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Executive Summary

International Research & Exchanges Board (IREX) has managed the Institutional Partnership Project, its first cooperative agreement with USAID, for twelve months now. Overall, this present survey of the first year leads us to feel that the undertaking is well-launched and holds considerable promise. The partnership model we have developed may have broad relevance to USAID's New Partnerships Initiative.

IREX set up modest project-dedicated offices in Washington, Moscow, and Kyiv and created new staffs totaling eight, four, and two respectively. Working with USAID, the project team picked 22 partnerships for funding; oriented the US partners in Washington at a February workshop and the Russians and Ukrainians in their capitals in May; created electronic communication links among the partners and a World Wide Web page for the project; introduced new monitoring and reporting systems; oversaw the partnerships' start-up, travel, training, and reporting activities; and began a public information effort.

Most of the subagreements were in the $1 million to $1.5 million range. Their programmatic and budgetary complexity required a careful period of negotiation prior to the Spring 1995 signings. Since then, we have consistently urged all partners to move quickly toward their goals in the brief two years the project is to run. Section IV. B offers a September 30 snapshot of how we gauge the progress of each one so far. IREX's work as the nexus, mediator, cajoler, monitor, and friend of partners is rewarding but labor-intensive work. Only one Alert Memorandum pointing to a partnership in serious trouble has been necessary to date. It is on track again and most of the rest go forward well.

The IREX Partnerships team created in June an original instrument for monitoring the projects' progress. Called the Achievement Plan, it allows our partner organizations and program officers who monitor them to gauge with some precision the progress made toward set goals. Briefer program activity reports document our oversight of partners' activities. Eighteen projects have had formal site visits to date.

Administrative costs of managing the project have been encouragingly low. The $4.8 million allotted to cover them represent just under 17% of the obligated $29 million. All partnership support funds have been obligated and are the subject of close and steady scrutiny by the Partnerships project accountant and our subgrantee, Pact.

The five main problem areas we have found in dealing with the partners are identified in Section VI. They are communications, cultural differences and divergent expectations, personnel choices, slow starts, and lagging reports. We spell out how we have met each of them. Three early partnership "success stories" are recounted in Appendix F. Also among the appendices are statistics on the level of training we expect to achieve (over 11,000), the sectoral breakdown and staff T/O, the Internet dimension, and other pertinent information. We look ahead to Year Two's major monitoring and management challenges in Section VII.

I. Resource Development

A. Staff & Management

Fourteen IREX staffers in the three capitals coordinate their efforts to make this project work. They are eight in Washington, four in Moscow and two in Kyiv. This is actually the equivalent of some 12.5 FTE, since several of the Washington staffers, as planned in the cooperative agreement, devote less than full time to the project.

With two exceptions, all are new hires for this project. Even including the Project Director in the calculation, the average staff age is just over 30. Again with two exceptions, all 14 are fluent in Russian or Ukrainian and are generalists who have had experience residing and working in the NIS. This combination of experience, cultural sensitivity, and youthful enthusiasm for a new and different undertaking have helped contribute to a first year marked by a good level of overall effectiveness.

Washington

The Project Director, McKinney H. Russell, gives overall guidance and direction to the program and finance team. He also serves as the lead IREX liaison with USAID, Pact and the 22 partnership organizations. Under his leadership, and in coordination with USAID, management and support responsibilities for the project have been carefully defined among the staff, between IREX and USAID in the three capitals, and between DC headquarters and the two IREX field offices.

Monitoring, guidance, and support responsibilities reside with one of four Washington-based program officers. They work closely with the two field offices in Russia and Ukraine. The former have first-line duties with the US partner organizations, those with whom the several subagreements were signed last spring. The latter, our six field staffers, work intimately and steadily with the Russian and Ukrainian entities. All three staffs are in constant contact to strengthen the cooperative professional and personal ties between the partner organizations, to help them cohere in common purpose.

Program officer Joyce Warner is charged as additionally responsible for partnership implementation, while her colleague Marlow Schmauder handles public information. They and the other two program officers, Bernadine Joselyn and Eugene Shekhtman, each monitor a group of projects; and two program assistants, Tara Anderson and Siobhan Wilson, manage the project's information systems, give the team administrative support, and each provide back-up support in overseeing and monitoring 11 of the individual partnerships. Project accountant Barry Williams maintains close operational liaison with Pact, IREX's subcontractor for fiscal oversight.

Moscow

Our top officer in Moscow, Lisa C. Hayden, brings to the position an unusual range of extensive in-country experience heading technical and humanitarian assistance programs in Russia, as well as unusual proficiency in the Russian language. Her staff of three Russian nationals, all new hires for this project, includes a program officer for project management, a financial officer, and a program assistant/office manager. A key factor in their effectiveness lies in the experience all have had with other NGOs working in the Russian Federation.

Early in the year, Moscow IREX staff located a two-room, project-dedicated office and negotiated a one-year lease at below market prices. Located in central Moscow half a block from IREX's main Moscow office, the Partnerships office is a 15-minute walk to USAID/Moscow (USAID/M) and a short subway ride to the office of the Academy for Educational Development (AED).

A change is coming. The main IREX office moves in October to large offices not far from the Kremlin in the Institute of Philosophy building. Co-location of the Partnerships office makes good fiscal sense and enables us to stretch our USAID funding somewhat. Hence, our staff of four will make that move when the present lease expires in February 1996.

Kyiv

John Lechicky is a native speaker of Ukrainian with 15 months of recent on-the-ground experience in Kyiv and a strong exchanges and financial background. He heads the IREX Partnerships project in Ukraine, where he is supported by one Ukrainian national.

He shares a two-office suite with the IREX officer responsible for other IREX programs in Ukraine, Belarus, and Moldova, and the two are able to support each other mutually. The location is excellent, half a block from the city's main thoroughfare in the national Institute of Literature.

B. Telecommunications

The existence of a fully developed local area network for the project is essential for the IREX Partnerships team. A shared drive and a local project-specific electronic mailing list, called "#aid", unites the six officers in the Partnerships suite with each other and their two colleagues in other locations in IREX Washington headquarters. This network serves as a meeting place where the staff members can keep each other informed about the status of the various partnerships, assist their colleagues in problem-solving, or present ideas for each other's consideration.

This commitment to frequent and active communication naturally extends to the relationship IREX/Washington maintains with the two overseas offices. To better organize the flow of incoming messages, IREX/W established a general project e-mail address, "AIDPART," which

the staff in the overseas offices and the partners use for regular correspondence. In addition, AIDPART serves as a central archive for project correspondence.

All messages that arrive from the overseas office are forwarded electronically to #aid, for review by all project staff. When a staff member receives a message sent directly, he or she will share it with others whom it may interest.

There is so much e-mail traffic back and forth — a typical day may see between five and ten messages in both directions — that we introduced a simple labeling system to keep track of them. A label at the beginning of the subject line includes the following information: point of origination, month, day, and a number showing which message of the day it is. To illustrate, the fourth message from DC headquarters to Moscow on Sept. 28, say, would be labeled D9)28)4, and the response to it might refer to it by number and be labeled M9)29)1.

IREX/W has also installed new CD-ROM capacity in our Partnerships office. This affords us ready access to the USAID technical handbooks, which are exceedingly useful, and to a range of other specialized materials.

Finally, a relational project database has been developed and basic data on all partnerships has been entered. This database is being expanded currently to include and organize virtually all the data and reports relating to each of the 22 projects.

II. Start-Up: Quarters One & Two

A. Processing and evaluation of partnership applications

USAID had had the foresight in summer of 1994 to promulgate the project RFA well in advance of its designation of the organization that would manage it. As a result, soon after being awarded the cooperative agreement, our new IREX Partnerships team received 107 responses submitted in sextuplicate by US universities and professional associations.

Peer review panels met in Washington just a month later. The Partnerships team recruited the 31 members from a wide range of academics and professionals across the country. In doing so, we drew liberally upon IREX's contacts and support organizations among its 139 affiliated universities, and placed particular emphasis on having specialists in continuing education fields among the panelists.

Each of them received a copy of the full proposals in their field of expertise, along with a summary of each, a score/comment sheet and instructions we developed for evaluating the proposals. The panelists reviewed and scored each proposal in advance and sent us their ratings. We then prepared rosters showing individual proposal scores given by each reader and the average of the scores. These made the deliberation of the panels a good deal smoother and better focused.

Thirty-nine proposals were recommended for funding, some with modifications, amounting to just over one-third of those submitted. Summary sheets for them, 28 for Russia and 11 for Ukraine, were sent on November 15 to the two missions for their review. At the request of the Missions, we also provided summary sheets for the remaining non-recommended proposals as well, along with tables ranking all projects within and across sectors.

IREX and USAID/W officers met with Mission staffs in the field over the next few days. USAID/M finalized its choice of 14 partnerships and four alternates for Russia on December 5. USAID/Kyiv chose its six and one alternate in late November. The number of partnerships with Russian institutions eventually totaled 16, following the withdrawal of one US partner and the addition of three others.

B. Negotiating with US Partners

The 22 agreed-upon partnerships were still a long way from a subagreement signing. There now followed an intensive period of negotiating with them to fine-tune their programmatic and fiscal intentions. This process occupied our staff well into the new year.

IREX Role

"Best and final" requests for revision were the first order of business. Our staff synthesized comments by the USAID missions, the Washington program staff, and the technical review panels as the bases for negotiations with the institutions whose proposals had been provisionally approved for funding. We found that meticulous reviews of project budgets and programs were indispensable, and the ensuing back-and-forth by fax, phone, and e-mail required weeks, and in a few cases months, to reach successful conclusions.

A suggestion from USAID/M led to a significant change in this best and final process. The missions suggested that IREX impose as an additional requirement on the US applicants the exchange of Letters of Commitment between the US and Russian or Ukrainian organizations before they could receive a signed IREX subagreement. This revealed inadequate "bonding" of partners in several cases and slowed down final accord on subagreement language, but overall results were distinctly salutary.

The first subagreements took effect March 1. Seventeen of them had been signed by April 1, and the process was complete by May 1.

Pact's Role

Pact is the Washington-based organization which is our subgrantee for fiscal oversight of the project. Following the November panels, Pact asked each of the 39 recommended applicants to complete detailed pre-award financial questionnaires.

After a close review it was clear that about half of the USAID-approved applicants needed to be visited by Pact before IREX could be sure of their financial viability and capacity to manage federal funds. Pact conducted these pre-award site visits during December and January and set clear standards for compliance.

Further, Pact worked with IREX's Project Accountant to review the complex and detailed project budgets during the negotiations process. Budgets were checked line by line for accuracy and cost allowability, a process that was followed by a series of corrective changes.

C. Technical Assistance Workshop, Washington, DC, February 13-14, 1995

As stipulated by the USAID/IREX Cooperative Agreement, IREX carried out a Technical Assistance Workshop for US partner organizations a few months into the project. It took place at the Key Bridge Marriott Hotel in Rosslyn in mid-February and was attended by over 100 partnership representatives and Washington organizations. The workshop's main goal was to familiarize the partner organizations with the USAID, IREX, and Pact procedures, rules, and regulations by which they would perforce have to be guided in carrying out the partnerships.

USAID financial and programmatic regulations were reviewed in depth to make the partner representatives aware of reporting requirements.

The workshop allowed US partners to learn about a variety of challenges and on-the-ground problems they would encounter, and to mix with IREX, USAID and Pact players on the project. A good range of qualified speakers on the politics and economics of the two countries and the legal and social ramifications of work there held the participants' interest during the two-day conference.

Equally important, the participants received and took home for study and reference a compendium of concrete information about the project and how it should unfold. This was the "Grey Binder" to which we would repeatedly refer in ensuing months of dialogue with them. To make it even more comprehensive, Partnerships project staff later sent to the workshop attendees summaries of all sessions to complement the information provided in the Grey Binder.

D. Subagreement signings: Publicity and public information

The project team began its public information efforts as soon as USAID awarded the cooperative agreement to IREX last October. The first article describing the project appeared in the September/October 1994 issue of IREX's bimonthly newsletter, *News in Brief*, which is distributed in hard copy and on-line to more than 7,000 people in the US and abroad, including IREX alumni, the media, and a variety of other associations and institutions.

In the following months, IREX has issued five press releases and a fact sheet. In each case, the release was a coordinated product of IREX and USAID and was clearly identified as such, with logos from both atop the front pages. The releases reached about 80 news organizations via USAID's distribution system.

