>Male Trainees</b>	<b>10</b>	<b>Media Products</b>	<b>1</b>		
<b>Female Trainees</b>	<b>20</b>				

### Sample Outcome Statement

#### **M02-0603 Krasnoyarsk Branch of the St. Petersburg Institute of Management and Economy**

The local self-government bodies in and around Krasnoyarsk sought to increase their effectiveness by boosting the professional qualifications of municipal employees. An innovative short-term program of study was developed to train a pilot group of city employees. The program focused on the project approaches to solve local economic and social problems. Students presented a series of projects addressing problems in the municipality that were then assessed by the examination committee. A group of experts has emerged that are acquainted with the modern methods of project management and willing to spread their knowledge and experience in the towns of the Krasnoyarsk region.

<b>Russia</b>	<b>Total Amount of Grants</b>	<b>\$2,928.00</b>
<b>2004</b>	<b>Number of Grants</b>	<b>1</b>

#### **2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>24</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>12</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>9</b>	<b>Innovation Replications</b>	<b>2</b>		
<b>Male Trainees</b>	<b>68</b>	<b>Media Products</b>	<b>0</b>		
<b>Female Trainees</b>	<b>58</b>				

### Sample Outcome Statement

#### **M03-0534 Alliance, Non-Profit Organization - City of Zarechny**

Unlike the Western countries where a municipality may be managed by an elected mayor, a city manager or a hired professional with comprehensive training and the necessary practical experience, Russian districts are denied this opportunity owing to laws that restrict local self-governance. As a direct result, the laws' efficiency and the accountability of local public officials on the local level are minimalized. The new Russian law on local self-governance that will become effective in one year's time mentions the possibility of hiring a city manager. This project aimed to increase the effectiveness and accountability of local authorities in the city of Zarechny by testing a new model for municipal management. Role-play was a key event in the provision of hiring procedures for a city manager and the city manager's functions were publicly discussed among representatives of the local community and the city administration. Methodological recommendations were developed and given to the oblast government and municipal administrations interested in adopting the new model to reform their system of local government. As a result of the project, the grantee was able to enhance their expertise in the field of municipal management and became one of the leading think-tank institutions in the Sverdlovsk Oblast. By providing training and consultations for local public officials, it helped to increase their effectiveness and promote a smooth transition to the new system of local self-governance.

## Tajikistan

Tajikistan  
2001

Total Amount of Grants	\$42,422.24
Number of Grants	3

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	38	Counterpart Funding	\$0.00	Jobs Created	2
Female Beneficiaries	22	New Partnerships	0	Businesses Formed	9
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	4	Media Products	0		
Female Trainees	0				

#### Sample Outcome Statements

##### T00-0357 NGO Sudmand

Young people in Kulyab suffer from massive unemployment, substantial heroin use, and post-conflict trauma. In an attempt to give young people better choices, the grantee set up a club for young leaders. The club cooperated with the local university and local authorities to provide seminars on leadership, tolerance, civil society, employment, and rights. The club registered as a separate NGO. Forty young people found work, using information received in the seminars. As a result, 4 are working at the local government, 2 have opened their own businesses and the rest work at both international and local NGOs.

##### T01-0090 Center for Sociological Research Zerkalo

Newspapers in Tajikistan generally do not factor reader demand into their publishing decisions. This causes the newspapers to miss market opportunities and makes them less responsive to readers. To address this, the grantee conducted a survey of readers and analyzed the content of ten leading newspapers, and shared the results with media managers and press organizations. Using this information, two newspapers opened, one oriented toward business and the other toward medicine. In addition, several newspapers changed their content to match reader demand.

Tajikistan  
2002

Total Amount of Grants	\$118,299.00
Number of Grants	8

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	64	Counterpart Funding	\$0.00	Jobs Created	20
Female Beneficiaries	219	New Partnerships	6	Businesses Formed	331
Organizational Beneficiaries	16	Innovation Replications	1		
Male Trainees	350	Media Products	25		
Female Trainees	119				

#### Sample Outcome Statement

##### T02-0089 NGO Ilkhom

Khatlon Oblast, on the border with Afghanistan, was hard-hit by the Tajik civil war, leaving many women widows. To help these women, the grantee gave trainings and consultations to 30 women on business basics. Partly as a result of this grant activity, eight opened small businesses, and ten groups of women received microfinance from a U.N. program.

Tajikistan  
2002

Total Amount of Grants	\$38,660.09
Number of Grants	2

### 2.1 Citizen Political/Economic Participation

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	6	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	4	New Partnerships	6	Businesses Formed	100
Organizational Beneficiaries	0	Innovation Replications	1		
Male Trainees	60	Media Products	14		
Female Trainees	140				

**Sample Outcome Statement**

**T02-0138 Association of Sociologists**

Although Tajikistan has been undertaking economic reform for more than 10 years, living standards are decreasing. To engage citizens in the social and economic reforms, Professional Sociology Association, a local research NGO, conducted a survey of 2000 citizens in 16 regions to assess and analyze public opinion on the most urgent social and economic problems in the country. The survey revealed that 57% of respondents do not rely on the banking system; 60% prefer to save money in foreign currency than local currency; the unemployment rate has reached 50%, and nearly half of the respondents would prefer a centrally-planned economy to a market-oriented one. The findings of the survey were disseminated nationally on three radio and four television talk shows to foster discussion. As a result, 23 economic reform recommendations were directed to the current administration and shared with other interested organizations. These findings of the survey demonstrate that a high percentage of Tajik citizens are socially and economically vulnerable, underscoring the continued need for development assistance to Tajikistan. The Eurasia Foundation staff should carefully track the implementation of the recommendations which arose from this survey and identify prospects for future funding.

<b>Tajikistan</b>	<b>Total Amount of Grants</b>	<b>\$37,596.00</b>
<b>2003</b>	<b>Number of Grants</b>	<b>1</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>128</b>	<b>Counterpart Funding</b>	<b>\$0.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>31</b>	<b>New Partnerships</b>	<b>6</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>8</b>	<b>Media Products</b>	<b>7</b>		
<b>Female Trainees</b>	<b>2</b>				

**Sample Outcome Statement**

**W02-0059 Bay Area Council for Jewish Rescue & Renewal**

The nations of Central Asia are plagued by ethnic and religious tensions and by instability within and outside their borders. This instability is compounded by Islamic extremism throughout the region, and unanticipated events can drive moderate Muslim and opposition figures into the arms of extremists. In order to encourage multi-ethnic and multi-religious tolerance within Central Asia, the Bay Area Council was awarded a grant to introduce the Climate of Trust tolerance approach to a representative group from Tajikistan. A small group from Tajikistan attended a 3-day international conference in Kazan, Russia to focus on the issue of intolerance and to create a plan for formalized communications between nationalities and law enforcement groups. In November 2003, two preliminary seminars were held in Tajikistan, which were attended by 60 participants in Dushanbe and 45 participants in Khujand. As a result of these seminars, a group of 14 people was selected to comprise the Climate of Trust Tajikistan delegation. The delegation will continue its work under Phase 2 of the program, which will focus on training exchanges between San Francisco police and judicial communities in Tajikistan.

## Turkmenistan

Turkmenistan	Total Amount of Grants	\$4,405.00
2003	Number of Grants	2

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	5	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	3	New Partnerships	0	Businesses Formed	0
Organizational Beneficiaries	4	Innovation Replications	0		
Male Trainees	49	Media Products	1		
Female Trainees	29				

### Sample Outcome Statement

#### **T03-0012 Ovezova Kurbangozel**

Farmer associations are rare in Turkmenistan. The project is aimed at facilitating development of cooperation between farmers in Turkmenistan. The grantee carried out two seminars "Uniting Farmer Producers" and "Experience of Holland Farmers," which resulted in the creation of two farmer co-operatives. This small grant did not achieve more than was expected. The only occurred difficulty was with the reports submission process.

## Ukraine

<b>Total Amount of Grants</b>	<b>\$111,104.00</b>	
<b>2001</b>	<b>Number of Grants</b>	<b>1</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>7</b>	<b>Counterpart Funding</b>	<b>\$18,318.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>9</b>	<b>New Partnerships</b>	<b>19</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>97</b>	<b>Media Products</b>	<b>6</b>		
<b>Female Trainees</b>	<b>157</b>				

### Sample Outcome Statement

#### **W00-0155 World Education, Inc.**

The lack of a legislative framework for credit unions in Ukraine prevented the efficient growth of the industry, allowed for the operation of fraudulent credit unions and undermined the credibility of legitimate credit unions. In order to address these deficiencies, World Education, working with the Ukrainian National Association of Savings and Credit Unions, engaged in credit union advocacy, extensive capacity building training in the regions, and the development of credit union certification standards. As a result of the grant, the partners facilitated the passage of a new law on credit unions, which was adopted in early 2002, credit union assets increased from \$9.1 to \$11.8 million, collective membership increased from 124,000 to 145,000, and share capital increased from \$1.3 million to \$1.7 million.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$126,576.75</b>
<b>2002</b>	<b>Number of Grants</b>	<b>9</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>420</b>	<b>Counterpart Funding</b>	<b>\$126,220.00</b>	<b>Jobs Created</b>	<b>18</b>
<b>Female Beneficiaries</b>	<b>556</b>	<b>New Partnerships</b>	<b>67</b>	<b>Businesses Formed</b>	<b>156</b>
<b>Organizational Beneficiaries</b>	<b>27</b>	<b>Innovation Replications</b>	<b>19</b>		
<b>Male Trainees</b>	<b>276</b>	<b>Media Products</b>	<b>191</b>		
<b>Female Trainees</b>	<b>431</b>				

### Sample Outcome Statements

#### **K02-0203 Union to Promote Rural Green Tourism in Ukraine**

Rural sustainable tourism is recognized by the United Nations as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas generally suffer high levels of poverty and depopulation, a situation, which is especially relevant in Ukraine. To support efforts to develop rural tourism sector, the project conducted a series of training seminars, round tables for existing and potential operators of the sector. In cooperation with the State Job Employment Center and Ministry of Agrarian Policy of Ukraine the grantee developed an educational program "Rural Tourism Accommodation Management." During the course of the project's implementation the grantee provided an input into Draft Law "On Private Household" and participated in its lobbying that fostered the adoption of the Law inserting "rural tourism" into legal environment of Ukraine. In addition, the State Tourism Administration involved the grantee into the process of designing the State Rural Tourism Development Program for the period of 2005-2015. In order to increase public awareness of rural tourism the grantee developed and published informational and presentation materials, provided wide coverage in national media, conducted the First National Rural Tourism Fair, attracting 4000 visitors and receiving an Award of the State Tourism Administration of Ukraine "Event of the Year in National Tourism." The project improved information methodology support of the rural tourism sector and strengthened public awareness of the rural tourism prospects.

#### **K02-0153 Rural Tourism Cluster - Oberig**

Rural sustainable tourism is recognized as a key component for job creation, environmental protection, and revitalizing heritage awareness. Rural areas suffer high levels of poverty and depopulation in Ukraine. To develop and expand the rural tourism sector, this project conducted a series of seminars and trainings and provided consultations for potential rural tourism operators. The grantee developed two tourist routes in the targeted region, published a variety of informational materials on rural tourism in the region and developed a web site. Taking into consideration the importance of sanitary and safety services, the grantee established cooperation with the local Sanitary Inspection and adopted mutually agreed standards for rural tourism. The grantee also united the efforts of representatives of local

authorities and private business to produce a documentary about tourist attractiveness, participate in tourism-related exhibitions conducted in Ukraine, as well as organize the Festival "I love you, my Hrytsiv." The grantee promoted all of these activities in the local and national mass media. The grantee received an Award from the State Tourism Administration as "Best Regional Tourist Product for Internal Tourism - 2003." The grantee strengthened public awareness of rural tourism, increased the number of tourists visiting the targeted region, and improved the quality of services.

**K02-0201 Mass Media Development Institute - Ukraine Tomorrow**

Ukraine's rural communities suffer from high levels of poverty, unemployment, and depopulation. People in Ukraine's more remote regions need to find innovative ways to reduce their dependency on antiquated agricultural practices. One such method is rural tourism, which has been proven to stimulate job creation and small business growth. Ukraine, with its plentiful natural resources and hospitable population, has the potential to develop rural tourism but lacks information and promotional support to attract clientele. The grantee carried out a public information campaign to increase awareness of rural tourism opportunities. The campaign included producing two informational shorts and a documentary video. These spots were broadcast 169 times on Noviy Kanal, a national TV station. The project stimulated wide coverage of rural tourism issues in different press outlets, resulting in more than 300 known publications. Overall, the project contributed to a 35% increase in tourists to Ukraine's traditional tourist regions and a noticeable influx of tourists to non-traditional tourist regions.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$74,433.00</b>
<b>2002</b>	<b>Number of Grants</b>	<b>5</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1629</b>	<b>Counterpart Funding</b>	<b>\$303,783.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>621</b>	<b>New Partnerships</b>	<b>0</b>	<b>Businesses Formed</b>	<b>7</b>
<b>Organizational Beneficiaries</b>	<b>6168</b>	<b>Innovation Replications</b>	<b>2</b>		
<b>Male Trainees</b>	<b>432</b>	<b>Media Products</b>	<b>72</b>		
<b>Female Trainees</b>	<b>739</b>				

**Sample Outcome Statements**

**K02-0018 Kindness Charitable Foundation**

In Ukraine, the heavy-handed, highly subsidized Soviet method of providing support to vulnerable populations is broken and bankrupt. Nowadays, ordinary citizens and local businesses need to actively participate in supporting charitable activities - from fund-raising to conducting programs. After carrying out a needs assessment, the grantee developed three new approaches to charitable giving and carried out a public information campaign. The project helped attract over 440,000 Ukrainian Hrivnya (circa \$83,973) in donations for social programs in Donetsk. In December 2003, the grantee was supported by an institutional development grant. This grant helped continue to further promote the tradition of philanthropy in Donetsk Oblast.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$78,619.02</b>
<b>2002</b>	<b>Number of Grants</b>	<b>4</b>

**2.3 More Accountable Local Government**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>1095</b>	<b>Counterpart Funding</b>	<b>\$27,823.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>527</b>	<b>New Partnerships</b>	<b>16</b>	<b>Businesses Formed</b>	<b>0</b>
<b>Organizational Beneficiaries</b>	<b>1</b>	<b>Innovation Replications</b>	<b>15</b>		
<b>Male Trainees</b>	<b>1200</b>	<b>Media Products</b>	<b>15</b>		
<b>Female Trainees</b>	<b>700</b>				

**Sample Outcome Statement**

**K02-0019 Center for Ethno-Social Studies**

In Soviet times, professional public administrators concentrated almost entirely on carrying out orders received from the top rather than providing services to citizens. This top-down relationship has continued into independence, where citizens remain left out of the local administration process. In order to help make civil servants more citizen-focused, the grantee wanted to strengthen university-level teaching in the field of public administration. Three different partnerships were formed between U.S. and Ukrainian academic institutions to generate new materials, including a handbook. The handbook was used in a new course on Introduction to Public Administration, taught to 176 students at Tavrida National University. The course is set to remain a core part of the university's curriculum. Co-written by

professors from the USA and Ukraine, the handbook will be distributed to other universities and to practitioners at follow-up round tables.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$73,504.82</b>
<b>2003</b>	<b>Number of Grants</b>	<b>4</b>

### 1.3 Private Enterprise Development

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>170</b>	<b>Counterpart Funding</b>	<b>\$79,915.00</b>	<b>Jobs Created</b>	<b>7</b>
<b>Female Beneficiaries</b>	<b>65</b>	<b>New Partnerships</b>	<b>86</b>	<b>Businesses Formed</b>	<b>6</b>
<b>Organizational Beneficiaries</b>	<b>1797</b>	<b>Innovation Replications</b>	<b>6</b>		
<b>Male Trainees</b>	<b>247</b>	<b>Media Products</b>	<b>62</b>		
<b>Female Trainees</b>	<b>322</b>				

### Sample Outcome Statements

#### **K02-0225 Center for Land Reform Policy in Ukraine**

In 2001 the Parliament of Ukraine adopted a new Land Code that provided for a more efficient regulation of land-related issues. However, this reform was not accompanied by a public awareness campaign among farmers throughout Ukraine, leaving them ignorant of their new land rights, benefits and responsibilities. The grantee approached this problem through stimulating media interest and developing its capacity to cover land issues thus facilitating citizens' access to information on key aspects of land reform. The project created a coalition of state authorities, NGOs and donor organizations that conducted a national media competition entitled "My Land" with 142 participants, three seminars for 68 journalists and officials, produced 750 copies of manual for journalists with information on responsibilities of the state information department authorized to provide information to the public and journalists, published 500 copies of digest of the best articles submitted to the competition, created a database of journalists and media covering land reform issues. Project implementation helped to raise public awareness about the Land Code, increased civil society's capacity to participate in the decision making process creating an open and transparent environment, while established an effective dialogue between state authorities, local governments, mass media and NGOs.

#### **K03-0129 Union to Promote Rural Green Tourism in Ukraine, Ivano-Frankivsk Branch**

Rural sustainable tourism is recognized as a key component for job creation, environmental protection, and revitalizing heritage awareness. Ukraine's rural communities suffer high levels of poverty, unemployment and depopulation. In its initial stage of development, rural tourism lacks information on international experience and best practices. In order to transfer best international practices to Ukraine, the grantee in cooperation with the National Tourism Administration and State Tourism Administration organized a seminar for rural tourism providers. During this seminar, experts of the World Tourism Organization explained rural tourism standards in Europe, quality inspection systems, branding and opportunities for an on-line reservation system for rural tourism providers. The project produced an analytical report covering key issues for rural tourism development in Ukraine at the present stage. The grantee also conducted a survey among the tourism agencies aimed at identifying possibilities for cooperation with rural tourism providers and published materials on rural tourism activities in Carpathian region. The project received wide coverage both in national and local mass media. The project improved the professional skills of rural tourism providers and improved cooperation between them.

#### **K02-0339 Carpathian Region Tourist Board**

People in Ukraine's more remote regions need to find innovative ways to diversify their local economies. One such method is tourism, which has proven to stimulate economic development and small business growth. The Carpathian region, with its plentiful but underdeveloped historical and recreational resources, has the potential to become a tourist center but lacks the quality of services and promotional support. The grantee wanted to increase business in the tourist sector by making better information available to tourists and fostering local partnerships. To increase availability of information, the project published a series of 10 different tourist guides. It established a Regional Tourist Information Center visited by 30-40 people per day. To foster partnerships, the grantee trained 440 tourism-industry stakeholders in improving service quality and strengthening public-private collaboration. The government and business community subsequently contributed to the Center's sustainability by providing membership fees and funds from the local budget. At the end of the 12-month project, these efforts contributed to an increase in number of tourists to the region by 12% and an increase in tourism revenues by 78%.

<b>Ukraine</b>	<b>Total Amount of Grants</b>	<b>\$183,312.06</b>
<b>2003</b>	<b>Number of Grants</b>	<b>11</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>2081</b>	<b>Counterpart Funding</b>	<b>\$101,946.00</b>	<b>Jobs Created</b>	<b>0</b>
<b>Female Beneficiaries</b>	<b>5131</b>	<b>New Partnerships</b>	<b>29</b>	<b>Businesses Formed</b>	<b>18</b>
<b>Organizational Beneficiaries</b>	<b>0</b>	<b>Innovation Replications</b>	<b>25</b>		
<b>Male Trainees</b>	<b>628</b>	<b>Media Products</b>	<b>393</b>		
<b>Female Trainees</b>	<b>1214</b>				

**Sample Outcome Statements**

**K02-0200 Charter-4 - Public Organization**

Key problems associated with ensuring freedom of speech and establishing media independence are protection of journalist's rights, promotion of ethical journalism and development of practical measures to enhance journalism education. The project organized 10 regional trips of a delegation consisting of well-known journalists, lawyers and NGO representatives. These trips included: 10 seminars for local journalists dedicated to the issues of ethical journalism and assistance in conflict resolution; 22 meetings with representatives of local authorities, majors, court officials to discuss the state of freedom of press in the region; 8 round tables with professors of university journalism departments, as well as 6 lectures for more than 600 journalism students. Six young journalists were selected for an internship at Public Radio in Kyiv. A conference for deans and professors of higher education was also conducted to discuss ways of improving the system of journalism education and set up a working group to develop and publish a manual on ethical journalism. The project resulted in 132 journalists signing a Ukrainian Journalist Code of Ethics; it supported initiatives of professional solidarity; and it helped to build coalitions between media NGOs, national and regional media outlets.

**K03-0127 Institute of Politics**

Two of the most essential needs associated with ensuring freedom of speech and establishing media independence are the creation of a more favorable media-related legislative environment and implementation of effective mechanisms for public participation in the law-making process. This project focused on several draft laws: "On Television and Broadcasting"; "On the National Counsel on Television and Broadcasting"; "Concept of Information Policy" and "On Amending the Civil Code of Ukraine"; as well as with legislative acts regulating political advertisement and media during 2004 presidential elections. The grantee published seven collections of relevant draft laws, provided expert evaluations of fully developed draft laws, stimulated public discussion in print and electronic media, conducted a series of public hearings with total participation of 193 media experts, and submitted recommendations to the respective parliamentary committees. Experts' recommendations were used while parliament revised these draft laws. All project activities were accompanied with a wide public information campaign, which resulted in about 100 print and electronic media publications. The project, implemented in partnership with the Public Counsel on Freedom of Speech and Information, helped unite efforts of NGOs, think tanks, the media, and parliamentarians in promoting an independent media

**K02-0096 Dnipropetrovsk Youth Cooperation Center**

The leaders of non-governmental organizations (NGOs) in Ukraine's small towns and rural areas lack solid management skills. This lack of ability threatens the livelihood of the third sector in Ukraine's more remote regions. The grantee addressed this issue by providing professional growth opportunities to NGO leaders from small towns and regions in the Dnipropetrovsk Oblast. The project published a manual, produced a series of training seminars, conducted exchange visits among rural and small town civic leaders, provided consulting for 125 non-profit managers and conducted a conference attended by 106 members of the target group. The selected leaders of these regional NGOs not only are more qualified to run their organizations but also have established informal networks to continue learning from each other.

**K02-0229 Center for Support of Public and Cultural Initiatives**

One of the effects of decentralization in Ukraine is that the local government is now responsible for addressing local social issues. Especially in the small towns of the Dnipropetrovsk Oblast, efforts are inadequate. For example, the city budget is too small and the most talented people have left for the bigger cities. As a result, community problems have been left to fester. Those that want to help do not know how, because they lack money and skills. The grantee took a unique approach to supporting civic leaders, by strengthening the capacity of Local Cultural Centers to address a broad range of community problems, such as high unemployment and youth-related crime issues. The grantee trained a network of 87 consultants from these Centers and provided them with how-to manuals. These consultants then worked with 550 local civic leaders to resolve community problems using available resources. In the future, the grantee plans

to help set up Centers for Local Activity in the target towns. These Centers will provide more permanent support for finding local solutions to the complicated local problems facing small towns in Ukraine.

**K03-0024 Charity Foundation Community Initiatives**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." The grantees focused on strengthening partnership among NGOs, increasing available information on the third sector, and human resources development. To improve partnership between civic organizations, the grantee established a network of five regional information offices and conducted an NGO exhibition attended by more than 150 sector players. To increase available information, the grantee organized two local media competitions and opened a regional press center, which brought together local journalists and NGOs to discuss key issues. These efforts increased media coverage on NGO activities by almost 30% from the previous year. To improve educational programs, the grantee updated and conducted a series of six trainings for 120 NGO representatives in evaluation and social marketing. The grantee also designed new educational courses for civil servants in partnership with the regional governmental authorities and local universities. The project contributed to strengthening the grantee's institutional capacity. The grantee also broadened its range of services to a wider clientele.

**K02-0045 Society for Support of HIV-infected People**

According to statistics from the World Health Organization, the spread of HIV/AIDS is nearing epidemic levels in Ukraine. This small, pilot project was awarded to support efforts to prevent the spread of HIV/AIDS. The project provided training on treatment of those infected with HIV/AIDS for social workers and employers and provided job opportunities for members of the families of HIV/AIDS victims. The project activities enhanced reintegration of family members of HIV/AIDS victims into the community. The project was part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targeted development of effective local civic and philanthropic organizations.

**K03-0025 Volyn Resource Center**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." One of the grantees aimed to broaden and improve the services provided by its resource center. The project established a groundbreaking four-oblast network made up of 11 partner organizations and 19 local government institutions, the first of its kind in Ukraine to receive co-financing from the public sector. The grantee designed and conducted a series of trainings in local activism for 141 network members. As a follow-up to the training, the grantee organized a Regional Development Forum bringing together 123 representatives from village and city councils, local businesses and NGOs. This forum generated 19 replicable partnership-oriented examples of effective methods to address local social and economic issues. The project contributed to strengthening the grantee's institutional capacity. The grantee also broadened its range of services to a wider clientele. The center is now used not only by NGOs, but also by government officials and businesses.

**K02-0043 Charitable Salus Foundation**

Spread of HIV/AIDS is nearing epidemic level in Ukraine. President of Ukraine declared 2002 the year to combat AIDS in the country. This grant was awarded to support efforts to prevent the spread of HIV/AIDS. The project established a telephone hot line and produced a series of informational materials. These activities helped to increase public awareness of HIV/AIDS - related issues. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targeted development of effective local civic and philanthropic organizations.

## Uzbekistan

Uzbekistan  
2001

<b>Total Amount of Grants</b>	<b>\$56,192.00</b>
<b>Number of Grants</b>	<b>3</b>

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	8	Counterpart Funding	\$400.00	Jobs Created	73
Female Beneficiaries	48	New Partnerships	2	Businesses Formed	826
Organizational Beneficiaries	87	Innovation Replications	0		
Male Trainees	387	Media Products	5		
Female Trainees	471				

#### Sample Outcome Statement

#### **T00-0447 Karakalpak Republican Branch of the Business Women's Association - Tadbirkor Ayol**

A lack of legal information in western Uzbekistan adversely affects small-business people's ability to defend their rights and develop their businesses. To address this, the grantee set up the first legal-information center in Karakalpakistan. During the grant, 158 small-business women received training and 322 consultations were offered. This helped women start five new businesses, create 62 new jobs, and receive loans and leased equipment totaling more than \$17,000. The project also established a system of paid services. The center has set up partner relations with a law firm to defend the legal rights of entrepreneurs, as well as with a university for education programs. In addition, the organization has contributed input into several legislative initiatives as a representative of small businesses.

Uzbekistan  
2001

<b>Total Amount of Grants</b>	<b>\$14,629.80</b>
<b>Number of Grants</b>	<b>1</b>

### 2.3 More Accountable Local Government

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	9	Counterpart Funding	\$19,660.00	Jobs Created	3
Female Beneficiaries	1	New Partnerships	3	Businesses Formed	0
Organizational Beneficiaries	4	Innovation Replications	0		
Male Trainees	21	Media Products	1		
Female Trainees	3				

#### Sample Outcome Statement

#### **T01-0165 Namangan State Engineering and Economics Institute**

University graduates are often unprepared for the workforce, owing to a lack of basic computer and business skills. To redress this, the grantee developed a new curriculum after consulting with local businesses to find out their needs. It then opened new courses in taxation, banking and management, and trained a pilot class of 24. Fifteen of these students found work in leading industries in the region.

Uzbekistan  
2002

<b>Total Amount of Grants</b>	<b>\$218,643.73</b>
<b>Number of Grants</b>	<b>15</b>

### 1.3 Private Enterprise Development

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	254	Counterpart Funding	\$6,392.00	Jobs Created	89
Female Beneficiaries	81	New Partnerships	42	Businesses Formed	404
Organizational Beneficiaries	187	Innovation Replications	22		
Male Trainees	1350	Media Products	14		
Female Trainees	667				

## Sample Outcome Statements

### **T02-0100 Association of Business Incubators and Technoparks of the Republic of Uzbekistan**

Uzbekistan has a large network of state-supported business incubators. Unlike in other countries, these provide only training and consultations, rather than physical space, for small businesses. In Kazakhstan, incubators provide workspace, but sometimes lack capacity for training and consulting. To take advantage of the best of each model and to establish cross-border contacts, the grantee conducted a three-day seminar attended by 23 Uzbekistani and 10 Kazakhstani representatives of business incubators and supporting organizations. The seminar resulted in an agreement to form a cross-border working group, which held two subsequent meetings, and to explore further cooperation. The incubators should finance these steps themselves as a means of demonstrating their commitment and sustainable financing.

### **T01-0317 Ishonch, Ltd.**

A lack of information about establishing joint-stock companies, coupled with poor corporate governance practices of joint-stock company shareholders, has impeded securities market development in the Namangan region of Uzbekistan. In order to encourage investment in joint-stock companies and improve their operational effectiveness, the Eurasia Foundation provided a grant to gather and disseminate information about the regional securities market. Ishonch Ltd., with assistance from local government officials, compiled and disseminated securities market information through a dedicated website ([www.jscinfo.com](http://www.jscinfo.com)), regional newspapers and a self-published news bulletin. Four issues of their securities market news bulletin were published and distributed to 1,630 shareholders and investors. In addition, Ishonch Ltd. provided free Internet access and training to 203 businesspeople in Namangan. Moreover, the grantee published a how-to Internet manual. A critical success factor of this project was securing local government buy-in and support.

### **T01-0352 Business Women's Association of Djizzakh Oblast**

More than 2,000 ordinances affect small businesses, leaving entrepreneurs vulnerable to harassment from government officials. Against this backdrop, the grantee sought to increase the legal literacy of business people in its region. It held nine two-day seminars for 184 business people, gave 302 consultations, published 600 booklets on small-business people's rights, broadcast five television shows, and held a round table with business and government representatives. This grant helped 15 business people defend themselves in court. It contributed to the opening of 23 businesses and 28 work places. An unintended outcome was that a credit union was created. One shortcoming was that many activities took place during the harvest season, limiting farmers' participation.

### **T01-0407 Women's Resource Center**

Women in the Altai district of the Bukhara province face difficult economic conditions. To address this, the Women's Resource Center conducted a series of 10 seminars on business planning and law with 193 participants, of which 160 are women. In addition, the Center provided 379 consultations, including 225 on legal issues. The Center compiled a database of 132 local women entrepreneurs. Of these, 25 established businesses, 26 received credit to expand their businesses and 14 expanded their businesses activities during the project.

### **T01-0491 Invest Trust Center of the Bukhara Oblast**

As in other parts of the former Soviet Union, lack of financing hinders private farmers and small businesses surrounding the ancient Silk Road city of Bukhara. The grantee is a business association, with farmers and agricultural businesses making up about 70 percent of its membership. In response to their request, the grantee offered trainings and consultations in preparing projects for investment. In total, 25 business plans were written with the grantee's assistance. Sixteen of these received financing totaling more than \$900,000. The grantee's membership doubled to 260 members during the project period, and is sustainable based upon membership dues. It also formed a partnership with the European Bank for Reconstruction and Development's business consulting department. The grantee had intended to attract hard-currency financing, but at the time the Uzbek currency was not convertible, which limited this opportunity. The grantee should be able to continue assisting its members with attracting investment, and in October the Uzbek government announced convertibility, which should ease difficulties with foreign investment.

### **T02-0036 Bukhara Branch of the Business Women's Association**

As a rule, if rural women are to succeed as entrepreneurs they require training that takes into account their lack of education and family commitments. The grantee prepared five modules designed for rural women and prepared 34 trainers throughout the country in their use. The grantee also directly trained 171 people and gave 226 consultations on starting businesses in the Bukhara region. Of these, 46 people opened their own business, 21 expanded existing ones, and 25 people received loans totaling about \$8,500. Given the grantee organization's success with this and prior projects, it is recommended that it concentrate on a self-financing mechanism to continue its work.

**T01-0505 Business Incubator Djizzakh**

Legal ignorance among farmers leads to agricultural contracts that did not consider terms of payments, obligations of suppliers, access to loans, and other important contract issues. As a result, farmers incur losses and suspend or even stop their activities. The Club of Business Meetings brought together representatives of tax, customs, prosecutor offices, courts, ministry of justice, and banks, mass media events, teamed together in rural areas. The grantee introduced a system of payments and, in addition to grant funds, earned about \$842, which was invested in the project. Meetings and consultations led to adding extra sown areas to the farms (15 - 20 hectares), introducing accounting software at six farms, establishing five new farms, and getting loans of \$23,600 to by five farms. The farm Sardor SDP set-up a Solar Photo-Electric Mechanism, which allowed for consistent electricity supply. As a result, levels of bankruptcy were decreased in comparison with 2002, namely because 1,690 new farms were registered (16%). The total number of new job positions in the oblast became 8,712 and the income of farms was increased to 18%. The grantee is recommended for the grant on institutional development.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$178,377.97</b>
<b>2002</b>	<b>Number of Grants</b>	<b>11</b>

**2.1 Citizen Political/Economic Participation**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>174</b>	<b>Counterpart Funding</b>	<b>\$57,069.00</b>	<b>Jobs Created</b>	<b>31</b>
<b>Female Beneficiaries</b>	<b>105</b>	<b>New Partnerships</b>	<b>44</b>	<b>Businesses Formed</b>	<b>65</b>
<b>Organizational Beneficiaries</b>	<b>17</b>	<b>Innovation Replications</b>	<b>4</b>		
<b>Male Trainees</b>	<b>277</b>	<b>Media Products</b>	<b>58</b>		
<b>Female Trainees</b>	<b>911</b>				

**Sample Outcome Statements****T01-0401 Centre for the Social Adaptation of Women of Navoi Oblast**

The effectiveness of NGOs in the Navoi region is limited by their lack of information, financial skills, and cooperation among themselves. To address these problems, the grantee opened an NGO resource center. During the grant period, the resource center's staff prepared 12 consultants, who in turn worked with NGOs on financial management issues, and it provided leadership training to 45 representatives of NGOs. The center helped two new NGOs register -- a youth organization addressing rights questions and a school for NGO leaders -- and gave consultations to other start-up NGOs. These NGOs were able to register in as little as two weeks with the center's assistance, compared to as much as two months prior to the grant. The trainings also helped Navoi NGOs increase the number of volunteers from only 5 to 21. The center also created links between local NGOs and international organizations. As a result, several NGOs received training from the Organization for Security and Cooperation in Europe and from Winrock International on women's rights issues. The center continues to operate following the grant period, and is seeking support from the local mining concern.

**T01-0902 Kokand City TV Studio - Mulokot**

The jigsaw borders of the Ferghana Valley have a negative impact on the economic and daily lives of its residents, and could prove a source of conflict. To help mitigate this, three independent television stations, from Kyrgyzstan, Uzbekistan and Tajikistan jointly created and broadcast a television show focusing on the valley's problems -- such as restrictive trade and border-crossing regimes and water-use disputes -- to raise understanding and create popular support for reform. In all, the partners produced 30 half-hour episodes of "Voices of the Ferghana Valley," nine half-hour episodes of an accompanying analytical show, and 40 news briefs and public service announcements. The shows aired at prime time twice a week in all three countries. The grantees also held three roundtables, one in each country, with community and government representatives, on topics specific to the valley. A ratings agency showed that the trilateral programming is widely watched and has strengthened the stations' commercial viability. An independent evaluation showed that the Uzbek station, Mulokot, from the start assumed a leadership position and helped develop the other two partners (a relationship that is also seen in other partnership projects, and which should be considered a valuable aspect of this type of project). The stations gained valuable experience in joint production. It also showed that programs on small-business development had more immediate impact than ones related to conflict mitigation. An unintended outcome was that, by raising the stations' profile, this project helped Echo Manasa, the Kyrgyz station, sign a memorandum of understanding to rebroadcast BBC shows. Following the grant, the stations continued producing and broadcasting "Voices." The stations have applied to the Foundation to expand the show's reach by adding three additional stations, one from each country.

**T02-0177 Bukhara Center for Information and Culture**

The creation of local charitable foundations has been hampered by inhospitable legislation and lack of awareness among potential funders. To address this, the grantee studied community foundations in Russia and researched local legislation. It then lobbied for enabling legislation by holding a conference, discussing foundations in print and electronic media, and submitting legislative proposals to the government. Shortly after the conference, parliament passed a law easing the creation of community foundations. The International Center for Non-Profit Law had recently staged a complementary effort, so credit for the law's passage - to the extent that any non-governmental organization can claim credit - must be shared.

**T02-0055 Enterprise 'Bakhtiyor – Shokhboz' Jizak, TV station**

Civil society in Djizzakh Oblast is underdeveloped, with few grassroots initiatives and the Soviet legacy of relying for help on the government, which alone cannot cope with growing social problems. This grant attempted to draw interest to and ultimately address some of these problems. The grantee trained 16 representatives of NGOs and initiative groups in preparing public service announcements (PSAs) for local television. These NGO representatives then prepared 30 PSAs, totaling nearly 16 hours of air time. The PSAs, about domestic violence, health, ecology and youth issues, were aired for an audience of 350,000. By raising awareness, the project contributed indirectly to the registration of several new NGOs, the opening of a workshop for blind people, and the opening of a women's shelter with six locations. The independent station itself benefited, as it improved its human and technical resources. This helped it increase its advertising income 42 percent and double its air time. The station went on to cooperate with the British Council, the Business Women's Association and undertake a charity drive.

<b>Uzbekistan</b>	<b>Total Amount of Grants</b>	<b>\$41,821.80</b>
<b>2003</b>	<b>Number of Grants</b>	<b>3</b>

**1.3 Private Enterprise Development**

<b>Individual Level Indicators</b>		<b>Organizational Level Indicators</b>		<b>Social Level Indicators</b>	
<b>Male Beneficiaries</b>	<b>15</b>	<b>Counterpart Funding</b>	<b>\$2,995.00</b>	<b>Jobs Created</b>	<b>25</b>
<b>Female Beneficiaries</b>	<b>6</b>	<b>New Partnerships</b>	<b>1</b>	<b>Businesses Formed</b>	<b>692</b>
<b>Organizational Beneficiaries</b>	<b>15</b>	<b>Innovation Replications</b>	<b>0</b>		
<b>Male Trainees</b>	<b>262</b>	<b>Media Products</b>	<b>2</b>		
<b>Female Trainees</b>	<b>4</b>				

**Sample Outcome Statements****T02-0189 Magazine Bozor, Pul va Credit**

An April 2002 law allows for the formation of credit unions in Uzbekistan. These are more accessible to small and start-up businesses, which often do not meet the lending criteria of commercial banks. To inform small businesses about this new financing option, the grantee started a magazine called "lending markets," established a hot line, and held a roundtable to highlight problems and opportunities of credit unions. Based on these activities, the grantee made several recommendations for improving credit unions. The government adopted these and issued rules that standardized credit-union operations and accounting. At the end of the grant, members of the 10 then-registered credit unions expressed interest in paid subscriptions.

**T02-0168 Union of Beekeepers of the Ferghana Oblast**

The tightening of the Kyrgyz-Uzbek border has limited beekeepers' ability to spend the spring season in the valley's basin and the summer in its mountains, as needed to maximize their harvest. At the same time, beekeeping, popular as a hobby during the Soviet Union, has emerged as a viable small-business. In order to assist its members, the grantee gave trainings and consultations on tax, customs and other business issues. As a result, the grantee helped several members avoid fines, fees and impoundment of their honey. It assisted with writing 63 export contracts, with a total value of more than \$37,000. And about 25 new beekeeping businesses opened. This grant helped develop the organization itself, from primarily a hobbyists' club into a business association. This project was followed by a partnership grant with a Kyrgyz beekeeping association, which will more specifically address the ability of beekeepers to cross borders.

Uzbekistan	Total Amount of Grants	\$30,308.04
2003	Number of Grants	3

**2.1 Citizen Political/Economic Participation**

Individual Level Indicators		Organizational Level Indicators		Social Level Indicators	
Male Beneficiaries	32	Counterpart Funding	\$0.00	Jobs Created	0
Female Beneficiaries	7	New Partnerships	1	Businesses Formed	0
Organizational Beneficiaries	0	Innovation Replications	0		
Male Trainees	2	Media Products	1		
Female Trainees	0				

**Sample Outcome Statement**

**W02-0059 Bay Area Council for Jewish Rescue & Renewal**

The nations of Central Asia are plagued by ethnic and religious tensions and by instability within and outside their borders. This instability is compounded by Islamic extremism throughout the region, and unanticipated events can drive moderate Muslim and opposition figures into the arms of extremists. In order to encourage multi-ethnic and multi-religious tolerance within Central Asia, the Bay Area Council was awarded a grant to introduce the Climate of Trust tolerance approach to a representative group from Tajikistan. A small group from Tajikistan attended a 3-day international conference in Kazan, Russia to focus on the issue of intolerance and to create a plan for formalized communications between nationalities and law enforcement groups. In November 2003, two preliminary seminars were held in Tajikistan, which were attended by 60 participants in Dushanbe and 45 participants in Khujand. As a result of these seminars, a group of 14 people was selected to comprise the Climate of Trust Tajikistan delegation. The delegation will continue its work under Phase 2 of the program, which will focus on training exchanges between San Francisco police and judicial communities in Tajikistan.





## **Appendix D**

### **U.S. Government Grants by Country and Strategic Objective**



# Armenia

## **1.3 Private Enterprise Development**

### **National Federation of Mountaineering**

\$39,480.00

To support the development of adventure tourism in the South Caucasus by introducing and promoting internationally recognized standards for tour routes. The project partners will introduce international standards for classifying tour routes and promote their adoption by relevant state agencies. The partners will also develop national and cross-border routes utilizing these international standards and create a database of routes for utilization in GPS. Information about these routes will be made available through "Tour-Advisor," a computer-based tool for assisting adventure tourists select routes that are most appropriate for their skill level. The partners will advertise this service with promotional tools such as video clips accessible through their website. As a result of the project, the quality of adventure tourism services will be improved.

### **Elegia Cultural NGO**

\$35,518.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled Caucasus Art Expo. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

### **Katil Cultural and Educational NGO**

\$1,021.00

To develop a comprehensive linkage project proposal to improve cultural market relations and promote local craft products through e-galleries and e-commerce. The larger linkage project will seek create a virtual union of highly qualified artisans from the South Caucasus region and to increase handicrafts producers' income.

### **Satsil Association of Seed Producers**

\$35,286.00

To improve agribusiness and boost agricultural productivity, particularly in the area of potato cultivation and seed production, in the countries of the South Caucasus. The partners will build on the success of a 2002-2003 project by expanding the geographic reach and technical breadth of a series of trainings for farmers. The trainings, conducted in collaboration with a consultant provided by Israeli Mashav Center for International Cooperation, will cover agricultural business development and potato production, focusing on business plans, farmers' unions, seed cultivation and drip irrigation techniques that can markedly increase production. In addition, 6 farmers from the region will be selected to attend a series of advanced trainings for agribusiness trainers in Israel. The project will develop farmers' business and training networks and directly contribute to increased potato production in the region. The project is co-funded by Mashav.

**Armenian Agricultural Academy, State Organization**

\$21,485.00

To increase the employment potential of Armenian Agricultural Academy (AAA) graduates and their job placement within Armenia's agribusiness sector. The project will be implemented through the establishment of a Career Placement and Counseling Office (CPCO) within the AAA, and, through development of linkages between the AAA and Armenian private enterprises, the Ministry of Agriculture, agribusiness employers and in-country farmer associations. The CPCO is designed to serve graduates of the Academy (years: 2002, 2003, 2004) during the first nine months of the project and continue to expand its client base by involving the full student body in year two.

**Yerevak, NGO**

\$18,448.00

In support of Small and Medium Enterprise (SME) development in Noyemberyan district of Tavush marz through enhancing capacities of local business support structure and increasing easy access to Internet for local communities. The project will update analytical information on local businessmen; will increase capacities and coverage of the business support structure for consulting, outreach and public information through the development of a web-site and a business bulletin.

**SYUN Educational Consulting NGO**

\$18,667.00

In support of development of tourism promotion and resource Center in Syunik Marz. The technical and professional capacities of the center will be strengthened through training and experience exchange with Middle-Asian and European partners. Syunik marz will be introduced into the tourism network of South Caucasus and Central Asia through establishment of contacts and collaboration with the acting tourism agencies and networks. A regional tourism development Strategy and Action plan as well as a number of local business projects will be developed and submitted to donors. As a result, the tourism development process in the region will be boosted.

**Lunstag Public Organization**

\$18,265.00

In support of development of Small and Medium Enterprise (SME) in Sisian district of Syunik marz through strengthening of regional business support structure and improvement of access to financial resources. The project proposes provision of training in financial and credit management, consulting in strategic and business planning and marketing. Business information will be distributed through bulletin.

**Dilnet Business Promotion Center**

\$15,555.00

In support of Small and Medium Enterprise (SME) development in the Shirak marz of Armenia through strengthening of regional business support structures in the region and training of entrepreneurs in financial management. The project proposes organizational strengthening of regional support structures in Gyumri, Akhuryan, Ashotsk and Amasia cities. The project also envisions training and consulting on financial management and accounting for representatives of SME, as well as elaboration of mechanisms of integration of the interests of the local governance, society and business.

**Gyumri Economic Consulting Service**

\$28,385.00

In support of Small and Medium Enterprise (SME) development in the Shirak marz of Armenia through strengthening of regional business support structures in the region and training of entrepreneurs in financial management. The project proposes organizational strengthening of regional support structures in Gyumri, Akhuryan, Ashotsk and Amasia cities. The project also envisions training and consulting on financial management and accounting for representatives of SME, as well as elaboration of mechanisms of integration of the interests of the local governance, society and business.

**Business Development and Support Center NGO**

\$30,164.00

In support of the development of Small and Medium Enterprise (SME) in Lori region through strengthening of local business support structure, analysis of investment potential of the region and increased professional qualification of business specialists in the region. The project envisions training for trainers from five cities of Lori region, conducting training for entrepreneurs in those cities on business basics and preparation of investment proposals for ten regional enterprises. Within the project framework it is planned to create a Web-portal of Lori region.

**Support for Noyemberyan NGO**

\$19,120.00

In support of increasing the role of women entrepreneurs in the Noyemberyan region of Tavush marz of Armenia. The business skills of 60 female and 30 male entrepreneurs from 19 communities of Noyemberyan city will be improved through training in marketing, finance and accounting, management and business plan preparation. In order to establish a constructive dialogue between state, financial institutions and business, four roundtables with participation of representatives of these structures will be conducted. The business potential of the region will be presented at two exhibitions organized locally. Project activities will be covered in two TV programs.

***Business Advocacy in Armenia -phase II***

*The goal of this initiative is to promote micro, small and medium business development through improvement of the business environment and through the creation of public-private dialog.*

**Chamber of Commerce and Industry of Gegharkunik Region of the Republic of Armenia**

\$25,706.00

In support of increasing the investment attractiveness of the Gegharkunik Marz of Armenia. The proposed project activities include: a) an analysis of the systematic problems for business development in Gegharkunik; b) identification of the most vital legislative issues that hinder flow of investments for business development in the region; c) conducting advocacy campaign and lobbying legislative changes in the National Assembly of Armenia. Local businessmen, representatives of marz government and local members of the National Assembly will be engaged in the project to achieve an ambitious goal of improving overall governmental policy in regard to regional development in general, and, Small and Medium Enterprise development in particular.

**Armenian Merchants NGO**

\$53,830.00

In support of improvement of legal base for the development of Small and Medium Entrepreneurship (SME) in Armenia. The project includes development of legislative changes and lobbying for its adoption, increasing awareness of the entrepreneurs about existing legislation and proposed changes; elaboration of mechanisms for combating corruption in SME sphere. The project includes comprehensive monitoring campaign. The project will help to increase legal awareness of entrepreneurs and to develop favorable legal and administrative environment for SME in Armenia.

**The Foundation Center on Corporate Governance**

\$11,680.00

In support of improvement of business environment for private equity and venture capital industry in Armenia. This will be done through: increased public awareness of the existence of Venture Capital Funds and their role in developing real estate sector in Armenia, drafting the bill "On Venture Funds", submitting it to the National Assembly of Armenia and lobbying for its adoption. The project will result in improved mechanisms of fundraising for high-growth companies and innovators, in the foundation of private equity and venture capital funds in Armenia and growth of Foreign Direct Investments in Armenia

## **1.4 Competitive Responsive Financial Sector**

### **Financial Banking College Foundation**

\$30,650.00

To support the development of the banking industry in the South Caucasus countries by strengthening bank associations (BAs) through capacity building and facilitating an exchange of experience at the regional and international level. The project will build the institutional capacity of BAs by developing their organizational infrastructure, providing consulting to BAs, and facilitating networking opportunities with the support of experienced banking training centers. The above tasks will be achieved by preparing strategy papers for each BA, conducting series of study tours to Western and NIS banking associations, providing trainings led by foreign experts, and holding regional workshops. With the successful completion of the project, the region's BAs will be more responsive to their membership and will enjoy stronger connections with sister institutions in Europe and in the NIS.

## **2.1 Citizen Political/Economic Participation**

### **International Center for Human Development (ICHD)**

\$34,991.00

To advance economic growth and political stability in the South Caucasus by promoting regional integration of energy systems. The grantees will research the basic technical, financial, and legal provisions necessary for reintegrating national energy systems and for linking energy systems in the South Caucasus to neighboring countries. A series of analytical papers will be published, describing the current conditions in the national energy sectors, development trends for the future, as well as the possibilities for and the benefits of reintegration. These papers will form the basis of policy recommendations to be distributed to policymakers and other stakeholders. The project will encourage communication between energy experts and policymakers in the region, and lead to adoption of efficient and effective energy legislation that allows for regional integration.

### **Yerevan Press Club**

\$34,742.00

To build confidence across borders by increasing public access to and dialogue about news produced in the region. The project partners will establish a cross-border mechanism for extensive information exchange, distribution and analysis among news making communities in Armenia, Azerbaijan, and Georgia. In particular, the project will establish a mechanism for ongoing professional content analysis to assess the degree of objectivity of national and regional news reporting in the three countries. The partners will present the results of the project and facilitate a public discussion about news objectivity in the print media. The project will contribute to the cross-border dialogue among journalists and civic activist groups in the region.

### **Center for Regional Development**

\$55,300.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

**Radio VAN, Ltd.**

\$34,939.00

To facilitate regional cooperation and integration by supporting regular exchange of news and information between South Caucasus radio stations. Partner organizations will prepare and broadcast weekly cross-border radio programs entitled Radio Bridge that will allow experts from Armenia, Azerbaijan and Georgia to address issues of regional concern. Text summaries of the programs will be posted on the project's website. Additionally, each partner will create and broadcast daily news plug-ins about events in neighboring countries as part of their regular news programs. The partners will also arrange an exchange of journalists between the three radio stations and host a conference for the program's guests to discuss possibilities for new regional initiatives. This project will improve public awareness of current events throughout the region and it will also expand cross-border cooperation among journalists and representatives of other sectors.

**Investigative Journalists NGO**

\$36,801.00

To foster independent and effective mass media in the countries of the South Caucasus. The partners will develop and enlarge the region-wide information exchange network for journalists, editors, and researchers developed under a previous project. The partners will improve both the operation of an online market for analytical news articles and the network's mechanism for conducting cross-border online interviews with newsmakers. The project partners will also facilitate online forums for journalists and actively open this service to broader audiences. In addition, partners will introduce IT training for local journalists and a monitoring component to assess the impact of the two-year long initiative on journalists in the region. These activities will improve a mechanism for journalists to exchange and access reliable analyses of recent events and trends in their neighboring countries through the use of modern information technology.

**Helsinki Citizens' Assembly, Vanadzor Office, NGO**

\$7,031.00

In support of the creation of a Press Club in Vanadzor, as a resource center to render informational, organizational and methodological support to journalists and media outlets in the Northern regions of Armenia. The project aims at increasing the awareness of the local population regarding civil society issues, as well as at developing independent media in the region. As an alternative mechanism for information exchange a web-site of Vanadzor press-club will be created.

**Third Nature NGO**

\$21,397.00

In support of development of condominiums in Gyumri and in the Shirak region. Through this grant, a resource center will be created to provide professional and technical assistance to condominiums; a condominiums promotion campaign will be conducted which will include meetings with tenants of multi-apartment buildings; Promotional material to support condominiums will be disseminated through media outlets; and training and consulting services will be provided to newly-created condominiums. The Center will have its Internet page and will issue a quarterly information bulletin. As a result of the program about 45-50% of multi-apartment buildings in Gyumri and the Shirak region will be successfully governed by condominiums.

**Zinvori Mair Republican Committee of Armenia**

\$16,126.00

In support of creation of broader mechanisms of public awareness in conscripts' rights. The project envisages enlargement of consulting services, involvement of local right-protective NGOs in public awareness and consulting process through a series of seminars and round table discussions, publication of additional number of information materials, as well as creation of an Internet-site with the opportunities of interactive consulting.

*Creation of Armenian-English & English-Armenian Online Translator  
The goal of this competition is to create software to develop an online  
Armenian-English and English-Armenian translation site that is accessible to the public.*

**State Engineering University of Armenia**

\$35,000.00

In support of more active information exchange through creation of an online English -Armenian and Armenian-English translator. Project activities will include technical creation of the translator and placing it on the Internet.

*Sustainable Development of Community Based Organizations  
The main focus of the competition is to further develop community based organizations as an effective  
tool for increasing public participation in decision making processes as well as for mobilization and  
effective use of local resources in dealing with community issues and needs. The competition is part of  
EF Yerevan's strategic work plan for FY04 and of the initiative aimed at promoting and supporting  
models of sustainable Community Based Organizations (CBOs).*

**Maternity Fund of the Armenian Charitable Public Organization**

\$18,848.00

In support of sustainable development of the Community center of Kanaker-Zeitun community of Yerevan. The project includes activities aimed at creation of sustainability mechanisms, such as partnership with municipality and establishment of a community fund. The other component of the project relates to the development of community based organizations, such as condominiums and parents committees through trainings on fundraising, community participation and volunteerism. The Coordination Council consisting of representatives of trained CBOs will ensure citizens' participation in decision-making processes.

**Gorisi Yeritasardakan Miutiun Public Organization**

\$19,030.00

In support of more optimal and targeted use of local resources through collaboration and partnership among CBOs, local government and private sector. The project envisions the creation of a Partnership and Collaboration Network, which would unite and coordinate activities of NGOs, local government and private sector, as well as elaboration of sustainability models for local NGOs with funding from local budget. The model should be lobbied in the local Council of Elderlies (Avagani). As a result, three or four projects will be jointly developed by members of the Network and funded from local resources.

**Community Centre of Ashotsk NGO**

\$15,487.00

In support of development of multifunctional Community Center in Ashotsk village. The project envisions organizational development of the center as well as creation of the Partners' Council within the community government structure. Organizational development of the center will include staff training, strengthening technical capacities and creation of a Reserve Fund. The Partners' Council will consist of representatives of public and private sectors, as well as local government. The Council will initiate programs of social and economic development of the community, thus opening new fields for the activities of the Center.

**Martuni Women's Community Council NGO**

\$15,153.00

In support of organizational development of a Community Assistance Center of the city of Martuni. Project activities are aimed at strengthening of organizational capacities of the Center, development of collaboration among non-governmental, private and municipal sectors, as well as introducing innovative models of fundraising and resource generation. The project includes: establishment of a Community Fund; PR campaign aimed to establishing collaboration among private, governmental and non-governmental sectors; development and introduction of community resources mobilization mechanisms. As a result, the community will have an alternative problem solving mechanisms as well as a strong organization to lead community mobilization efforts.

**Center for Community Dialogues and Initiatives, NGO**

\$27,477.00

In support of more effective grassroots civic activism through development of a network of intermediary service organizations in the regions of Armenia. The project envisions development of an innovative sustainability approach such as social enterprises. The project will establish two model social enterprises in two regional offices of the network. As a result, two sustainable intermediary service providing organizations will be acting in the regions.

**Meghvik Children and Youth Educational Center, NGO**

\$10,315.00

In support of provision of financial sustainability to community based organizations of Gyumri and Shirak region. The project includes information campaign to stimulate collaboration between private sector, local government and community based organizations, publication of a catalogue of community based organizations of Shirak marz as well as establishment of a Foundation for Community Based Organizations. As a result, community based organizations will establish an alternative source of financial sustainability.

# Azerbaijan

## **1.3 Private Enterprise Development**

### **Association of Certified Accountants of Azerbaijan**

\$32,207.00

To support the introduction of international accounting and financial reporting standards into Azerbaijan's accounting system. By taking practical steps to implement accounting reforms, this project will accelerate the use and acceptance of internationally acknowledged accounting standards in Azerbaijan. The grantee will organize roundtable discussions among accounting experts and government officials to help determine the optimum ways for introducing International Accounting Standards (IAS) in Azerbaijan. By training a select group of private sector and government financial experts on IAS, a cadre of individuals with extensive IAS knowledge will be created. The grantee will arrange for an international expert to consult with this group on accounting reforms and will also prepare and publish a manual in Azeri to teach IAS to local accountants and students. This project will result in a group of well trained financial experts, both private sector and government, who are committed to advancing accounting reforms in Azerbaijan along with the necessary educational materials needed to implement the reforms.

### **Society of Marketing Specialists of Azerbaijan**

\$5,050.00

To increase awareness of modern marketing strategies. In order to strengthen local knowledge about the fundamental theories and practices of marketing, this project will translate, publish and distribute the prestigious textbook used within Harvard University's business curriculum, *Marketing: An Introduction* by Gary Armstrong and Philip Kotler. Funded jointly with the U.S. Embassy Public Affairs Section's Book Translation Program, 500 copies of the book will be distributed to business and economic university students in Azerbaijan, as well as to public libraries and local organizations. To deepen the impact of this project, the grantee will also work with recipient universities to include the textbook as a component of their standard curriculum so that students and faculty will increase their knowledge of modern market-oriented and customer-driven business strategies.

### **Union of Artists of Azerbaijan**

\$34,988.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled *Caucasus Art Expo*. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

### **'Musigi Dunyasi,' International Magazine**

\$1,010.00

To develop a comprehensive linkage project proposal that will improve cultural market relations and will promote local craft products through e-galleries and e-commerce. The linkage project will seek to increase handicrafts producers' income and create a virtual union of highly qualified artisans from the South Caucasus region.

**Agrarian Scientific Informational Center**

\$35,141.00

To improve agribusiness and boost agricultural productivity, particularly in the area of potato cultivation and seed production, in the countries of the South Caucasus. The partners will build on the success of a 2002-2003 project by expanding the geographic reach and technical breadth of a series of trainings for farmers. The trainings, conducted in collaboration with a consultant provided by Israeli Mashav Center for International Cooperation, will cover agricultural business development and potato production, focusing on business plans, farmers' unions, seed cultivation and drip irrigation techniques that can markedly increase production. In addition, 6 farmers from the region will be selected to attend a series of advanced trainings for agribusiness trainers in Israel. The project will develop farmers' business and training networks and directly contribute to increased potato production in the region. The project is co-funded by Mashav.

**SIFE - DC Office**

\$116,356.00

To improve the leadership skills of young entrepreneurs in Central Asia. SIFE, an organization that provides a venue for students to apply business skills by implementing practical solutions to identified market needs, will conduct an intensive workshop for the winning teams of a region-wide youth competition and form a regional SIFE team. This team will travel to Azerbaijan to assist in the opening of a new SIFE office. This project will help broaden the appeal of SIFE programs and strengthen business ethics and entrepreneurship among young people throughout the region.

**Engineering Charitable Society**

\$31,044.00

To introduce the use of by-products from agricultural production as a source of additional income for farms and small agricultural processing enterprises. After collecting and categorizing data on the amount and types of byproducts created in Azerbaijan from agricultural processing, the grantee will organize trips to Russia and Georgia to learn from those countries' experiences in using agricultural byproducts. Armed with the latest techniques and accurate information on the availability of byproducts in Azerbaijan, the grantee will conduct seminars and meetings in rural Azerbaijan to promote and publicize the potential benefits of byproducts processing. The grantee will also publish a book and arrange for an exhibit on byproducts and their profit potential as a further means to disseminate information. As a result, farmers and small agricultural processors will be introduced to a new revenue generating resource.

**Agroproyekt, Ltd.**

\$29,188.00

To increase the effectiveness and productivity of the agricultural sector in the country's arid zones through the introduction of drip irrigation. The project will study alternative methods of drip irrigation and will design a model system that is optimized to local climactic conditions. This model will be introduced and tested at a selected experimental site. A documentary film featuring the application of the method will be created and distributed among regional farmers, who will also receive training and all the technical documents to allow them to introduce an optimized drip irrigation system on their farms.

**Irshad-I.A.M. Joint Venture**

\$34,445.00

To support business expansion in the tourism sector by increasing the number of highly qualified tourism operators in Azerbaijan. This project will allow Irshad-IAM to provide 3 week-long trainings for travel guides in Sheki, Ganja and Baku, the publication of materials illustrating the strategic development of new tourism routes, a survey among tourists to analyze the perceived level and quality of tourist services, and seminars with industry representatives to discuss mechanisms for further development of the sector. As a result of this project, 25 current travel guides will receive training to increase their professional qualifications and standardized evening classes will be implemented for the training and retraining of travel guides in Azerbaijan.

### **Taraggi Scientific and Industrial Union**

\$34,955.00

To support the creation and development of the network of fish farms through the introduction of modern technologies and international experience in this field. The activities will include the publishing of specialized literature and training on the most effective methods of fish farming in developed countries. 10-15 farms with the potential and willingness to develop pilot fish farms will be identified and selected. The business plans for these fish farms will be developed and presented to financial institutions and governmental agencies for potential funding. The project will also pave the way for the further introduction and development of fish farming as a promising income-generating sector of the economy.

#### ***Promoting Transparency in Taxation***

***The goal of this initiative is to promote transparency in taxation procedures and to increase SME's understanding and knowledge of tax procedures and legislation.***

### **KRON Co, Ltd.**

\$27,343.00

To improve the capacity of small and medium enterprises to respond to frequent changes and updates in taxation procedures and the Tax Code. This project will conduct a comprehensive study of small and medium entrepreneurs' most critical problems related to taxation procedures in the north-western regions of Guba-Gusar, Sheki, Ganja-Shemkir and Khanlar. 14 intensive interactive trainings for approximately 350 small and medium entrepreneurs will be organized along with three roundtables with representatives from local tax departments and municipal offices to discuss procedures for interaction between tax authorities and businesses along with the rights and responsibilities of taxpayers. The grantee will also develop a traveling consultation unit, which will be equipped with an electronic library containing commentaries on tax legislation and procedures in order to provide ongoing consultations to entrepreneurs. 350 copies of the "Practical Guidebook for Businesses on Tax Procedures" will be published and disseminated among the training participants. This project is supported as part of a competition funded jointly with Statoil.

### **Caucasus Business Development Center**

\$24,863.00

To improve the capacity of small and medium enterprises to respond to frequent changes and updates in taxation procedures and the Tax Code. This project will create a working group of tax experts to provide specialized consultations responding to the specific requests of 40 entrepreneurs in Lenkoran, Masalli, Astara, Barda, Ujar and Imishli. The project will also facilitate four roundtable discussions between the taxation working group, local businesses and tax departments, and the Educational Centre of the Ministry of Taxation to promote mutual cooperation between tax authorities and taxpayers. In addition, the project will provide 6 two-day intensive training sessions for 80 businesses and publish 1000 mini-calendars containing information about tax regulations, dates of tax payments and submission of relevant reports and approximately 300 tax awareness program materials for businesses in the target regions. This project is supported as part of a competition funded jointly with Statoil.