The conclusion of the first subagreements in March and the interest with which the news was received in Sen. Thurmond's office at the SCUREF signing ceremony (see below) encouraged IREX to ensure wide awareness of the project among other Members of Congress. Specially drafted letters describing each partnership and the impact it is expected to have in Russia or Ukraine and in the Member's home constituency went to the relevant Member for each US partner organization.

The Partnerships staff set up two special subagreement signing ceremonies on the Hill. The first was the signing with South Carolina Universities Research and Education Foundation (SCUREF), which was held at Senator Strom Thurmond's office on March 8. Other members who have shown particular interest in the projects' progress include Sen. Ted Stevens (R-AL), Sen. Edward Kennedy (D-MA), Rep. Lindsey Graham (R-SC), and Sen. Sam Nunn (D-GA).

The second signing took place with representatives of the American Road and Transportation Builders Association (ARTBA) at the Rayburn House Office Building on May 15. Present at the

ceremony were Mortimer Downey, Deputy Secretary of Transportation, a number of senior executives from the transportation field, and representatives from IREX and USAID.

At the request of three other US partners who wished to have the launching of the projects register among their constituents and leadership groups in a public context—photo opportunities, in effect—IREX also hosted three signing ceremonies at its Washington office. The US Feed Grains Council invited IREX and USAID representatives to join them at the Vista Hotel in Washington for a signing ceremony on May 25. The event was attended by the senior leadership of the organization.

III. Quarter Three: Partnerships launched and monitoring begins

A. Field Workshops in Kyiv and Moscow

Two stimuli were at play in IREX's decision to carry out technical workshops in the two NIS capitals. First, there was a clear sense, following the February workshop with the US subrecipient organizations, that although the Ukrainian and Russian partners were not signatories to the subagreements, it was important that they gain a concrete, first-hand sense of the direction and parameters of the project. In the second place, training officer colleagues at USAID/M had urged since late last year that a technical workshop be carried out in Moscow for the Russian partners. The validity of their encouragement to do so fit our own opinion on the matter.

The planning and execution of the workshops in Kyiv and Moscow were major emphases of the staff's work from late March onward. Although these encounters had not been budgeted for in the cooperative agreement, IREX worked out an adequate, if rather spartan, budget for them. We had dozens of relevant documents translated into Russian and Ukrainian, arranged for active participation in the workshops by USAID officers in both cities, and solved myriad logistics problems with very small and very new overseas staffs. The Project Director chaired both workshops, which were held on May 17-18 in Kyiv and a week later on the 24th and 25th in Moscow.

Comprehensive informational binders, similar to those distributed in Washington in February, were prepared and assembled for use in each city in the relevant language. Much practical information—on legal issues, cash and equipment transfers, relations between US and Russian/Ukrainian partners, USAID rules and procedures, effective electronic communications, etc.—was provided during the two-day sessions. Good simultaneous translation helped ensure local partners' clear grasp of the issues.

The Ukrainian and Russian participants, about 20 and 60 in number respectively, gave good marks to the workshops in subsequent evaluations—in Moscow, the overall evaluation by the participants, on a scale of 5, was over 4.5. The workshop binders that had been distributed have proven to be useful reference sources.

A letter from the Project Director in early June informed the US partners about the highlights of the meetings in Moscow and Kyiv. In hindsight, IREX project staff feel that a stronger effort should have been made to enable more of the US partners to be present. Funding limitations made it possible only for those Americans who were on the ground on other business to take part in the workshops.

B. Monitoring and Reporting

Achievement Plans

The IREX Partnerships team gave a major new requirement to the subrecipients this spring in the form of the Achievement Plan. In part inspired by the concept of the new Monitoring & Reporting System (MRS) being developed by USAID, it is a tool for disaggregating projects' resources and outcomes, taking clear account of subsequent revisions and making progress monitoring easier for IREX. USAID/W reviewed and approved the format and instructions for the AP.

Each of the 22 US subrecipients then completed its own project's Achievement Plan. The AP has already proven to be notably useful to IREX program officers as they make their initial site visits in the US and the NIS—it helps gauge where the project should be and how far the partners have moved in their implementation efforts. It has in addition helped some US and Russian/Ukrainian partners focus program activity.

Site Visits - from the signing of subagreements through June 30, 1995

Following the technical assistance workshops we ran in May in Moscow and Kyiv, it was sharply clear that early assessment and evaluation of the partnerships' prospects on the ground were essential to the long-term success and sustainability of the projects.

IREX staff created a standard site visit report format that responded to the needs we saw for this exercise. Such a standard format has the obvious benefit of making sure each report will address the same issues and thus contribute to a useful consistency to IREX's monitoring efforts. The format of the site visit report closely follows that of the Achievement Plan described above, for evident reasons.

Program site visits to eight of the Russian partners and one US partner by June 30 provided a good picture of where those nine projects stood. No Ukrainian partnership organizations, either in the US or in Ukraine, had been visited by that date, although some were planned for the next quarter.

We have shared with USAID our program officers' detailed reports on the highlights of each visit.

US Site Visit

University of Massachusetts [E27]

Who: Eugene Shekhtman, Program Officer, IREX/W

What: University of Massachusetts, Department of Landscape Architecture and Regional Planning
Pskov Polytechnic Institute

When: June 12-13, 1995

Where: Amherst, MA

Why: Assess start-up phase of project.
Meet with project staff to discuss upcoming visit to Russian partner organization.

Russian Site Visits

American Red Cross [HO1]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M
Dmitry Fadeyev, Education Development Specialist, USAID/M

What: American Red Cross
Russian Red Cross

When: June 29, 1995

Where: RRC Offices, Moscow

Why: Conduct assessment of start-up phase.
Gather baseline data.
Assess partner relations.
Observe start-up of selection process for Visiting Nurse Association.
Monitor beginning of core training area identification.

American Society of Mechanical Engineers [VO3]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M
Dmitry Fadeyev, Education Development Specialist, USAID/M

What: American Society of Mechanical Engineers
Mechanical Engineering Research Institute, Russian Academy of Sciences

When: June 28, 1995

Where: MERI Offices, Moscow, Russia

Why: Assess start-up phase.
Gather baseline data for monitoring and evaluation.
Monitor establishment of ASMENET electronic network in Russia.
Review selection of instructional staff and consultants.

Iowa State University [A02]

Who: Eugene Shekhtman, Program Officer, IREX/W

What: Iowa State University, College of Business
Nizhnii Novgorod State Agricultural Academy

When: June 19-21, 1995

Where: Nizhnii Novgorod, Russia

Why: Observe pilot seminar conducted for faculty and local city/oblast businessmen and government officials.
Attend the opening of the Continuing Education Center.
Attend meetings between ISU and NNSAA to assess potential faculty for the CEC.

Texas A & M University [A07]

Who: Eugene Shekhtman, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M

What: Texas A & M University
Russian Academy of Agribusiness and Management

When: June 20, 1995

Where: Moscow, Russia

Why: Meet with Russian partner to discuss start-up.

Urban Homesteading Assistance Board [N04]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Elena Pushkareva, Finance Officer, IREX/M
Liese Sherwood-Fabre, Education Development Specialist, USAID/M

What: Urban Homesteading Assistance Board
Citizens Foundation
All-National Fund for the Promotion of Individual Flats

When: June 27 and 30, 1995

Where: Moscow, Russia, at the offices of CF, ANF and IREX

Why: Monitor US partners' assessment trip to Moscow.

University of Massachusetts [E27]

Who: Eugene Shekhtman, Program Officer, IREX/W

What: University of Massachusetts, Department of Landscape Architecture and Regional Planning
Pskov Polytechnic Institute

When: June 30, 1995

Where: Pskov Polytechnic Institute, Pskov, Russia

Why: Assess start-up phase of project.

University of Iowa [H07]

Who: Lisa Hayden, Director of Representative Office, IREX/M
Elena Pushkareva, Program Officer, IREX/M
Liese Sherwood-Fabre, Education Development Specialist, USAID/M
Dmitry Fadeyev, Education Development Specialist, USAID/M
Michael O'Byrne, Technical Officer, USAID/M
Susan Cheney O'Byrne, Technical Officer, USAID/M

What: University of Iowa
Family Health Care Center, St. Petersburg Academy of Postgraduate Medical Studies (MAPO)

When: April 26, 1995

Where: MAPO offices, St. Petersburg, Russia

Why: Discuss administrative issues with project staff.
Discuss opening of the Family Practice Office.
Review progress to date and facilitate greater understanding of Russian circumstances.

US Feed Grains Council [A08]

Who: Eugene Shekhtman, Program Officer, IREX/W

What: US Feed Grains Council
Russian Grain Union/Intensivny Korm, Ltd.

When: June 20 and 26, 1995

Where: Moscow and Samara, Russia

Why: Verify that the Russian Grain Union, a recently established organization, is a viable partner for USFGC.
Meet the partner to assess the sustainability of the project by observing the existing Management Training Center.
Engage in a dialogue with Intensivny Korm, Ltd., about their vision of the project and their ideas about expanding the existing center into other cities in Russia.

Reports

a. IREX Reporting to USAID

During the start-up phase of this project, IREX sent USAID concise status reports every four to six weeks. In addition, the Partnerships team submitted frequent informal reports on fast-breaking events, usually via e-mail, aimed at facilitating USAID/W's communications with the two field missions on project progress. Of course, frequent informal contacts between those missions and our field staffs served to keep the latter up to date on activities there.

The first comprehensive and formal quarterly report to USAID covered the period through June 30, 1995. By that date, all 22 subagreements had been negotiated and signed and official monitoring visits had begun. Since then, IREX/W has shared all of its 12 official site visit reports to USAID for their review.

b. Partnerships' Reporting to IREX

Trip Reports
Ten days after a project-related trip abroad is completed, the US partners have to submit a trip report to IREX/W. Similarly, any Russian or Ukrainian delegation coming to the US on an administrative basis, rather than for training, owes a trip report to us. At the start, we specified which topics needed to be addressed, but gave no set format. Results were quite mixed, from good and comprehensive to spotty and useless.

We have since determined that a clear full outline of what a report should contain was needed, and it has been made standard procedure. Reports are better, but still tend to dribble in past the ten-day deadline. The Partnerships team continues to urge timely submissions. Reports are of course immediately shared with the relevant field office.

Quarterly Reports

Here too, we did not set a prescribed format for the quarterly report, limiting the assignment to coverage of indicated topics. We were gratified to find that most reports did detail and evaluate project activity satisfactorily and even offered thoughtful analysis on next steps to be taken in the next quarter. No change seemed to be required. Primary review of the quarterly reports is done by our program officers and final approval is left to the Project Director. After approval, a copy of the quarterly report is likewise sent to Moscow or Kyiv.

Other

While these required project deliverables provide vital information and serve as invaluable tools in the monitoring process, a substantial amount of reporting information is shared with the Partnerships staff in a more informal way, as well. IREX/W maintains close contact with the US

partners by means of frequent telephone and e-mail exchanges. Similarly, the IREX Partnerships project representatives in the field offices do their best to keep in touch with the Russian partners, despite the occasional logistical difficulties. It is often through such informal dialogue that the nuances and specifics of each partnership's development can be revealed.

C. Public Information Efforts

Public Information Plans

We were heartened to note that the third quarter marked an increase in outside media interest in the partnerships project as a whole as well as in individual partnerships. Interviews and articles appeared in the Voice of America's Russian-language broadcasts, in the National Public Health and Hospital Institute's electronic newsletter, *NIS/CEE Health Bulletin*, and in a number of local US newspapers.

This increased media interest occurred as the partnerships began responding to the public information goals we had defined in the binder of partnership materials handed out at the February Technical Assistance Workshop. As more stories appeared, the 22 partnerships began submitting the required public information plans to us.

The plans are intended to lay out the steps each project intends to take to publicize its achievements. All 22 plans have now been approved by IREX and have been submitted to USAID/W for review.

The public information guidelines for the partnerships also require that they send press releases and clippings about their activities to IREX/W, if in English, or to the appropriate IREX field office, if in Russian or Ukrainian. IREX keeps these clippings on file with photographs from events and site visits and other publicity materials, so that we may respond to requests for copies and information from USAID and outside parties.