## **1.4 Competitive Responsive Financial Sector**

### **Azerbaijan Bank Training Center**

\$33,700.00

To support the development of the banking industry in the South Caucasus countries by strengthening bank associations (BAs) through capacity building and facilitating an exchange of experience at the regional and international level. The project will build the institutional capacity of BAs by developing their organizational infrastructure, providing consulting to BAs, and facilitating networking opportunities with the support of experienced banking training centers. The above tasks will be achieved by preparing strategy papers for each BA, conducting series of study tours to Western and NIS banking associations, providing trainings led by foreign experts, and holding regional workshops. With the successful completion of the

project, the region's BAs will be more responsive to their membership and will enjoy stronger connections with sister institutions in Europe and in the NIS.

## **2.1 Citizen Political/Economic Participation**

### **For Civil Society, Independent Consulting Center**

\$2,989.00

To support the development of local philanthropy and corporate social responsibility in Azerbaijan. The grantee will organize a conference for NGO representatives, government officials and business leaders to discuss ways to encourage increased local philanthropy and enhanced corporate social responsibility among Azerbaijani enterprises. Using examples gleaned from experiences in other countries, the conference attendees will focus on realistic and achievable solutions to the many problems and obstacles that prevent the formation of local philanthropy in Azerbaijan. To stimulate and further extend the dialogue on this critical subject, the grantee will publish a set of recommended next steps and actions based on the conference proceedings.

### **Entrepreneurship Development Foundation**

\$7,260.00

To support the anti-corruption movement in Azerbaijan by increasing the level of public awareness about the detrimental impact of corruption. The project will finalize a comprehensive study of corruption, which includes an analysis of the Azerbaijani legal framework, personal and group interviews with experts, and a nation-wide survey of households and enterprises to reveal a complete picture of corruption in Azerbaijan and to identify the most pressing issues. As part of a larger program jointly funded by OSCE, BP, Statoil and the British Embassy, the Eurasia Foundation will provide support for the production of a report on the condition of corruption in Azerbaijan. 750 copies of the report will be published in Azerbaijani and English and disseminated to relevant government agencies and local and international non-governmental organizations. In order for the report to reach as many citizens as possible, the report will be placed on the Web site of Transparency International and Transparency Azerbaijan.

### **Third Sector Democracy Journal**

\$15,925.00

To support an increase in youth activities in Barda, Agdam, Agjabedi, Tartar, Goranboy and Yevlakh and to encourage young leaders to be candidates in the upcoming municipal elections. The project will organize a series of 18 seminars to help young leaders establish and run election campaigns. The first six training seminars for 150 active young leaders, aged 21-30, will focus on the potential candidates and what they must do to successfully run for public office. The second six seminars will bring together individuals who would support the young candidates and help them with their campaigns. The final six seminars will train observers for these candidates to insure they have representation in the voting precincts on Election Day. In addition, one regular publication of the III Sector journal will be entirely dedicated to issues surrounding the municipal elections. Promotional materials to be prepared and published under the project will help voters better understand the importance of local government institutions and their role in citizens' everyday life. As a result of this project, approximately 550 young people will have received training on various aspects of municipal elections and the potential for young leaders to be elected will be greatly increased. This project is jointly funded by the US Embassy.

### **United Aid for Azerbaijan**

\$13,194.00

To support the integration of handicapped children into society by involving families, communities and government representatives in joint activities to provide assistance to families in caring for their handicapped children. This project will develop a pilot program of community-based rehabilitation of handicapped children in the Yasamal region of Baku, Ganja and Khachmaz where the beneficiary families will be empowered to address the special needs of their children using the help of their communities and volunteers. The project will raise the awareness of community members and the government concerning the problems of handicapped children and will provide training in rehabilitation techniques to approximately

60 volunteers. The project will also publish brochures and two issues of a newsletter that will be disseminated among the population in target and neighboring regions and to governmental and non-governmental organizations. At the end of the project, a national conference on the community-based rehabilitation program will be held with the participation of volunteers from the targeted regions, representatives of governmental and non-governmental organizations and the mass media. In total, 50 people will attend this conference. The project activities will be filmed at all stages of its development and will be shown to government representatives, international donors and mass media organizations.

**Far Center, Ltd.**

\$22,018.00

To support stronger coordination among civil society representatives working to encourage democratic reforms in Azerbaijan. This project will enable 16 expert groups to analyze the main direction of reforms in Azerbaijan, including those related to the constitution, elections, mass media, small and medium businesses and the judicial system. Each expert group will convene three round table discussions to develop a set of recommendations on the direction of reforms and three conferences will be held to discuss the major findings of the expert groups. As a logical completion of the project, a book titled "The Next 10 Years: The Main Goals and Directions of Democratic Reform in Azerbaijan" will be published and disseminated to relevant governmental and non-governmental organizations. A package of recommendations for reforming the political and economic system of Azerbaijan will be submitted to the Presidential Apparatus, the Cabinet of Ministers and the Milli Mejlis (Parliament) for consideration. The project is funded jointly with the Norwegian Embassy and the Open Society Institute - Assistance Foundation.

**215 KL Independent TV Company**

\$25,794.00

To promote the civic awareness and participation in civil society among high school students in Azerbaijan. Using engaging methodology appropriate for this age group, several rounds of essay and art competitions will be organized to help more than 500 high school students from around the country think critically about democratic processes. The competitions will focus upon a wide range of topics, including "If I were the President," "If I were an Opposition Party Member," "If I were the Leader of a Non-Governmental Organization," "The Importance of Elections," and other similar topics. An independent committee will be organized to select the contest winners, with the best drawings to be exhibited in Baku's Central Children's Art Gallery and the best compositions to be included in a book entitled "Azerbaijan and Me" and distributed to schools of the participants and regional public libraries. Upon completion of the competition, 72 students will then have the opportunity to participate in a television broadcast entitled "Azerbaijan and Me." Resources for the broadcast have been generously provided by Leader TV, one of the country's leading television channels.

**Care for the Children**

\$6,828.00

To support community development in Barda and Tartar by uniting government agencies, NGOs, local government officials and businesses to achieve a common goal. During roundtable discussions and training sessions, 64 people will learn techniques for improving cooperation, prioritizing activities and building coalitions. As a practical application of their training, the participants will organize and participate in special events such as tree planting and trash disposal to improve the ecological condition of their communities. To increase the overall effectiveness of the project and to demonstrate its value, all events will be recorded on video cassettes to be shown at schools and distributed to local stakeholders. Jointly funded by the World Bank and the Open Society Institute, this project will bring together concerned citizens from all sectors of society to help them focus their efforts to solve problems in their communities.

**Towards Civil Society Center**

\$7,004.00

To support the improvement of legislation that codifies municipalities and to contribute to the development of the municipality system in Azerbaijan. By organizing expert analysis of existing laws, the grantee will address shortcomings in the legal structure of Azerbaijan's municipality system. Designed to encompass all stakeholders, the project will arrange five roundtable discussions for fifteen people who represent the permanent parliamentary commission on regional issues, the Ministry of Justice, NGOs, educational institutions, and municipalities. Legal experts on the municipality system will also participate. A book based on the results of these discussions will be published and distributed to relevant government agencies and non-governmental organizations. As a result of the project, a group of experts will produce a credible package of recommendations for improving the current municipality structure, which stands a high chance of being implemented due to the group's composition. This project is jointly funded by the World Bank and the Open Society Institute.

**Union of Students of Sumqait**

\$3,600.00

To support the development of constructive relations between non-governmental organizations and municipalities operating in Sumgayit in order to solve existing social problems. Jointly funded by the World Bank and the Open Society Institute, the project will bring together representatives of three municipalities and eighteen non-governmental organizations to develop a program of joint collaboration. Twelve roundtables and eight seminars will be held for 200 people representing those municipalities and NGOs. The project will establish a center for coordinating the activities of municipalities and local NGOs in the area of social issues. A database will be created under the project, which will strengthen the information-sharing mechanisms available to NGOs and municipalities.

**Civil Society and Human Rights Public Association**

\$2,520.00

To support increased awareness among voters and municipality members and employees in the Mingachevir region in the field of modern management techniques and transparent municipal elections. To achieve this goal, the project will provide twelve seminars for 300 people and twelve round tables for representatives of the mass media, NGOs, local election commissions and political parties. Information brochures and promotional materials will be published and distributed to relevant organizations. A Web site created under the project will contribute to greater access of information by the larger community. The project is funded jointly with the World Bank and Open Society Institute - Assistance Foundation under a Small Grants Program.

**Azerbaijani-American Youth Social Association**

\$2,850.00

To increase civic activism among young people in Fizuli by encouraging them to participate in local self-governance processes. The project will bring together teachers, young people and municipal leaders to address local community concerns and to engage them in local government activities. Training seminars on division of authorities between government agencies and municipalities, importance of local self-government institutions, etc. for 30 people in each location will be held in fourteen villages throughout the Fizuli region. The same 420 participants will then take part in fourteen workshops to refine the skills they acquired during the training and discuss common problems they encounter with. A brochure titled "Forms of Citizens' Participation in Local Self-Governance Processes" will be published and distributed to participants of the seminars to further increase the impact of this project. The project is funded jointly with the World Bank and the Open Society Institute - Assistance Foundation under a Small Grants program.

**Union of Young Accountants**

\$2,780.00

To support increased knowledge among municipality employees in Guba, Nabran and Khachmaz in the areas of finance, budgeting, accounting, expenditures and other matters related to responsible fiscal management. The project will convene three seminars in each region for a total of nine seminars, and a Web site will be created in order to increase awareness among local community members about the budgeting process of their representative municipality. In addition, 200 copies of a book entitled "Financial Management at a Local Level - The Local Budgeting Process" will be published and distributed to local municipalities. This project is funded jointly with the World Bank and Open Society Institute- Assistance Foundation under a Small Grants Program.

**Origami-Public Association for Children and Youths**

\$2,139.00

To support the integration of visually impaired children to society and support their intellectual development through the ancient Japanese Origami Arts. The project will train 350 visually impaired students of boarding schools of the age of 6-22 on Origami Arts and issue monthly information bulletins that will attract other children to learn Origami. The monthly bulletin will also make relevant governmental and non-governmental organizations aware of the need to organize such activities as Origami for vulnerable groups of children. The process of training will be filmed and video cassettes will be distributed to regular schools to make schoolchildren aware of such activities. The project will also hold an exhibition on Origami Arts and visually impaired children together with regular children can jointly participate in the exhibition. The project is funded jointly with the World Bank and the Open Society Institute - Assistance Foundation under a Small Grants Program.

**Independent Students' Trade Union Committee**

\$1,640.00

To support the establishment of a cadre of volunteers in Baku and Ganja by encouraging municipalities and local NGOs to engage volunteers as human resource capital for the development of their communities. The project will hold four training sessions for fifty-two representatives from municipalities, local NGOs and other community groups, as well as four round tables for sixty future volunteers. To determine prevailing attitudes toward volunteerism and to focus the training, the grantee will conduct a sociological survey among 100 respondents in Baku and 100 respondents in Ganja. In order to further stimulate this new volunteer movement, the municipalities will hold a "Best Volunteer of the Year" competition within their communities. The project is funded jointly with the World Bank and Open Society Institute - Assistance Foundation under a Small Grants Program.

**League for the Defense of Citizens' Labor Rights**

\$27,205.00

To support the protection of labor rights in Azerbaijan. Within the framework of this project, Azerbaijani citizens will receive free legal assistance for the defense of their labor rights in court and for the promotion of a constructive dialogue between employers and employees. The project will establish a Legal Consulting Center in Baku to provide on-going consultations to employers, employees, trade unions and relevant non-governmental organizations in Ganja, Lankaran, Ali-Bayramly, Siyazan, Sumgayit and their neighboring districts. 2500 copies of a handbook entitled "Samples of Documents Regulated to Labor Relations" will be published and disseminated to relevant governmental and non-governmental organizations, as well as to regional public libraries and other resource centers around the country. The documents and materials developed under this project related to labor rights and the resolution of labor disputes will be placed on the organization's existing Web site, [www.clrpl.org](http://www.clrpl.org). Future activities of the Legal Consulting Center will be supported by revenue-generating services provided to employers and entrepreneurs while maintaining pro bono legal assistance to vulnerable citizens.

**Ganja Regional Organization of Knowledge Society**

\$28,906.00

To support the further development of the Community Active School (CAS) model in Azerbaijan. The CAS model, introduced in Azerbaijan in 2003, employs the principles of democratization, partnership and volunteerism to strengthen collaboration between schools and communities and transform schools into civic and cultural centers for the community. This project will build upon the organization's prior CAS experience in order to improve the ability of community-school associations in three schools in Ganja to develop sustainable strategies for improving the quality of education and to utilize internal and external resources in addressing community needs. The associations will also promote transparency in the schools' budgets and citizen participation in the target schools and communities. This project will include a civic education program for community members, teachers and students in order to promote the concepts of volunteerism and philanthropy.

**Entrepreneurship Development Foundation**

\$49,100.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

**Gender and Human Rights Research Union**

\$10,990.00

To increase women's participation in the 2004 municipal and the 2005 parliamentary elections in ten rural regions. The project will organize training seminars in ten rural regions on voting rights and responsibilities for more than 180 women, who will then lead voter education seminars in their communities. 500 copies of a book entitled "Woman and Elections" will be prepared, published and distributed to trainees and relevant NGOs.

**International Center for Social Research**

\$22,525.00

To strengthen civil society in Azerbaijan by increasing the participation of different sectors and stakeholders in assessing civil society and by improving the dialogue between them. Under this project, a National Council will be set up with support from CIVICUS to lead and oversee the process of developing a Civil Society Index for Azerbaijan. After a survey of 1200 citizens and 120 civil society stakeholders on the current state of civil society, six regional seminars will be conducted to discuss the survey findings. At a two-day national workshop, the stakeholders will debate and validate the results of the research and develop strategies and actions to address emerging issues. The project's final product will be a country report produced in the standard CIVICUS format.

**Yeni Inkishaf, Ltd.**

\$21,150.00

To support the integration of hearing and speech impaired citizens into society by increasing their awareness about existing legislation and improving their ability to protect their legal rights. The project will produce and disseminate 800 copies of video materials containing the most important legal issues the beneficiaries are encountering in Baku, Ganja, Lankaran and Guba. The grantee will organize presentations of these materials to ensure that the beneficiaries understand the issues covered by the materials and have the opportunity to receive clarifications. Two roundtable discussions will be held in each of the target towns with the participation of local leaders of hearing and speech impaired societies and a "hot line" will be developed to communicate and respond to issues of concern via fax with representatives of hearing and speech impaired societies.

### **Ziya Society of Juridical and Sociological Research**

\$22,533.00

To support the improvement of municipalities by establishing a Center for Legal Assistance to Municipalities and by training municipality officials on their legal rights and responsibilities. Under this project, regional seminars on "Legal Responsibilities of Local Governments" will be conducted for 300 municipality officials and their employees in Baku, Ganja, Nakhchivan, Guba, and Lankaran. At the legal assistance center, local government officials will receive free legal consultations on municipality issues. The center will also house a new municipality law library that local government officials can use free of charge. A comprehensive web site on municipalities and Azerbaijani legal code will also be created.

### **International Law Association**

\$18,877.00

To support decentralization and the strengthening of local governments in rural Azerbaijan by increasing municipalities' capabilities to carry out their constitutionally mandated responsibilities. The project will provide seminars covering the development of local economic policy, town planning and land use, financial management, and budgeting in eight rural regions for 240 municipality members and local NGO representatives. In addition, to increase public awareness of these important subjects, the major discussion points from the seminars will be featured in a TV show broadcast on one national and four regional networks.

### **Azerbaijan Society of Visually Impaired People**

\$10,521.00

To support the integration of visually impaired people into society by providing access to a wide variety of information on audio-tapes, which will be available in Audio Books Libraries. The project will support the publishing of thirty textbooks in Braille on mathematics, reading and native language for third grade schoolchildren within the specialized schools for visually impaired children in Baku and Nakhchivan. More than 1500 audio-tapes on history, science, philosophy, economics, law, and other subjects will be provided to the Audio Books Libraries in Baku, Nakhchivan, Guba and Gazakh.

## **2.2 Improved Legal Systems**

### **RUH - Journalists Defense Committee of Azerbaijan**

\$31,909.00

To develop a self-financing system in journalism and to raise the quality and awareness of mass media representatives and students of journalism regarding journalistic ethics. This project will develop a curriculum for a course entitled "Mass Media Ethical Norms" and will offer the course to 50 mass media representatives twice a year. Upon receiving approval from the Ministry of Education, the Institute of Media Problems will be compensated for introduction of the course to approximately 250 students of journalism in universities in Baku. Two textbooks will be developed and published specifically for this course - "Professional Ethics: Experience of Journalism in the USA and Other Developed Countries" and "Professional Ethics: The Problems and Prospects of Journalism in Azerbaijan." For wider dissemination of this topic, a Web site of the Institute of Media Problems will be created and all project materials will be made available for public access.

### **D. Aliyeva Society for the Protection of Women's Rights**

\$28,118.00

To support the development of civil society in Goychay through the establishment of a Resource Center promoting NGO formation in the region and providing consultations on the most pressing issues of NGOs including organizational development, legal advice on registration and the creation of sustainable strategies. The Center will also engage women and youth in civil society activities and in the establishment of new NGOs in the region. The project will organize a civic forum entitled "The Role of NGOs in Civil Society" and will include the participation of at least 40 people representing local executive committees, municipalities and the general public. In addition, 25 people will participate in seven training seminars where they will discuss issues related to civil society development. Participants of the forum and training

seminars will receive two booklets -"Legal Regulations of NGO Activities: Strategic Planning" and "Volunteer Movement and Leadership."

**Society of Women of Azerbaijan for Peace and Democracy in the Transcaucasus**

\$21,100.00

To support the increase of women's awareness of their civil, legal and human rights using educational documentary films. A series of 10-12 minute TV shows will be produced, dramatizing real life situations on seven topics, including trafficking, family violence and the division of marital property. Based on actual incidents, the films will demonstrate specific abuses of civil, legal and human rights and conclude with information on assistance that is available to victims. The shows will be broadcast weekly over a two-month period on one national and eight regional TV channels, providing wide coverage of these critical issues.

**Azerbaijan University**

\$29,477.00

To support the establishment of Career Centers in Azerbaijan University and Nakhchivan State University for the dissemination of knowledge and experience in career planning and job placement. The project plans to hold 8 trainings for 500 students in Baku and Nakhchivan universities and to create a database on the current labor market and employment opportunities. In the Azerbaijan University career center, a library will be developed to provide access for students and graduates to printed and electronic career resources. In order for information on job opportunities to reach as many students and graduates as possible, a Web site of the Center will be created and updated on a monthly basis. The center will publish and disseminate a manual entitled "Job Placement and Career Beginnings - Strategies for Success" to students at higher educational institutions.

**AzLegal Company**

\$28,524.00

To support the enhancement of lawyers' knowledge and skills related to the Azeri labor legislation for the protection of employees' labor rights. The project will provide training courses and seminars for fifty law students and young lawyers to help them understand the practical aspects of the labor legislation. 1000 copies of the "Practical Reference Book on Labor Legislation" will be published and distributed among law departments of universities, NGOs, mass media organizations, businesses, etc. An electronic version of this book will be developed and placed in the Internet.

**2.3 More Accountable Local Government**

**Yasamal Municipality**

\$2,214.00

To increase voter turnout in the 2004 municipal elections in Baku, Sumgayit and Absheron. The project will organize a one-day seminar for 170 local government leaders who are responsible for planning and managing the upcoming elections in 67 municipalities. Focusing on motivating citizens to exercise their democratic rights, the seminar will provide the officials with the most efficient methods for instructing voters in a post Soviet transitional society. These leaders will then coordinate and carry out voter education activities in their respective municipalities.

# Belarus

## **1.3 Private Enterprise Development**

### **Professionals for Development, Public Union**

\$18,030.00

To foster the development of credit union operations and cooperation. The Project will conduct a credit union public information campaign in the national and regional press and publish a new "How to Create a Credit Union" manual. To help institutionalize the program, the grantee will organize 14 regional round tables aimed at defining initiative groups and subsequently to provide follow-up consulting services for those groups. The project team will develop a model charter and an accounting policies and procedures manual for credit unions. The grantee anticipates creation of at least one credit union by the end of the project. Project implementation will help to create favorable environment for the development credit unions, that will in turn increase the volume of consumer and commercial lending.

### **Stolny Society for Mutual Lending**

\$14,493.00

To accelerate the development of the credit union movement. The grantee will register a pilot credit union at the commencement of the project. Lessons learned will be used to draft amendments to current legislation and submit them for review by the Cabinet of Ministers and the National Bank. The project team will create a center for consulting on credit union issues, organize a series of 16 seminars in Minsk and the regions, and provide training to groups willing to create a credit union. A public information campaign through the national and regional media will be leveraged with a booklet published and disseminated to the target audience and a credit union information web-site. A field trip of two Belarusian experts to Ukraine will help establish contacts with Ukrainian credit unions and study their experience. This project will help provide access to capital for small businesses and increase the purchasing capacity of citizens.

### **Belarus Union of Entrepreneurs**

\$17,512.00

To improve the business climate for small and medium sized business. This project strives to create more favorable conditions for small and medium enterprises (SME) by establishing a Center for SME Advocacy and Analysis of Commercial Legislation and by providing training, legal and consulting assistance to entrepreneurs. The successful implementation of this project will strengthen the infrastructure for SME support services and increase the sector's sustainability.

### **Entrepreneurs of the Brest Oblast, Public Union**

\$26,744.00

To develop mechanisms and procedures for alternative dispute resolution (ADR) for small and medium businesses. Project activities include trainings for businessmen and lawyers about the theory, implementation methods and procedures for ADR in commercial cases. The project will create an ADR Center where small and medium sized businesses in the agricultural section can become familiar with mitigation and arbitration.

### **Belarus Union of Entrepreneurs and Employers**

\$42,982.00

To improve small and medium business development by strengthening Belarusian business associations. The grantee will offer a wide range of services to businesses throughout Belarus. Service will include legal advice, assisting in licensing issues, and conducting negotiations with state agencies. The grantee hopes to increase small and medium businesses' access to capital and to export markets by reducing barriers to economic development in Belarus.

## **2.2 Improved Legal Systems**

### **Belarus State University**

\$22,270.00

To foster the development of public legal clinics. The grantee will create a legal clinic education coordination center within the current legal clinic at Belarusian State University, and promote the public legal clinic concept among teachers, law students, and the public, as well as assist in creation and start up of at least 3 regional clinics. The project team will also develop two new educational programs entitled "Legal Education for Secondary School Students" and "Legal Assistance to the Convicted." The project will improve access of socially underserved groups to legal support and protection of rights while also improving the practical skills of law students.

## **2.3 More Accountable Local Government**

### *Ukrainian-Belarusian Partnership for Community Development*

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

### **Association of Regional Development Agencies, All-Ukrainian Union of Public Organizations**

\$59,856.00

To foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. Implemented in partnership with the Belarusian Information Center, this project envisages preparation of an integrated, training program on community development and local self-governance issues. This training will include designing curricula, developing training manuals, and conducting a series of study trips to Ukraine for 8 delegations from Belarusian local communities selected on a competitive basis. This project, which is co-funded by Charles Stewart Mott and International Renaissance Foundations, will enhance problem solving skills of Belarusian local communities and introduce proactive, systematic contacts between Ukrainian and Belarusian professionals and civic organizations involved in community development and in local self-governance.

# Georgia

## **1.3 Private Enterprise Development**

### **Business Initiative for Reforms in Georgia (BIGR)**

\$23,899.00

To support economic reforms by assessing the competitiveness of the Georgian economy. The project will include a survey of leading business executives and entrepreneurs to evaluate the country's microeconomic environment as well as the collection of hard data. The study results will be analyzed by World Economic Forum experts and included in the Forum's Global Competitiveness Report. A conference will be held following the national release of this report, which will involve representatives from the government, international organizations, businesses, mass media and non-governmental organizations. The report will serve as a basis for government-level discussions on Georgian economic competitiveness and will lead to better targeted policy making. The report will also contribute to the increased visibility of Georgia in the international business community.

### **Center on Economic Corruption Monitoring**

\$36,312.00

To promote the transparency of energy sector regulation and management by strengthening the public's role in decision-making and mobilizing public opinion. The Center for Economic Corruption Monitoring will serve as a watchdog by monitoring and analyzing processes within the energy sector and identifying specific mechanisms of misuse of public funds and abuses of power by governmental bodies and stakeholders.

### **Centre on Tourism and Recreational Development**

\$37,120.00

To promote tourism development in Georgia through the creation of an inventory of tourism and recreational resources incorporated into the Geographic Information System database (GIS). The project will collect and analyze information on recreational, cultural, architectural, archeological and ecological sites in Northern and Western Georgia. The information will be integrated into a multi-layer electronic map and placed on CDs and a website. The CDs will be distributed to local travel companies, embassies, tourism faculties and government agencies. The project will help increase tourism revenues by increasing the services tour agencies provide and increasing the number of local and international tourists.

### **Speleologist's Union of Georgia**

\$31,165.00

In support of the development of tourist industry in the South Caucasus through elaboration and introduction of safety standards being in compliance with internationally recognized standards and relevant local legislation. The project will include such components as elaboration of common standards of marking, certification, and classification of tourist routes in such a way as to make them being harmonized both with internationally recognized standards and legislation regulating the sector; development of regional routes based on this new standards and creation of data base of those routes for utilization in GPS, creation of an information tourist center.

### **New Art Union**

\$34,362.00

To strengthen the region's contemporary art market and further its integration into world culture through an annual international exhibition. The project partners will explore ways to improve the business skills of modern artists and other art business actors, effect positive structural changes in the regional art market, and integrate the cultural and economic aspects of modern art across the South Caucasus. In particular, project participants plan to conduct a series of activities that will pave the way for holding an art exhibition entitled Caucasus Art Expo. These activities include conducting market research on the contemporary visual art market throughout the region, organizing a series of marketing trainings for art professionals, creating a database of contemporary visual art and crafts, developing a web-site, and producing an

electronic business guide and catalogue. The partners also plan to create a coordinating center, which will take responsibility for arranging the exhibition on an annual basis.

**Georgian Foundation on Culture and Art**

\$940.00

To develop a comprehensive linkage project proposal that will improve cultural market relations and will promote local craft products through e-galleries and e-commerce. The linkage project will seek to increase handicrafts producers' income and create a virtual union of highly qualified artisans from the South Caucasus region.

**Shalom Club**

\$34,976.00

To improve agribusiness and boost agricultural productivity, particularly in the area of potato cultivation and seed production, in the countries of the South Caucasus. The partners will build on the successes of a 2002-2003 project by expanding the geographic reach and technical breadth of a series of trainings for farmers. The trainings, conducted in collaboration with a consultant provided by Israeli Mashav Center for International Cooperation, will cover agricultural business development and potato production, focusing on business plans, farmers' unions, seed cultivation and drip irrigation techniques that can markedly increase production. In addition, 6 farmers from the region will be selected to attend a series of advanced trainings for agribusiness trainers in Israel. The project will develop farmers' business and training networks and directly contribute to increased potato production in the region. The project is co-funded by Mashav.

**Suntni Group for the Promotion of Active Tourism Development**

\$32,595.00

To promote local tourism through the creation of an inventory of architectural sites incorporated into the Geographic Information System database (GIS). The project will collect information on the exact location, urban and natural environment, nearest roads and paths as well as the cultural and historical significance of around 2000 monuments of Eastern Georgia. The information will be integrated into a multi-layer electronic map and placed on CDs and a website. A promotional version of the map will also be published as a brochure. The CDs will be distributed to local travel companies, foreign embassies and schools and will be advertised in the media. The project will increase the number and types of tours offered by local travel companies and simultaneously support individual tourism.

**Association Healthy Environment Alliance**

\$31,644.00

To promote the advancement of the mineral water industry through the development of a national standard for bottled mineral water. The project will include analyses of the major mineral water springs followed by the elaboration of a standard based on European Union technical norms for bottled mineral water. The draft standard will be circulated among local entrepreneurs involved in the mineral water business and the appropriate governmental agencies. The draft standard will also be directed to the International Bottled Water Association and the European Bottled Water cooler Association to receive their comments and recommendations. Adoption of a national standard that is in harmony with international norms will improve the quality of local bottled water products and contribute to their advancement in international markets.

**Civil Society Support Center**

\$11,176.00

To promote small enterprise development through a feasibility study for the establishment of a business incubator. The project includes a qualitative and quantitative survey of the assistance needs of local small businesses. The research will serve as the basis for the development of a detailed operational framework, an incubator business plan and related promotional activities, all of which will be funded by the World Bank Information for Development Fund. The project will prepare the groundwork for the establishment of a business incubator in Georgia, thereby creating a model for small business assistance by governmental and international agencies.

### **The Georgian Foundation for Strategic and International Studies**

\$28,186.00

To promote local tourism through the structural and institutional development of the ministry of Economy's Department for tourism and resorts, and launch of its web portal. The grantee will develop the mission, structure, recruitment strategy, and regulations of the department at the first stage. At the next stages, the grantee will train the recruited staff in policy analysis and strategic planning; will analyze the local legislation regulating the industry, and draft recommendations for its improvement. In addition, throughout the project the grantee will develop and maintain an interactive web portal, containing tourism related information with data bases of tourism agencies, of hotels, and transportation means.

## **1.4 Competitive Responsive Financial Sector**

### **Insurance Association of Georgia**

\$34,994.00

To support the development of the insurance industry in the South Caucasus countries by strengthening the region's insurance associations and developing a common system of professional education. The partners will create the basis for establishing three insurance training centers in Armenia, Azerbaijan and Georgia. They will also expand existing contacts between region's insurance associations and sister organizations outside the South Caucasus. During the implementation of the project, the partners will jointly develop a curriculum, teaching methodology and textbook. A group of specialists from the region's insurers associations will participate in a training provided by the German Union of Insurance Industry in Berlin. At the close of the project, a regional conference will be held in Tbilisi to discuss the results of the project and to develop a strategy for further cooperation. The project will foster the development of training networks in the region and will directly contribute to raising the professional level of insurance industry specialists.

## **2.1 Citizen Political/Economic Participation**

### **Sociological Research Center**

\$62,236.00

To ensure fair coverage of the 2003 parliamentary elections in Georgia as well as to increase public trust in the election process by conducting a nation-wide, public opinion poll and a nation-wide, election day exit poll survey. The results of the polls will be regularly and timely broadcast on Rustavi 2, an independent TV station. The project involves the cooperation of several Georgian and international organizations. An expert from the Global Strategy Group, an international polling firm, will provide training on international standards and methods for conducting exit polls. The participation of this respected international partner in the project will increase public trust in the exit poll results and facilitate public discussion on the election process itself. Additionally, the project will contribute to the development of local capacity to conduct impartial and quality research on election processes. The project is a result of cooperation by the Center for Sociological Research (CSR), the Global Strategy Group (GSG), the Institute of Polling and Marketing – Georgia (IPM), the Business Consulting Group (BCG) and Rustavi 2 TV station and is financed by the Eurasia Foundation (USAID), the Open Society – Georgia Foundation and the British Council.

### **ALPE, Association for Public and Legal Education**

\$14,580.00

To ensure a high voter turnout for the January 4, 2004 Georgia presidential election through the production of specially designed public service announcements (PSA) and their broadcast by four leading national TV companies. The project will contribute to the building of trust in the election process and encourage people, especially youth, to be actively involved in the pre-election and election processes. The project is co-funded by the Swiss Agency for Development and Cooperation (SDC) and will be implemented with the cooperation of the Georgian Central Election Commission, and the TV companies Rustavi 2, Mze, Channel 1 and Imedi.

**Welfare Guarantee, Union for People with Limited Possibilities**

\$12,048.00

To ensure high public participation and the protection of voters' rights during the March 28, 2004 Parliamentary elections in Georgia by carrying out a public awareness campaign, targeting the visually impaired and other disabled voters. The project will be implemented with the cooperation of the Central Election Commission of Georgia. The project will contribute to the building of public trust in the election process and encourage people, especially the disabled voters and their family members, to actively participate in the election.

**Green Wave Association**

\$2,980.00

To ensure increased and better-informed citizen participation in political processes through fair coverage of the 2004 parliamentary elections. Green Wave Radio and its partner stations in Georgia's regions will broadcast a series of live discussions as well as special news and educational programs related to the elections. The grantee will design and broadcast a series of multilingual public service announcements specifically targeting national minorities residing in Georgia. The project will increase citizen turnout at the elections and contribute to better-informed voter decision-making.

**Fair Elections Foundation**

\$10,842.00

To ensure increased and better-informed citizen participation in the recent elections in Adjara through a voter education campaign. The grant recipient facilitated election-related discussions and produced supporting printed and video materials. A special focus of the project was to strengthen the civic awareness and activity of the student population. The project is helping to build trust and encourage active involvement in election processes. The project complimented the Fair Election Foundation's election monitoring effort.

**Black Sea Press Association**

\$30,590.00

To build confidence across borders by increasing public access to and dialogue about news produced in the region. The project partners will establish a cross-border mechanism for extensive information exchange, distribution and analysis among news making communities in Armenia, Azerbaijan, and Georgia. In particular, the project will establish a mechanism for ongoing professional content analysis to assess the degree of objectivity of national and regional news reporting in the three countries. The partners will present the results of the project and facilitate a public discussion about news objectivity in the print media. The project will contribute to the cross-border dialogue among journalists and civic activist groups in the region.

**Association of Young Economists of Georgia**

\$49,945.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade.

**Green Wave Association**

\$34,702.00

To facilitate regional cooperation and integration by supporting regular exchange of news and information between South Caucasus radio stations. Partner organizations will prepare and broadcast weekly cross-border radio programs entitled Radio Bridge that will allow experts from Armenia, Azerbaijan and Georgia to address issues of regional concern. Text summaries of the programs will be posted on the project's website. Additionally, each partner will create and broadcast daily news plug-ins about events in neighboring countries as part of their regular news programs. The partners will also arrange an exchange of

journalists between the three radio stations and host a conference for the program's guests to discuss possibilities for new regional initiatives. This project will improve public awareness of current events throughout the region and it will also expand cross-border cooperation among journalists and representatives of other sectors.

**Caucasus Institute for Peace, Democracy and Development**

\$34,616.00

To foster independent and effective mass media in the countries of the South Caucasus. The partners will develop and enlarge the region-wide information exchange network for journalists, editors, and researchers developed under a previous project. The partners will improve both the operation of an online market for analytical news articles and the network's mechanism for conducting cross-border online interviews with newsmakers. The project partners will also facilitate online forums for journalists and actively open this service to broader audiences. In addition, partners will introduce IT training for local journalists and a monitoring component to assess the impact of the two-year long initiative on journalists in the region. These activities will improve a mechanism for journalists to exchange and access reliable analyses of recent events and trends in their neighboring countries through the use of modern information technology.

**Union Saphari**

\$31,039.00

To ensure access to professional assistance for victims of family violence and increase public awareness of family violence issues. The grantee will provide medical and psychological consultations and treatment to victims of family violence at their shelter. To support this activity, the organization will train assistance workers, volunteers and media representatives. As part of its public education campaign, the organization will publish and distribute informational brochures and posters and broadcast media spots to raise public awareness. The organization will also expand their activities outside Tbilisi and establish cooperation with non-governmental organizations and state agencies working in the field. The project will contribute to making society more active in the prevention of family violence and help protect victims of such violence. This project is financed jointly by Philip Morris and USAID.

**ALPE, Association for Public and Legal Education**

\$49,860.00

To increase the civic awareness and promote the civic activities of high school students from minority populated areas through educational tours to the Parliament and Supreme Court, meetings with decision-makers and training in civic participation. The grant recipient will publish a children's version of the Georgian Constitution, guides to the Parliament and Supreme Court and other information leaflets in Georgian and minority languages. The project will reduce the isolation of children from minority groups, raise their awareness of their country and rights and motivate them to become active citizens.

**Guria Youth Resource Center**

\$35,840.00

To increase civic awareness and promote the involvement of youth in the community development processes in the Guria region, West Georgia. The Guria Youth Resource Center, together with the Council of Student Unions, will organize civic education trainings and community service activities for youth and establish a resource facility for Guria youth. The grantee will establish a network of volunteer youth leaders in six communities who will develop youth projects and community service activities and recruit new young people. The grantee will conduct a media campaign, producing and broadcasting public service announcements and publishing and distributing leaflets, posters and newsletters describing the project's activities in the targeted communities. The project will establish a network of active and informed young people devoted to promoting community service and an active citizenry.

## **2.2 Improved Legal Systems**

### **Georgian Young Lawyers Association**

\$38,237.00

To promote public administration reform through the development of an appropriate model that will be used to create Georgia's first centralized civil registry. GYLA staff, in close cooperation with the Ministry of Justice, will analyze current practices and legislation on public registration in Georgia and abroad, elaborate an appropriate legislative basis, and recommend steps to create a central civil registry. The project will also contribute to reforms in other sectors of public life, lead to the increased efficiency of state agencies and help reduce opportunities for corruption.

### **Association for Children and the Environment**

\$26,221.00

To support reforms in education system through the elaboration of action plan and legislative basis for rationalization of childcare institutions in Georgia. The organization Child and Environment, in close cooperation with the Ministry of Education and Science, will analyze the current state of childcare institutions, such as orphanages and boarding schools, propose recommendations for their improvement and create a legal basis for deinstitutionalization. The project will help to use the state childcare budget more efficiently and help reduce corruption in this sphere.

### **United Nations Association of Georgia**

\$35,514.00

To support the reform of public administration through the elaboration and promotion of a Public Service Code. The United Nations Association of Georgia, in close cooperation with a group of experts, will draft a Public Service Code and facilitate its adoption by the Georgian Parliament. In developing the Code the grant recipient will analyze the problems facing public servants and examine international experience. The project will help reduce corruption and build public confidence in official institutions and public servants by subjecting their activities to the norms and principles outlined in the Code.

### **Association of Doctors and Psychologists of Georgia**

\$47,314.00

To support reforms in the healthcare system through the introduction of internationally recognized policies and practices in healthcare. The grantee will develop clinical guidelines for diagnosis and treatment, adapting international standards to the Georgian healthcare system. The project will be implemented in close cooperation with state health care agencies, major hospitals, private companies and independent experts. As a result of the project, a completely new approach towards the clinical process will be developed, implemented and tested. Public discussion of the issue will ensure that the reform process is set in motion.

## **2.3 More Accountable Local Government**

### **Association of Young Economists of Georgia**

\$33,105.00

To support the decentralization process in Georgia by elaborating a model for administrative, political and fiscal decentralization and development of local self-governance. The Association of Young Economists, together with a coalition of organizations, will implement the project. The coalition will work with experts and government representatives to formulate the model for decentralization, including a proposed administrative territorial arrangement of Georgia, a two-level concept of self-governance, and a concept for the political, legal and financial relationship between the central and local governments. This strategy can become the basis for fundamental changes in the country's governmental system, enabling it to function more efficiently and transparently and thereby contributing to good governance.

# Kazakhstan

## **1.3 Private Enterprise Development**

### **Almaty Bank Training Center**

\$30,058.00

To increase the effectiveness of microfinance programs in Kazakhstan by introducing self-evaluation methodologies. The grantee will provide evaluation training for 100 local microfinance practitioners and produce assessments of 20 local microfinance institutions. This project, co-funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe (OSCE), will identify and disseminate local best practices.

### **Kazakhstan Tourist Association**

\$2,441.00

To develop small and medium business in the sphere of domestic tourism in Kazakhstan. The Kazakhstan Tourist Association will hold a round table for representatives of travel agencies, hotels, airlines, institutions of higher education, and government agencies in order to generate a list of recommendations for national and local government to eliminate current administrative and legal barriers to domestic tourism. The round table should lead to measures that will foster growth of domestic tourism, one of the most promising niches of the tourism market in Kazakhstan.

### **Public Fund for Assistance to Farmers of the Southern Kazakhstan Oblast**

\$35,000.00

To promote the institutional development of a leading micro credit fund in South Kazakhstan oblast. The grantee will create its own permanent consulting center and will arrange trainings for its staff. These measures, based in part on the grantee's institutional self-evaluation studies, will help improve the quality of its service in eight districts of the oblast, provide loans to 25 new clients, and give consultations to 400 farmers. It is expected that the project will lead to an increase in the fund's portfolio size, which will improve its long-term financial sustainability.

### **West Kazakhstan Oblast Public Foundation for Assistance to Entrepreneurs (DAMU)**

\$19,000.00

To support rural entrepreneurship. The grant will pay the operating costs of a microfinance institution (MFI), which has recently received lending capital from a national grain company. The loans given by the MFI will give rural small businesses a long-sought constant source of capital, and will allow them to expand their operations and thereby increase revenues.

### **Public Fund for Assistance to Farmers of the Western Kazakhstan Oblast**

\$60,648.00

To promote economic development in regions affected by gas extraction in West Kazakhstan. A microfinance institution will receive capital and operating expenses to allow it to expand its operations and improve its management practices. This will help ensure a sustainable lending supply for farmers, who typically have difficulty accessing bank loans. Additionally, this project will assist farmers in developing viable agriculture in environmentally disadvantageous conditions, which will help raise the level of employment in the given region. This project is part of the West Kazakhstan Microfinance Initiative, co-financed by the Karachaganak Petroleum Operating b.v.

**Union of Women and Small Entrepreneurs Public Organization**

\$24,100.00

To support the development of entrepreneurship in Kyzylorda oblast. The grant will cover operating expenses and provide loan capital for the leading micro-finance institution in the region, and will also allow the grantee to train potential borrowers in business basics and taxation. The micro loans provided by the grantee will give rural and city entrepreneurs a long-sought constant source of capital, and will aid them in expanding their business and increasing revenues. This project is co-financed by PetroKazakhstan.

**Public Western Kazakhstan Fund in Support of Entrepreneurship**

\$38,956.00

To promote diversified economic growth. A microfinance organization will receive capital and operating expenses to loan to several dozen small businesses a year on a sustainable basis. The grantee also runs a business incubator and provides consulting services. This full-service approach should increase the number and size of businesses in Uralsk. The Karachaganak Petroleum Operating is financing the loan capital.

**Society of Young Ecologists, Public Foundation**

\$19,844.00

To engage unemployed rural youth of the Talgar district in small business development and entrepreneurship. The grantee will build a greenhouse to offer practical farming lessons to schoolchildren as well as develop agribusiness curricula for introduction in rural schools. It is anticipated the project will provide agribusiness training for 500 students from fifth to tenth grades. This training will help them receive advanced agricultural education and will provide 120 rural high school graduates with employment opportunities in farming. Co-funding for the project was provided by the Soros Foundation and MASHAV.

**Umay, Charitable Orphanage for the Care and Education of Children**

\$14,547.00

To promote the development of small businesses among poor mothers with multiple children, and mothers who have undergone compulsory alcohol and drugs rehabilitation programs, including former inmates and those who have lost parental rights. The grantee will teach such women to sew and find them employment in a sewing workshop. It is expected that this rehabilitative job training will lead to employment for about 40 of the women who received training and will help them all to reclaim guardianship of their children.

***Information Resource Center***

*To help people in remote communities generate and preserve their environment, and NGO will be selected to create an information resource center in Almaty that will support ecotourism service providers (ESPs) and promote their services to tourists.*

**Kazakhstan Tourist Association**

\$50,000.00

To create amenable conditions for the development of ecological community-based tourism in Kazakhstan. The grantee will establish the country's first ecotourism information-resource center in the commercial center of Kazakhstan. Employees of the center will train 72 managers and directors from regional ecotourism projects, develop a system of quality certification, and promote these ecotourism projects as tourist destinations through marketing and advertising. With the assistance of university partnerships, this project will help eight regional projects to improve services, marketing, leading to increases in the number of tourists and the revenues of local communities. This project is co-funded by ExxonMobil Kazakhstan, Inc. and VSO.

## **2.1 Citizen Political/Economic Participation**

### **Kazakh National University, Al-Farabi**

\$19,030.00

To increase the quality of economics education and research in Kazakhstan. Senior level economics professors from Moscow-based New Economic School will provide cutting edge training in econometrics, statistical analysis and mathematical modeling to select members of Kazakhstan economics faculties, who will in turn train 125 economics professors from across the country. This project, co-funded by Eurasia Foundation and ExxonMobil Kazakhstan, will provide a basis for improved economics research and policy analysis.

### **Kazakhstan Press Club - NGO Informational Center**

\$34,420.00

To increase the financial self-sufficiency of regional independent print media. The grantee will train newspaper executives in business administration, marketing and financial management. This grant, co-funded by the British Government, is part of a larger business development program focusing on both Kazakh and Russian language newspapers in southern and western Kazakhstan.

### **Center for Initiative Support, Public Association**

\$12,230.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negatives stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

### **Women's Club Tomiris, Public Association**

\$13,219.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negatives stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

### **Perekrestok Public Foundation**

\$13,675.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negatives stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

**Public Association Center for the Social Adaptation of Children**

\$15,281.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

**Umit-Nadezhda, Women's Union of Ural Regions**

\$13,595.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

**Kazakh National University, Al-Farabi**

\$32,905.00

To facilitate the transition of the system of higher education in Kazakhstan to international standards. The grantee will develop an electronic manual that will help explain the newly implemented system of credit-based study to university instructors as well as to students and administrators. The manual will be posted on the grantee's website and distributed on CD-ROM free to twenty leading universities. This project will support the modernization of the system of higher education in accordance with international standards.

**Economics Education and Research Consortium - Russia / EERC, CIS**

\$103,488.00

Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan

To strengthen the capacity of ten Kazakhstan universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$33,740.00

Turkmenistan, Uzbekistan, Tajikistan

To increase the level of journalism in three Central Asian countries. A leading Central Asian journalism program will give scholarships to 10 journalists from Turkmenistan, Tajikistan and Uzbekistan to pursue master's degrees

***Open Budget Kazakhstan***

***To increase citizen involvement in the budget process and local NGO capacity to work with state budgets, the Eurasia Foundation will launch the second phase of its budget transparency initiative with approximately five grants of \$8,000.***

**Center for Justice, Zhambyl Oblast Public Association**

\$8,163.00

To increase citizen participation in the monitoring of government programs in Zhambyl oblast. The grantee will develop and conduct training seminars for representatives of the media, after which prizes will be awarded for three articles containing the most informative objective information on government budgets. The project will increase media coverage of government budgets and promote citizen participation in the municipal budgetary process. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Public Association Center for Assistance to Development of Small- and Medium-sized Towns**

\$11,758.00

To provide public access to information on the local budgets of three small cities in Kustanai oblast. The grantee will create intranet sites providing detailed information on city budgets and make this information available through public access internet centers. This information will allow civic organizations and citizens of these cities to participate in the budgetary process. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Center for Legal Assistance to the Mass Media. Karaganda**

\$8,826.00

To increase the role of independent media in contributing openness and transparency to the local government budget process. The grantee will monitor the results of government tenders for media services on the local level in Karaganda oblast, which establish a precedent of public monitoring and increased objectivity of government media procurement. This project is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Agency of Social Technologies and Development Public Association**

\$7,069.00

To increase public involvement in municipal budget advocacy in Astana. The grantee will train local NGOs in program evaluation in order to increase the efficiency of budget allocations for education programs and assistance for the disabled. The project will result in budget recommendations from NGOs to be considered in the formulation of the 2005 Astana city budget. This grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Karaganda EcoCenter**

\$3,000.00

To engage the public in environmental policy debate in Kazakhstan and increase the transparency of government agencies entrusted with environmental protection both on the local and national level. A group of NGOs will monitor the state budget and conduct an evaluation of state industrial and radioactive waste disposal programs. The grantee will also hold public hearings concerning the evaluation results in regions afflicted by anthropogenic ecological damage. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development (AED).

# Kyrgyzstan

## **1.3 Private Enterprise Development**

### **Kyrgyz Community Based Tourism Association**

\$27,066.00

To support the development of community-based tourism in Kyrgyzstan. The grantee will conduct seminars to train selected communities in business planning, skill building, and marketing, as well as assist them in establishing critical business ties in the tourist industry. The grantee will also issue informational materials and help the target communities organize into an electronic network. The project will promote the improved socioeconomic situation of rural communities in provincial Kyrgyzstan. This project is co-funded by USAID and Swiss Association for International Cooperation Helvetas.

### **Bishkek Academy of Finance and Economics**

\$32,810.00

To strengthen the small business sector in Issyk-Kul oblast by instituting ecological management methods in the hospitality industry. The project will develop and put into practice models of ecological management and voluntary ecological certification procedures, which will engage local communities and travel agencies in the process of ecological planning and the development of tourist services. The project, co-financed by USAID and the British Department for International Development (DFID), will increase the appeal of the region's tourist industry.

### **EAN Kyrgyzstan, Association of Subject Numbering**

\$24,513.00

To improve business efficiency in Kyrgyzstan by instituting an international bar coding system in several sectors of the economy. The grantee will establish bar coding standards for print media and pharmaceuticals by conducting trainings and distributing an instruction manual. The project will heighten the salability of domestic goods abroad and increase automation of Kyrgyzstani businesses.

### **Union of Business-Incubators and Innovation Centers of the Kyrgyz Republic**

\$45,246.00

To support small and medium business development in Chui oblast through the establishment of a business incubator in the city of Tokmok. The incubator will house up to twelve early-stage businesses and provide them with equipment, consulting services and training seminars. The grantee will also provide business training to entrepreneurs throughout the region. The Tokmok city administration donated the facilities for the business incubator, and the Chui oblast and local businesses are also contributing to the project, which is co-funded by USAID and the British Department for International Development (DFID).

### **Entrepreneures Union of Karakol City, NGO**

\$15,125.00

To facilitate growth in the tourism sector in Issyk-Kul oblast. The grantee will conduct an analysis of the corpus of legislation regulating tourism in the Issyk-Kul region and will convene a working group of NGOs, businesses, and government agencies to propose and advocate new laws and amendments. Additionally, the grantee will conduct public opinion polls and a public awareness campaign, and provide legal consultations to tourism-related businesses. The project will help ease legal requirements and overcome administrative barriers for tourists and tourist-sector businesses alike.

### **Kyrgyz Heritage, Women's Public Organization**

\$27,902.00

To promote the development of patchwork art in Kyrgyzstan through the creation of a patchwork institute and marketing methods for quilts and other patchwork items. The grantee will arrange training seminars for artisans in Bishkek as well as Talas, Naryn and Chui oblasts, establish a design studio, and will produce and publish print and electronic catalogs of patchwork art. The grant will assist in the creation of a network

of organizations that support patchwork art across Kyrgyzstan, and also the income growth of individual artisans and patchwork craft organizations.

**Kompass-Kyrgyzstan, Ltd.**

\$17,598.00

To contribute to the economic development of the private sector in Kyrgyzstan through the production and publication of the directory "The Business World of Kazakhstan". The grantee will print 1,500 copies of "The Business World of Kazakhstan" and conduct a study to determine the impact of the directory's distribution on the profitability and sales of Kyrgyzstani enterprises. The grant will serve to increase the awareness and cohesiveness of Kyrgyzstani business community, augment sales and foster international business partnerships.

**Business Incubator of Congresswomen of Kyrgyzstan**

\$4,343.00

To promote the development of small and medium business in Kyrgyzstan through extended support for a business incubator. As part of the grant an organizational evaluation and audit will be conducted. The results of the evaluation and audit will serve as the basis for determining the needs of the business incubator that can be addressed by an institutional development grant.

**Association of Organizations Supporting Handcraft Development in Central Asia (AOPRRCA)**

\$6,363.00

To promote the development of artisanship in Central Asia through extended support for a leading regional NGO in the field of crafts development. To improve the organization's financial sustainability and accounting practices, independent evaluators will conduct an organizational evaluation and audit. The results of the evaluation and audit will serve as the basis for determining the needs of the organization that can be addressed by an institutional development grant.

**Voluntary Society of Beekeepers of the Republic of Kyrgyzstan**

\$29,401.00

To support the development of commercial beekeeping in the Kyrgyz Republic. The grantee will develop a business skills training program for beekeepers that will include a study curriculum and thematic consultations. This project will help beekeepers overcome difficulties with customs and tax procedures and more efficiently run their businesses.

**Danko Public Fund for the Support of Youth and Women**

\$28,684.00

To lower the unemployment rate among youth in the city of Balykchi and surrounding rural area. The grantee will open a labor registry office in Balykchi, which will create a career services database, provide consulting and publish materials for job seekers. With networking support from EF grantee TsONIS, which serves youth in Bishkek, Osh and Tokmok, the grantee will target the disproportionately unemployed youth in Balykchi by seeking job leads for entry-level and summer positions suitable for young people.

*Ferghana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

**Osh Oblast Beekeepers Public Association**

\$34,000.00

To reinvigorate commercial beekeeping in the Ferghana Valley. The tightening of the Kyrgyz-Uzbek border has limited beekeepers' ability to spend the spring season in the valley's basin and the summer in its mountains, as needed to maximize their harvest. The grantees will educate beekeepers in border crossing procedures and lobby governments to ease restrictions, which should lead to an increase in border transits

and corresponding increases in beekeepers' income and crop pollination. This grant is part of the Ferghana Valley Initiative.

## **2.1 Citizen Political/Economic Participation**

### **Chuy-Konush Regional Association of Home Owners of Chuy Oblast**

\$18,949.00

To support the development of customer-oriented utilities service. The project will provide for a series of round tables and training seminars for housing cooperatives, local administration and the public in order to raise consumer awareness and increase the responsibility of utilities providers for the quality of their product, as well as to implement the practice of contract-based utilities service for large apartment buildings. This project aims to serve the development of consumer rights and increase accountability of utilities providers in the Kyrgyz Republic.

### **Osh-Konush Regional Association of Home Owners of Osh Oblast**

\$24,561.00

To stimulate grass-roots activism among consumers in order to increase the accountability of utilities providers for service quality in the southern regions of the Kyrgyz Republic. The project calls for training chairmen of housing cooperatives, accountants, members of housing associations and local authorities in utilities service management; and also the lobbying of utility consumers' interests at the national level. It is expected that residents of 5 cities and 7 regions will broaden their consumer awareness and will learn to defend their rights in the utilities market, which will promote the development of that market and the preservation of housing resources across the country.

### **Public Fund for Assistance to the Development of Legal Infrastructure and Education**

\$16,800.00

To promote the fair treatment of Kyrgyz national migrant workers in the Russian Federation. The grantee will conduct a study to explore the problems faced by migrant workers and propose concrete steps towards their resolution. The project will conclude with the publication of the study's findings and a round table attended by government officials of the Kyrgyz Republic and Russia as well as NGOs, which will lay the foundation for cooperation to defend the rights and legal interests of migrant workers in Russia.

### **Aibek NGO**

\$8,847.00

To increase labor migrants' awareness of their rights. The grantee will conduct training seminars in the Jalal Abad region of Kyrgyzstan on legal means of labor migration and concomitant rights and responsibilities for labor migrants and three rural administrations. The project will result in the creation of an informational and organizational base for the protection of rights and legal interests of labor migrants from Jalal-Abad region both at home and abroad.

### **Golden Goal United Youth Union**

\$27,366.00

To help residents of Ferghana Valley seeking jobs abroad. The grantees will expand access to information on legal labor migration procedures by holding seminars and founding informational-consulting centers. Activities of three organizations from Kyrgyzstan, Uzbekistan and Tajikistan through collaboration with governmental structures will aim to increase and legalize incomes of labor migrants, to decrease law infractions by and against migrants, and to promote cross-border cooperation among organizations with similar goals. This project, co-funded by the Government of Canada and the U.S. Agency for International Development (USAID), is part of the Ferghana Valley Initiative.

**Institute for the International Program Integration of KyrSNU**

\$32,688.00

To increase access to quality higher education in the field of economics for Kyrgyzstan students living outside the capital through a distance learning network. The grantee will unify four universities in a consortium for the development of electronic and print versions of business planning curricula and case studies for economics lecture courses developed under the USAID Education Network project. The project aims to improve the professional qualifications of and increase information exchange among economics instructors in three Kyrgyzstani regional universities.

**Kyrgyzstan Agency for Commercial Information**

\$49,985.00

To support the development of an information-oriented society in the Ferghana Valley through the creation of a press center and increased access to analytical information. Under the project the grantee will release 5,000 news bulletins, publish 400 analytical articles in Russian, Kyrgyz, Uzbek and English and will hold 60 press conferences in the city of Osh with the participation of Kyrgyz, Uzbek and Tajik analysts and journalists. The press center, the first in Osh, will promote the establishment of objective and high-quality sources of analytical information in the Ferghana Valley. This project is co-financed by the Democracy Commission of the U.S. Embassy to the Kyrgyz Republic.

**Sokoluk School for Physically Challenged Children**

\$2,998.00

To support the Sokuluk boarding school, the only institution in the Kyrgyz Republic for students with speech defects. The grantee will use computer technology to better address the teaching needs of children with speech defects, train three teachers on computer courses, including an information systems specialist. This grant will improve education and broaden opportunities for a socially disadvantaged group to participate in society.

**TeachEx Higher Education Academy**

\$13,963.00

To support the development of advanced economics education in the Kyrgyz Republic. The grantee will hold courses to retrain university instructors from across the country in the theory of sector markets, econometrics, advanced statistics, and game theory. As a result of the courses more than 150 university instructors will improve their qualification in their field of expertise.

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$34,754.00

To raise the quality of independent journalism in Kyrgyz Republic. Ten Kyrgyzstani journalists will receive scholarships to pursue master's degrees in journalism and communications at the Kazakhstan Institute of Management, Economics and Strategic Research. The training of ten specialists in journalism ethics and applicable methodologies will contribute to a rise in journalism standards, independent media development, and the formation of an open information-based society in Kyrgyzstan and throughout the Central Asia region.

**Economics Education and Research Consortium - Russia / EERC, CIS**

\$103,488.00

Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan

To strengthen the capacity of ten Kazakhstan universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

**Regional Adult Training Center**

\$38,944.00

To improve the quality of economics education in public schools, a teacher-training curriculum will be developed. Course topics will include applied economics, computer basics, and interactive teaching methods. A resource center for economics teachers and others will be opened, four teacher - trainers in applied economics will be trained, and a series of 5 training sessions on applied economics and business management for 123 teachers will be conducted. The curriculum, including a textbook on applied economics, will be distributed to the 123 target public schools in the two rayons, improving educational quality in economics for 16381 high school students.

**A Future without Corruption, Public Association**

\$7,688.00

To support increased quality of government services and transparency of public administration in Kyrgyzstan. The grantee will evaluate work quality and efficiency in four pilot government agencies and train public servants and members of civil society in methods of raising the quality of civil services. The results will then be synthesized to develop quality standards for state agencies for the purpose of eventual adoption nationwide. The project is being co-financed by USAID, the Swiss Agency for Development and Cooperation, and OSCE.

**Library Information Consortium Association**

\$17,965.00

To increase public access to the library resources of the Kyrgyz Republic. The project calls for the opening of access to a consolidated catalog of library resources both by Internet and CD-ROM, as well as training for librarians in the capital and provinces in providing technical support. The project aims to give readers of one region access to the library resources of another, which will assist in creating a national electronic library network.

**Kyrgyz Psychiatric Association**

\$27,957.65

To strengthen advocacy for civil rights of the mentally ill in Kyrgyzstan. The grantee will analyze government compliance with the rights of the mentally ill and work with focus groups to develop new legislation on psychiatric care. This grant will draw public attention to the need to defend the rights of an underserved sector of Kyrgyz society and serve as a model for the advancement of civil rights of other underprivileged groups.

***Ferghana Valley Initiatives***

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

**CIMERA**

\$157,732.00

To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government and the U.S. Agency for International Development.

## **2.2 Improved Legal Systems**

### **INFOS Public Fund**

\$26,822.00

To create a national corpus of literature on intellectual property in the Kyrgyz Republic. The grantee will work with a group of experts to author a textbook on patent law for instruction in legal, economics, and technical university departments, and will conduct three seminars on the topic. The project will help university and graduate students, instructors, and patent specialists gain access to a national base of study materials on intellectual property, and will assist the grantee organization to become financially self-sufficient in order to develop related textbooks in the future.

### **Young Lawyers of the South Public Union**

\$41,730.00

Uzbekistan, Tajikistan

To ease cross-border trade and travel in the Ferghana Valley. By providing consultations to travelers and traders and educating government officials on legal and customs issues, student legal clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals. This project is part of the Ferghana Valley Initiative Legal Awareness and Rule of Law Campaign, which is co-funded by the Government of Canada and the U.S. Agency for International Development (USAID).

### **Association of Civil Society Support Centers**

\$34,800.00

To promote the provision of affordable legal services to NGOs and vulnerable social groups in the Kyrgyz Republic. The grantee will increase the capacity of five Civil Society Support Centers by providing them with lawyers specially trained to work with NGOs and local communities. These lawyers will provide legal consultations and, if necessary, represent NGOs and other vulnerable populations in court. The project will contribute to a more nurturing legal and regulatory environment for civil society in the Kyrgyz Republic.

#### ***Fergana Valley Initiatives***

***The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.***

### **Ferghana Valley Lawyers without Borders, Public Association**

\$79,000.00

To decrease rights violations at border crossings. The grantee will open pairs of legal information centers on the borders of Uzbekistan, Tajikistan and Kyrgyzstan in the Ferghana Valley. By teaching traders and travelers their rights through consultations and information dissemination, and working with customs and border officials, the grantee should help citizens defend their rights and obey the laws of the three countries of the Ferghana Valley. This project is co-funded by the Government of Canada.

# Moldova

## **1.3 Private Enterprise Development**

### **UniAgroProtect**

\$35,710.00

To support advocacy and supporting the interests of private agricultural producers. Under this project, a number of round table discussions will be organized with private entrepreneur and central and local government official participation to draft and co-ordinate recommendations to modify current state policy in the agricultural sector. The results of discussions will be included in Policy Books, which will be presented to a general audience during press conferences. The program implementation will help to develop a permanent dialogue between private agricultural producers and central and local governments, and create a more favorable environment, including legislatively, for entrepreneurship development in the agricultural sector

### **Habitat Regional Development Agency**

\$22,672.00

To support the development of private entrepreneurship in the field of rural ecological and sustainable tourism. Within the project there will be created an Information and Consultation center on tourism in the city of Rezina. The grantee will train around 50 active and potential operators of rural tourism in the management of tourism business. The project will develop, publish and disseminate a guide on sustainable tourism, as well as 4 advertisement booklets. The organization will also organize, through various media channels an information campaign. This project will contribute to increased information on the perspectives of rural tourism, improvement in the quality of services provided in this field, as well as an increase in the incomes of the local population.

### **Transpa-Res National Center for Business Transparency in Moldova**

\$28,694.00

To support the development of an effective system for shareholders' interests and rights protection. The project will establish an Information Center for shareholders. The center's activities will be directed towards informing and raising public awareness concerning the stock market and corporate governance, thus, making transparent the activity of companies and the stock market on the whole. The project will lead to a higher degree of competent involvement of shareholders in the process of control and governance in stock corporations. The project's implementation is intended to introduce effective mechanisms of shareholders' rights protection, and to decrease the number of violations of stocks and securities fraud cases significantly.