IV. Quarter Four: Development and Monitoring of Partnership Activities

A. Monitoring and Reporting

Site Visits

As the IREX Partnerships team developed its tools and plans for monitoring partnership activity, we soon realized that the comprehensive detailed formal site visit report modeled on our Achievement Plan (see Section III B 2) could, for some site visits, turn out to be overkill. It was too complete and too structure-related for use on the many occasions our program officers were simply on-site to observe a partnership program activity.

The obvious solution was the institution of a program activity report, which in the interests of clarity we have officially titled a Program Activity Report. It has recently gone into use, for Washington-based officers and for those in the field. Training programs, conferences, and openings of resource centers are examples of the sort of activities covered. Formal monitoring of a project, which must include study of progress on the Achievement Plan, continues to be written up as a Monitoring Site Visit Report. The format and content is the same as that described in section III B 2.

Finally, there is much informal internal reporting within and among the three staff locations. When there has been a substantive encounter or interaction with partners, USAID, AED or other players, e-mail is the medium of choice for quick sharing with colleagues who need to know.

To date, from the signing of the subagreements to September 30, 1995, we have carried out 24 official site visits in the US, Russia and Ukraine. In the majority of cases, USAID officers responded to our invitations to accompany our program officer. Four visits were linked to specific program activities and the remaining 20 were to monitor progress on the Achievement Plan. Russia has so far had a total of 16 visits. During October, Joyce Warner, our Program Officer with Washington-based oversight of all Ukrainian projects, will travel to Ukraine for in-depth site visits to all six partner organizations.

The following list covers all site visits, for formal monitoring and to observe program activities, that we undertook from July 1, 1995, through September 30, 1995. Previous site visits through June 30, 1995, are to be found above in Section III.

US Site visits

America Road and Transportation Builders Association [E07]

Who: Siobhan Wilson, Program Assistant, IREX/W

Type: Program Activity Report

What: American Road and Transportation Builders Association
Russian Association of Territorial Bodies of Highway Administration (RADOR)

When: September 21, 22 and October 6, 1995

Where: Washington, DC

Why: Observe the training program for the RADOR intern and eight additional Russian visitors.

Center for International Private Enterprise [D02]

Who: Siobhan Wilson, Program Assistant, IREX/W
John Braley, Training Advisor, USAID/W

Type: Program Activity Report

What: Center for International Private Enterprise
Russian Chamber of Commerce and Industry

When: August 17 and 18, 1995

Where: US Chamber of Commerce, Washington, DC

Why: Meet with first delegation of RCCI members to US following their participation in US Chamber's Institute for Organization Management at University of Delaware at Newark.

University of Connecticut-Environmental Research Institute [V11]

Who: Adrienne Poulton, Program Officer, IREX/W
John Braley, Training Advisor, USAID/W

Type: Monitoring Site Visit Report

What: University of Connecticut — Environmental Research Institute
Western Center of the Ukrainian Branch of the World Laboratory
I. Franko State University of Lviv
Lviv Polytechnic State University

Where: Storrs, CT

Why: Monitor six-week US-based environmental technology training program.
Hold discussions on project implementation with principal US and Ukrainian project personnel.

University of Rochester [H11, H17]

Who: Adrienne Poulton, Program Officer, IREX/W

Type: Monitoring Site Visit Report

What: University of Rochester, School of Medicine and Dentistry
International Biomedical Agency and a consortium of Russian and Ukrainian medical institutions

When: July 13-14, 1995

Where: Rochester, NY

Why: Assess start-up phase of project during the three-week visit of Russian and Ukrainian partners.
Discuss project management and start-up with new project staff.

Urban Homesteading Assistance Board [N04]

Who: Marlow Schmauder, Program Officer, IREX/W
Angela Russomanno, IREX Project Accountant, IREX/W (observer)
Mike Loyco, Deputy Director, Pact
Celine Okoh, Project Accountant, Pact

Type: Program Activity Report

What: Urban Homesteading Assistance Board
Citizens Foundation
All-National Fund for the Promotion of Individual Flats

When: September 5, 1995

Where: New York, NY

Why: Discuss problems with partner's finances and programmatic issues.

Russian site visits

America's Development Foundation [NO1]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M
Three technical officers, USAID/M

Type: Monitoring Site Visit Report

What: America's Development Foundation
Moscow Research Center for Human Rights

When: July 10, 1995

Where: MRCHR, Moscow, Russia

Why: Assess startup phase, including set-up plans for human rights education and advocacy workshops and the development of regional human rights centers.

America's Development Foundation [N01]

Who: Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M

Type: Project Activity Report

What: America's Development Foundation
Moscow Research Center for Human Rights

When: September 29, 1995

Where: MRCHR, Moscow, Russia

Why: Monitor progress on the resolution of problems that were revealed with the resignation of ADF's program manager.
Monitor status of the relationship between Russian and US partner organizations.

American Red Cross [H01]

Who: Lisa Hayden, Director of Representative Officer, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M

Type: Project Activity Report

What: American Red Cross
Russian Red Cross

When: September 15, 1995

Where: RRC Offices, Moscow, Russia

Why: Meet with US and Russian partners during US assessment and negotiations trip to Russia.
Observe signing of Memorandum of Understanding between ARC and RRC.

Center for International Private Enterprise [D02]

Who: Bernadine Joselyn, Program Officer, IREX/W
Lisa Hayden, Director of Representative Officer, IREX/M

Type: Program Activity Report

What: Center for International Private Enterprise
Russian Chamber of Commerce and Industry

When: September 18 - 19, 1995

Where: Moscow, St. Petersburg, Russia

Why: Observe the week-long training program in St. Petersburg for local chambers of commerce.

Iowa State University [A02]

Who: Elena Pushkareva, Program Officer, IREX/M

Type: Monitoring Site Visit Report

What: Iowa State University, College of Business
Nizhnii Novgorod State Agricultural Academy

When: July 18, 1995

Where: Nizhnii Novgorod, Russia

Why: Meet with partners to check on financial situation.
Monitor programmatic changes/adaptations.

South Carolina Universities Research and Education Foundation [V06]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M

Type: Monitoring Site Visit Report

What: South Carolina Universities Research and Education Foundation
Institute for the Biology of Inland Waters, Russian Academy of Sciences, Borok

When: July 5-6, 1995

Where: IBIW facilities, Borok, and research vessel, Volga River and Rybinsk Reservoir, Russia

Why: Observe the US partners in Borok setting up an aquaculture cage system and determining the extent of pollution of the Rybinsk Reservoir.
Discuss project management and start-up with new project staff.

Texas A & M University [A07]

Who: Janetta Nigmatullina, Program Officer, IREX/M
Lisa Hayden, Director of Representative Office, IREX/M

Type: Monitoring Site Visit Report

What: Texas A & M's Agricultural Economics Department
Ministry of Agriculture and Provisions of the Russian Federation
Tatar Institute of Retraining and Agribusiness

When: June 23, 1995

Where: Moscow, Russia

Why: Meet with Russian partners to assess the general direction of the Academy
Discuss some possible added administrative costs of the projects

US Feed Grains Council [A08]

Who: Janetta Nigmatullina, Program Officer, IREX/M
Lisa Hayden, Director of Representative Office, IREX/M

Type: Monitoring Site Visit Report

What: US Feed Grains Council
Russian Grain Union
Intensivny Korm, Ltd.

When: September 6, 1995

Where: Samara, Russia

Why: Monitor an Egg Production short course

University of Iowa [H07]

Who: Janetta Nigmatullina, Program Officer, IREX/M

Type: Monitoring Site Visit Report

What: University of Iowa
Family Health Care Center, St. Petersburg Academy of Postgraduate Medical Studies (MAPO)

When: September 19, 1995

Where: MAPO offices, St. Petersburg, Russia

Why: To monitor progress in the project since visit of MAPO personnel to Iowa during the summer (especially over concerns about pace of project).
To discuss plans for opening the family medicine center

World Institute on Disability [N05]

Who: Marlow Schmauder, Program Officer, IREX/W
Lisa Hayden, Director of Representative Office, IREX/M
Janetta Nigmatullina, Program Officer, IREX/M

Type: Monitoring Site Visit Report

What: World Institute on Disability
All-Russia Society for the Disabled

When: July 7, 1995

Where: ARSD Offices, Moscow, Russia

Why: Assess start-up phase and wind-down from planning seminar.
Monitor introduction of training materials and data gathering for training curriculum development.
Observe the partnership's selection of five finalist regions for training.

Ukraine

University City Science Center [E39]

Who: John Lechicky, Director of Representative Office, IREX/K

Type: Monitoring Site Visit Report

What: University City Science Center
Consortium of Organizations in Lviv and Donetsk

When: August 14 and 15, 1995

Where: Donetsk, Ukraine

Why: Observe Market Industry Analysis and/or Basic Business courses taught by US faculty.
Meet key partners in Donetsk and Lviv to discuss project implementation and scheduling of courses.

Carnegie Mellon University [E34]

Who: John Lechicky, Director of Representative Office, IREX/K
John Braley, Training Advisor, USAID/W
Evhenia Malikova, Training Specialist, USAID/K

Type: Monitoring Site Visit Report

What: Carnegie Mellon University
International Management Institute, Kyiv

When: September 8, 1995

Why: Assess start-up phase of project.
With US consultants Clark Jordan and Frank Lindsay, participate in discussions on executive education program development.
Observe FAST lab instructions classes for IMI faculty given by CMU associate Gary Williams.
Debrief IMI faculty who participated in August training at CMU.

Alert Memoranda

The Alert Memorandum, a device to call USAID's attention to a problem threatening to break or already upon us, has proven useful on two occasions so far in this project.

The first one, dated August 16, 1995, addressed an issue involving Health and Accident Coverage (HAC) for a participant trainee who was not registered in a timely manner. A copy and the response from USAID Training Advisor John Braley is attached to this report. The issues raised received a prompt reply and were clarified to IREX's satisfaction.

The second Alert Memorandum, submitted August 29, 1995, addressed a problem IREX had encountered with one of the subrecipients, America's Development Foundation. It had been preceded by an August 17 pre-Alert Memorandum advising USAID of the sudden resignation of the Moscow-based American Project Director, an occurrence which presaged the questions about the project's survivability we touched on in the latter communication. Subsequent actions we took are described in the project summary in Section IV. B.

B. Current Status of Projects

Each of the 22 partnerships, naturally enough, has developed at its own pace. Some took off very fast and then had to stop and reconsider their direction and the make-up of their crew. Others spent initial months mapping the terrain before making careful and steady first steps. A few are still not altogether sure of their direction or rate of acceleration. And in all cases, the differing

perspectives of the US partners and their counterparts about the flight plan have been a factor to be wrestled with and a constant cause of our interest and concern.

IREX's stance has been to encourage all deliberate speed and a careful, purposeful pace. The two years allotted for the project's life is too brief a span for dilatory planning or unfocused action.

To suggest how far they have come, we offer the following snapshots of each of the partnerships. They are based on our program officers' best current judgment and have not been shared with the partners.

Russian Projects (16)

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

This partnership was initiated to establish a network of nine regional affiliate human rights organizations throughout the Russian Federation. Unfortunately, ADF and MRCHR have run into significant problems and delays both in the implementation of their partnership as well as in their relationship with one another. However, intercession by IREX, with Pact's assistance, seems to have inspired the American partner to take speedy and significant steps to alleviate the problems.

Some of the difficulties had been noted formally in the July 1995 site visit report IREX submitted to USAID. The most serious was a significant delay in the start-up of project implementation. In August, the situation worsened seriously when ADF's Project Manager, Stephen Cruty, suddenly resigned. In the wake of his departure, it became apparent that a lack of trust existed between the US and Russian partners. The incident also gave rise to questions about the way ADF was handling its subagreement award.

After some urging from IREX, Michael Miller, ADF President, quickly identified and hired a suitable replacement for Mr. Cruty, flew to Moscow to hold implementation meetings with the MRCHR, and agreed to a series of accounting restructuring meetings with Pact. Although the project cannot yet be considered to be "out of the woods," the situation has improved significantly, and IREX is guardedly optimistic that the problems will be resolved in a satisfactory manner and that true implementation will be underway shortly.

American Red Cross
and
Russian Red Cross

This partnership was undertaken to support the RRC's enhancement of its Visiting Nurse Program and to expand its role as a model for non-governmental health care provision. After having been delayed by at least four months by a series of misunderstandings, unsure direction, and logistical impediments, this partnership appears to be well on track.