## **2.1 Citizen Political/Economic Participation**

### **CReDO, Resource Center for Moldovan Human Rights NGOs**

\$20,222.00

To encourage local non-governmental organizations to organize multiparty advocacy campaigns and other joint actions, and to improve their lobbying skills. The grantee will deliver 8 four-day training programs to a number of interested local organizations. Each program will consist of 2-day theoretical training and two-day practical exercises. The grantee will also provide on-going consultations and help to the organizations interested in developing their capacity to organize more effective advocacy campaign and to increase their influence and involvement in decision- and policy-making processes at the national and local levels. The project will result in increased impact from the activities undertaken by different civil society actors and help to build effective partnerships between multiple organizations in order to defend the interests of the groups they represent.

**Somato NGO**

\$20,138.00

To better address the problem of social inclusion of people with mental disabilities through mobilization of local communities. Within the framework of this project, an integrated training will be organized for local community representatives and a public awareness campaign will be conducted on social problems, targeted to involve local government, mass media and nongovernmental organizations. It is anticipated that the project activities will increase public awareness of problems faced by people with mental disabilities and help to attract more resources from the local community to implement charitable programs.

**Sanatauca Village Women's Association**

\$2,710.00

To increase social activism and legal education about methods to combat corruption in and around the village of Sanatauca. Local activists, together with representatives from village administrations will obtain skills, training and printed materials designed to empower the population and local administrations in combating corruption. It is anticipated that this project will identify and publish clear incidents of corruption and have lasting effects in transforming local attitudes toward corruption.

**Agrodrept-Moldova NGO**

\$5,718.00

To support public activism and awareness of legal procedures to combat corruption in local public administrations and institutions of justice in and around the town of Orhei. Local activists, together with regional Department for Prevention the Organized Crime and Corruption, will assist local farmers to improve their knowledge about corruption, provide them reference and information materials and provide legal education designed to empower the population and representatives from local law enforcement institutions in combating corruption. In is expected, that this project will contribute to the growth of social activism, lead to a better cooperation between public institutions and civil society and have lasting effects in preventing corruption in this region.

**AEGEE-Cahul European Students Association**

\$4,301.00

To increase the level of transparency in local public administrations and provide legal education about methods to combat corruption in and around the town of Cahul. Local activists, together with representatives of city administration and civil society will learn new skills and knowledge, obtain training and printed materials designed to empower them in combating corruption. It is anticipated that this project will identify and publish clear incidents if corruption, increase the transparency in local administrations and have lasting effects in transforming local attitudes toward corruption.

**Association of Young Lawyers-Researchers**

\$4,477.00

To support efficiency and transparency of local public administrations. Local activists will develop information materials and run seminars for civil servants from several small cities designed to improve their knowledge of legal procedures and skills for combating corruption. It is anticipated, that this project will have lasting effects on civil servants' attitudes toward corruption and reduce future incidents of this phenomena

**Dunarea NGO**

\$3,173.00

To support the consolidation of public efforts to combat corruption in local public administration in the village of Guirgulesti. Local activists, together with representatives of the village's administration, will assist local people to improve their legal knowledge, provide them reference information materials and offer legal support designed to empower the population in combating corruption. It is anticipated, that this project will identify and publish clear incidents of corruption, facilitate the consolidation of local civil society and have lasting effects in preventing corruption in this region.

**Sirius NGO**

\$4,989.00

To increase the level of transparency in local public administrations and provide legal education about methods to combat corruption in and around the town of Soroca. Local activists, together with representatives of city administration and civil society, will learn new skills and knowledge, obtain training and printed materials designed to empower them in combating corruption. It is anticipated that this project will identify and publish clear incidents of corruption, increase the transparency in local administrations and have lasting effects in transforming local attitudes toward corruption.

**Soarta Public Association**

\$5,325.00

To support public activism and awareness of legal procedures to combat corruption in local public administrations and high school institutions of justice in and around the town of Soroca. Local activists will assist high school students and senior age citizens to improve their knowledge of legal procedures, provide them reference and information materials and obtain skills designed to empower them in combating corruption. It is expected, that this project will contribute to the growth of social activism, lead to a better cooperation between public institutions and civil society and have lasting effects in preventing corruption in this region.

**CONTACT, National Assistance and Information Center for NGOs**

\$49,919.00

To support the Civic Coalition for Free and Fair Elections by hosting the coalition's secretariat. The grantee will provide organizational, communications and programmatic support to coalition members' activities. The project will improve the coalition's performance by strengthening coordination and communication on different levels: among members, with other stakeholders, and with the general public. This grant will increase the ability of civil society organizations to ensure that the upcoming Moldovan Parliamentary Elections are conducted freely, fairly, and in accordance with international standards.

**IMPACT Media Agency**

\$43,196.00

To provide balanced information to the citizens of Moldova during the 2005 parliamentary elections and pre-election campaigns. The grantee will set up and train a network of local TV and radio stations. These stations will produce a series of elections-related broadcasts. The broadcasts will be able to reach all of Moldova's voters, especially isolated ones with limited access, providing information on different aspects of the election process. As a result of the program, eligible voters will be more likely to make deliberate and free choices during the elections. This project is co-funded by the National Endowment for Democracy, the OSCE, and U.S. Embassy's Democracy Commission.

**Helsinki Committee for Human Rights of the Republic of Moldova**

\$118,539.00

To mitigate the risk of potential fraud during the 2005 parliamentary elections. Together with other partners, the grantee will perform a comprehensive monitoring, observation and analysis of the pre- and electoral campaign, election day activities, and the post-election period. The project will reduce the likelihood of administrative violations, ensuring that the election results are a true reflection of the intended number of votes made by eligible voters. The project is co-funded by the U.S. Embassy Democracy Commission with technical assistance from the National Democratic Institute.

**Viitorul Institute for Development and Social Initiatives**

\$120,376.00

To foster an understanding of the importance of active political participation among the citizens of Moldova. The grantee will conduct a broad civic education campaign in connection to the spring 2005 parliamentary elections. The campaign will include radio and TV spots, a series of concerts and other public events, and distributing materials to voters nationwide. The program will lead to increased awareness among citizens on the importance of active participation in political processes and an understanding of the qualities of free, fair and democratic elections.

**Independent Journalism Center**

\$34,344.00

To perform content monitoring of the 2005 Parliamentary Elections media coverage. After training observers in advanced monitoring skills, the grantee will carry out a comprehensive study of local and national TV stations, radio stations and newspapers. During the project implementation at least one intermediary report every two weeks and one final report will be developed. These reports will be discussed among a large number of local and international stakeholders. The project will provide independent evidence regarding any biases in media coverage of the parliamentary elections. This evidence can be used to as support for advocating for balanced reporting and broadcasting.

**Association of the Independent Press**

\$41,876.00

To provide impartial information to the citizens of Moldova during the 2005 parliamentary election season. In consultation with other partners, the grantee will provide a four pages supplement to be distributed through local and regional newspapers. The supplement will address various aspects of the electoral process including interviews with political party leaders, comparative analysis of candidates' policy platforms, and the role of civil society organizations in ensuring free and fair elections. The project will give citizens access to impartial information on election issues and will encourage people to participate in the upcoming general elections.

**2.2 Improved Legal Systems****Ex Lege Agency for Support of Juridical Education and Legal Authorities**

\$36,471.00

To support more effective functioning of public institutions and improved performance of public officials. Under this project, a number of seminars will be organized for employees of central and local governments to explain their rights and responsibilities in relation to citizens and public institutions. The grantee will prepare and publish a Reference Book for public officials in the administrative court. In addition, a monitoring report will be issued on the observance of citizen rights and public officials in their relationship with central and local governmental institutions. The program will lead to a decrease in cases of abuse of power instances by public institutions and public officials.

# Russia

## **1.3 Private Enterprise Development**

### **Far Eastern Institute for International Relations**

\$34,976.00

To assist former military men in re-tooling their skills into business skills through the creation of 4 training centers at Russian Far East educational establishments. The project team will provide educational materials, developed and successfully tested through a previous Eurasia Foundation grant. University staff will be trained in professional teaching methods. Job placement and assistance in enterprise creation will also be provided. More jobs and private businesses will be created as a result.

### **Amur Regional Women's Council, Public Organization**

\$23,297.00

To expand business opportunities for the development of Russian-Chinese cross-border cooperation in the Amur River area. The project team will provide special trainings, and consultations for local entrepreneurs, especially women, interested in joint ventures. In addition, a series of round tables with governmental representatives will foster partnerships between Russian and Chinese companies and advocate cross-border cooperation. These activities, plus the creation of a web site, will increase the number of joint business initiatives.

### **Baikal Learning Center, NGO**

\$34,952.00

To stimulate Buryat-Mongolian cooperation between custom officers, businessmen and leaders of non-governmental organization through the creation of an informational center to provide trainings and consultations on issues related to custom law in both countries. A series of round tables and a regional conference will help Russian and Mongolian specialists to increase the number of joint business projects and law-making initiatives aimed at further expanding cross-border cooperation.

### **Murmansk Regional Small and Medium Business Support Agency**

\$21,998.00

To improve the management practices of small enterprises by developing e-commerce in the Murmansk Oblast. The grantee will conduct e-business training for small businessmen, and provide consulting services at the preliminary stages of implementation of their Internet projects. A monitoring group will be chosen and tasked with tracking the development of e-business in the region, and a Murmansk Oblast e-commerce website will be created.

### **Kaliningrad Oblast Small Business Support Fund**

\$49,852.00

To develop the Kaliningrad small business sector. The grantee, in the framework of the regional program for Small Business Support, will create 6 consulting centers in Oblast raions and will provide them needed equipment and skills. The grantee will train the centers' consultants on all aspects of business consulting and organize monitoring of their independent functioning. In tandem with specialists from Academy of Management, the grantee will develop teach consultants how to cooperate with entrepreneurs from EU countries. The grant will result in the creation of a network of consulting centers for small businessmen in the Kaliningrad Oblast. Project results will be summarized at a final seminar and posted on the grantee's website.

**Moscow Innovative Foundation**

\$34,998.00

To support the development of small innovative enterprises (SMIE) by implementing a new mechanism for recruiting young qualified staff. The grantee will analyze staffing needs as well as potential product and service development of 100 small innovative companies. Thirty students from leading Moscow institutes will be selected for internships at SMIEs. Each student team will be responsible for developing a new innovative product in the framework of their diploma papers. The grantee will test and propose a new procedure for group thesis defense to the Ministry of Education. The project will help to improve the qualifications of young specialists and their potential for employment in small innovative businesses.

**Youth Business Incubator of the Republic of Dagestan**

\$17,470.00

The first Eurasia Foundation grant in the region, this project aims to accelerate the development of small business in the Republic of Dagestan. The grantee will conduct seminars and round tables on business planning and management for business people with participation of bank officers, representatives of business associations and local civil servants. The grantee will conduct a business training program for 150 people and provide more than 500 consultations under the grant. The project results will be distributed through publications and at a final conference. More than 200 business people will benefit directly from the project implementation.

**Arzamas Union of Entrepreneurs**

\$26,246.00

To actively encourage participation of the local small business community in the solving of municipal problems, in municipal strategy, and in budget planning. The project implementers will organize six focus groups to determine the most acute problems to address, conduct a set of meetings with local administration representatives and prepare bylaws to make the process long-term and legitimate. The grantee will lead a social projects' competition with funding pool from local businesses. The project activities will be highlighted in newspapers and project brochures. This grant will help to increase the civic responsibility of Arzamas businesses.

**Konny Matros Public Organization**

\$31,960.00

To create favorable conditions for the development of small-scale tourism businesses in the economically depressed Hanka Lake Reserve area by establishing a tourist information center. The project team will provide "Bed & Breakfast" trainings and consultations for the unemployed and interested local people to help them organize and promote their own home-hotel business. In addition, the center will serve as a venue for public discussions and regional conferences on tourism intended to attract local government and private resources for the development of the regional tourism industry.

## **1.4 Competitive Responsive Financial Sector**

**Voronezh Regional Fund for Small Business Support**

\$37,832.00

To further develop the region's microfinance sector. This third grant to the Oblast's Small Business Support Foundation will enable the creation of a Training and Consulting Center for the Central and Southern Federal Districts through which developing microfinance organizations will receive vital educational and consulting services. The project will result in the development, implementation, and distribution of a new microfinance scheme, the training of 80 microfinance specialists, and computer systems for financial analysis and planning launched in four selected regional SBSFs. The project results should have impact on governmental small business support and microfinance strategy.

**Rural Credit Cooperative, Vzaimopomosch - Orel**

\$26,090.00

To increase access to financial capital for farmers and rural business people in the Orel Oblast. The project team will develop and launch and sustainable models of collateral-free loan making, savings and rural insurance in two pilot rayons. More than 200 people will gain access to credit to use for business purposes. Moreover, the grantee will try to unite other rural credit cooperatives in an association that will promote the idea of credit co-operation, disseminate best practices and introduce unified standards. The project results will be presented in the local press and in newsletters. This grant is another step towards developing alternative sources of finance for rural Russian businesses.

## **2.1 Citizen Political/Economic Participation**

**Bibliophiles Information and Cultural Center**

\$15,800.00

To introduce the concept of socially active education in a small town in order to help the local community better address and solve its problems. Outside trainers will share the best Russian practices with community leaders, selected schools administrators, and teachers of the Nikolaevsk area, and will also train permanent teams of volunteer trainers. These volunteer trainers will conduct seminars at schools throughout the region and assist the schools in developing plans to solve their key problems and implementing pilot community action projects.

**Akuna Matata, Youth Public Organization**

\$28,588.00

To introduce and expand the concept of community based education in the Buryat Republic. The success of the socially active schools in Siberia will be extended to teachers, administrators, and parents in nine selected secondary schools in and around Ulan-Ude. This project will not only include formal trainings and instruction for these groups, but the testing of a model intended to attract more local resources for the implementation of a healthy lifestyle program. Results of this pilot program will be presented and discussed at a regional conference.

**Sikhote-Alin Ecological Fund, NGO**

\$24,306.00

To develop self-government and business skills for the Udege people to aid them preserve their Bikin River basin area. The project team will develop a model for the sustainable development of the area and then discuss and submit it to the local authorities. Invited experts will instruct the indigenous people in leadership and business skills. A consulting center to help native villages implement ecological monitoring and socio-economic projects will be created. Ultimately, the project aims at creating groups of Udege leaders while increasing the number of businesses in their communities.

**Soglasie Community Foundation**

\$33,498.00

To encourage social partnerships between civic organizations and local authorities. The Soglasiye Fund, the first community foundation established in the Russian Far East (RFE), will provide training for local authorities to increase awareness about the non-profit sector and explore opportunities for cooperation. As a result, the local administration will provide financing for a small grant competition to support civic initiatives that will serve as a model to direct budget resources to the social area. The project team will relate its experience and lessons learned at a future RFE conference.

**Model United Nations of the Russian Far East, Non-commercial Partnership**

\$19,627.00

To stimulate youth leadership development by improving debate, democratic decision-making, and civic skills of university and high school students. The project proposes an extended summer conference to discuss the most crucial regional, social, and economic issues and provide leadership training to 20 outstanding young people from regional UN clubs. At follow-up meetings, these and other conference participants will develop and discuss strategies for their regions. This will foster a regional network of future leaders and motivate more young people to participate in civic initiatives.

**Civic Initiatives Non-Commercial Partnership**

\$99,032.00

To strengthen citizen participation in local public policy by involving think-tank expertise in the decision-making process. The project team will organize trainings and workshops for potential experts and public servants. Simultaneously, the grantee will improve their organization's structure, raise the staff's capacity, and develop a series of brochures for public leaders. The project will increase the organization's stability while allowing it to expand its support to civic organizations and municipal bodies. In so doing, a regional think tank community will be created.

**Public Organization for Youth Against Drugs**

\$32,333.00

To develop a youth volunteer movement as a resource for solving social problems in the region. The project will conduct seminars and meetings with students, teachers and managers of four socially active schools created by a previous Eurasia Foundation grant. The regional youth volunteers created by this project will implement relevant social projects. The results will be presented in local mass media, at a final conference, and on a web-site that will help to popularize the concept of youth volunteerism and enlarge the number of young volunteers and their successful social projects.

**Baikal Charity Fund**

\$34,529.00

To create an independent and sustainable regional resource for financing important social projects and initiatives aimed at solving local communities problems. Drawing on the experience of other territories, the project team will organize an information campaign, and conduct surveys and round tables with local officials, businessmen and NGOs leaders to explore the possibility of establishing a community foundation and to define its priorities. The foundation will help attract local funds and award them to social projects important to the region.

**Amurnet Far Eastern Project Management Association**

\$99,953.00

To strengthen the educational level in the area of innovative, project technologies by creating the "Center for Additional Innovative Education". The project team will organize seminars for NGOs, businesses and local authorities. Simultaneously, the grantee will improve their organization's structure, raise the staff's capacity, and develop a series of brochures on project management. The project will increase the organization's stability and allow it to expand its support to target groups. In so doing, the idea of using project management technologies in the region will be promoted.

**Red Cross of Chukotka**

\$34,964.00

To develop the capacity of future leaders in the area of social projects in the Chukot Autonomous Okrug by involving youth in their communities. The project team will provide trainings for young leaders on project development, management and implementation. These and other young participants in the trainings will develop and implement community action projects. This will further promote the volunteerism movement in Chukotka, create a communication network with leaders from other RFE regions, and motivate more young people to become involved in important social projects.

**Economics Education and Research Consortium - Russia / EERC, CIS**

\$387,000.00

To institutionalize the research methodology and culture inherent in the EERC-Russia/CIS network model by creating partnerships with selected institutions (research centers, universities) and generating a plan to provide them with capacity-building technical assistance over the next several years. This one-year grant will also assist in the transfer of EERC-Russia/CIS from EERC, Inc. to an institutional home in Russia, strengthen the network's financial and administrative systems and launch its transformation into a 'think-net.'

**Togliatti Fund**

\$35,014.00

To promote ethics and trustees as key building blocks for the development of civil society and corporate philanthropy. The Togliatti fund will help local business and 15 Russian community foundations to increase their practical ability to build efficient and effective boards of trustees. The grantee will conduct two workshops in Saratov and Obninsk for the foundations' acting directors and representatives of business communities who already act or may become members of trustee boards. After that the participants will make two site-visits to community foundations in Altaisky Kraiy and Rostov-on-Don where they will be able to participate in the meetings of local boards of trustees. Business representatives from different regions will have an opportunity to exchange experience and practices in philanthropy and develop more strategic behavior for their companies. The project is expected to help ensure business involvement into philanthropic activities as well as the financial viability of the community foundations

**Association of Managers, Inter-regional Public Organization**

\$32,067.00

To increase the effectiveness of corporate charitable programs and giving. The Association of Managers, a leading business association, will develop the Russian Index of Corporate Responsibility (RICR), a new analytical tool that will help managers of corporate social programs to evaluate the socio-economic effect of corporate programs. Experts and business representatives will discuss a draft of the RICR, recommending the necessary revisions to the program. Two workshops, a conference, and various PR events will be held in order to gain recognition from business leaders and the public at large. In the future, it is hoped that the RICR will become an effective and unique standard by which to judge the social programs of Russian companies and to direct their approach to such programs

**International PR Executives Club**

\$22,466.00

To increase the effectiveness of corporate charity programs by improving the professional skills of public relations managers. The International Club of PR-managers will conduct a workshop on PR-strategies and methods in order to highlight business involvement in solving social problems through corporate giving. The grantee will also facilitate 3 round-tables and public hearings for PR-managers, representatives of NGOs and local administration to increase mutual understanding of various barriers to charitable giving. To increase the number of the project beneficiaries, the grantee will publish 4 newsletters and post specialized articles on its website.

**Invite Educational Center**

\$26,541.00

The project aims to create conditions that will encourage Russia's youth to become active in social and political life and participate in the decision-making process on school management issues and local community development. The grantee will conduct training for teachers and students on stimulating youth social and political activism, hold a competition for student-designed social and political projects, and establish a volunteer center at the Invite education center. The top student projects will be selected and implemented. If successful, this project will help initiate the youth leader movement and serve as a model to be implemented in other Arkhangelsk Oblast cities.

**SAMPO Republican Center for Social Assistance for Children and Families**

\$33,804.00

To improve the quality of social services for families in the city of Petrozavodsk by increasing local awareness of the social services provided by state, municipal and non-profit organizations. The grantee will study both the demand for and variety of social services, collating the information on a database available to the general public via the internet. Detailed information about each social service program will be provided, including aid forms, community suggestions regarding the betterment of social services, and online consultations. The general public will be informed about the project activities and the new on-line resource through the local media and informational flyers. As a result of the project, a better system of cooperation between social service groups from government and third sector sources will be fostered and, it is hoped, serve as a model for cooperation from the federal level.

**Center for Strategic Planning of the Chuvash Republic**

\$17,197.00

To improve the environment for corporate philanthropy in the Chuvash Republic. The Center for Strategic Planning will conduct two workshops to educate owners and top managers of local companies in philanthropy models and tendencies. The grantee will also run three round-tables for business representatives, governmental officials and NGOs in order to help improve society's perception of socially responsible companies. Three informational brochures will be published to spread the project results. The project will help to popularize socially responsible behavior among companies and raise the level of trust in the society.

**Practice and Training Center for Regional Television Companies' Specialists**

\$16,375.18

To create positive public opinion towards youth and youth issues. The project will create of ten videos about gifted children of the Volga district, and air these videos on television channels in five regions of the Volga district. The grantee will conduct a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues..

**TV for the Deaf, Non-commercial Partnership**

\$7,868.00

To improve quality of life of deaf people in Nizhegorodskaya oblast by providing them with access to analytical and informational program on local television. The project team will research the informational needs of deaf people in 7 cities and create 16 20-minute television programs to address these needs. The TV programs will be aired on local television stations.

**Complex Center for Social Service, Motovilikhinsky District, Perm**

\$1,639.00

To improve the quality of social services in Perm by raising the professionalism of social workers In the framework of the project 30 social workers will receive professional training in social work practice and theory and 100 methodological booklets will be published and disseminated.

**Kirovsky Interdepartmental Scientific and Practical Center for Social Pedagogic Theory, Municipal Institution**

\$6,556.00

To increase youth participation in social activity by involving youth in the creation and implementation of social projects. In the framework of the project young people from 12 regions of Russia will participate in the Interregional Youth Social Projects Fair. At the Fair, projects will be discussed and improved-upon for further implemented in the regions. Youth will receive training on how to implement social projects. The results of this project will be discussed at a final conference.

**Young Naturalists Station, City of Chaikovsky, Perm Oblast**

\$4,661.00

To support a project to help rehabilitate and socialize at-risk teen-agers and children with downe syndrome through horseback riding (hippotherapy). Project activities include a seminar for representatives of organizations working with at-risk children, creation and launch of a volunteer center and dissemination of the hippotherapy method.

**Committee of Self-Governing Territories, 11**

\$6,884.00

To engage the young generation in the city of Arzamas in implementation of community development projects. The project will assist young people from disadvantaged families in finding temporary employment. Round tables and meetings will be organized for teenagers and their parents. A group of teenagers will learn how to develop and implement their own social initiatives

**Bouzouluk Municipal Unitary Enterprise, TV Studio**

\$7,540.00

To support the development of civil society through more objective and professional media coverage of socially important events in the Orenburg oblast. The project envisions advanced training for 4 TV company teams of the region, and creation, production and translation of 7 TV programs on social life in the Orenburg oblast.

**Humanitarian Lyceum, Municipal Institution of General Education - Izhevsk**

\$6,557.00

To improve the municipal education strategy and personnel policy for civil servants in Izjevsk by initiating dialogue between education and business sectors and the local community. To achieve its goals, the project team will introduce a business simulation game to strengthen public involvement into the decision-making process, set up a support system (internet site, resource package, PR support) and develop draft strategies for the municipal education system and municipal personnel policy.

**GU Mordovian Republic Youth Center**

\$6,557.00

To support the project aimed to increase the access to the information for the youth in Republic of Mordovia through creation of an informational network. The project activity includes opening of 4 informational bureaus in the districts of Mordovian Republic, a training seminar for the personnel of the bureaus and launching informational exchange in the republic. As the result of the project a web-site of the network will be created and informational leaflets will be disseminated to the youth of the republic.

**Nizhny Novgorod Regional Foundation for the Social Partnership of Power and Business**

\$6,557.00

To support the creation of alternative mechanisms of social delivery in Nizhny Novgorod. The grantee will create a "Ded Moroz" (Santa Claus) service in the city, to be run by a newly established center for volunteers. Volunteers will receive childrens' letters to Ded Moroz, implement a fundraising campaign, hold special events for children and facilitate the delivery of social assistance to families in need.

**Department of Education and Sciences of Komi - Permyak Autonomous Okrug Administration**

\$3,261.00

To engage youth in the Komi-Permyatsky Autonomus district in the realization of socially important projects to address drug addition and AIDS awareness. High school students will be given training on project-planning and management, and, together with peers and teachers, develop their own social projects. Results of the projects will be summarized and analyzed at a summer camp.

**Arzamas Secondary School # 13**

\$3,278.00

To develop a model for rehabilitation, adaptation and socialization for teenagers with substance-abuse problems. A support group for former drug-addicts will be formed, providing a series of lectures and consultations for them and their parents. The experience received in the framework of the project will be disseminated among other interested organizations of the Volga district.

**Gymnasium #3, Perm**

\$6,557.00

To increase involvement of teenagers in social activity and social projects. During the project high-school students from 7 schools of the Volga district will be trained in information technologies and fundraising methods and encouraged to initiate and implement social projects in their schools.

**Municipal Institution for General Education, Gymnasia No 8, Chuvashia**

\$3,278.00

To support a project aimed at helping to solve social problems of local youth by constructing an outside sports center and organizing regular sports events.

**Tyulganskaya Secondary School #1**

\$3,279.00

To involve youth in social activity by encouraging them to find solutions for social problems of their communities. During the project the students of two schools in the city of Tulgan will receive training in building social partnerships, and help to build an activities center for children.

**Municipal Institution for General Education, Multiple-discipline Gymnasia No 13, Penza**

\$4,589.00

To involve Penza youth in social activity in the city by creating a youth union "Future Civilization". Project activities will include training for high-school students in economic disciplines, organizing a business-simulation game, and realization of social projects by high-school students

**Editorial Board of Municipal Television and Broadcasting of Balezinsky Raiyon**

\$14,752.00

To support ethnic tolerance and multicultural development among ethnic minorities living in the Republic of Udmurtia. Two television series will be created for airing on a local TV station. The series will highlight life in the villages and showcase the traditions and cultural differences of nationalities living in the republic. The program will be translated in several national languages.

**GARANT, Center for Support of Non-Profit Organizations of Nenets Autonomous Okrug**

\$43,838.00

To increase effectiveness of non-profit organizations in Nenets Autonomous Okrug, the region of reindeer husbandry, and make a provision for further sustainable development of the non-profit sector. Assisted by longtime EF-grantee, the Arkhangelsk NGO support Center "GARANT", the project team will organize and launch the first NGO support center in the Okrug, providing technical, informational and legal assistance to non-profit organizations and initiative groups working on community issues. Nenets NGO leaders will receive professional management, finance, and fundraising training matters. The project will increase sustainability of the NGO sector, and Nenets' non-profit organizations will be able to more effectively serve their clients and communities.

**Press Development Institute, Siberia**

\$38,575.00

The project is designed to support the development of independent regional media in Eastern Siberia by creating permanent School of Economic Journalism. The School, established on the base of Novosibirsk Institute of Press Development (IPD) is due to raise the qualification of journalists, covering economic issues in their town and region. The program includes theory as well as practical courses (trainings and seminars). An Internet based resource "School of Economic journalism" will be created to provide the possibility of distance learning.

**DIALOGUE Educational Fund**

\$32,022.00

To increase citizen trust and perception of socially responsible business. The Enlightening Fund Dialogue will produce 50 radiobroadcasts and air them on "Radio Russia" and "Voice of Russia". The grantee will facilitate a round table for experts, NGOs, state and business representatives to discuss barriers to the growth of corporate philanthropy. A book will be published and distributed among journalists in order to improve editorial policy towards philanthropists. Shifts and developments in corporate giving will be presented a final press conference. The project will contribute to more favorable environment for corporate philanthropy.

**State University of Management**

\$35,718.00

To enhance the Russian higher education system and strengthen the non-profit sector by adding non-profit courses to university curricula and expanding the network of university professors, instructors, trainers and researchers working to educate non-profit managers and professionals. The project team will study and analyze existing non-profit courses and work with the Ministry of Education to develop standards for this academic discipline. A series of round-tables will be held to discuss the emerging field of non-profit management, and university professors and instructors from 14 schools will be trained on how to teach non-profit management courses. The project will conclude with a nation-wide conference for non-profit professionals to discuss the strategy on incorporation of non-profit related courses to the university curriculum. This project will lay the groundwork for the creation of an official non-profit specialization in Russian universities

**Federation for Internet Education**

\$27,773.00

To support civil society by promoting tolerance, open dialogue, and conflict resolution in internet communication. The grantee will develop a distance learning course on tolerance and train project participants on how to deliver the course and expand upon it for future education components. The grant will help to strengthen the educational and NGO communities and help them to better work on tolerance issues. An information support system (internet-sites, databases) will be created, and methods will be developed for facilitating open dialogue and conflict resolution via the internet. The project will help develop social patterns and tolerance norms in internet-communication that will contribute to the prevention of societal aggression and hatred.

**Center for Strategic Research of the Privolzhsky Federal Okrug**

\$12,100.00

The project aims to give regional universities the opportunity to discuss their fundamental questions on development and the universities' position in the new education sphere. The main idea of the project is to help universities evolve not just as centers of science and education, but also as centers of the community on a regional level. A seminar will be held, business games conducted (together with Moscow School for Social and Economic Sciences), distance-learning consultations delivered, and 2-3 field seminars held in various universities. As a result, regional social partnership teams will be formed, consisting of representatives of university, local community, government and business. The social partnership teams will determine their common goals and ways in which they can work together.

**Moscow High School for the Social and Economics Sciences**

\$12,208.00

The project aims to help universities become networking centers of the regional community. The project team training programs for the project participants in strategic planning, fund-raising and university's corporate ethics. These programs will be presented during a seminar held for regional teams (participants in the regional universities as local community centers project). The seminar will be held in cooperation with the Center of Strategic Research of the Volga District. Working with experts, project participants will determine priorities for each of their own regional projects and prepare joint training programs for the next year. Two months after the seminar experts will visit project participants for consultations and monitoring of their regional projects.

**Network Institute for Public Innovations**

\$29,559.00

The project will create a database of realized projects that increased interaction between Russian universities and the regional community. The database will promote partnerships between regional universities, local authorities, business and NGOs, establish horizontal links between Russian universities to increase their role as a resource center in the country's regions, promote innovative education management models and implement regional social educational policy.

**Objective Reality, Fund for Development of Visual Communications**

\$34,925.00

Low quality of photography in today's Russian regional media is a serious problem. Current project is aimed to improve professional skills and knowledge of practicing photographers in Russian regions and the level of photojournalists in general. Seminars and training sessions for Russian regional photojournalists will lead to improvement of the quality of photography in local media, introduce new technologies and include regional photographers in the infrastructure of Russian and International media markets.

**Institute for Public Development**

\$2,999.00

Uzbekistan

To increase the capacity of nongovernmental organizations. Twenty representatives of Uzbekistani non-profit groups will study management on-line. They will then be able to use this acquired knowledge to improve their organizations.

**Mari State University**

\$15,730.68

To contribute to community development by facilitating the social readjustment of orphans and children with limited abilities. The grantee will provide the clients with professional training sessions in computer literacy in order to help them build careers. The grantee will also interact with the orphanage and specialized school directors to share best practices and increase the use of information technologies in education.