The initial US project manager's other workload apparently prevented him from devoting even a minimum of necessary time to project reporting requirements, communications with either IREX or the Russian partners, and project implementation. Similarly, a disagreement over the selection of a Russia-based Nurse Trainer brought the project's progress to a virtual halt before it even began. A poor relationship between the two organizations' staffs did not help.

Steady pressure from IREX seems finally to have set the project in motion, however. ARC designated a different senior team member to be Acting Project Manager, Martin Perret-Gentil, who had already been working on the project as a technology transfer associate. Mr. Perret made a brief, timely visit to Moscow in mid-September.

During this visit, ARC and RRC signed a Memorandum of Understanding affirming their commitment to the project; they came to an agreement on the qualifications to be sought in a Nurse Trainer candidate; and they began the process of translation of the training materials to be adapted to train nurses for the Visiting Nurse Program, the program's centerpiece.

Much work remains to be done, but indications are that the project should develop now as originally planned.

American Road and Transportation Builders Association
and
Russian Association of Territorial Bodies of Highway Administration (RADOR)

The purpose of this partnership is to strengthen RADOR as a transportation development trade association in Russia and to provide training in free-market industry operations and joint ventures for Russian highway administration officials. The generation of close contacts and eventual joint-venture opportunities for US and Russian highway industry organizations is a significant by-product of this project.

The ARTBA and RADOR partnership is characterized by an exceptional level of trust, mutual understanding, and commitment to shared goals. These bode well for successful implementation of project activities and the long-term sustainability of the partnership.

The high quality of partner relations has been achieved in large part due to the presence in both organizations of bilingual staff and a five-week internship by the RADOR project coordinator at ARTBA's Washington offices. The latter permitted the partnership to make the content of training activities better meet the needs and interests of Russian participants, ensure the quality of Russian-language translations of training materials, prioritize aspects of the project's long-term implementation plan, and, importantly, increase mutual understanding of each partner organization's operations and goals for the project.

Program activities completed to date include a three-week US-based training program for key Russian officials from regional highway administrations. The visit culminated in the signing of a institutional partnership agreement between the presidents of the two organizations, committing each partner to long-term collaboration beyond the framework of the Partnerships grant. Two more delegations of Russian highway and transportation officials will visit the US during the course of the project. Upon completion of their US training, delegation members will lead training and informational workshops for up to 50 of their colleagues in regions across Russia.

The timely introduction of electronic communication capability for Russian RADOR member institutions may prove difficult due to problems in using software to accomplish large volume Cyrillic-Latin translations and of establishing Internet gateways in regions where such access remains problematic. RADOR and ARTBA are committed to moving ahead on this element of the program only on the basis of a careful review of technical baseline and needs assessments of those Russian institutions slated to receive equipment, already completed by RADOR staff.

American Society of Mechanical Engineers
and
Mechanical Engineering Research Institute, Russian Academy of Sciences

This partnership is characterized by a high level of mutual commitment to true implementation of its elements, which include training of trainers in environmental remediation, technology transfer between the US and Russia, and development of a professional association akin to ASME in Moscow. The Russians and Americans have a very close and collegial working relationship, and the ASME/MERI project's good chances of success were apparent early on.

Much of the work is done in American-Russian committee meetings both in Russia and the US, and IREX representatives observing these meetings have noted that both sides are well informed about the project's goals and how the goals are to be reached. IREX has also noted a willingness on both ASME's and MERI's sides to read just the project structure to reflect the changing intent and requirements of each partner.

As of the date of this report, a number of committee meetings have been held. The Infrastructure Development Committee convened in September to chart its course of action in assisting the Russian partners with the development of institutional support for mechanical engineers. The subsequent first Technology Committee meeting reviewed the results of a survey of Russian specialists concerning appropriate technologies for transfer. Work continues on Beta testing of ASMENET software for Russian use and on the curriculum and itinerary for the Spring 1996 Environmental Remediation workshop in the US.

Association of University Programs in Health Administration
and
I.M. Sechenov Moscow Medical Academy, Semashko Moscow Medical School Department of Economics, Khabarovsk Medical Institute, and National State Academy of Economics and Administration, Novosibirsk

AUPHA has made good strides towards reaching its programmatic goals: the establishment of institutional partnerships between Russian and American academic programs to create health management degree programs based on new curricula; the development of a Russian professional association in health administration; and the development of community networks.

The project pairs AUPHA with a newly created national professional association, and includes three "sub-partnerships" designed to promote sustainable institution-to-institution relationships between individual university health care programs. AUPHA has replaced one of the Russian partner institutions, whose focus did not fit that of the partnership, with the Khabarovsk Medical Institution, building on a pre-existing relationship with one of AUPHA's member institutions, the University of Kentucky.

Important goals have been met by each element of this multiple partnership program. In June, representatives of the Russian partner organizations attended AUPHA's annual convention. At it, workplans and memoranda of understanding for each of the sub-partnerships were concluded. In early fall, AUPHA met with the sub-partnership organizations for a four-day seminar in Moscow to develop strategies for sustaining partnership activities beyond the life of the grant. During the meeting, AUPHA, USAID/M, IREX and many others took part in opening ceremonies of the project's first Resource Center. Two more centers will be opened next year.

Thanks largely to AUPHA's success in leveraging funding from other technical assistance operations, the Center has already received pledges of financial support from outside the partnership.

An example of collaboration between the three US-Russian sub-partnerships was the June meeting of project staff from the University of Washington and the Novosibirsk Academy of Economics and Administration in Seattle to work on curriculum design in the fields of finance, marketing, statistics, epidemiology, and quality management. Washington faculty subsequently traveled to Novosibirsk to participate in the partnership's first joint training seminar for health care managers. An IREX program officer who attended noted, however, that there remains room in this sub-partnership for closer agreement on long-range goals.

Center for International Private Enterprise
and
Russian Chamber of Commerce and Industry

This partnership is making good progress toward its goals of strengthening the effectiveness of the RCCI as a nationwide nongovernmental business association, improving the institutional capabilities of its member chambers, and introducing an Accreditation Program to set standards for regional and local chambers.

A series of training activities targeted at local and regional chamber managers is designed to help improve chambers' performance, service to members, and public policy advocacy on issues which affect the business climate in their regions. CIPE has also made available up to $170,000 in funds to be disbursed to RCCI member chambers through a Small Grants Program, as well as $30,000 in travel scholarships to support training efforts.

Training activities were launched in August with the arrival in the US of six Russian chamber executives to participate in a two-week program at the University of Delaware's Institute for Organization Management. At the Institute, the Russians joined chamber heads from the US and other countries in attending workshops on chamber management and the chamber's role in promoting regional economic development. During a follow-on visit to CIPE in Washington DC, the delegation held substantive meetings with leaders of local chambers of commerce as well as congressional and Commerce Department officials. A second delegation from RCCI will attend a similar program next fall.

The project's first in-country training seminar, held in St. Petersburg in September, was attended by representatives of ten chambers from Russia's northwest region. Course materials were those developed by CIPE for use in any country. They proved to be of good use to participants, in light of the instructors' solid awareness of local conditions, and included helpful worksheets and interactive components.

Instructors demonstrated impressive knowledge of the recently passed legislation governing the functioning of Chambers in Russia, and CIPE organized briefings for the team with the St. Petersburg Consulate. One more such seminar will be held later this year, in Irkutsk, followed by six more during the course of the project. Each will bring together approximately 25 chamber leaders from the surrounding region.

The first applications to the project's Small Grants Program are due in November, 1995, following an aggressive solicitation campaign by the RCCI and CIPE staff. Initial awards of from 20-40 grants in amounts from $1,000 to $10,000 will be announced in January.

Iowa State University
and
Nizhnii Novgorod State Agricultural Academy

This partnership builds on a relationship initiated by the two institutions in 1993. Its goal is to strengthen the capability of NNSAA to provide continuing education programs and related activities for leaders and professionals in the agribusiness sector in support of the transformation to a free market economy and democratic governance in the Nizhnii Novgorod Oblast.

The project activities focus on developing a cadre of NNSAA faculty to teach at its new Continuous Education Center (CEC) and on exposing as many local agribusiness leaders, professionals and entrepreneurs as possible to Western economic and business management theory and practice. The development of the Center, which was officially inaugurated in June 1995, holds promise of ensuring that the project will continue after USAID funding ends.

Project activities are geared to improving the professional expertise of a large number of local decision-makers in the agribusiness sector, with the goal of accelerating change from Soviet-style agricultural practices to the market-based model. Currently, US partners are in Nizhnii Novgorod giving courses on business and economic development and continuing education. US staff is also working on the preparation for the four seminars which will take place this year at NNSAA. Preparatory work for them is far advanced.

Professors Augie Ralston and Jack Wacker of ISU and Andrei Novotorov, the Russian center director, have been working together on putting together the curriculum for the seminars in November. The curriculum in preparation reflects lessons learned from weaknesses at the pilot seminar in June. Those weaknesses, observed by IREX program officers present and by the ISU team itself, were the subject of several IREX recommendations to ISU suggesting improvements, including a detailed letter from the IREX Project Director.

The partnership has worked hard to train the local NNSAA faculty to teach the ISU-provided agribusiness materials to the students of the Academy. Another recent site visit by our Moscow staff enabled us to see that excellent progress has been made. The decision by ISU to keep a resident American project coordinator on site, urged by IREX, and careful efforts to choose the best and most promising seminar participants, are two major factors contributing to this improvement.

The ISU/NNSAA partnership had thus overcome several challenges in its start-up phase. Communications between the partners, muffled and often indistinct in the early weeks, have improved markedly. Other challenges included insufficient preparation for the first group of seminars and personal tensions between the members of the Russian staff. A steady monitoring engagement by IREX in both countries appears to have made a substantial difference and this is no longer the problem project it was some months ago.

South Carolina Universities Research & Education Foundation
and
Institute for the Biology of Inland Waters, Russian Academy of Sciences

This partnership seeks to transform the IBIW into a private research organization capable of sustaining itself through environmental research, contaminant assessment, and environmental cleanup contracts and grants. The effort is exemplary in nearly every regard. It is characterized by an open and friendly relationship between the SCUREF team and the IBIW, as well as by equal input into project design and adaptation, good understanding of the goals and methods on the part of both the US side and the Russian side, and an ability to respond appropriately and creatively to logistical problems as they arise.

The American partner is currently training two groups of Russian scientists at Clemson University and on site visits around the US. The first group consists of junior scientists from the IBIW participating in a two-year training program concentrating on aquaculture and contaminants assessment and consulting. The second group is made up of senior IBIW scientists and is here for six weeks. US project staff will accompany both groups on a series of excursions to various environmental remediation, aquaculture, and consulting institutions during this six-week period.

At the same time, work on the aquaculture part of the project continues in both countries. In Russia, the first batches of carp fingerlings have been introduced to the tank system the partnership set up over the summer. The Russian partners are selecting appropriate institutions to assist in the process of growing the fish. The Americans and some of the trainees are also conducting research of the fish tissue, water, and sediment samples gathered during the summer expeditions on the Rybinsk reservoir.

Texas A&M University
and
Moscow Academy of Agribusiness and Management

Texas A&M University has been steadily developing its partnership with the Moscow Academy of Agribusiness and Business Management. The goal of the partnership is to establish a continuing education program at the Moscow Academy and at its affiliates throughout Russia. The program will train local agribusiness professionals in western methods of business management, accounting, and agricultural planning.

A key operational step was the hiring of a full-time on-the-ground project coordinator in Moscow. The new coordinator, Dr. Roy Chapin, has been on the job since August. Although new to Russia, he has moved quickly to establish good working relationships with his Russian colleagues. Our program staff in Moscow notes that given his newness to the educational scene in Russia, there is room for Dr. Chapin to increase his understanding of local conditions and their impact on the partnership. Organization difficulties relating to Texas A & M University's interface with the Agribusiness Academy remain to be worked out.

During the project's initial months, the project team has focused on laying the groundwork for convening the first in a series of six seminars to be held in Russia on agribusiness management. The preparatory activities which have been undertaken to set up this first October seminar in Moscow will contribute, at the same time, to the development of the future seminars.