**Focus Media Fund for Social Development and Health Protection**

\$34,166.00

One of the main problems facing Russian NGOs is lack of fundraising experience and resulting financial instability. NGOs in the Komi republic have limited access to Western assistance and do not participate in training programs in other regions. The project aims to improve financial sustainability of Komi NGOs by providing training in fundraising techniques. Project activities include two training sessions for 25 Komi NGOs, assistance in developing fundraising campaigns and publication of a manual on fundraising techniques. As a result of the project, Komi NGOs will successfully fundraise in the amount of at least \$35,000.

**The New Eurasia Foundation**

\$1,223,181.00

To launch a US-Europe-Russia public-private partnership to support the development of civil society in Russia. The New Eurasia Foundation (NEF) is the first private, indigenous foundation in Russia with a network of offices across the country and financial support from U.S., European, and Russian sources. This three-year grant will provide funding for NEF to promote the advancement of civic institutions and private enterprise throughout Russia through its grant making and operating programs.

## **2.2 Improved Legal Systems**

### **Vladivostok Center for Legal Initiatives, NGO**

\$34,957.00

To increase the legal culture of NGOs and develop partnerships between the non-profit and the private sector in Primorsky Krai. The grantee will create a training center where NGOs will be educated in legal advocacy principles and how to engage businesses in project development. In addition to its consulting role, the center will monitor violations of NGO rights. Trainings and final conference are expected to reduce claims by the State and increase the number of NGOs-business partnerships that will address urgent regional problems.

## **2.3 More Accountable Local Government**

### **Legal Information Center for Aircraft Industry Employees**

\$48,157.00

To institutionalize the structure and function of territorial self-governing organs (TOS) in the Russian Far East (RFE). The project is aimed at improving the professional skills and interactions between NGO leaders and municipal and government officials involved in TOS activities. TOS experts from Moscow will develop a curriculum and organize an intensive schooling program for Eurasia Foundation grantees, representatives of regional TOS and local administrations. The goal will be to consolidate the efforts of these groups in building local self-governance in the RFE regions.

### **Educational Center of the Buryat Republic**

\$92,669.00

To strengthen self-government by improving the mechanisms of leadership in a region. The grantee will raise the staff's capacity, establish a network of resource centers throughout the region and expand technical information services for the leaders of territorial self-government organizations (TOS) and the general public. The project will help the grantee increase its stability, and allow it to expand its methodological and informational support to TOS organizations and governmental bodies as they seek to mutually develop joint projects.

### **East-Siberian Innovation Center**

\$34,908.00

To raise the quality and transparency of local budget policies through improving biddings procedures for provision social sphere organizations in municipalities. Based on a previous Eurasia Foundation grant success, the grantee will develop the principles of expenses estimation applied in budget planning, and will present them to local authorities and budget organizations at workshops in three regions. The new budget planning approach will raise the efficiency of budget processes and will produce budget economies to improve the level of social services available to the general public.

### **Smolensk City Administration**

\$30,717.00

To increase citizen involvement in the Smolensk municipal decision-making process and promote a more effective and open municipal government through use of modern information-communication technologies (ICT). The local administration will review and adopt a law to allow virtual city hall operations, and the project team will develop a set of ICT applications for a virtual city hall. City officials will be taught how to handle electronic requests from the public, and the local government will use the developed IT applications to conduct public e-surveys on city development issues. This project will contribute to the development of the Federal Electronic Russia Program at the municipal level.

**Center for Legal Support of Local Self-Government**

\$21,380.00

To help develop municipal legislation in accordance with the new federal law on local self-governance in the Russian Federation. An expert team will analyze current federal legislation (more than 200 legal acts) regulating municipal activities, compile a comprehensive list of all issues regulated by a municipality and develop normative legal acts that can be used as a model by any municipal entity. During the last stage of the project, the methodological recommendations developed by the expert team will be widely distributed among municipal and regional authorities. The project will contribute to institutional reforms in the local government and maximize the effectiveness of the new law.

**Development Agency of the Tomsk Region**

\$6,451.00

To enhance the professional monitoring and evaluation capacity of public administrators, local experts and community representatives. The project team will train 150 local and regional authorities in Tomsk and western Siberia on the role of evaluation and its potential for social and economical development of the regions. Working with leading Russian experts, the project team will prepare a group of local experts to be integrated into the evaluation activities of government programs and policies on the local and regional level. Lessons learned and practical methods developed during the course of the project will be analyzed, compiled and published for dissemination across the region. The project will increase the effectiveness of social and economic development programs in Western Siberia and build a community of local professional evaluators.

**OST-EURO Municipal**

\$27,273.00

To improve effectiveness and accountability of local self-governments and to support private enterprise development in Russia through developing criteria and conditions of self-governments' direct involvement in economic activities. Sometimes local self-governments set up and subsidize municipal enterprises to produce bread and milk, sell medicine and etc. Practically every municipality runs enterprises that produce housing and utilities goods and services. The grantee will develop recommendations on improving the legislation on self-government regarding economic activities; organize discussions in the Russian legislative bodies with broad participation of legislators, federal ministries, regional and local governments and test the recommendations in a pilot region. The results of the project will be presented at a final conference and distributed in a brochure among local self-governments.

**Non-Profit Organization Alliance, City of Zarechny**

\$2,928.00

To increase effectiveness and accountability of local authorities in Zarechnyi, the nuclear energy center of Sverdlovsk oblast. Using a role-play training module, participants will test a new model of city management, incorporating public opinion into the project. As a result, the city charter will be amended with provision on hiring procedures for city manager, a the city manager's functions will be publicly discussed among representatives of the local community and the city administration. A methodological project manual will be developed and given to oblast governments and municipal administrations interested in adopting the new model to reform their system of local government.

**Small Towns Institute**

\$35,000.00

To improve municipal strategic planning in Russia by spreading Vladimir Oblast municipal development best practices to other regions and among experts. The grantee will conduct workshops for 44 regional municipal strategy groups, evaluate the developed strategic planning practices, develop a set of case studies and create an interactive Internet site. The results of the project will be discussed at a final conference in the region, and a project brochure will be sent to 112 local self-government organizations and leading expert organizations.

**Center for Management and Staff Training**

\$39,201.00

To stimulate economic development in 41 municipalities of the Saratov oblast by initiating municipal investment programs managed jointly by municipalities and local businesses. The grantee will develop an educational program, create municipal investment planning groups, conduct several workshops and provide consultations to municipal officials. The municipalities will evaluate the investment climate and growth opportunities and define priorities for its improvement. The grant will create conditions for implementation of municipal investment programs.

**Center for Management and Staff Training**

\$26,738.00

To enhance economic development in Saratov's regional municipalities by creating and implementing investment projects. The grantee will train municipal managers and businessmen from forty municipalities in investment projecting and will provide necessary consultations to the trainees during practical work on their projects. As a result, municipalities and businesses will develop investment projects that they can then implement locally or submit to the investment project competition and investment forum which Saratov's regional government organizes.

**Saratov Regional Development Agency**

\$15,000.00

To stimulate investment activities in the Saratov region by strengthening the capacity of the local support infrastructure. This grantee will detail a development strategy for the local regional development agency, provide consultations on investment projecting to forty municipalities and local businesses, prepare presentation materials for investors and organize a regional investment forum. As a result, it will bring about favorable conditions for effective cooperation between potential investors and investment project developers.

# Tajikistan

## **1.3 Private Enterprise Development**

### **Parallax NGO**

\$16,654.00

To support the rule of law for businesses in a region bordering Afghanistan. The grantee will attempt to raise the legal literacy of businesses and government officials through trainings and consultations, and will conduct an information campaign to encourage adherence to the law. The grantee will then evaluate whether there has been a decrease in abuses by government officials.

### **Agency for Strategic Research and Planning**

\$15,665.00

To promote agricultural cooperatives as a means of raising private farms' profitability. The grantee will train and consult with farmers in the Gissar region to help them establish cooperatives, which raise the efficiency of farms.

### **Consulting Center NGO**

\$16,213.00

To reinvigorate Tajikistan wine growing. Tajik wine growers suffered doubly from a Gorbachev-era anti-alcohol campaign and their country's civil war. The grantee will conduct market research, train and consult with farmers in former wine-growing regions, and help develop a 10-year strategy for viticulture. This should contribute to a growth in a high-margin branch of agriculture.

### **Milal-Inter Association of Producers and Art Enterprises**

\$24,113.00

To widen trade ties between Afghanistan and Tajikistan. The grantee will train and work with traders and government officials at two markets located on the border in the Pamir Mountains. It will conduct and publish market research about business opportunities in Afghanistan for Tajik businesses. The volume of cross-border trade should grow as a result. The Organization for Security and Cooperation in Europe is co-funding this project.

### **The Union of Farmers and Agricultural Cooperatives of Tajikistan**

\$34,894.00

To increase the sustainability of Tajikistan's emerging private farm sector. The grantee will set up the country's first agricultural marketing service and work directly with farmers to sell their products domestically and abroad. The service should become a self-sustaining source of support to the economic sector which employs the most people in Tajikistan.

### **Khilol NGO**

\$33,932.00

To support small businesses by creating Tajikistan's first business incubator. The grantee will draft a business plan for an incubator which can accommodate eight new businesses, following a visit to Kazakhstani incubators. An independent expert will review and approve the plan. The grantee will then recruit tenants, who will receive subsidized rent, consulting services, access to equipment and microcredit. If successful, this incubator could provide a model for others in Tajikistan.

## **2.1 Citizen Political/Economic Participation**

### **Economics Education and Research Consortium - Russia / EERC, CIS**

\$103,488.00

Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan

To strengthen the capacity of ten Kazakhstan universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

### **Golden Goal United Youth Union**

\$27,366.00

To help residents of Ferghana Valley seeking jobs abroad. The grantees will expand access to information on legal labor migration procedures by holding seminars and founding informational-consulting centers. Activities of three organizations from Kyrgyzstan, Uzbekistan and Tajikistan through collaboration with governmental structures will aim to increase and legalize incomes of labor migrants, to decrease law infractions by and against migrants, and to promote cross-border cooperation among organizations with similar goals. This project, co-funded by the Government of Canada and the U.S. Agency for International Development (USAID), is part of the Ferghana Valley Initiative.

### **Mavzuna-2001 NGO**

\$11,523.00

To create a base for the development of civil society and small businesses in a war-torn region. The grantee will open a resource center to provide trainings for entrepreneurs, citizens groups and businesses, representing the most advanced local initiative in this remote region. It will also publish a general circulation newsletter, to help make up for the absence of print media. This effort could serve as a fulcrum for the region's transition from humanitarian assistance to economic and civil development.

### **Russian-Tajik (Slavic) University**

\$21,539.00

To raise the quality of independent media in Tajikistan, which suffers today from a severe lack of professionalism. The grantee will establish Tajikistan's first sustainable print journalism training center. During the grant, sixty reporters will receive training, based on curriculum from Altai State University in Russia. Following this pilot class, the center will provide training to newspapers on a paid basis.

### **Djavoni Information and Rights Protection Agency**

\$23,461.00

To improve access to legal assistance. In Tajikistan, litigants and defendants must choose their attorneys through state-run collegia. The grantee will set up a resource center, publish a manual and hold seminars and a roundtable for independent attorneys. This will lay the groundwork for an association of independent attorneys who will continue to promote the right of clients to freely choose their legal representation.

### **Khujant Association for Protection of Consumers' Rights**

\$21,159.00

To help residents of Ferghana Valley seeking jobs abroad. The grantees will expand access to information on legal labor migration procedures by holding seminars and founding informational-consulting centers. Activities of three organizations from Kyrgyzstan, Uzbekistan and Tajikistan through collaboration with governmental structures will aim to increase and legalize incomes of labor migrants, to decrease law infractions by and against migrants, and to promote cross-border cooperation among organizations with similar goals.

**Anis NGO**

\$18,105.00

To help defend the rights of labor migrants. The grantee will give consultations to labor migrants on their rights and responsibilities in Russia, prior to their boarding the train in Kulyab, a major terminal for Tajiks going to Russia for work. By better preparing labor migrants, this project can contribute to a decrease in friction between Russian authorities and labor migrants, who account for a major share of Tajikistan's gross national product.

**CIMERA**

\$33,888.00

To promote the integration of ethnic groups in the schools. The grantee will help schools in the Khatlon Oblast develop multi-lingual education to integrate Russian, Tajik and Uzbek schoolchildren. By increasing interaction, this project will contribute to long-term conflict resolution.

**Prestige Youth Association**

\$10,078.00

To protect the rights and improve legal compliance of labor migrants from Tajikistan. The grantee will provide trainings, consultations and printed information for labor migrants headed for Russia. This should help them obey Russian law and protect their rights.

**Multikid Education Center**

\$24,612.00

To help deported labor migrants reintegrate into society. The grantee will establish a resource center and conduct job and social trainings for deportees from Russia, who are banned from returning and must reintegrate into Tajik society. While many projects focus on labor migration in Tajikistan, this is unique in focusing on deportees, and could serve as a model for future efforts.

**Association of Sociologists**

\$26,589.00

To contribute to public oversight of elections. The grantee will conduct a poll of the Tajik electorate before and after the February parliamentary elections to identify voter concerns and their satisfaction with the electoral process. The results will be discussed in the media and public meetings. This should produce policy recommendations to increase voter participation and government responsiveness.

**Oila NGO**

\$11,075.00

To encourage interethnic tolerance in the Vorukh Enclave and nearby border regions. The grantee will conduct research and a series of public events to identify and address sources of conflict and establish a citizens' commission to resolve conflicts. Several international projects are addressing the preconditions of conflict in the Ferghana Valley, but none focus on Vorukh, a Tajik enclave inside Kyrgyz territory.

**Kazakhstan Institute for Management, Economics and Strategic Research**

\$33,740.00

Turkmenistan, Uzbekistan, Tajikistan

To increase the level of journalism in three Central Asian countries. A leading Central Asian journalism program will give scholarships to 10 journalists from Turkmenistan, Tajikistan and Uzbekistan to pursue master's degrees

### **Bay Area Council for Jewish Rescue & Renewal**

\$74,238.00

To promote a climate of inter-ethnic, inter-religion trust and tolerance along the Afghan border and other regions of Tajikistan. This grant will build on an earlier Climate of Trust program in Tatarstan, introducing school, police, judicial and other officials to anti-extremism, hate crime response and tolerance building methodologies. The grantee will coordinate additional training exchanges between San Francisco police and judicial communities and counterparts in Tajikistan, as well as on-site training in three regions of Tajikistan. This program will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy.

#### *Ferghana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

### **Legal Support, Public Association**

\$33,514.00

To ease cross-border trade and travel in the Ferghana Valley. Three non-governmental organizations will continue and expand the activities of student legal clinics under a previous grant in Kyrgyzstan, Uzbekistan and Tajikistan. This linkage project will enable students of law faculties to gain practical experience working jointly at each clinic. By providing consultations to travelers and traders and educating government officials on legal and customs issues, the clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals. This grant is funded by the Organization for Security and Cooperation in Europe.

#### *Ferghana Valley Development Program: Mass Media Development*

### **SM-1 Public TV Company**

\$39,774.00

To strengthen broadcast media's role as a source of independent information, and promote cross-border cooperation. Six television stations, from Tajikistan, Uzbekistan and the Kyrgyz Republic, will continue and extend preparing and broadcasting a series of reports, "Voices of the Ferghana Valley," that will address issues important to citizens of all three countries. This project is part of the Ferghana Valley Initiative.

## **2.2 Improved Legal Systems**

### **Public Union for Young Lawyers of the South**

\$41,730.00

Uzbekistan, Tajikistan

To ease cross-border trade and travel in the Ferghana Valley. By providing consultations to travelers and traders and educating government officials on legal and customs issues, student legal clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals. This project is part of the Ferghana Valley Initiative Legal Awareness and Rule of Law Campaign, which is co-funded by the Government of Canada and the U.S. Agency for International Development (USAID).

**Association for Social Protection in Tajikistan**

\$18,039.00

To support pension reform. The grantee will develop and lobby for changes to Tajikistan's inadequate pension system, taking into account the positions of various Tajikistani interest groups and experts, and analogous reform efforts in Russia. This will help civil society contribute to upcoming government and parliamentary review of the pension system.

# Turkmenistan

## 2.1 Citizen Political/Economic Participation

**Kazakhstan Institute for Management, Economics and Strategic Research**

\$33,740.00

Turkmenistan, Uzbekistan, Tajikistan

To increase the level of journalism in three Central Asian countries. A leading Central Asian journalism program will give scholarships to 10 journalists from Turkmenistan, Tajikistan and Uzbekistan to pursue master's degrees

# Ukraine

## **1.3 Private Enterprise Development**

### **Donetsk Agroconsult, Llc.**

\$12,532.00

To increase the effectiveness of small agricultural business development in the Donetsk oblast by providing agro-entrepreneurs services using a Informational Marketing System. This comprehensive System will share marketing, business, legal, and accounting analysis via the web, hand-outs, roundtables, and regional and local mass media. Access to this System for the more remote clients will be available through the grantee's six regional branches. The project will improve the competitiveness of small agricultural businesses by strengthening commercial partnerships and diversifying the channels and markets for distributing agricultural goods.

### **Business Technologies Development Center**

\$29,827.00

To stimulate small business growth through the use of information technology. The project will develop a web-toolkit for small and medium enterprises to be added onto [www.VlasnaSprava.info](http://www.VlasnaSprava.info). This collection of "e-business" tools will assist entrepreneurs in using information technology to develop, market and promote their businesses. The grantee will also add plug-ins and incorporate user feedback to improve the site's accessibility and user-friendliness. The project aims to increase the number of small and medium businesses using e-business technologies. Using such technologies, in turn, will help the portal's small business clients operate more competitively.

### **Regional Tourists' Information Center**

\$20,864.00

To increase financial sustainability of the museums of the Carpathian region by increasing the museum managers' business skills. The project will develop a database of museums of the Carpathian region to be placed on the Carpathian Tourism Board's web site. The grantee will provide support to 10 pilot museums, two from each oblast of the Carpathian region, based on the results of a competition. Support will include training and technical assistance in improving service quality, PR, marketing, and methods of working in partnership with tourist agencies and craftsmen. Within the course of the project's implementation the grantee will increase the museums' profile by organizing a series of press-tours to the pilot museums and conduct round tables to bring together the museums' managers with tour agency operators. Based on the marketing experience the grantee will develop, publish and distribute a manual on Museum Management. The project will diversify the museums' income and make the museums more business-oriented.

### **Mushroom Farming Support Center**

\$13,458.00

To introduce new mushroom farming practices to unemployed people in the Chernihiv oblast's rural regions. The grantee will select participants from the target audience and train them in how to develop a successful mushroom farming business. Specific measures include organizing study trips to leading mushroom farms, holding workshops with known experts, and distributing a guidebook for new mushroom farmers. The project will provide new economic opportunities for residents of some of the oblast's most depressed regions.

### **Chernigiv Oblast Institute for Local Development**

\$12,961.00

To introduce innovative business practices to craftsmen in the depressed rural areas of the Chernihiv oblast. The grantee will train people in making traditional folk arts and crafts. These and other craftsmen will receive additional information and technical assistance on how to improve, develop and market their products. The project will also produce promotional materials, including a how-to manual. The project will increase number of handicraft businesses and improve their profitability.

**Heifer Project International Charity Foundation, Ukraine**

\$27,415.00

To support accelerated private enterprise development in rural areas. In the context of micro and small business development in agro-tourism, the grantee will conduct seminars and provide consultations in two pilot areas on community development, improvement of animal husbandry, development of horseback riding for agro-tourism entrepreneurs, marketing, and ecological management. The project will develop and launch new riding trail routes and institute a public information campaign through a new tourist brochure entitled "On Horseback to the Carpathians." The grantee will present project results, findings, and recommendations at its "Sustainable Development of Rural Communities in the Ukrainian Carpathians" conference. The project will promote diversification of agro-entrepreneurship, creating additional income opportunities in rural areas and improving the quality of the products developed.

***LEaD: Local Economic Development***

*The Eurasia Foundation and Organization for Security and Co-operation in Europe launched a joint program aimed at stimulating economic development and employment opportunities in the depressed regions of Ukraine in order to reduce poverty and prevent human trafficking. The program is focused on: 1) spurring SME development at the regional level; 2) building business support infrastructure; and 3) creating conditions for the public-private dialogue at the regional level.*

**Dnipropetrovsk Science and Technology Park**

\$40,220.00

To support the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from the OSCE, the project will establish advisory and information centers in 4 pilot rayons of Dnipropetrovsk oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, provide consultations, set up a library, start information and experience exchange through entrepreneurs clubs, and issue a newsletter. The project will also set up and train expert groups to develop regional social and economic development plans and conduct public hearings on them. A public information campaign on business development issues will be conducted in local print media and via the internet. Project activities will result in new businesses and job creation, as well as help to increase the effectiveness of existing enterprises.

**Nizhyn Agency for Regional Development**

\$44,748.00

To promote the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from the OSCE, the project will establish advisory and information centers in 3 pilot rayons of Chernihiv oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, conduct an agribusiness exhibition, set up one-stop registration shops, provide consultations and publish brochures on agro-business technologies, legal aspects of farming operations, as well as a newsletter. Demonstration plots of the Nizhyn cucumber hybrid will be planted and soils samples will be examined, leading to recommendations for effectiveness. Project activities will result in new businesses and job creation, as well as an increase the effectiveness of existing enterprises.

**Ukrainian Association of Marketing, Rivne Branch**

\$43,184.00

To foster the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from OSCE, the project will establish advisory and information centers in 3 pilot rayons of Rivne oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, round tables with state authorities, provide consultations, set up one-stop registration shops, conduct marketing researches, design business development programs on priority topics such as agriculture, rural tourism, and transport. Project

information will be disseminated through a web-site, newsletter, and publications in the local press. The project will help to create new businesses and jobs, as well as raise the effectiveness of existing enterprises.

## **2.1 Citizen Political/Economic Participation**

### **Center for the Support of Disabled Children**

\$24,461.00

To improve community integration of mentally disabled children in Sevastopol by supporting a Center for Early Rehabilitation of the Mentally Disabled. Social workers from Sevastopol will receive extensive, professional training on successful, special educational methods at the Korchak Rehabilitation Institute in Odessa and develop educational curriculum for mentally disabled children that will be implemented at the Center for Early Rehabilitation of the Mentally Disabled in Sevastopol. As a result of this project, mentally disabled children in Sevastopol will have greater opportunities for an education, future employment and social integration

### **The Way Home, Odesa Charity Fund**

\$31,600.00

To increase the viability of an effective social enterprise that assists vulnerable groups by improving revenues from the retail sales of its weekly newspaper, entitled 'The Way Home'. In order to improve newspaper sales revenues, this project will fund marketing research, strategic planning, creation of a business plan, training workshops and a promotional campaign that will increase the print run of this weekly periodical to 15,000, the level required for the revenues from retail sales to pay for all expenses associated with the periodical and also provide additional funding for the other activities of this organization. It is anticipated that this project will both provide a new model for sustainability of the non-profit sector in Ukraine, and more specifically, enhance this organization's effectiveness in working with vulnerable groups, especially the unemployed, in the city of Odessa.

### **Institute for Social and Cultural Management**

\$41,777.00

To develop effective mechanisms for citizen participation in strengthening civil society. The project will test a unique approach of using existing community resources such as libraries, cultural centers and community clubs to create local network of civic organizations, which will create partnerships and coalitions, develop projects, manage volunteers, assess community needs and attract resources. The Institute for Social and Cultural Management will lead three organizations from Kirovograd, Dnepropetrovsk and Nikolaev that will serve the network. Within the framework of the project the grantee will conduct a networking conference, training, distribute print materials and support an Internet-site. The project will help to increase professionalism of civic leaders, provide them with methodological support and information needed to run community- based organizations.

### **Internews, Ukraine**

\$41,398.00

To ensure free and fair elections and the public's access to balanced information about election issues leading up to and during the 2004 Presidential elections. Twenty-four weekly analytical television programs debating election-related issues will be aired via satellite to regional television companies. In addition, Internews will train regional television stations to make videos that promote active citizen participation in the elections. The anticipated results of this project are twofold – heightened information about election issues and the Presidential election themselves as well as increased professionalism of participating regional television stations.

**Independent Broadcasters Association**

\$26,248.00

To increase the knowledge of television and radio broadcasters about their legal rights to cover the 2004 Presidential elections fairly and freely. A telephone hotline will be established providing television and radio companies with legal support on election-related issue. The association will also organize consultations and legal training for regional media at four regional seminars and post answers to frequently asked questions through an electronic mailing and its website. The anticipated result is that the public will have increased access to all information preceding and during the 2004 elections so that voters can make informed and deliberate decisions.

**Ivano-Frankivsk Economic Development Association**

\$36,306.00

To improve the ability of civil society organizations in the Ivano-Frankivsk Oblast to participate in the local government strategic planning process. The grantee will recruit up to five grass-roots groups to form a network of community development organizations. The network's members will conduct needs assessments for their target communities. Each member will use this research as the basis for recommendations to local governments made via new citizen engagement practices. The project's activities will ensure that state plans reflect community priorities by fostering closer cooperation between citizens groups and local governments.

**Center for the Support of Public Innovations**

\$16,111.00

To develop effective mechanisms for citizen participation in strengthening civil society. The project will test a unique approach of using existing community resources such as libraries, cultural centers and community clubs to create local network of civic organizations, which will create partnerships and coalitions, develop projects, manage volunteers, assess community needs and attract resources. Within the project's framework grantee will conduct a series of training workshops and press-club meetings, distribute print materials and provide consulting for members of network based in Nikolaev oblast. To form the regional network, Center for Public Innovations Support will partner with organizations from Kirovograd and Dnepropetrovsk. The project will help to increase professionalism of civic leaders, provide them with methodological support and information needed to run community-based organizations.

**Center for the Support of Public and Cultural Initiatives**

\$28,964.00

To develop effective mechanisms for citizen participation in strengthening civil society. The project will test a unique approach of using existing community resources such as libraries, cultural centers and community clubs to create local network of civic organizations, which will create partnerships and coalitions, develop projects, manage volunteers, assess community needs and attract resources. Within the project's framework grantee will conduct a series of training workshops and press-club meetings; distribute print materials and provide consulting for members of network based in Dnipropetrovsk oblast. To form the regional network, Center for Public Innovations Support will partner with organizations from Kirovograd and Nikolaev. The project will help to increase professionalism of civic leaders, provide them with methodological support and information needed to run community-based organizations.

**Foundation for Mykolaiv City Development**

\$15,575.00

To improve the legal environment for forming and managing neighborhood associations. Ukrainian law allows for citizens living in the same geographic area to form neighborhood associations; however, gaps remain in the law and many people are unaware of how they operate. The project implementers will draft and submit to the Parliament of Ukraine a new version of the Law "on Neighborhood Associations" and conduct an information campaign on the issue. The new law will be more conducive to forming and managing such associations.

**Information and Press Center, Public Organization**

\$24,240.00

To support independent media development by increasing professional skills and standards among journalists and managers of non-governmental newspapers in Southern and Eastern regions of Ukraine. The project envisages a series of intensive training and consulting programs for different categories of professionals from 20 newspapers selected from the previous stage of project implementation. In addition, the participant newspapers will host an internship program for university students. The center will provide all interested media professionals and students with free access to library, databases, internet resources, and assist in organizing press conferences and round tables on current issues. Co-funded by IREX ProMedia and International Renaissance Foundation, the project will raise economic effectiveness and general professional level of target newspapers.

**Internews, Ukraine**

\$37,936.00

To provide citizens with balanced information during the 2004 Ukrainian presidential election campaign. Together with the Freedom of Choice Coalition, the grantee will design and conduct a nationally televised live presidential debate. The debate will take place between the first and second rounds of polling. The project will ensure that candidates' positions on key issues are presented in an unbiased manner to a broad audience.

**Rozmay NGO**

\$30,000.00

To encourage eligible voters to exercise their civic rights during the October 2004 presidential elections in Ukraine. The project will conduct an information campaign on two topics: get-out-the-vote and how to recognize voting procedure violations. With a focus on younger voters, the campaign will consist of 10 TV and radio spots, posters, and brochures. As a result of the project, voters will be more likely to vote and more willing to help prevent violations. The project is co-funded by the U.S. Embassy Democracy Commission.

**Secretariat of the Freedom of Choice Coalition of Ukrainian NGOs**

\$25,376.00

To ensure that the names on official voter lists accurately reflect the list of eligible voters for the October 2004 presidential elections. Based on a sampling, the grantee will verify official lists by independently counting eligible voters. If inaccuracies are found, the grantee will show citizens and authorities how to correct the mistakes. The project will help reduce the likelihood of falsified voter lists, helping ensure that the election results are a true reflection of the intended number of votes made by eligible voters. The project is co-funded by the OSCE Project Co-coordinator in Ukraine and by the U.S. Embassy Democracy Commission.

**Institute for Euro-Atlantic Cooperation (IEAC)**

\$24,225.00

To encourage Ukrainian citizens living abroad to vote in the October 2004 presidential elections. The project will produce a variety of voter education materials designed for Ukrainian citizens living abroad. These materials will be distributed to Ukrainian embassies and consulates, international Ukrainian communities, Western Union offices, travel agencies, and churches in 17 foreign countries with the highest number of Ukrainian citizens. As a result of the project, Ukrainians living abroad will have increased access to elections-related information and an increased number of Ukrainian expatriates will vote. The project is co-funded by OSCE Project Co-coordinator in Ukraine.

**O. Razumkov Ukrainian Center for Economic and Political Studies**

\$49,650.00

To independently verify results of the 2004 Presidential elections and to increase of the role of civil society in developing the national policy agenda. As one of a consortium of four independent sociological research groups, the grantee will conduct a nation-wide election day exit poll and disseminate the results widely. The grantee will also develop and disseminate policy recommendations for the new President's domestic agenda. The project will help increase public trust in the election process and increase citizen participation in political and economic decision-making.

**Economics Education and Research Consortium, Inc.**

\$750,000.00

To indigenize the MA in Economics at the National University "Kyiv-Mohyla Academy" (NaUKMA). This three-year institutional development grant will support the Economics Education and Research Consortium's (EERC's) efforts to attract and train Ukrainian faculty, integrate the administration of the program, and strengthen its efforts to generate domestic sources of revenues (both through donor contributions and tuition). The goal of this grant is to groom NaUKMA to assume administrative and financial responsibility for the program by 2006.

**Kindness Charitable Foundation**

\$49,882.00

An institutional development grant to support the emergence of community-based charity and philanthropy by developing local expertise in the organization of boards and promotion of volunteerism for local NGOs. The Charity Serving as Community Development Leader project will, within 18-months, train the foundation's personnel, create mechanisms for the formation and functioning of charity boards and attracting talented people to the non-profit sector. The activities will be supported by broad public information campaign. The project will help local charitable organizations to gain more public trust which, in turn, will increase donations and the amount of local resources attracted to implement municipal social programs and projects.

*Encouraging Corporate Citizenship*

*The main focus of the competition is to increase effective corporate participation in social and charitable activities. Developing this particular programmatic niche will also help to explore market prospects for the EF Kiev Regional Office*

**Community Initiatives Charity Foundation**

\$26,802.00

To increase effective corporate participation in social and charitable activities. The grantee will conduct an assessment of the most important local development needs. To address the identified needs, the grantee will forge partnership between NGOs and businesses. Partnership will be forged through training events, joint round tables, a local media competition, and joint charity campaigns. The project aims to increase business contributions to charitable activities in Kharkiv city.

**Princess Ostrozhsy Foundation**

\$28,276.00

To increase effective corporate participation in social and charitable activities. The grantee will conduct a local needs assessment together with prominent members of the business and NGO communities. To address the identified needs, the grantee will encourage cooperation between charities and businesses. The main vehicle for this cooperation will be a "Philanthropist's Club," a membership organization reserved for the city's top corporate sponsors. The project aims to increase business contributions to charitable activities in and around Rivne city.