The curriculum to be presented at the forthcoming workshop reflects the active collaboration of the American and Russian partners. The Russians were asked about the topics they most wanted to see covered at the workshop. Their views were carefully considered and reflected in the emerging consensus. The selection of consultants to act as trainers for the coming seminar also was made with the Russians' concerns in mind.

The seven Russians who will begin training as trainers at TAMU in College Station, Texas, in December have been chosen. They represent the Ministry of Agriculture Department and the six regions where the workshops will be held.

Progress has also been made in establishing the electronic linkages to Texas A & M University's agricultural information resources as an access point to nationwide/worldwide agricultural information databases. By designing a Home Page on the Web for the Partnerships project which can be accessed from Texas A & M University's "Agrinet" site, the project staff has taken an important first step in realizing this project goal.

US Feed Grains Council
and
Russian Grain Union and Intensivny Korm, LTD

The US Feed Grains Council, Russian Grain Union and Intensivny Korm Project has been steadily moving towards fulfilling its ambitious goals of bringing western agribusiness and feed grains production knowledge to Russia. The project aims to involve a maximum possible number of ambitious and dynamic Russian agribusiness professionals, men and women, in converting the failed agricultural formulas of Soviet agriculture to a system in which feed grains production decisions are based on market demand and sound economic principles.

On the whole, the project has been proceeding in accordance with the partnership's Achievement Plan. There is an element in the project which, in our opinion, should be modified to ensure post-funding sustainability. More emphasis needs to be put on training local agribusiness professionals to ensure that there is a local pool of trainers to tap into. All three of the partners of this project seem to agree with this notion and will work to introduce the necessary changes.

Its first major undertaking in the field, a seminar on the grain trade in Samara, was held in July. A measure of the US partner's advance planning and good sense for publicity was this: the seminar was extensively reported by superstation WGN in Illinois, and it was broadcast via the National Association of Farm Broadcasters, a system that reaches more than 2,000 radio stations nationwide. Several other seminars, one in Moscow in August on International Trade and Commodity Finance, and one Samara on Business Valuation have also been held. The participants at both seminars were top-level managers from large local farms. On the US side, as our Moscow programs officers have had several occasions to observe, the quality of the trainers was very high indeed.

A rather slow launch of the project was due to the lack of an on-the-ground American project coordinator in Russia. Such a person has since been found and hired. Her name is Robin Pentola; she was hired in September and shows great promise. Immediately following Ms. Pentola's entry into the partnership team, the flow of reports to IREX and their quality have gone up significantly.

University of Alaska
and
Magadan International Pedagogical University, Yakutsk State University, and Yuzhnosakhalinsk State University

The goal of this complex project is multifaceted. The project combines several partnerships which through establishment of academic departments in the three institutions of the Russian Far East will bring to that region, physically and economically very similar to Alaska, western experience in the teaching of economics, business management and journalism. Introduction of new teaching methodology is a key component of the project and should help establish a strong continuing education base in the Russian Far East.

Multiple links among the campuses of the University of Alaska (UA) and the three Russian universities in the Far East make this one of the most complex IREX is managing. The project has been relatively slow in launching its programs in the Russian Far East, due principally to a number of administrative complexities within the UA multi-campus system.

Nevertheless, three of UA's project components have made noticeable progress. We are also gratified that a joint monitoring visit by IREX, USAID/W, and Pact representatives has recently clarified the specific accounting and reporting responsibilities that devolve upon the several UA elements. Given the range of cooperative projects already in existence between the University and its Russian counterparts, prognosis for the project must be seen as good.

The School of Management at the University of Alaska Fairbanks conducted its first seminar at Yakutsk State University. The goal of the seminar, of which there will be four more, was to train the faculty of the Institute of Economics of Yakutsk State University in the basics of teaching economics, accounting, and other business-related subjects. The remaining seminars will continue to train the faculty of the Institute. On successful completion of the seminar series, the faculty will be able to meet international standards for teaching business subjects at Yakutsk State University. Based on preliminary estimates, 20 of the attending 35 faculty should receive the certificate of completion.

The Department of Journalism and Broadcasting at UAF has also finished its project with its counterpart at Yakutsk State University. The project consisted of a series of intensive journalism courses for the faculty of the University. Yakutsk State University has just invested its own resources into the purchase of more than a dozen Macintosh computers, and its Journalism Department has attracted many new students as a direct result of the newly acquired expertise and the availability of the new state-of-the art equipment for its students.

The University of Alaska School of Business at AUF has not yet entered the active phase with its partner, the Magadan International Pedagogical University (MIPU). Activities will begin in

January 1996. By then the selection process for the participating MIPU faculty will have been completed and the chosen individuals will travel to Anchorage for training.

The partnership between the Center of Economic Education and Magadan International instructional "comic books" will be done by mid-November, 1995, after which date they will be translated and tested in Russia. After all of the feedback is incorporated, the comic books will go into print and will be distributed among secondary schools in the Russian Far East.

Other elements of the University of Alaska Project will be activated in January 1996. This includes the partnership between the School of Business and Public Administration at the University of Alaska Southeast Juneau and the Sakhalin Pedagogical Institute.

University of Iowa's Department of Family Practice
and
Family Health Care Center of St. Petersburg, Medical Academy of Post-Graduate Studies (MAPO)

This partnership's goal is to assist in the reform of the Russian health care system by strengthening the role of family medicine and the general practitioner. There are four discrete areas that this project will target. The primary objective is the establishment of a state-of-the-art family medicine center in St. Petersburg that will help to enhance local physicians' abilities to manage a medical practice in the current Russian financing and economic climate.

The Russian Family Practice medical curriculum and the teaching skills of Russian physicians will be improved through training and the creation of manuals. A business management training course for physicians is the final component of this project.

During the first few months of this project, two planning and assessment meetings for project principals were undertaken, one in St. Petersburg and one in Iowa. The latter encounter was key to overcoming initial faulty communications between the partners. Since these initial meetings the site for the Family Medicine Center has been chosen and repair and remodeling are underway by the Russian partners. MAPO officials expect work on the facility to be completed by November of this year. The business course curriculum has been compiled and will be reviewed this fall by both partnerships staff.

So far, this project has generated considerable interest, especially in Russia. The St. Petersburg City Health Department has offered to supply project office equipment and supplies. A private Russian medical insurance company has expressed interest in financially assisting with the project. The substantial level of investment in material and construction costs by MAPO bodes well for the project's continuance. This development followed troublesome initial uncertainty about the site of the Center.

In addition, the University of Iowa project has received a grant from International Science Foundation which covered all shipping costs for $55,000 worth of medical equipment and 75-80 medical texts for the St. Petersburg Center.

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

The main goal of this project, which is off to a good start, is to establish a Regional Planning Bachelor's and Master's programs at the Pskov Polytechnic Institute. Secondary goals of the project are to establish Commercial Trade Centers in Pskov and Amherst, which would assist local business talent with identifying and using market opportunities; and to develop and conduct a series of short training courses for local and regional administration officials. These courses will introduce the officials to western models of regional planning and management.

In early August the partnership completed selecting 10 Pskov faculty, two groups of five members each, to be trained in planning and business management courses at the University of Massachusetts. The Partners have also finished most of their curriculum planning for the courses to be taught at the Pskov Polytechnic Institute next year — these are courses comprising the bulk of the Master's program in Regional Development and Planning which will be established there.

Early this fall, the first group of Pskov faculty began their training in Regional Planning and Business Management at the University of Massachusetts. IREX program staff have been pleased to note that initial problems with some of the Russian staff in the project have been cleared up thanks to careful encouragement and guidance from the US side.

The obligatory accreditation process for the establishment of the Master's Program in Regional Development and Planning at the Pskov Polytechnic is almost completely finished. All of the paperwork has been submitted to the Pskov Region Administration and the actual registration of the new academic program is only a matter of time. The partners expect the new program to be fully accredited by September 1996.

Another component of the UMass/Pskov Project — Trade Offices in Pskov and University of Massachusetts — has also been going full speed. Both Trade Offices are completely set up and fully staffed. The Offices finished their respective market studies of priority services to be provided to the Russian companies wishing to develop business plans and strategies for conducting business with foreign firms locally and abroad.

The University of Rochester
and
Ural State Medical Institute, Cheliabinsk Medical Institute, and Kazan Medical Institute, coordinated by International Biomedical Agency

The University of Rochester has developed an ambitious project which, through partnerships with several American and Russian medical schools, would promote curriculum reform efforts, technology transfer, student and faculty exchanges, as well as introduce standardized assessment processes and develop relevant educational materials through workshops and seminars. Rochester has a nearly identical IREX-funded project in Ukraine using the same Rochester staff. The two projects therefore have similar administrative challenges to face in the US.

This project, like its Ukrainian sibling, has caused IREX concern since its beginning. Due to the illness and passing away of Dr. Daphne Hare, the project's author and original project coordinator, there were delays in the development of the project work plan and the lack of administrative direction for the US and overseas offices. These problems affected this project in Russia just as severely as it did its Ukrainian counterpart. We have seen, however, that IBA-Russia staff has stronger contacts with medical officials in Russia, has more knowledge about local conditions, and has seemed more able to identify local partner institutions than IBA-Kyiv.

By the beginning of July, a new project management team was in place for the US partner. The partnership has been able to make progress on several other fronts, though most of the program still remains in the planning stages.

The two key Russian partners, Drs. Fomin and Sirotkin attended a three-week technical workshop at Rochester in July to work on program administration with US and IBA-Kyiv staff, introduce the project to interested US faculty and residents, and to explore a possible visiting scholar program in medical testing. Dr. Fomin is planning another trip to Rochester, accompanied by Dr. Mrouga of IBA-Kyiv, in early November to continue these discussions. Joyce Warner, IREX Program Officer, has scheduled a site visit to Rochester to coincide with Dr. Fomin's stay.

Over the course of the project to date, the University of Rochester has sent some 160 medical textbooks and manuals to IBA-Ekaterinburg as a first step in creating the Learning Resource Center, scheduled to open in November 1995.

During this last quarter, preparations have been made for upcoming programming in the US, including the arrival of five Russians for clinical clerkships at Rochester and SUNY/Brooklyn in October. Additionally, Rochester plans for a high-level delegation from the University of Rochester to travel to Russia in late November to solidify support of influential faculty and administrators on both sides.

Problems in communications between US staff in Rochester and Dr. Waltraut Dubé, whose office is located near Washington, DC, have been addressed by IREX and Rochester. There is progress to note: Dr. Dubé now will be spending half of each month with the Rochester staff. Other problems, such as IBA's slow office renovation and lack of space, are being overcome. IREX program staff from Washington and Moscow will carry out a site visit to IBA-Ekaterinburg in October to assess the progress of the partnership in Russia.

Urban Homesteading Assistance Board
and
Citizens Foundation and All-National Fund for Promotion of Individual Flats

UHAB and its Russian partner organizations have encountered a number of problems in starting up their project. IREX and Pact continue to devote close attention to the ongoing challenges and to provide close technical monitoring and support. This includes two monitoring visits to UHAB's New York office, one by IREX and Pact in September, and one by IREX and USAID scheduled for October, as well as numerous monitoring and assistance visits by IREX/M staff to the Russian partner organizations.

Poor communications between the two Russian partners and with the US partner have led to a number of misunderstandings and have damaged the trust necessary to the smooth functioning of a partner relationship. This in turn has prevented UHAB from resolving a number of budgetary restructuring issues in a timely manner.

Partner relations have also been hampered by a tendency on the American side in particular to devote too much time to planning, leading to delays in implementation of project activities. Six Russian staff members are coming to the United States on an administrative visit in October, in part to iron out these obstacles and in part to carry out further planning of upcoming project implementation steps.

Finally, one Russian partner, the All-National Fund, has displayed serious reticence in dealing openly with IREX during monitoring and technical assistance visits. Indications are somewhat positive that ANF has begun to expand its understanding of IREX's role. Also, Citizens Foundation, in losing a Eurasia Foundation grant, revealed that its accounting practices were so deficient that it was not separating USAID and Eurasia Foundation grant monies and activities. IREX is working with the Citizens Foundation and UHAB in coordination with USAID and Eurasia Foundation to ensure that this does not jeopardize the UHAB/CF-ANF partnership.

This partnership will train 12 Russians in the US during each project year. The focus during the three-week training sessions will be on community development, citizen organizing, and resident-controlled housing. The trained Russian staff will then train 100 citizen leaders, activists, and staff of in-country citizen-based organizations.

World Institute on Disability
and
All-Russia Society for the Disabled

The goal of this partnership is to develop the institutional capacity of the ARSD and to provide in-service training in Moscow, Volgograd, and five other Russian regions in support of the integration of disabled people into society. WID and the ARSD are well into the implementation phase of their project.

Their relationship is an energetic and effective one and builds upon previous cooperation. Although IREX/M Partnerships staff members have observed several training sessions and seminars conducted by the partners, the members of the partnership have required little guidance to date.

Two relatively minor problems deserve to be noted. WID personnel have repeatedly waited until just before their departure on a trip to Russia before noting that their absence will necessitate the late submission of a quarterly or other report. We have had to tell WID that no further extensions will be forthcoming. Further, IREX/M and IREX/W noted on a site visit to the ARSD and WID/M offices in July that the bureaucratic style of senior ARSD personnel may sometimes interfere with the smooth progress of project implementation. IREX is monitoring the partnership as it develops.

Some minor delays led to a slightly revised implementation plan early on, but since mid-summer, most project activities have been started on schedule. Ten pilot regions for in-service training were selected in July at an assessment meeting, at which the US partner presented introductory training-of-trainers material. The first Training of Trainers session will be conducted in Novgorod in early October. The goal of these training efforts is to help ARSD to fulfill its mission: the integration of disabled people into Russian society.

Plans are for a total of 20 trainers to be trained by October 1996. These people will then conduct ten one-month in-service training courses in Moscow and Volgograd for 700-800 individuals and on a similar scale throughout the ten regions. As part of the TOT sessions, training curricula, including video materials, will be developed and refined.

Ukraine Projects(6)

Carnegie Mellon University's Graduate School of Industrial Administration
and
International Management Institute

The goal of this promising partnership is to assist Ukraine's economic restructuring through education activities founded on a market-based economy. The specific activities projected are expansion of IMI's executive education and financial securities programs and faculty; improvement of curriculum and education materials; creation of a technology-based new business incubator; and the generation and provision of short-term consulting services to local businesses.

The US partners have made three administrative trips to Ukraine since the project was launched in late spring. A September site visit by the IREX/K program officer, accompanied by USAID/W and USAID/K officers, indicated strongly that progress to date has been on target.

The sudden departure of the project's US principal investigators this summer, Robert Sullivan and Nobue S. Brown, has caused some delays and concern over CMU project management. The new program officer, Cynthia Hess Coulter, has been quite eager to keep the project on track , although she appears somewhat junior. IREX/W program officers have invested many hours in training this new person and bringing her up to speed. With the additional prospect of more direct involvement of the new faculty advisor for the project, IREX is hopeful that there will not be any further major problems with program implementation.

Four IMI faculty traveled to Moscow in June where they were trained on the Financial Analysis and Security Trading (FAST) program at the Academy of National Economy's FAST lab. This program is one of the educational materials that will be transferred to the IMI for their MBA program by CMU. In July, a CMU staff member installed software at the IMI lab for use in the FAST, Management Game and Executive Education courses. Three IMI faculty traveled to Pittsburgh in August, one for training for the Executive Education Program and two for additional training in FAST. The Management Game course was also taught to these three IMI faculty members.

This fall, plans have been made for an additional CMU trainer to travel to IMI to oversee the first Ukrainian FAST training for the IMI-MBA students. CMU project coordinator, Cynthia Hess Coulter, will accompany the trainer and plans to meet with IMI project staff to discuss administrative details. In addition, personnel from IMI, CMU and ICC-Austin (partner for incubator portion of the project) will meet in Texas to discuss the implementation plan for establishing the small business incubator at IMI.

University City Science Center
and
a Consortium of Ukrainian Partners in Donetsk and the Lviv Institute of Management

This partnership is working towards the goal of enhancing economic restructuring, private sector development and energy management in Donetsk and Lviv. The specific activities under this grant include: developing courses for and training individuals in the establishment, operation, and expansion of new small businesses; strengthening faculty development at participating institutions; establishing market/industry analysis consulting services; developing a trained cadre of energy management consultants; and creating an electronic inventory of Ukrainian faculty expertise and institutions facilities.

An early administrative trip by UCSC project principals in May and June to both Donetsk and Lviv helped them to study local conditions as they relate to the project and its implementation. There remain problem areas in communications and cultural differences that need to be worked through.

Training activities for this project have been launched in both Lviv and Donetsk. Scheduling difficulties impeded the effectiveness of a few courses, but there are good signs that the lessons learned in these first few sessions will eliminate them in the future. To date, the Basic Business and Advanced Marketing courses have been offered in Lviv and Donetsk by UCSC faculty. Site visits by IREX program officers in October will provide timely insight into the progress the partnership is making. In particular, indications that the Ukrainian partners are not as fully informed and engaged on the project as is desirable will be looked at carefully.

UCSC has developed a World Wide Web site (http://www.libertynet.org:80/~niscntr/catalog.html) with information on this partnership project and which already contains a helpful comprehensive glossary of business terms in English, Ukrainian, and Russian which UCSC produced.

The University of Connecticut's Environmental Research Institute
and
World Laboratory, I. Franko State University, and Lviv Polytechnic Institute

The goals of this project are to develop a comprehensive environmental technology transfer and educational collaboration between the US and Ukrainian partners. The range of specific activities under this grant is broad: training academics from partner institutions in environmental technology; developing environmental technology short courses; training Ukrainian industrial personnel; strengthening opportunities for US and Ukrainian faculty to collaborate on research initiatives; and creating an Environmental Technology Resource Center (ETRC) to act as a point of contact for all partnership activities.

This partnership deserves special mention for its impressive early progress. Pre-agreement contacts had been scant and both saw the need for early, face-to-face contact. ERI project managers set out on a two-week visit to Ukraine a week after their partnership subagreement was signed. They solidified partnership relations with World Laboratory and the other two Ukrainian partners; clarified project objectives and activities; set up a project advisory committee and held its first meeting to generate interest, advice, and support for the project; and identified a site in Lviv for the project's ETRC.

In July and August, seven participants from the Ukrainian partner institutions traveled to ERI to take part in a six-week training program which focused on four education modules: Environmental Analysis, Pollution Control Technologies, Aeration Technologies, and Pollution Prevention. As the IREX program officer who was present noted, they emerged better prepared to develop environmental short courses and to train Ukrainian industrial personnel.

University of Georgia's Carol Vinson Institute of Government
and
Uzhgorod State University

This project is a continuation of a partnership started under a Eurasia Foundation (EF) grant which ended in April 1995. Hence, there is already good rapport between the principals on both sides. Because of the obligatory three-month wrap-up period required to produce the final report and evaluation for the EF grant, UGA was unable to undertake this new project with IREX until August, 1995. The official completion date of UGA's project with IREX reflects their August start-up date.

Under the EF grant, the Uzhgorod Sate University Center for Public Administration (CPARA) was created. Through it, and with funding from the IREX grant, concentrated efforts to improve the policy making and program administration capabilities in the local governments and regional departments of the Transcarpathian region will continue. Specific activities will include: training Uzhgorod faculty members to become research associates for CPARA; developing courses and training local and regional government officials in different aspects of public administration; creation of handbooks for mayors and council members and local government managers; and providing short-term consulting services to local government agencies.

Some internal tensions at CPARA have recently resulted in the resignation of one of the key research associates. The position has been refilled, but these and related tensions have raised some concern for IREX staff. However, there has been no indication to date that they have had any significant effect on the progress of the project. The first IREX monitoring site visit of this project is scheduled for October 1995 and should clarify this matter.

The first set of training activities began on September 21 when two Uzhgorod faculty members traveled to Athens, Georgia, to participate in a ten-week training program in public administration. During this time the participants will develop two training courses, each of which will become part of the CPARA portfolio. Upon completion of their training program, the Ukrainian faculty will return to Uzhgorod, accompanied by two members of UGA staff, and will present these training courses to local or regional government employees. The first delivery of these training courses will be co-taught by UGA and USU faculty; USU staff will teach all subsequent sessions of the two courses on their own. This pattern of course development and presentation will continue throughout the project, focusing on different aspects of public administration.

The University of Rochester
and
Ukraine State Medical University and Donetsk State Medical Institute, coordinated through the International Biomedical Agency

University of Rochester's project for Ukraine was originally designed to mirror their partnership program in Russia. Over the past few months and following much careful consideration, certain significant aspects of the program have been altered.

The original goal of enhancing medical curricula and education in Ukraine remains. Specific activities under this grant will include hosting faculty/resident exchanges at US and Ukrainian institutions; providing clinical clerkships for Ukrainian medical students; establishing a consortium for the development of education materials and curricula; establishing a standardized testing pilot project with Ukrainian partnership medical universities; and creating a learning center as part of the standardized testing pilot.

This project, along with its counterpart in Russia, has caused IREX considerable concern since the signing of the subagreement. The serious illness and eventual death of Dr. Daphne Hare, the project's author and acting project coordinator, delayed development of the project work plan and resulted in meager administrative direction for the US and overseas offices. This situation severely delayed the identification of additional Ukrainian and US medical institutes for the Ukrainian partner consortium, a key component to the implementation of the project.

By the beginning of July, a new project management team was in place, with the majority of the staff at University of Rochester Medical school, and the program director, Dr. Waltraut Dubé, stationed in Bethesda, MD. Project staff from IBA-Kyiv and Ekaterinburg visited Rochester for three weeks in July to attend a technical workshop to work on program administration, introduce the project to interested US faculty and residents as well as to explore a possible visiting scholar program in medical testing.

To date there has been one US faculty exchange to both Ukrainian partner institutes. The faculty member led ward team rounds and lectured during this visit. In addition, the first series of clinical clerkships, with students from both Ukraine State and Donetsk Medical School, are scheduled to begin at Rochester and SUNY/Brooklyn in October.

Communication problems, often severe, among University of Rochester staff and administrative management have been somewhat alleviated by the setting up of e-mail access for all staff, as well as a fresh commitment to heighten personal interaction. However, the lack of strong contacts in Ukraine by IBA staff, overambitious goals for certain aspects of the project, the continuing search for additional institutional partnerships, and the substantial delay in start-up, made clear the need for a coordinated approach to address all the project's problems.

This was the background to a major review meeting convoked in September in Washington. Present were USAID/W Training Advisor John Braley, USAID/K Mission Technical Officer Nicole Simmons, IREX program officer Joyce Warner, and Dr. Dubé of Rochester.

It was agreed, i. a., that the number of Ukrainian and US partnerships would be limited to those already in place in order to conserve resources and time. In addition, the scope of the project would be scaled down, especially in the area of standardization of assessment procedures. Dr. Dubé and Dr. Richeson, member of University of Rochester faculty, will travel to Ukraine in November to solidify contacts with the two Ukrainian medical schools and to finalize the plans for program implementation.

IREX staff will continue to interact closely with this partnership, as well as its sibling in Russia, to insure the timely and substantial implementation of the project. After the return in October from a field trip to this project site and others in Ukraine, Ms. Warner has scheduled an additional site visit to Rochester to coincide with the stays of Dr. Mrouga and Dr. Fomin.

Volunteers in Overseas Cooperative Assistance
and
Bila Tserkva Agricultural Institute

This project is a continuation of a partnership for technical assistance previously funded by another element of USAID. Its goal remains to assist in the development of privately-owned farms and agribusinesses through adult on-farm instruction and continuing education. A principal specific activity is creation of a trained cadre of agriculture instructors who can adapt, implement, and replicate throughout Ukraine the highly successful Farm Business and Production Management (FBPM) developed at Northcentral Technical College in Wisconsin.

This partnership is notable for its rapid start-up. Within a week of receiving their IREX subagreement, VOCA began sending NTC agriculture instructors to Bila Tserkva near Kyiv and to other Ukrainian agricultural institutes. Two months after the start of their project, the first US-based training program was held at NTC for ten Ukrainian agriculturists.

By late September, 30 Ukrainians had completed the FBPM program at NTC and 12 US trainers had presented the abridged FBPM to agriculturists in Ukraine. Forty more Ukrainians will be trained at NTC and three to five agricultural instructors will travel to various institutes throughout Ukraine over the next eight months.

VOCA/NTC's early successes can be largely credited to VOCA's well-established field office in Kyiv and its prior relationship with Bila Tserkva Agricultural Institute, as well as the volunteer participation and pre-planning of NTC FBPM staff.