**AHALAR Resource Center**

\$27,203.00

To increase effective corporate participation in social and charitable activities. The grantee will organize a series of joint activities for charities and local businesses. The activities include conducting a study tour to Poland, providing social marketing trainings, and organizing charity campaigns. The grantee will also produce materials on the subject, including a book of case studies based on local experiences. The project aims to increase business contributions to charitable activities in Chernihiv city.

**Local Self-Government Development Support Association**

\$15,265.00

To increase effective corporate participation in social and charitable activities. The grantee will conduct an assessment of the most important local development needs. To address the identified needs, the grantee will raise the profile of local charities through publishing local NGOs directories, round tables with the business community, and joint charity campaigns. The project aims to increase business contributions to charitable activities in Luhansk city.

*Ukraine AmCham Helping Hands*

*A corporate matching grant program established by the American Chamber of Commerce in Ukraine and the Eurasia Foundation to provide funds to local organizations that address issues facing the Ukrainian population, such as HIV/AIDS awareness and prevention.*

**Molodoy Invalid Charitable Foundation**

\$4,774.00

To increase employment opportunities for the disabled by improving the capacities of an existing specialized job center for the disabled. The grantee will establish a broad program to help define the professional skills of disabled applicants, provide training follow-up, and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease unemployment among the target group, and increase awareness about the contribution disabled people can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative, which targets the development of effective local civic and philanthropic organizations.

**Social Partnership Agency, Donetsk Youth NGO**

\$4,730.00

To increase employment opportunities for the disabled through creation of a specialized job center. The grantee will establish a broad program that will help to define the professional skills of disabled applicants, provide training follow-up and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease un-employment among the target group and increase awareness of the contribution that the disabled can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations

**Hortytsia Rehabilitation Center**

\$5,000.00

To increase employment opportunities for the disabled through increasing capacities of rehabilitation center for the disabled. The grantee will establish a broad program that will help to define the professional skills of disabled applicants, provide training follow-up and represent the interests of the job center's disabled clients to potential employers. These project activities will help to raise the level of social rehabilitation of the disabled in the region, decrease un-employment among the target group and increase awareness of the contribution that the disabled can make to the community. The project is part of the matching grant program with the American Chamber of Commerce in Ukraine's "Helping Hands" initiative that targets development of effective local civic and philanthropic organizations.

## **2.3 More Accountable Local Government**

### **Our Children NGO**

\$21,915.00

To create more effective and accountable local government by developing and implementing new mechanisms concerning the policy for the formation of local budget, with the involvement of public opinion and independent expert analysis. Project implementers will create and broadcast four TV spots and six TV programs on the issues of citizen participation in policy and budget formation, conduct three round tables and a series of seminars for representatives of the public and the private sectors. Project activities will enhance the local government's performance and will create a more favorable environment for public oversight of local government.

### **Association for the Economic Development of Kharkiv Oblast Communities**

\$23,569.00

To develop a system of information sharing and exchange between organizations involved in local economic development. The grantee will develop an Internet site containing information on the most successful models of local economic development that were implemented in various regions of Ukraine, and the most interesting achievements in this area. Using Internet-technologies, regular discussions will be organized on key issues facing Local Economic Development agencies. The Web-site presentations will take place in different regions. The implementation of this project will lead to creation of new economic development agencies in different regions, implementation of innovative local economic development models and accelerate regional economic development.

### **Bukovinskoe Partnership Agency, Chernivtsy City Public Union**

\$33,126.00

To support the development of rural communities and introduce effective mechanisms for public participation in local level policy formation through creation of a community management training program. The grantee will develop methodological materials, deliver a number of training seminars for local authorities and leaders of self-governing bodies to increase the effectiveness of their work, and will provide regular consultation and technical assistance to support their activities in the field of community management. The project includes a conference to disseminate best practices and draft recommendations for policy changes. Project activities will result in strategic development plans for a number of small towns.

### **Information Center for Local Government and Election Technologies Development**

\$21,840.00

To increase the effectiveness of village councils by improving the skills of their chairmen and members. The grantee will develop and publish professional development materials, conduct a series of 20 trainings on social partnership, community development, local budgeting, legal basis for the rural councils activities, as well as provide target audience with regular consulting and information support. The project envisages studying their approaches to address local problems and conducting a wrap-up conference to share best practices that contribute to local social and economic development. The project activities will result in raised level of cooperation among members of the target communities and increase the ability of local governments to fulfill their functions.

### **Volyn Regional Foundation for Investment and Development**

\$15,712.00

To increase community participation in social and economic decision-making in the Lutsk, Vladymyr-Volynsky, Kovel, and Shatsky regions through the establishment of four community development groups. These groups will work together in order to design models to efficiently address regional problems. The project will provide regions with consulting services, a training series for local community leaders and volunteers, and a series of informational materials. Project activities will help enhance effective public oversight of local government in four rayons of Volyn oblast.

### ***Strengthening Rural Councils***

***To increase the effectiveness of rural councils by strengthening their ability to act in the interest of their constituents.***

#### **Volyn Regional Foundation for Investment and Development**

\$19,929.00

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will conduct broad training for approximately 1,000 members of village councils. Based on the results of the training, the grantee will select four village councils to provide intensive technical assistance in producing and implementing community strategic plans. In addition, in cooperation with the oblast department of education, the grantee will develop programs to encourage high school students to get involved in local governance. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work within the Volynska oblast.

#### **Western Ukrainian Resource Center**

\$26,178.00

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will help rural council members work with their communities to address local social and economic issues. Support includes providing training and consulting services, conducting study tours and helping councils draft local ordinances. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. This project will strengthen rural councils in five villages of Ivano-Frankivsk oblast: Hostiv, Starunia, Troitsia, Toporivtsi, and Uzyn.

#### **Municipal Center for Marketing Research and Strategic Planning**

\$21,945.00

To strengthen the ability of selected rural councils to respond to citizen needs. Working in economically stagnant rural areas, the grantee will help the village councils in developing plans to diversify the local economy, incorporating ideas from local businesses and citizens groups. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work with seven villages in the Svitlovodsk district of the Kirovohrad oblast.

#### **Stara Volyn Sustainable Development Foundation**

\$22,488.00

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will identify six village councils. These villages will form a planning network, holding joint working sessions and sharing IT resources. After drafting sustainable development plans (in consultation with local residents) the villages will market their ideas by holding an "ideas fair" for businesses, donors, and higher government authorities. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee's program targets villages in the Khmelnytsky oblast.

#### **Civil Initiatives Center Charitable Foundation**

\$22,487.00

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will train and consult rural council members on the following topics: local strategic planning, public financial management, and drafting local ordinances. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. This project will strengthen rural councils in the Beregove, Perechyn and Uzhgorod districts of the Zakarpatska oblast.

*Ukrainian-Belarusian Partnership for Community Development*

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

**Association of Regional Development Agencies, All-Ukrainian Union of Public Organizations**

\$59,856.00

Ukraine, Belarus

To foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. Implemented in partnership with the Belarusian Information Center, this project envisages preparation of an integrated, training program on community development and local self-governance issues. This training will include designing curricula, developing training manuals, and conducting a series of study trips to Ukraine for 8 delegations from Belarusian local communities selected on a competitive basis. This project, which is co-funded by Charles Stewart Mott and International Renaissance Foundations, will enhance problem solving skills of Belarusian local communities and introduce proactive, systematic contacts between Ukrainian and Belarusian professionals and civic organizations involved in community development and in local self-governance.

# Uzbekistan

## **1.3 Private Enterprise Development**

### **Sakhovatli Tayanch Center**

\$12,070.00

To support the ongoing transition to private agriculture. The grantee will provide trainings and consultations on farm-business basics, and will work with farmers to form credit unions in four rural regions. With this project, private farmers will be put on a more sustainable footing, with the ability to provide their own financing.

### **Legal Clinic Public Association**

\$26,046.00

To ease cross-border trade and travel in the Ferghana Valley. Three non-governmental organizations will continue and expand the activities of student legal clinics under a previous grant in Kyrgyzstan, Uzbekistan and Tajikistan. This linkage project will enable students of law faculties to gain practical experience working jointly at each clinic. By providing consultations to travelers and traders and educating government officials on legal and customs issues, the clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals

### **Bukhara Province Association of Entrepreneurs**

\$26,850.00

To promote leasing as a financing tool for rural businesses. The grantee will establish itself as a regional non-profit representative of Tashkent-based leasing companies. Leasing will provide capital investments crucial for farm and small business growth in the Bukhara region. The International Financial Corporation will provide technical assistance to the grantee.

### **Aid to Artisans (ATA)**

\$10,100.00

To further the development of the Uzbek ceramics industry by allowing craftspeople in Uzbekistan and Afghanistan to exchange techniques. A group of Uzbek potters will study the more traditional techniques of their counterparts in Afghanistan, and share their experience adapting to modern markets. The Uzbeks also plan to present their goods at a Kabul crafts fair.

### **William Davidson Institute at the University of Michigan**

\$106,467.00

To improve the management of Kelajak Ilmi, a leading Uzbekistani business school. In the framework of its ongoing partnership, the grantee will hire a managing director for Kelajak Ilmi, who will attempt to increase enrollment, faculty expertise and revenue.

### **Khayot Support Center for the Disabled**

\$3,750.00

To support a leading association of disabled people. The grantee will commission an independent review of its strengths, weaknesses, opportunities and threats. This will form the basis for preparing an institutional development grant.

### **Tadbirkor Ayol Business Women's Association, Karakalpak Republican Branch**

\$6,000.00

To support a leading association of women-entrepreneurs. The grantee will commission an independent review of its strengths, weaknesses, opportunities and threats. This will form the basis for preparing an institutional development grant.

**Tadbirqor Ayol, Navoi Oblast Business Women's Association**

\$3,750.00

To support a leading credit union of Uzbekistan. The grantee will commission an independent review of its strengths, weaknesses, opportunities and threats. This will form the basis for preparing an institutional development grant.

**SIFE - DC Office**

\$116,356.00

Uzbekistan, Azerbaijan

To improve the leadership skills of young entrepreneurs in Central Asia. SIFE, an organization that provides a venue for students to apply business skills by implementing practical solutions to identified market needs, will conduct an intensive workshop for the winning teams of a region-wide youth competition and form a regional SIFE team. This team will travel to Azerbaijan to assist in the opening of a new SIFE office. This project will help broaden the appeal of SIFE programs and strengthen business ethics and entrepreneurship among young people throughout the region.

**Samarkand Branch of the Association of Sociologists and Psychologists**

\$21,132.00

To ease recent college graduates' search for work. The grantee will train students in job-hunting techniques and pair existing placement agencies with universities. This has the potential of lowering unemployment among graduates by helping them find jobs more quickly.

**Khayot Support Center for the Disabled**

\$73,480.00

To strengthen a leading organization that assists the elderly and disabled people. This two-year institutional development grant will help the grantee improve its management, diversify funding and develop a strategic plan. With increased capacity, the grantee will better represent its target groups' interests and assist them in job training and placement and integration into society.

**Central Asian American Partnership for Academics and Development, NGO**

\$16,200.00

To improve access to finance for small businesses. A western micro-finance provider will conduct a study to determine the procedures for registering Uzbekistan's first indigenous micro-lending organization. The grantee then intends to open a locally based lending organization, which could serve as a model for others.

**Tadbirqor Ayol, Navoi Oblast Business Women's Association**

\$75,435.00

To support institutional development of a leading credit union in Uzbekistan. The grantee will develop and provide demand-driven services to enlarge access to finances for populations in remote areas as well as improve the activity of credit unions in Uzbekistan. People will get access to finances and develop their business skills.

*Ferghana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

**Public Association of Osh Oblast Beekeepers**

\$34,000.00

To reinvigorate commercial beekeeping in the Ferghana Valley. The tightening of the Kyrgyz-Uzbek border has limited beekeepers' ability to spend the spring season in the valley's basin and the summer in its mountains, as needed to maximize their harvest. The grantees will educate beekeepers in border crossing procedures and lobby governments to ease restrictions, which should lead to an increase in border transits

and corresponding increases in beekeepers' income and crop pollenization. This grant is part of the Ferghana Valley Initiative.

*Ferghana Valley Development Program: Training for Farmers and Entrepreneurs*

**Business Women's Association of Kokand City**

\$20,053.00

To help residents of Ferghana Valley seeking jobs abroad. The grantees will expand access to information on legal labor migration procedures by holding seminars and founding informational-consulting centers. Activities of three organizations from Kyrgyzstan, Uzbekistan and Tajikistan through collaboration with governmental structures will aim to increase and legalize incomes of labor migrants, to decrease law infractions by and against migrants, and to promote cross-border cooperation among organizations with similar goals.

**Union of Beekeepers of Ferghana Oblast**

\$31,659.00

To reinvigorate commercial beekeeping in the Ferghana Valley. The tightening of the Kyrgyz-Uzbek border has limited beekeepers' ability to spend the spring season in the valley's basin and the summer in its mountains, as needed to maximize their harvest. The grantees will educate beekeepers in border crossing procedures and lobby governments to ease restrictions, which should lead to an increase in border transits and corresponding increases in beekeepers' income and crop pollenization.

## **2.1 Citizen Political/Economic Participation**

**Golden Goal United Youth Union**

\$27,366.00

To help residents of Ferghana Valley seeking jobs abroad. The grantees will expand access to information on legal labor migration procedures by holding seminars and founding informational-consulting centers. Activities of three organizations from Kyrgyzstan, Uzbekistan and Tajikistan through collaboration with governmental structures will aim to increase and legalize incomes of labor migrants, to decrease law infractions by and against migrants, and to promote cross-border cooperation among organizations with similar goals. This project, co-funded by the Government of Canada and the U.S. Agency for International Development (USAID), is part of the Ferghana Valley Initiative.

**Karshi Public Television NGO**

\$24,168.00

To increase the ability of Karshi city residents to defend their rights. An independent television station will broadcast a series of shows on civil rights, and provide legal consultations. By involving government officials and training citizens, this project should contribute to the rule of law.

**Tong NGO**

\$32,373.00

To help protect the rights of labor migrants and individuals without citizenship in Uzbekistan and neighboring countries. The grantee will open legal centers in Uzbekistan, Kazakhstan and Tajikistan, give consultations, establish a telephone hot line and advocate the target group's interests. This will help vulnerable individuals exercise their civil rights and decrease illegal migration.

**Tashkent Center for Women Leaders**

\$34,869.00

To involve citizens in political decision-making. A network of women's organizations will train women to become political candidates and conduct voter education in five cities. This will increase the likelihood that new candidates will participate in elections for parliament and local councils, and that citizens will vote according to their convictions.

**Information and Social Marketing Research Center**

\$3,600.00

To support a leading NGO dedicated to the development of civil society. The grantee will commission an independent review of its strengths, weaknesses, opportunities and threats. This will form the basis for preparing an institutional development grant.

**Fundraising Consulting Center NGO**

\$17,990.00

To increase citizens' involvement in managing public schools. The grantee will visit schools in Russia and Kazakhstan where parents have set up oversight boards, and then help parents introduce the practice in 12 Tashkent schools. By increasing public oversight and involvement, the boards should help the schools raise private funds needed to provide high quality education.

**Federation for Consumers' Rights Protection Societies of the Republic of Uzbekistan**

\$6,000.00

To support a leading organization on consumers' rights. The grantee will commission an independent review of its strengths, weaknesses, opportunities and threats. This will form the basis for preparing an institutional development grant.

**Kazakhstan Institute of Management, Economics and Strategic Research**

\$33,740.00

Turkmenistan, Uzbekistan, Tajikistan

To increase the level of journalism in three Central Asian countries. A leading Central Asian journalism program will give scholarships to 10 journalists from Turkmenistan, Tajikistan and Uzbekistan to pursue master's degrees

**Central Asian Foundation for Management Development - CAMAN**

\$10,000.00

To raise the standards of business administration education in Uzbekistan. The grantee will introduce an international accreditation system for bachelor's degrees and select a business school through a competitive process which it will assist in preparing for and obtaining accreditation. This should provide an incentive for business schools to raise their standards.

**Kelajak Ilmi International Business School, Tashkent State Economic University**

\$34,999.00

To increase the number of students with skills needed to expand the market economy. The grant will supplement the business school's scholarship fund, essential to enrolling needy students and decreasing the rate of dropouts among students unable to pay. This will help strengthen the school as a model, as opportunities to register private educational institutions are expanding

**Institute for Public Development**

\$2,999.00

To increase the capacity of nongovernmental organizations. Twenty representatives of Uzbekistani non-profit groups will study management on-line. They will then be able to use this acquired knowledge to improve their organizations.

**Economics Education and Research Consortium - Russia / EERC, CIS**

\$103,488.00

Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan

To strengthen the capacity of ten Kazakhstan universities to conduct applied business and economics research. The grantee will organize intensive, high-quality research training activities, issue competitive fellowship grants, promote university-business applied research linkages, and create a network of university-based researchers. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and public donors.

**Namangan Regional Council of the Red Crescent Society of Uzbekistan**

\$2,999.00

To promote cross-border cooperation on humanitarian issues in the Ferghana Valley. The grantee will hold a conference for volunteers from Uzbekistan, Tajikistan and Kyrgyzstan to strengthen a grassroots network that can offer solutions to regional problems.

*Ferghana Valley Development Program: Mass Media Development*

**Studio Mulokot, Kokand City TV**

\$38,983.00

To strengthen broadcast media's role as a source of independent information, and promote cross-border cooperation. Six television stations, from Tajikistan, Uzbekistan and the Kyrgyz Republic, will continue and extend preparing and broadcasting a series of reports, "Voices of the Ferghana Valley," that will address issues important to citizens of all three countries. This project is part of the Ferghana Valley Initiative.

*Public Advocacy Centers*

*This project will promote rule of law, improving the climate for business development and defense of civil rights. It will provide small businesses and citizens with high-quality legal representation, and use strategic litigation accompanied by publicity campaigns to raise the public's confidence in the legal system and impose normalcy on the judicial system.*

**American Bar Association Fund for Justice and Education**

\$33,864.00

To encourage the use of the legal system to protect civil and economic rights. The grantee will provide training and consulting assistance to a pilot legal center, which will help citizens and small businesses defend their rights through litigation. Based on the experience of this pilot center, the grantee will help expand the program throughout Uzbekistan under the Public Advocacy Center initiative co-funded by the Dutch government and the U.S. Agency for International Development (USAID).

## **2.2 Improved Legal Systems**

**Public Union for Young Lawyers of the South**

\$41,730.00

Uzbekistan, Tajikistan

To ease cross-border trade and travel in the Ferghana Valley. By providing consultations to travelers and traders and educating government officials on legal and customs issues, student legal clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals. This project is part of the Ferghana Valley Initiative

Legal Awareness and Rule of Law Campaign, which is co-funded by the Government of Canada and the U.S. Agency for International Development (USAID).

**Tashkent Business Club NGO**

\$13,472.00

To help protect private property. Small entrepreneurs face confiscation of goods, the inability to withdraw their own cash from banks and a range of other problems related to often-changing legislation. The grantee will consult with small businesses and develop recommendations to increase the legal guarantees of citizens to use and access their own capital. The grantee will present these recommendations to the government and advocate for fairer treatment of small businesses.

**Non-Profit Center for Legal Research and Consultations**

\$25,054.00

To promote the fair treatment of labor migrants, who contribute significantly to the economic welfare of a broad segment of the country's population. The grantee will develop legislation to promote labor migration and give consultations to potential migrants. This should help decrease the incidence of rights abuses of these migrants, at home and abroad.

**Tashkent State Institute of Law**

\$34,305.00

To improve the ability of public defense lawyers known as advocates to represent their clients' rights. A working group of law practitioners and educators will develop Uzbekistan's first post-Soviet curriculum for law students intending to become advocates, and publish an accompanying textbook for law. The grantee will then work with the government and train professors to introduce the course into law schools. By better educating future advocates, this project contributes to reforms taking place in Uzbekistan's justice system.

## **2.3 More Accountable Local Government**

**Bukhara Oblast Housing Authority Training Center**

\$34,791.00

To increase the involvement of homeowners in managing communal property. The grantee will set up a consulting center and provide a series of trainings and seminars to help homeowner associations improve service delivery. As a result, homeowners should begin to play a more active role in their associations and should see the provision of utilities and property management improve.

**Manager, Training and Re-training School of Management**

\$34,410.00

To improve the ability of current and future civil servants to incorporate economic considerations into their work. The grantee will develop a curriculum for a course on social economics and present it to two pilot groups of students and civil servants. The course will then be incorporated into the academic program.

*3.2 (DDRP) Increased Access to Quality Primary Health Care in Select Populations  
The Program provides drug prevention strategies to target groups in Tajikistan, Uzbekistan and Kyrgyzstan.*

**Association of Endocrinologists**

\$2,999.00

To offer communities new methods of improving public health. A Duke University specialist will hold a seminar to introduce a low-cost technique of providing iodine through irrigation water, to improve the physical and mental development of children. Participants, from across the Ferghana Valley, will then develop plans, possibly cross-border, to introduce the method.

**Institute for Women and Society**

\$5,990.00

To reduce the risk of drug use among women. The grantee will provide 30 unemployed women with job skills and help them find a steady source of income. This grant is part of the USAID Drug Demand Reduction Program.

**Mekhri Women's Society**

\$6,237.00

To reduce the risk of drug use among people newly arrived in Tashkent. The grantee will give seminars for 100 newly arrived Tashkent residents on their rights, drug use, and healthy lifestyles, and work with government to improve conditions for them. This grant is part of the USAID Drug Demand Reduction Program.

**Yangi Khayot NGO**

\$4,898.00

To help drug addicts quit. The grantee will visit a drug-treatment center in Tajikistan which has adopted innovative methods for treating drug addiction, and then develop a plan for opening an alternative treatment center in Termez. This grant is part of the USAID Drug Demand Reduction Program.

**Mekhr Tayanchi Center**

\$7,200.00

To reduce the likelihood that at-risk children will begin using drugs. The grantee will give street children counseling and work to return them to their families or enroll them in orphanages when possible, thus reducing their exposure to drug use. This grant is part of the USAID Drug Demand Reduction Program.

**Uzbek Association for Reproductive Health, Samarkand Branch**

\$6,268.00

To reduce the risk of drug use among recently resettled people. The grantee will hold legal counseling and drug awareness seminars for recently arrived people from Tajikistan and Afghanistan, and work with government agencies to assist the project's target group in successfully integrating into society. This grant is part of the USAID Drug Demand Reduction Program.

**Family and Children NGO**

\$6,040.00

To decrease drug use among an at-risk population. The grantee will work with prostitutes to raise awareness of their risky behavior and enroll them in treatment programs for drug use and sexual diseases. This grant is part of the USAID Drug Demand Reduction Program.

**Khayot NGO**

\$5,299.00

To help drug addicts recover. The grantee will visit a drug-treatment center in Tajikistan which successfully transitioned from a medication-based treatment approach to a program that offers acupuncture, yoga and a self-esteem training program, and develop a plan to replicate the program in. This grant is part of the USAID Drug Demand Reduction Program.

**IZIS Public Union**

\$7,918.00

To help drug addicts recover. The grantee will set up a drop-in center where drug users can get group and individual psychological counseling, participate in sports and be enrolled in treatment programs, all on an anonymous basis. This grant is part of the Drug Demand Reduction Program funded by USAID.

**Avicenna Medical, Social and Legal Support Center for Women and Teenagers**

\$5,356.00

To increase intra-family communication as a prevention measure against drug use. The grantee will gather fathers to discuss how they can improve family communication, organize events for groups of families and distribute information on drug use and AIDS. It will also work with government and community leaders to spread this approach to encouraging healthy behavior among teenagers. This grant is part of the Drug Demand Reduction Program funded by USAID.

**Fergana Oblast Narcological Clinic**

\$12,291.00

To help drug users quit. The grantee will organize a crisis center where drug addicts can receive anonymous psychological, occupational and detoxification therapy, and work with community leaders to increase their understanding of the causes and cures for drug addiction. This grant is part of the Drug Demand Reduction Program funded by USAID.

**Republican Narcological Center**

\$7,330.00

To decrease recidivism among drug users. The center will set up a pilot half-way house where drug addicts can be introduced to a healthy lifestyle following withdrawal. This project is part of USAID's Drug Demand Reduction Program.

**Center for Social Adaptation and Reproductive Health**

\$5,448.00

To decrease the risk of drug use among vulnerable women. The grantee will train 24 women in job skills and help them find work. It will also hold seminars for them on the dangers of drug use. The grant is part of USAID's Drug Demand Reduction Program.

**Business and Personnel Training Center**

\$5,779.00

To decrease the risk of drug use among refugees from Afghanistan. The grantee will develop a drug awareness curriculum designed for the target group and implement it through a series of seminars for teenagers and parents. The grant is part of USAID's Drug Demand Reduction Program.

**Tadbirkor Ayol Samarkand Business Women Association**

\$6,074.00

To decrease the risk of drug use among vulnerable women. The grantee will organize vocational cooking classes for 20 unemployed women and help them find work. It will also give them counseling to prevent or address drug use. The grant is part of USAID's Drug Demand Reduction Program.

**Sodrujestvo Women's Club**

\$5,048.00

To strengthen a community as a prophylactic against drug use. The grantee will organize a series of recreational events for families as a platform for delivering an anti-drug message and to promote-parent child communication. This grant is part of the U.S. Agency for International Development's Drug Demand Reduction Program.

**Bolalar va Kattalar Center for Creative Development**

\$4,463.00

To strengthen parent-child communication as a drug-use prevention measure. The grantee will hold meetings and distribute information among families in a target community about drugs' negative effects. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Citizens of the Community of Salar**

\$3,676.00

To increase parent-child communication about the negative effects of drugs. The grantee will conduct a series of recreational activities and hold meetings with families in a village to raise awareness and prompt open discussion of drug use, AIDS and human trafficking. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Tashkent Oblast Women's Committee**

\$4,458.00

To improve parent-child dialogue about the risk of drugs. The grantee will present plays illustrating how poor communication can foster drug use. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Uzbek Association for Reproductive Health, Fergana Oblast Branch**

\$6,244.00

To reduce drug use among internal and cross-border migrants in the Ferghana Valley. The grantee will establish a center which will help migrants integrate into their new communities, and give them information about drugs' harmful effects. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Labzak Makhalla**

\$4,001.00

To foster intra-family communication and offer youths alternatives to drug use. The grantee will discuss drug use and AIDS with a selected group of families, and offer crafts courses and community events to provide youths with healthy alternatives. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Towards a Meaningful Life, Tashkent Center for the Harmonization and Recovery of Society**

\$11,743.00

To help drug addicts recover. The grantee will treat 40 drug addicts using alternative treatments, such as yoga, aural acupuncture and a program to raise self-esteem that could provide examples for other health-care providers in Uzbekistan. This grant is made under the U.S. Agency for International Development's Drug Demand Reduction Program.

**Medical Students Association**

\$5,529.00

To help parents discuss drugs with their children. The grantee will pilot a project with 30 families to provide them with accurate information about the harmful effects of drugs, and to increase parents' and children's ability to communicate. This grant is part of the USAID Drug Demand Reduction Program.

**Uzbek Association for Reproduction Health, Surkhandarya Branch**

\$5,684.00

To strengthen communities as a drug prevention measure. The grantee will provide legal and psychological assistance and information about drug use to help integrate people newly arrived from Tajikistan and Afghanistan into their communities. This grant is part of the USAID Drug Demand Reduction Program.

**Mehr Qoli NGO, Center for the Support of Women and Children in Crisis**

\$7,024.00

To reduce the risk of drug use among vulnerable women. The grantee will provide skills training and help 60 women find steady income, reducing the possibility that they might begin using drugs. This grant is part of the USAID Drug Demand Reduction Program.



## **Appendix E**

### **Non-U.S. Government Grants by Country and Strategic Objective**

# Armenia

## **2.1 Citizen Political/Economic Participation**

### **Center for Regional Development**

\$55,300.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade. This grant was co-funded by the Organization for Security and Cooperation in Europe.

# Azerbaijan

## **1.3 Private Enterprise Development**

### **Association of Certified Accountants of Azerbaijan**

\$32,207.00

To support the introduction of International Accounting and Financial Reporting Standards into Azerbaijan's accounting system. By taking practical steps to implement accounting reforms, this project will accelerate the use and acceptance of internationally acknowledged accounting standards in Azerbaijan. The grantee will organize roundtable discussions among accounting experts and government officials to help determine the optimum ways for introducing International Accounting Standards (IAS) in Azerbaijan. By training a select group of private sector and government financial experts on IAS, a cadre of individuals with extensive IAS knowledge will be created. The grantee will arrange for an international expert to consult with this group on accounting reforms and will also prepare and publish a manual in Azeri to teach IAS to local accountants and students. This project will result in a group of well trained financial experts, both private sector and government, who are committed to advancing accounting reforms in Azerbaijan along with the necessary educational materials needed to implement the reforms. This grant was co-funded by Stat Oil, Azerbaijan.

## **2.1 Citizen Political/Economic Participation**

### **Entrepreneurship Development Foundation**

\$49,100.00

To promote good governance, economic growth and cross-border cooperation by facilitating the adoption of more efficient and transparent trade procedures for the region. Based on research and in cooperation with other local and international organizations, the partners will propose joint recommendations to legislative bodies for harmonization of trade-related legislation across the region. The partners will lobby these recommendations by facilitating a dialogue among the business community, policy experts, and officials involved in regional trade. Additionally, the partners will promote public awareness about regional trade issues by establishing an online consultation service and publishing a regular bulletin on regional trade. This proposal was co-funded by the Organization for Security and Cooperation in Europe.

## Belarus

### **2.3 More Accountable Local Government**

#### *Ukrainian-Belarusian Partnership for Community Development*

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

#### **Association of Regional Development Agencies, All-Ukrainian Union of Public Organizations**

\$59,856.00

Ukraine, Belarus

To foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. Implemented in partnership with the Belarusian Information Center, this project envisages preparation of an integrated, training program on community development and local self-governance issues. This training will include designing curricula, developing training manuals, and conducting a series of study trips to Ukraine for 8 delegations from Belarusian local communities selected on a competitive basis. This project, which is co-funded by Charles Stewart Mott and International Renaissance Foundations, will enhance problem solving skills of Belarusian local communities and introduce proactive, systematic contacts between Ukrainian and Belarusian professionals and civic organizations involved in community development and in local self-governance.

# Georgia

## **2.1 Citizen Political/Economic Participation**

### **Union of Sociological Research Centers**

\$62,236.00

To ensure fair coverage of the 2003 parliamentary elections in Georgia as well as to increase public trust in the election process by conducting a nation-wide, public opinion poll and a nation-wide, election day exit poll survey. The results of the polls will be regularly and timely broadcast on Rustavi 2, an independent TV station. The project involves the cooperation of several Georgian and international organizations. An expert from the Global Strategy Group, an international polling firm, will provide training on international standards and methods for conducting exit polls. The participation of this respected international partner in the project will increase public trust in the exit poll results and facilitate public discussion on the election process itself. Additionally, the project will contribute to the development of local capacity to conduct impartial and quality research on election processes. The project is a result of cooperation by the Center for Sociological Research (CSR), the Global Strategy Group (GSG), the Institute of Polling and Marketing – Georgia (IPM), the Business Consulting Group (BCG) and Rustavi 2 TV station and is financed by the Eurasia Foundation (USAID), the Open Society – Georgia Foundation and the British Council.

### **ALPE, Association for Legal and Public Education**

\$14,580.00

To ensure a high voter turnout for the January 4, 2004 Georgia presidential election through the production of specially designed public service announcements (PSA) and their broadcast by four leading national TV companies. The project will contribute to the building of trust in the election process and encourage people, especially youth, to be actively involved in the pre-election and election processes. The project is co-funded by the Swiss Agency for Development and Cooperation (SDC) and will be implemented with the cooperation of the Georgian Central Election Commission, and the TV companies Rustavi 2, Mze, Channel 1 and Imedi.