Site visits by IREX program officers in both countries are scheduled for October. Issues concerning program oversight, implementation and partner relationships will be addressed.

C. Public Information Efforts

On-line Public Information

News about the Partnerships project has become vastly easier to find on the Internet. Now, the searcher has a choice among a dedicated listserv, IREX's Gopher site, and IREX's new World Wide Web Home page. An appendix to this report contains hard copy of some of these pages. Access and usage rise daily.

1. Listserv
IREX established the "Partners" listserv in April 1995. The forum enables those involved in the Partnerships project, both in the US and overseas, to send e-mail messages to all subscribers at once.

The list is not moderated, but message traffic has to be project-related. We and the partners use it to share information on partnership activity, reporting requirements, US-based participant training, and telecommunications. We have encouraged partnership staffs to share success and human interest stories, as well as useful experience about the logistics of working overseas.

2. Gopher and World Wide Web
IREX now has two Internet sites on which the general public can learn about the Partnerships project and its 22 constituents. Press releases and the project fact sheet have been available on IREX's gopher site since April. The IREX communications department estimates that 150 people "visit" the site per month to find out about the Partnerships project.

The second public Internet site is IREX's new Home page on the World Wide Web. This site also contains several dedicated partnerships pages. Information on each of the 22 partnerships can be found here, as can several "success stories." The site offers hypertext links to the IREX gopher, IREX offices overseas, USAID's gopher site, and a number of individual partnership locations. It also enables browsers to send e-mail messages directly to each partnership.

The exponential growth of easy Web access around the world means that a far greater number of people, in the media, in academe, and in the exchanges community, are finding Partnerships project information readily available to them. The Web's format also provides a medium for the inclusion of eye-catching graphics and photographs.

Project Brochure

A newly prepared project brochure is in final stages of preparation for printing and distribution. We plan for it to come out in all three languages in an easy-to-use format within the next few weeks. It will offer basic information about USAID, IREX, the Institutional Partnerships Project and its participants here and overseas.

V. Finance

A. Project Overview

IREX's administrative costs for management of the $29 million obligated to date for the Institutional Partnerships Project are in the range of $4.8 million. This represents about 17% of the total.

Several reasons can be adduced to explain this relatively low figure. The project staff totals only 14 in the three capitals involved, eight in Washington, four in Moscow, and two in Kyiv. (This figure corresponds to about 12.5 FTE, since several staffers devote a portion of their time to other projects and are of course paid in part from other funds.)

Secondly, IREX has absorbed a significant portion of the overhead for the project, and is able to draw upon its institutional experience and infrastructure in support of the Partnerships project. This extends from the cost-saving incorporation of the Partnerships project's Moscow office into the main IREX/Moscow office, scheduled for February 1996, to the use of IREX's extensive Internet resources by partnerships and project staff, and to the allocation of bonus air tickets generated by other IREX official travelers to Partnerships project use.

Washington Office

Responsibility for monitoring the Partnerships budget resides with IREX/W accountant Barry Williams. He reports directly to the Project Director and devotes his full professional time to the project. He likewise reports to IREX Vice President for Finance Regina Yan who, in consultation with the program staff, is responsible for all subagreements, their drafting and any subsequent amendments.

The two field offices look to Mr. Williams for guidance on all budget-related matters. He trained our financial program officer in Moscow and maintains oversight of their records on periodic visits to the two capitals. He is also principal liaison with Pact, our subgrantee for financial oversight, and reviews their cash projections and financial reports on the subgrantees. Mr. Williams has periodically gone with Pact officers on their financial support site visits to the subgrantees.

A further role he fulfills is that of link between Pact and our four program officers. Mr. Williams ensures that the staff in all three Partnerships offices are kept abreast of the status of the financial operations of the 22 subgrantees, a necessary factor in their labor-intensive engagement with the partnerships.

All funds disbursed to the subgrantees flow directly from the IREX Washington office. Budget revision requests and the processing of financial reports for USAID are also handled by Barry Williams. Each month he submits the SF-272 Cash Transaction Report and the Subrecipient

Summary Report to USAID. The Cumulative Expense Report and the SF 269 Financial Status Report are submitted to USAID on a quarterly basis.

Mr. Williams is an integral part of the Washington Partnerships team. He regularly attends all program officers' staff meetings with the Project Director and is abreast of the programmatic consequences of his decisions and oversight. His office is adjacent to ours.

Moscow and Kyiv offices

The financial operations of the Moscow and Kyiv Partnerships Offices are handled by Financial Officer Elena Pushkareva and Kyiv Representative John Lechicky, respectively. They record, monitor, and disburse the administrative funds that are sent by Washington to their offices.

Although the responsibility for monitoring the Russian and Ukrainian partners' finances lies with the US subrecipient organization, Ms. Pushkareva and Mr. Lechicky are always willing to act as a resource for partners on each side of the Atlantic when questions about financial matters affecting the project arise and need to be resolved. Occasionally, they perform financial site visits to examine the record-keeping of the Russian partner organizations and to verify that all funds are being properly spent in accordance with the budget.

Pact

Pact collaborates with our project accountant to make sure that the finances of each of the 22 projects are soundly managed. Pact has established financial reporting requirements under which it reviews the cash projection reports and the cash request forms first. If they are approved, they go to Mr. Williams for his review before any disbursement of funds can proceed. The monthly quarterly financial reports are also first approved by Pact before passing to him. Conversely, he takes any budget revision requests past Pact for their review. Finally, it is Pact's responsibility to ensure that the subgrantees comply with all the terms and conditions of the subagreement, and with all USAID rules and regulations as laid out in Handbook 10 and the OMB-A110 and OMB-A122 circulars.

Pact contributes to IREX's monitoring efforts by conducting periodic financial site visits to the partner organizations. To date, Pact has performed 10 site visits in the US, in addition to the numerous such visits that were necessary prior to subagreement signing. After a close examination of the finances of each project, Pact gives IREX a quarterly report on the status of each project. These reports are included among the appendices to this report, along with a copy of the site visit checklist which Pact uses on its financial support visits.

B. Partnership Finances

As of September 30, $2,215,360 and $705,489 in USAID funds have been disbursed respectively to the Russian and Ukrainian projects. This rate of disbursement has been rather slower than we

had hoped. Among the reasons for this were the slow processing of reimbursement requests from the university partnerships during the summer; the lack of cash pressure on the universities to request reimbursement in timely fashion; and, as noted in our progress summaries in Section IV. A, delays in launching this or that project due to initial growing pains and an often steep learning curve at the beginning. The general summer slowdown was also a factor. We anticipate a quickening of the pace.

C. Problems and Solutions

Two of the partnerships are illustrative of the kind of financial problems we have encountered in the finance area, and how they have been dealt with.

ADF

During a September site visit to America's Development Foundation, Pact officials and our project accountant found a number of disturbing shortcomings in the state of ADF's finances. They saw that ADF lacked adequate cash and inventory controls and was unable to define the source of funds for the matching contributions. Nor did the organization appear to have any mechanism in place to certify and document expenditures for the IREX project. In a few instances, we found that salaries were being charged to the project that were higher than the amount indicated on the approved bio-data sheets.

Although ADF had promised at the time of the pre-award survey that a formal accounting system would quickly be established for the project, the system had not yet materialized. The project accountant conceded that ADF had failed to follow their own established organizational policies and procedures.

A meeting with ADF President Miller and his financial officer took place within less than a week, convoked by IREX. IREX's Vice-President for Finance and our Project Director met with them for a thorough review of the shortcomings and to lay out corrective action. It was clear that Pact had to take on a more direct, active relationship with ADF and that more frequent monitoring visits were indispensable. Two intensive sessions have taken place and ADF is now well on its way to compliance. A deadline of December 1 was set for it to be achieved, and there are good indications that it will be.

AUPHA

Before being awarded the subgrant by USAID/IREX, the Association of University Programs in Health Administration (AUPHA) had had limited experience operating with government funds. The organization lacked familiarity with many of the basic guidelines that govern expenditures of USAID grant monies and reporting on those expenditures.

The progress made by AUPHA in managing the fiscal side of its project over the past several months serves to highlight the constructive role that Pact and we can play in ensuring the sound management of the financial operations of each project.

To cite just one instance of quick remedial action, we noted after review of their travel expense vouchers that AUPHA did not have a receivable plan in place to monitor travel expenses against advances. Their system had the organization pre-paying airfares and lodging expenses, while employees used their own funds to cover incidentals and per diem. Mr. Williams and Pact urged that AUPHA consider an advance-reconciliation system to tighten control of IREX project funds and get rid of the danger of allocating advances as expenses. They have now adopted this procedure and have much better cash controls of funds.

VI. Challenges and Constraints

A. Partnership problems and responses: Most frequent problems

Poor communications

More than half of the 22 partnerships had the advantage of already having set up collaborative relations with their Russian or Ukrainian counterparts in other contexts and with other funding prior to responding successfully to USAID's RFA in summer 1994. These organizations have built on earlier dialogue and cooperation and have generally agreed on goals and methods more easily than the "new" partnerships.

Even for them, though, there were these constraints: problems in electronic communications, since only a handful of the NIS partners had e-mail capacity; the intercontinental distances separating the partners; and language. In the last case, there are very few of the partners who speak the language of the other; and the exact meaning and usage of many words, mainly in English, often proves quite difficult for other language partners to grasp. Words like "volunteer" and "community" are examples.

There is the further challenge, for five or six of the US partners, of translating into Ukrainian or Russian large quantities of English-language professional materials. They are exploring a range of possible techniques to do this, including so-called machine translation. The process, however accomplished, raises budgetary issues — it is costly.

Differing expectations

Among the partners, expectations were often not in sync. We found that in the rush to prepare submissions to the RFA last summer, the proposing US partners often put forward ideas and program plans that had not been thoroughly worked through or even discussed with the Russians or Ukrainians. The Letter of Commitment exercise mentioned in Section II. B. has helped, but differing expectations have persisted.

Personnel issues

A range of personnel issues have also presented significant challenges to roughly half a dozen of the partnerships. In a number of instances, problems arose as the result of hasty appointments to key overseas positions of persons who were inappropriate for demanding in-country assignments. Reasons of character, personality, lack of knowledge or experience in the region, or inability to function effectively in a foreign country each seem to have played a role for one or another of those having such problems.

These shortcomings were magnified in cases where the American and Ukrainian/Russian partner organizations did not know each other well and had not succeeded in establishing an overall framework of trust and collaboration for their working partnership.

Personality conflicts between Russian and American project staff, exacerbated by the challenges of daily life in Russia and Ukraine, also presented significant challenges to the success of some partnerships. Sometimes these conflicts are attributable to cross-cultural issues such as mistrust, poor communication, the strain of working personal chemistry.

Where more than one regional organization has been paired with a single American partner organization, mistrust, jealousy and rivalry have tended to complicate relations between Ukrainian and Russian organizations. In other cases, being additionally responsible for other, non-USAID projects has made it hard for some individuals to adequately perform partnership-related responsibilities.

Slow start-up

Perhaps a third of the partnerships found it difficult to get into gear and truly launch their project. The onset of summer is a partial explanation — note that 12 of the partnerships have US partners which are universities, and working with the summer academic schedule was not easy. There was also the predilection of several US partners to confer and assess needs rather longer than was necessary before getting started.

Inadequate understanding of reporting requirements

There has been inadequate understanding of the strict need to comply with USAID's and IREX's reporting requirements. Despite our having handed out detailed accounts at our Technical Workshops of these regulations and emphasized them orally in subsequent negotiations on how things had to be run, a number of the partnerships have tended to lag and miss deadlines.

B. Partnership problems and responses: IREX's responses

Overcoming communications obstacles

IREX project staffers have been active from the beginning in overcoming the communications obstacles and bringing the US partners closer to their counterparts. We have encouraged the development of e-mail capacity and brought the communications expertise of the main IREX offices in Moscow and Kyiv into play with the partners there. The listserv we established (Section I. B. above) is a steadily more used and useful way of sharing information among partner organizations in the three countries.

The active schedule of site visits noted in III. B. 2. and IV A. 1. is making a difference. Our program officers, particularly after they have seen the Ukrainian or Russian partners *in situ*, can make far-reaching contributions to breaking down communications barriers. The roles played by our field staffs are absolutely central in this effort.