### **Union Saphari**

\$31,039.00

To ensure access to professional assistance for victims of family violence and increase public awareness of family violence issues. The grantee will provide medical and psychological consultations and treatment to victims of family violence at their shelter. To support this activity, the organization will train assistance workers, volunteers and media representatives. As part of its public education campaign, the organization will publish and distribute informational brochures and posters and broadcast media spots to raise public awareness. The organization will also expand their activities outside Tbilisi and establish cooperation with non-governmental organizations and state agencies working in the field. The project will contribute to making society more active in the prevention of family violence and help protect victims of such violence. This project is financed jointly by Philip Morris and USAID.

# Kazakhstan

## **1.3 Private Enterprise Development**

### **Almaty Bank Training Center**

\$30,058.00

To increase the effectiveness of microfinance programs in Kazakhstan by introducing self-evaluation methodologies. The grantee will provide evaluation training for 100 local microfinance practitioners and produce assessments of 20 local microfinance institutions. This project, co-funded by the Eurasia Foundation and the Organization for Security and Cooperation in Europe (OSCE), will identify and disseminate local best practices.

### **Public Fund for Assistance to the Farmers of West-Kazakhstan Oblast**

\$60,648.00

To promote economic development in regions affected by gas extraction in West Kazakhstan. A microfinance institution will receive capital and operating expenses to allow it to expand its operations and improve its management practices. This will help ensure a sustainable lending supply for farmers, who typically have difficulty accessing bank loans. Additionally, this project will assist farmers in developing viable agriculture in environmentally disadvantageous conditions, which will help raise the level of employment in the given region. This project is part of the West Kazakhstan Microfinance Initiative, co-financed by the Karachaganak Petroleum Operating b.v.

### **Union of Female Small Entrepreneurs, Public Organization**

\$24,100.00

To support the development of entrepreneurship in Kyzylorda oblast. The grant will cover operating expenses and provide loan capital for the leading micro-finance institution in the region, and will also allow the grantee to train potential borrowers in business basics and taxation. The micro loans provided by the grantee will give rural and city entrepreneurs a long-sought constant source of capital, and will aid them in expanding their business and increasing revenues. This project is co-financed by PetroKazakhstan.

### **Public West Kazakhstan Fund for the Support of Entrepreneurship**

\$38,956.00

To promote diversified economic growth. A microfinance organization will receive capital and operating expenses to loan to several dozen small businesses a year on a sustainable basis. The grantee also runs a business incubator and provides consulting services. This full-service approach should increase the number and size of businesses in Uralsk. The Karachaganak Petroleum Operating is financing the loan capital.

### *Information Resource Center*

*To help people in remote communities generate and preserve their environment, and NGO will be selected to create an information resource center in Almaty that will support ecotourism service providers (ESPs) and promote their services to tourists*

### **Kazakhstan Tourist Association**

\$50,000.00

To create amenable conditions for the development of ecological community-based tourism in Kazakhstan. The grantee will establish the country's first ecotourism information-resource center in the commercial center of Kazakhstan. Employees of the center will train 72 managers and directors from regional ecotourism projects, develop a system of quality certification, and promote these ecotourism projects as tourist destinations through marketing and advertising. With the assistance of university partnerships, this project will help eight regional

projects to improve services, marketing, leading to increases in the number of tourists and the revenues of local communities. This project is co-funded by ExxonMobil Kazakhstan, Inc. and VSO.

## **2.1 Citizen Political/Economic Participation**

### **Kazakh National University, Al-Farabi**

\$19,030.00

To increase the quality of economics education and research in Kazakhstan. Senior level economics professors from Moscow-based New Economic School will provide cutting edge training in econometrics, statistical analysis and mathematical modeling to select members of Kazakhstani economics faculties, who will in turn train 125 economics professors from across the country. This project, co-funded by Eurasia Foundation and ExxonMobil Kazakhstan, will provide a basis for improved economics research and policy analysis.

### **Kazakhstan Press Club Informational Center NGO**

\$34,420.00

To increase the financial self-sufficiency of regional independent print media. The grantee will train newspaper executives in business administration, marketing and financial management. This grant, co-funded by the British Government, is part of a larger business development program focusing on both Kazakh and Russian language newspapers in southern and western Kazakhstan.

### **Public Association Center for Initiative Support**

\$12,230.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

### **Women's Club, Tomiris Public Association**

\$13,219.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

### **Perekrestok Public Foundation**

\$13,675.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

**Public Association Center for the Social Adaptation of Children**

\$15,281.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

**Umit-Nadezhda Women's Union of the Ural Region**

\$13,595.00

To improve the life of orphans through the introduction of a new system of care for parentless children that incorporates mentoring and foster families. The grantee will conduct public awareness campaigns to eliminate negative stereotypes about orphans pervading public opinion. Under the grant more than 20 orphans will have the opportunity to spend a summer in foster families that may subsequently adopt the child. The project results will be presented at a session of the government interagency work group under UNICEF. This program has the potential to attract local and foreign financing to expand the project throughout Kazakhstan. This project is one of a group of five to receive funding from Philip Morris Kazakhstan to support orphans in Kazakhstan's regions.

***Open Budget Kazakhstan***

*To increase citizen involvement in the budget process and local NGO capacity to work with state budgets, the Eurasia Foundation will launch the second phase of its budget transparency initiative with approximately five grants of \$8,000.*

**Republican Council of Women, Public Association, Zhambyl Branch**

\$7,035.00

To increase public involvement in budget determinations for the development of schools in Jambyl Oblast. The grantee will review government-funded school procurement and hold public hearings on how to make school-related public spending more effective. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Center for Justice, Zhambyl Oblast Public Association**

\$8,163.00

To increase citizen participation in the monitoring of government programs in Zhambyl oblast. The grantee will develop and conduct training seminars for representatives of the media, after which prizes will be awarded for three articles containing the most informative objective information on government budgets. The project will increase media coverage of government budgets and promote citizen participation in the municipal budgetary process. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Public Association Center for Assistance to the Development of Small- and Medium-sized Towns**

\$11,758.00

To provide public access to information on the local budgets of three small cities in Kustanai oblast. The grantee will create intranet sites providing detailed information on city budgets and make this information available through public access internet centers. This information will allow civic organizations and citizens of these cities to participate in the budgetary process. The grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Institute of State and Local Administration**

\$7,497.00

To increase the accountability of executive government in Kazakhstan for the planning and implementation of state budgets at the local level. The grantee will conduct trainings for local administrations in holding public hearings on the maintenance and improvement of public places. The hearings will contribute to budget planning that is more responsive to the needs of the public. This grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Karaganda Center for Legal Assistance to the Mass Media**

\$8,826.00

To increase the role of independent media in contributing openness and transparency to the local government budget process. The grantee will monitor the results of government tenders for media services on the local level in Karaganda oblast, which establish a precedent of public monitoring and increased objectivity of government media procurement. This project is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

**Agency for Social Technologies and Development, Public Association**

\$7,069.00

To increase public involvement in municipal budget advocacy in Astana. The grantee will train local NGOs in program evaluation in order to increase the efficiency of budget allocations for education programs and assistance for the disabled. The project will result in budget recommendations from NGOs to be considered in the formulation of the 2005 Astana city budget. This grant is part of the Kazakhstan Open Budget Initiative, supported by USAID, OSCE, the Government of Norway, the British Government, the Kazakhstan Revenue Watch Program of the Soros Foundation-Kazakhstan, the Urban Institute and the Academy for Economic Development.

***Paths to the Deinstitutionalization of Orphans - the Current Situation, a Comparative Analysis, and Recommendations***

*In order to identify possible solutions to problems of orphans in Kazakhstan, a competition to conduct a research was announced. The main goal of the research is to analyze alternative solutions to problems of orphans in Kazakhstan. As a result of the research, all forms of guardianship approved by Kazakhstani law will be analyzed. Recommendations will be given on economic and social effectiveness of one or another guardianship forms and on moral evaluation of these forms. Public organizations that work with orphans and international organizations may use the results of the research to coordinate their programs and to develop recommendations on indicators of state programs aimed at contraction of orphan phenomenon on the basis of the research.*

**Sange Research Center**

\$15,000.00

To serve the improvement of the lives of orphans in Kazakhstan. The grantee will conduct an investigative study on the economic viability of various methods of orphan care, and will also identify barriers to the development of alternative means of orphan care. The results of the research will be presented to a national task force for the deinstitutionalization of orphans under the Ministry of Scholarship and Education, with the aim that it will use them to implement positive change more effectively. Co-funding for this grant was provided by Philip Morris Kazakhstan.

# Kyrgyzstan

## 1.3 Private Enterprise Development

### **Bishkek Academy of Finance and Economics**

\$32,810.00

To strengthen the small business sector in Issyk-Kul oblast by instituting ecological management methods in the hospitality industry. The project will develop and put into practice models of ecological management and voluntary ecological certification procedures, which will engage local communities and travel agencies in the process of ecological planning and the development of tourist services. The project, co-financed by USAID and the British Department for International Development (DFID), will increase the appeal of the region's tourist industry.

### **Union of Business Incubators and Innovation Centers of the Kyrgyz Republic**

\$45,246.00

To support small and medium business development in Chui oblast through the establishment of a business incubator in the city of Tokmok. The incubator will house up to twelve early-stage businesses and provide them with equipment, consulting services and training seminars. The grantee will also provide business training to entrepreneurs throughout the region. The Tokmok city administration donated the facilities for the business incubator, and the Chui oblast and local businesses are also contributing to the project, which is co-funded by USAID and the British Department for International Development (DFID).

## 2.1 Citizen Political/Economic Participation

### *Fergana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

### **CIMERA**

\$157,732.00

To prevent conflict in the Ferghana Valley by promoting the integration of Kyrgyz, Tajik, Uzbek and Russian ethnic groups at the primary school level. This grant will implement multilingual education in kindergartens and primary schools in Kyrgyzstan and Tajikistan and develop local capacity for the further dissemination of multilingual education. By bringing together ethnic groups that otherwise would not interact, this project will improve interethnic communication and understanding in this volatile region. This project is co-funded by the Dutch Government and the U.S. Agency for International Development.

### **Pyramyda-Osh TV station**

\$45,600.00

To strengthen broadcast media's role as a source of independent information and to promote cross-border cooperation. Five television stations, from Tajikistan, Uzbekistan and the Kyrgyz Republic, will continue and extend the preparation and broadcasting of a series of reports, "Voices of the Ferghana Valley," that addresses issues important to citizens of all three countries. This project is part of the Ferghana Valley Initiative Media Development and Increased Information Access Campaign, financed by the British Government and U.S. Agency for International Development (USAID).

## **2.2 Improved Legal Systems**

### *Fergana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Fergana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Fergana region through training and small grants.*

### **Fergana Valley Lawyers without Borders, Public Association**

\$79,000.00

To decrease rights violations at border crossings. The grantee will open pairs of legal information centers on the borders of Uzbekistan, Tajikistan and Kyrgyzstan in the Fergana Valley. By teaching traders and travelers their rights through consultations and information dissemination, and working with customs and border officials, the grantee should help citizens defend their rights and obey the laws of the three countries of the Fergana Valley. This project is co-funded by the Government of Canada.

## Russia

### 1.3 Private Enterprise Development

#### **Institute for Management and Innovations, St. Petersburg**

\$29,619.00

To enhance small business growth in the Neftejugansk region in the framework of the Eurasia Foundation-YUKOS Oil Company small business development partnership. The project will contribute to the growth of a Business Development Center in the town of Neftejugansk, created with support by the National Cooperation of Business Incubators. The grantee will help to develop organizational and regulatory documents for the Center's micro-credit and security programs, as well as for the electronic informational center. The grantee will further improve the qualifications of the Center's staff and share best practices of business development.

#### **Bodo Regional University**

\$12,689.00

To continue support for the creation and development of an executive MBA program at the Archangelsk State Technical University (ASTU) through a five-year partnership with Bodo Regional University (Norway). This project, which is co-funded by the Barents Secretariat and significant in-kind contributions from ASTU, will establish a core curriculum, improve faculty qualifications, develop a visiting and part-time lecturer program, and enhance the research capacity of the business faculty at ASTU.

#### **Center for the Development and Support of Entrepreneurship in the City of Strezhevoi**

\$101,542.29

To enhance small business growth in the town of Streghevoi by improving local SME support infrastructure. A Business Development Center will receive start-up funding and begin operating in the town. Leading SME support institutions will participate, providing the grantee with expert advice and methods on how to bolster SME support infrastructure. The Center will add a business library, a website, and develop a software package. This project's success and prospects for replication will be highlighted in regional and local media. This grant is funded by YUKOS Oil Company.

#### **Nefteyugansk Business Development Center, NCRB**

\$76,779.00

This project is to enhance development of small business in the Neftejugansk region by improving the local SME support infrastructure. A Business Development Center will receive start-up funding and begin operating in the town of Neftejugansk. Leading SME support institutions (specifically, the National Cooperation of Business Incubators) will provide the grantee with expert methods and advice on how to bolster SME support infrastructure. The Center will add a business library collection, and develop a business law software package. The project's activities and success will be covered in local and regional media. Building on the project, the grantee will expand its services to include a business incubator for SME-service companies. This grant is funded by YUKOS Oil Company.

### 2.1 Citizen Political/Economic Participation

#### **Mari-El Republic Organization of the All-Russia Society for the Disabled, Medvedevo Regional Branch**

\$7,199.00

To support civil society development by engaging young invalids in solving local community problems. The project will create a support group for young invalids in the villages of Mary El, conduct round tables with local administrations to discuss social problems, and hold a series of special events in partnership with organizations from neighboring regions. This project is funded by the Volga regional administration.

**Samara Regional Institute for Retraining and Improving the Skills of Employees in the Field of Social Activity**

\$3,278.00

To further the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children of the most promising schools on how to become socially-active. Together, the schools and their communities will define pressing social problems and ways to deal with them. The schools will try to attract resources and volunteers to help them address community needs. The grantee will provide consultations to the schools, and will share the project results and successes with other schools and NGOs through a bulletin, brochure and at a final conference. This project is funded by the Volga regional administration.

**Mari El Teacher, Public Organization**

\$14,752.00

To further tolerance and multicultural diversity efforts in the national educational system. The project will develop bi-lingual educational programs for schools, and disseminate these programs for implementation in the Volga district, a region known for its ethnic diversity. This project is funded by the Volga regional administration.

**Russian Children's Fund, Penza Branch**

\$4,917.00

To further promote the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children of most promising schools on how to become socially-active. Together, the schools and their communities will define pressing social problems and ways to deal with them. The schools will try to attract resources and volunteers to help them address community needs. The grantee will provide consultations to the schools; help them to create school charitable foundations; and will share the project results and successes with other schools and NGOs through a bulletin, brochure and at a final conference. This project is co-funded by the Volga regional administration.

**The Union of Parental Communities**

\$4,918.00

To support social partnership between schools of Orenburg and the local community by training initiative groups of seven local schools. Initiative groups, to include teachers, parents and representatives of local community, will be trained in legal educational issues, methods of working with volunteers, and fundraising basics. As a result of the project each group will form a team of volunteers at their schools and begin working on its own social projects. This project is funded by the Volga regional administration.

**Business Incubator Plus**

\$8,196.00

To support the development of youth policy in the Volga region through new methods of economic, legal and business education for teenagers. In the framework of the project a summer camp for teen-agers from the Volga region will be organized, and teens will be taught the basics of government business -society relations. New methods of economic, political, legal and business education will be developed and disseminated among teachers in the Volga region. This project is funded by the Volga regional administration.

**The Union of Children and Teenager's Associations of Yoshkar-Ola City, Public Organization**

\$8,196.00

To involve youth of the Volga region in the creation and implementation of social projects. Regional competitions for social projects will be conducted in 7 districts of the Volga region, and no less than 100 projects will be chosen for implementation. The results of these social projects will be discussed at the 12th annual Finno-Ugor summer camp in Yoshkar Ola. This project is funded by the Volga regional administration.

**Nizhny Novgorod Regional Foundation for the Social Partnership of Power and Business**

\$6,557.00

To support the creation of alternative mechanisms of social delivery in Nizhny Novgorod. The grantee will create a "Ded Moroz" (Santa Claus) service in the city, to be run by a newly established center for volunteers. Volunteers will receive childrens' letters to Ded Moroz, implement a fundraising campaign, hold special events for children and facilitate the delivery of social assistance to families in need. This project is co-funded by the Volga regional administration.

**The Teenager Charity Foundation, Public Organization for the Disabled**

\$5,901.00

To increase participation of Samara youth in social activity by involving teenagers in projects at a local orphanage and at a medical rehabilitation center. In the framework of the project teenagers from disadvantaged families will collect and process medical herbs for the orphanage and medical center. This project is funded by the Volga regional administration.

**Department of Education of the Administration of Cherdynskiy Rayon**

\$1,639.00

The project is aimed to raise social involvement of the youth in Komi-Permyatsky Autonomy District. In the framework of the project the youth will participate in gathering data and historical materials in the former GULAG villages and in providing assistance to the elderly people, former GULAG prisoners. The project results will be analyzed and presented I local media and in the All-Russia Competition "A Man in Russian History - XX century. This project is funded by the Volga regional administration.

**Fund for the Development of Secondary Municipal School Number 30 in Nizhny Novgorod**

\$6,556.00

To involve teen-agers in social activity by educating them on how to implement social projects. Project activities include training of trainers for high-school students, training for project groups formed in four schools of the Nizhegorodskaya oblast, development and realization of four social projects by project groups and attracting potential project sponsors. This project is funded by the Volga regional administration.

**Istoki, Mordovian Republican Children and Youth Public Movement**

\$2,623.00

To involve Mordovian youth in social activity by organizing their participation in social projects during specially organized summer camps. Tutors for the camps will be selected and trained at the three seminars, programs will be realized in 23 camps of Mordovian Republic and a projects' competition between the camps will be conducted. This project is funded by the Volga regional administration.

**Nizhny Novgorod Center for Economic Education**

\$4,863.00

To provide youth in remote districts of Nizhegorodskaya oblast with access to quality economics education by creating an online economics course. During the project 300 high-school students will be trained in economic disciplines and participate in an internet competition. This project is funded by the Volga regional administration.

**Nizhny Novgorod Oblast Boarding School for Visually Impaired Children**

\$3,279.00

To help integrate disabled children into society. The project will allow children with poor vision to participate in network projects by teaching them to work on the computer using special programs. The project also aims increase public tolerance of people with disabilities by organizing events that bring together disabled children and children from regular schools. This project is funded by the Volga regional administration.

**Professional Association of Cultural Managers**

\$34,698.00

To improve the quality of life in rural areas of Karelia, one of the country's richest regions in terms of cultural heritage and tradition, through identification and implementation of socio-cultural projects. Representatives from 19 municipalities and local cultural institutions will be taught to identify and estimate the cultural potential of their territories and effectively use it for territorial development. They will also be trained in socio-cultural project development and management. To apply theoretical knowledge to practice, the trainees will design cultural projects specific to their town and launch them, engaging all interested parties in the process. The project will be implemented in partnership with the Ministry of Culture of Karelia, which will cover 53% of the project's cost and use the results to produce a pragmatic policy on cultural development in rural areas and municipalities of the Republic. Additionally, as a result of the project, a set of case studies will be formed, which will later be used, both within and outside the Republic, to educate professionals in the field of culture. Project results will also be presented and summarized at a conference that will bring together local authorities, businesses, and public non-profit organizations interested in community development. This project is funded by the Barents Euro-Arctic Secretariat.

**Mari State University**

\$15,730.68

To contribute to community development by facilitating the social readjustment of orphans and children with limited abilities. The grantee will provide the clients with professional training sessions in computer literacy in order to help them build careers. The grantee will also interact with the orphanage and specialized school directors to share best practices and increase the use of information technologies in education. This project is co-funded by the Volga regional administration.

**White Sea Council**

\$2,993.00

To work out a joint strategy of inter-regional cooperation in North-West Russia by bringing together those with a stake in the development of the White Sea region. The conference will bring together regional government authorities, community leaders, experts, and representatives of business communities and municipal administrations. Project participants will analyze the existing nature of inter-regional cooperation in North-West Russia, share different approaches to strategic planning in the region, discuss models of cooperation on both inter-municipal and inter-regional levels, and outline their own visions for possible involvement in future projects.

Additionally, the conferees will receive information about the current donor programs underway in the region and will be trained in proposal writing. As a result of the project, stakeholders will be better able to collaborate with each other to create a shared and effective vision for future projects in the social and economic development of the White Sea region. This project is funded by the Barents Euro-Arctic Secretariat.

**Invite Educational Center**

\$26,541.00

The project aims to create conditions that will encourage Russia's youth to become active in social and political life and participate in the decision-making process on school management issues and local community development. The grantee will conduct training for teachers and students on stimulating youth social and political activism, hold a competition for student-designed social and political projects, and establish a volunteer center at the Invite education center. The top student projects will be selected and implemented. If successful, this project will help initiate the youth leader movement and serve as a model to be implemented in other Arkhangelsk Oblast cities. This project is funded by the Barents Euro-Arctic Secretariat.

**SAMPO Republican Center for Social Assistance for Children and Families**

\$33,804.00

To improve the quality of social services for families in the city of Petrozavodsk by increasing local awareness of the social services provided by state, municipal and non-profit organizations. The grantee will study both the demand for and variety of social services, collating the information on a database available to the general public via the internet. Detailed information about each social service program will be provided, including aid forms, community suggestions regarding the betterment of social services, and online consultations. The general public will be informed about the project activities and the new on-line resource through the local media and informational flyers. As a result of the project, a better system of cooperation between social service groups from government and third sector sources will be fostered and, it is hoped, serve as a model for cooperation from the federal level. This project is funded by the Barents Euro-Arctic Secretariat.

**Practice and Training Center for Regional Television Companies' Specialists**

\$16,375.18

To create positive public opinion towards youth and youth issues. The project will create of ten videos about gifted children of the Volga district, and air these videos on television channels in five regions of the Volga district. The grantee will conduct a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues. This project is co-funded by the Volga regional administration.

**Samara Youth Union**

\$5,017.00

To further promote the development of socially-active schools in the region. The grantee will train administrators, teachers, parents and children on how to become socially-active. The initiative groups will define pressing social problems and design and implement projects to deal with them. The grantee will provide consultations to the schools; help them to create school charitable foundations; and will share the project results and successes with other schools and NGOs through a bulletin, a web-site and at a final conference. This project is funded by the Volga regional administration.

**Health and Family Planning Association of Samara City**

\$3,279.00

To support a project aimed to decrease alcoholism and substance-abuse through dissemination of preventive work models developed by the Samara Association "Family" among similar organizations of the Volga district. The project activity includes a five day seminar for representatives of 40 Samara region and Volga district organizations and further consultations and experience exchange. This project is funded by the Volga regional administration.

**Department of Education of the Administration of Zheleznodorozhny Raiyon, Ulyanovsk**

\$984.00

To support a project aimed to increase access to information for the youth of Ulyanovsk. The project will train young journalists, create an information network uniting youth and children organizations, and publish a youth newspaper "Generation next". This project is funded by the Volga regional administration.

**UOO Youth Initiative, Ulyanovsk**

\$7,038.00

To support the project aimed to raise professionalism of young journalists and mass media workers through creation of a professional training center where they will be able to practice their newly required professional skills. The project activity includes a series of seminars on professional aspects of mass media work and mass media management, creation of a special library with professional editions and opening of an informational agency. This project is funded by the Volga regional administration.

**Teremok GUK Puppet Theatre, Saratov**

\$4,917.00

To involve Saratov oblast youth in discussion of national and regional politics by creating and airing a regular humor TV program on the Saratov GTRK channel. This project is funded by the Volga regional administration.

## **2.3 More Accountable Local Government**

### **Dignity, Archangelsk Regional Public Fund**

\$36,869.00

To increase budget transparency in the city of Arkhangelsk and create a mechanism of public monitoring. The project team will launch a public information campaign on the budget process, exposing the budget reform process. A group of journalists, NGO representatives and local Duma deputies will study existing practices of partner organizations in Obninsk that implemented effective educational campaigns on budgetary issues. The project team will analyze regional and municipal law on budget formation and execution, and identify the main obstacles of budget transparency. A group of journalists will be trained on budgetary issues in order to clearly and effectively report on them to the general public. As a result of the project, budget funds will be spent more effectively, and NGOs and ordinary citizens will be empowered to monitor budget execution and to fight corruption. This project is funded by the Barents Euro-Arctic Secretariat.

# Tajikistan

## **1.3 Private Enterprise Development**

### **Milal-Inter Association of Producers and Art Enterprises**

\$24,113.00

To widen trade ties between Afghanistan and Tajikistan. The grantee will train and work with traders and government officials at two markets located on the border in the Pamir Mountains. It will conduct and publish market research about business opportunities in Afghanistan for Tajik businesses. The volume of cross-border trade should grow as a result. The Organization for Security and Cooperation in Europe is co-funding this project.

## **2.1 Citizen Political/Economic Participation**

### **Tajikistan National Business Women's Association**

\$11,587.00

To promote small-scale trade on the Afghan-Tajik border. The grantee, which has a successful record of providing microcredit to Tajikistani small businesses, will assist Child Fund Afghanistan (CFA), which is providing co-funding, in preparing Afghan women for participation in CFA's micro-credit program. In addition, a series of meetings will allow business people from both sides of the border to discuss trade opportunities.

### **Bay Area Council for Jewish Rescue & Renewal**

\$74,238.00

To promote a climate of inter-ethnic, inter-religion trust and tolerance along the Afghan border and other regions of Tajikistan. This grant will build on an earlier Climate of Trust program in Tatarstan, introducing school, police, judicial and other officials to anti-extremism, hate crime response and tolerance building methodologies. The grantee will coordinate additional training exchanges between San Francisco police and judicial communities and counterparts in Tajikistan, as well as on-site training in three regions of Tajikistan. This program will expand an existing network of social change advocates and strengthen the trainees' ability to affect pro-tolerance public policy. This project is co-funded by the Eurasian Cultural Fund.

### *Fergana Valley Initiatives*

*The Eurasia Foundation has launched a regional initiative in the Ferghana Valley. The goal of this initiative is to promote meaningful cross-border and inter-ethnic cooperation at the local level in the Ferghana region through training and small grants.*

### **Legal Support, Public Association**

\$33,514.00

To ease cross-border trade and travel in the Ferghana Valley. Three non-governmental organizations will continue and expand the activities of student legal clinics under a previous grant in Kyrgyzstan, Uzbekistan and Tajikistan. This linkage project will enable students of law faculties to gain practical experience working jointly at each clinic. By providing consultations to travelers and traders and educating government officials on legal and customs issues, the clinics will seek to decrease abuses of power, train law students in issues vital to their region, and increase cross-border cooperation among organizations with similar goals. This grant is funded by the Organization for Security and Cooperation in Europe.

*Ferghana Valley Development Program: Mass Media Development*

**SM-1 Public TV Company**

\$39,774.00

To strengthen broadcast media's role as a source of independent information, and promote cross-border cooperation. Six television stations, from Tajikistan, Uzbekistan and the Kyrgyz Republic, will continue and extend preparing and broadcasting a series of reports, "Voices of the Ferghana Valley," that will address issues important to citizens of all three countries. This project is part of the Ferghana Valley Initiative. This project is funded by the British Foreign and Commonwealth office.

# Ukraine

## **1.3 Private Enterprise Development**

### *LEaD: Local Economic Development*

*The Eurasia Foundation and Organization for Security and Co-operation in Europe launched a joint program aimed at stimulating economic development and employment opportunities in the depressed regions of Ukraine in order to reduce poverty and prevent human trafficking. The program is focused on: 1) spurring SME development at the regional level; 2) building business support infrastructure; and 3) creating conditions for the public-private dialogue at the regional level.*

### **Dnipropetrovsk Science and Technology Park**

\$40,220.00

To support the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from the OSCE, the project will establish advisory and information centers in 4 pilot rayons of Dnipropetrovsk oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, provide consultations, set up a library, start information and experience exchange through entrepreneurs clubs, and issue a newsletter. The project will also set up and train expert groups to develop regional social and economic development plans and conduct public hearings on them. A public information campaign on business development issues will be conducted in local print media and via the internet. Project activities will result in new businesses and job creation, as well as help to increase the effectiveness of existing enterprises.

### **Nizhyn Agency for Regional Development**

\$44,748.00

To promote the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from the OSCE, the project will establish advisory and information centers in 3 pilot rayons of Chernihiv oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, conduct an agribusiness exhibition, set up one-stop registration shops, provide consultations and publish brochures on agro-business technologies, legal aspects of farming operations, as well as a newsletter. Demonstration plots of the Nizhyn cucumber hybrid will be planted and soils samples will be examined, leading to recommendations for effectiveness. Project activities will result in new businesses and job creation, as well as an increase the effectiveness of existing enterprises.

### **Ukrainian Association of Marketing, Rivne Branch**

\$43,184.00

To foster the development of private entrepreneurship by providing training, consulting and information support to start-up entrepreneurs and unemployed individuals. With co-funding from OSCE, the project will establish advisory and information centers in 3 pilot rayons of Rivne oblast in partnership with state employment centers. Experts will organize a series of trainings and seminars, round tables with state authorities, provide consultations, set up one-stop registration shops, conduct marketing researches, design business development programs on priority topics such as agriculture, rural tourism, and transport. Project information will be disseminated through a web-site, newsletter, and publications in the local press. The project will help to create new businesses and jobs, as well as raise the effectiveness of existing enterprises.

## **2.3 More Accountable Local Government**

### *Ukrainian-Belarusian Partnership for Community Development*

*A joint project among International Renaissance Foundation, Eurasia Foundation and Charles Stewart Mott Foundation aimed to foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities, such as local councils of deputies, NGO representatives, media and independent analytical centers, and their counterparts in Ukraine.*

### **Association of Regional Development Agencies All-Ukrainian Union of Public Organizations**

\$59,856.00

Ukraine, Belarus

To foster community development initiatives in Belarus through cooperative activities between representatives of Belarusian local communities and their counterparts in Ukraine. Implemented in partnership with the Belarusian Information Center, this project envisages preparation of an integrated, training program on community development and local self-governance issues. This training will include designing curricula, developing training manuals, and conducting a series of study trips to Ukraine for 8 delegations from Belarusian local communities selected on a competitive basis. This project, which is co-funded by Charles Stewart Mott and International Renaissance Foundations, will enhance problem solving skills of Belarusian local communities and introduce proactive, systematic contacts between Ukrainian and Belarusian professionals and civic organizations involved in community development and in local self-governance.

# Uzbekistan

## **2.1 Citizen Political/Economic Participation**

### **The International Public In-Service Training Center for Journalists**

\$1,685.00

To identify possible cross-border media linkages between Uzbekistan and Afghanistan. The grantee will meet with media organizations and non-governmental organizations in southern Uzbekistan and northern Afghanistan, and prepare a report on possible cooperation.

#### *Public Advocacy Centers*

*This project will promote rule of law, improving the climate for business development and defense of civil rights. It will provide small businesses and citizens with high-quality legal representation, and use strategic litigation accompanied by publicity campaigns to raise the public's confidence in the legal system and impose normalcy on the judicial system.*

### **American Bar Association Fund for Justice and Education**

\$33,864.00

To encourage the use of the legal system to protect civil and economic rights. The grantee will provide training and consulting assistance to a pilot legal center, which will help citizens and small businesses defend their rights through litigation. Based on the experience of this pilot center, the grantee will help expand the program throughout Uzbekistan under the Public Advocacy Center initiative, co-funded by the Dutch government and the U.S. Agency for International Development (USAID).

### **Advocate Firm Konun**

\$48,566.00

To increase public confidence in the courts. The grantee will help citizens and businesses bring civil litigation when their rights are violated. It will also publicize its experience in an attempt to set precedent for interpreting Uzbekistani laws. This pilot project, expanded under the Public Advocacy Center initiative, is funded by the Dutch government.