The week before a site visit, say, to the University of Massachusetts partners, a Moscow program officer will have visited its partner in Pskov and given our DC staffer, via e-mail, a full account of problems and achievements identified in the field. The latter is then in a far better position to talk and work with the partners here.

This same procedure works in the opposite direction as well — a memorandum of recent conversation by a DC program officer with the US Project Director in the hands of a field officer prior to a site visit to the Russian or Ukrainian partner is obviously a paper of great value.

As for the translation question, beginning in early November IREX will undertake to survey the specific needs of partners and the possibilities for meeting their needs in the most economical way.

Serving as a link between partnerships

Serving as the nexus or link between partnerships is a centrally important role for our staff, especially in the field. Explaining the ways US organizations and people act and react to Russians and Ukrainians is just as important as providing cross-cultural signals and guidance to their US partners.

These activities are very labor-intensive. They are central to the progress made to date and are documented in Section IV. B. A particularly heavy burden in this area falls upon our two field offices. Since partners from both sides pass through the two capitals repeatedly and the IREX field offices are the first ports of call for both groups, traffic is very heavy.

Having two richly informed Americans as IREX project representatives in Moscow and Kyiv, each with native fluency in the language of the country — plus having locally hired nationals with solid exchanges experience — pays off every day in problems prevented and crises resolved.

Mediating on personnel issues

IREX has made proactive mediation efforts to resolve troubling personnel issues. In two instances, at IREX's recommendation, key project personnel whom we saw as hindering more than advancing partnership goals were dismissed or reassigned to other responsibilities. IREX staff has also offered in-depth advice to American partner organizations on the qualities and skills which candidates to replace those individuals should possess. In both cases, the partnerships are now on more solid footing.

In other instances, IREX mediation of personnel conflicts between partners has led to a constructive airing of differences, a clearer delineation of individual responsibilities, and agreement on a concrete plan for moving forward. This sensitive task, a form of personnel counseling really, is done particularly well by our Moscow partnerships staff.

Pressure with a smile

In getting laggardly partnerships off the dime, our Washington program officers' steady pressure with a smile has proven the best technique. Each of them has between two and seven other projects to manage and can refer to their progress in talking to the dilatory parties. The activities calendars we have prepared each month in these early stages of the projects have shown individual project supervisors how their own efforts compared with those of their peers.

The accelerated rate of monitoring and site visits in the final quarter has been salutary. A program officer's announcement of her or his imminent visit and expectations can have an instant galvanizing effect. Things begin to pick up speed.

Timing of submissions

The major onus for getting the US partners to do their duty by timely submission of trip reports, TIPs, quarterly program and finance reports, and the rest, has naturally fallen to the four program officers in Washington. Their personal relations abilities — and their e-mail, phone and fax skills — are constantly called into play. We note a fairly steady improvement in timing.

One sanction that has been called into play about half-a-dozen times is that of the personal letter from IREX's Project Director to the head of the US partnership whose staff consistently falls short — either in the matter of report submission or, much more importantly, in effectively moving towards the partnership's goals. This must not be overused, but it has succeeded in getting project heads' attention and getting corrective action started.

VII. Outlook: Project Year Two

The IREX Partnerships team feels seasoned and prepared as it enters Project Year Two. Our experience during the first twelve months, with the 22 still all standing and many of them making strong strides forward, gives us a sense that we are learning how best to sustain progress, adjust to face new requirements and carry out those already established, and meet challenges as they arise.

A. Monitoring and Evaluation

One of the prime focuses of IREX's work in Year Two is of course the continuation of our monitoring and evaluation of the partnerships. Now is the time when they really begin to produce — or not. Beyond efforts made to date, there are several new ones ahead in coming months.

An early task is the submission to USAID of a Year Two monitoring plan for the Institutional Partnerships Project, due in November. This is not a mere logistical report, but must reflect a clear sense of where the problems areas are and what kind of special attention they need. A part of it will be Pact's financial support visits to Russian and Ukrainian partners in early 1996, a quite sensitive undertaking on which we will work very closely with our Pact colleagues.

As projects continue to work toward their goals in Ukraine and Russia, IREX will be selecting sector specialists to go with staff members on monitoring site visits in both countries. Fiscal restraints have prompted us to revise downwards our initial estimates of the number of specialists needed. Our plan is to hire in-country consultants, whether foreign nationals or expatriates, to cut the costs of flying specialists overseas.

These steps will aid IREX and Pact in completing another requirement, *viz.*, the conduct of 12-month evaluations of each of 22 partnerships. Because the first subagreements were effective in March 1995, these evaluations will be started and completed on a rolling basis through Spring 1996.

B. Communicating with USAID/the Missions

The pattern of close and collegial communication with USAID in Washington, Moscow, and Kyiv will continue. This includes the regular submission of quarterly reports, monitoring site visit reports, and second Annual Report. It may also involve submission of heads-up Alert Memoranda as required.

We will also continue to submit travel notifications and requests for travel clearances to USAID, in as timely a fashion as possible — thus far, several partnerships have not made it easy for us to

be as timely as we could wish. Project Year Two will see yet more Russian and Ukrainian trainees travel to the US for participant training courses, so this will be an even larger component of our work together.

Beyond the formal reporting requirements, however, our intention is to sustain and deepen the collaborative nature of our work with USAID colleagues in all three cities. Informal exchanges, transparency, candid assessment of problems, and appreciative reliance on the perspective of their technical expertise will also continue to mark our joint efforts with USAID to help the partnerships succeed and survive.

C. Continued Provision of Technical Assistance

Project staff in all three countries expect to continue to devote a great deal of time to the provision of technical assistance to individual partnerships and to the group of 22 as a whole.

As discussed above, while funding restrictions have caused IREX to rethink the feasibility of offering two more annual conferences, we would very much wish to convene a gathering of the partnerships in early 1996, probably in Russia. Such a meeting would be aimed at encouraging the exchange of information — accomplishments, interesting experiences, challenges, and contacts — within and across project sectors. USAID's technical officers will of course be a valuable resource if this plan materializes.

Day after day, the Partnerships team will continue to provide technical assistance, cajoling, nudging, commiseration and counsel to the 22. These will continue to be given via telephone consultations, visits with partners in the US and in-country, and by fax, letter, and e-mail. The "Partners" listserv has proven a useful tool for passing information to and among the entire group. Its use should go up sharply in coming months, as all have more to share.

D. Information Management

A number of information-related requirements in IREX's original proposal, best & final, and Cooperative Agreement with USAID are to be fulfilled in Year Two.

Our comprehensive database for the Partnerships project is now in existence and operational. Project staff will continue to add new information to the baseline data we have collected. One thing the database allows us to do is collate information across individual partnerships and sectors for use in reporting and public information efforts.

IREX will also be creating an on-line archive of partnership products. This archive, which is to be completed by December 1995, will include deliverables from individual projects, many of which have already reached us. We continue to encourage partnerships to take advantage of our

on-line information capacities to send them to us. As stipulated in the Cooperative Agreement, IREX will submit to USAID by December 1995 a dissemination proposal for partnership products.

Finally, the Institutional Partnerships Project's public information efforts will markedly accelerate in Year Two in response to the step-up in partnership activity. Further meetings with Members of Congress are expected, with concomitant press attention. Publication in three languages and dissemination in each country of the new project brochure should also win more public interest in the Partnerships project.

The 22 projects are continuing with their own public information efforts as well. Project managers and public information liaison officers tell us they expect further television, radio, and print media interest as training sessions start, centers are opened, and the tempo of interaction and achievement speeds up.

Appendices

Appendices

The appendices contain statistical and informational sections which document various aspects of the Institutional Partnerships Project.

A. Press Release and Fact Sheet
The press release included here was issued by USAID and IREX on May 5, 1995, and announces the launching of the 22 partnerships. The July 1995 fact sheet contains statistical and narrative data about each of the partnerships.

B. Institutional Partnerships Project Staff Tree
Fifteen staff members work on the Institutional Partnership Project at IREX offices in Washington, Moscow, and Kyiv.

C. Map: Primary Locations of Partnerships Project Activity
The 22 partnerships in Ukraine and Russia are conducting project activities in an array of cities across both countries.

D. Statistical Analysis: Partnerships by Sector
Pie charts show the breakdown of partnerships by sector as selected by USAID and IREX.

E. Statistical Analysis: Training by Sector
The tentative number of Russians and Ukrainians expected to be trained as trainers under the Institutional Partnerships Project varies according to sector; the overall average is 52 professionals per partnership. Statistics project their number and the number of persons they will train in turn as about 11,000.

F. Success Stories
Three partnerships serve as examples of how well partnerships can function.

G. World Wide Web Pages
IREX and several partnerships are on the cutting edge of Internet technology. This section contains some of the Home pages that Web surfers may come across.

H. Schedule of Project Deliverables
IREX is required to submit to USAID certain project deliverables. This schedule outlines these requirements from September 30, 1994 through December 31, 1997.

I. Current List of Archived Products
Partnerships are obligated to provide IREX with copies of materials produced with USAID funding for this project. The Partnerships team then archives the products.

J. Pact Reporting Information
This section includes Pact's quarterly status reports to IREX as well as their checklists for the initial and follow-up financial site visits.

Appendix A: Press Release and Fact Sheet

IREX
International
Research &
Exchanges Board

CONTACT: Marlow Schmauder
IREX Institutional Partnerships Project, (202) 628-8188
Ann Kittlaus or Jay Byrne, USAID, (202) 647-4274

HOLD FOR RELEASE:
May 5, 1995

New Partnerships with Ukraine and Russia for U.S. Universities and Professional Associations

USAID and International Research & Exchanges Board Launch Project

Twenty-two American universities and professional associations are forming partnerships with counterpart organizations in Russia and Ukraine in a project funded by the U.S. Agency for International Development (USAID) and administered by International Research & Exchanges Board (IREX). The U.S. organizations will share their expertise with Russians and Ukrainians in support of the transformation to free-market democracies.

The new two-year partnerships address development in a variety of sectors: human rights, health issues, democratic initiatives, economic restructuring, housing, non-governmental organizations, business management, support for people with disabilities, energy, the environment and agricultural business. No further solicitation of applications is expected.

Examples of the partnerships' projects range from sharing the University of Alaska-Anchorage's expertise on business development and communications with Russian Far East universities in Magadan, Yakutsk and Yuzhno-Sakhalinsk, to the establishment in Moscow of a professional association of health organizations modeled after the Association of University Programs in Health Administration. In Lviv, Ukraine, for example, the University of Connecticut will cooperate with the I. Franko State University and the Western Center of the Ukrainian Branch of the World Laboratory to establish a research center for environmental technology and education. The attached fact sheet contains descriptions of the remaining 19 partnerships.

Thomas A. Dine, Assistant Administrator for Europe and the New Independent States at USAID, said, "We want the funding to have a lasting impact beyond the life of the partnerships. Only organizations who contribute a quarter of total project costs were considered for funding." USAID support for each project is limited to a maximum of $1 million for Ukraine and $1.5 million for Russia.

"These partnerships will do more than just strengthen institutions. They will help to develop civil society in Russia and Ukraine," added McKinney Russell, who directs the project at IREX.

USAID is the federal agency responsible for the design and delivery of U.S. assistance activities around the world, including those in the 27 countries of Central and Eastern Europe and the New Independent States of the former Soviet Union.

USAID signed a cooperative agreement to administer the International Partnerships Project with IREX, a private nonprofit exchanges organization based in Washington, D.C. It has 25 years of experience as a principal American non-governmental agency for academic, scholarly, and scientific exchanges with the former Soviet Union and countries of Central and Eastern Europe.

###

IREX Institutional Partnerships Project

FACT SHEET

Funded by: U.S. Agency for International Development (USAID)

Administered by: International Research & Exchanges Board (IREX), 1616 H Street, NW, Washington, D.C., 20006; tel: (202) 628-8188

Project Director: McKinney H. Russell

Target countries: Russia and Ukraine

Project goal: To strengthen the institutional bases of a growing civil society and the development of democratic norms and free market economies in Russia and Ukraine by building partnerships to enhance the capacity of Russian and Ukrainian educational and professional institutions to provide better continuing education, as well as improved training and membership services.

Project length: 2 years

Number of partnerships

Overall:	22
with Russian organizations:	16
with Ukrainian organizations:	6

By sector: Russian partnerships

Agribusiness	3
Democratic Initiatives	1
Economic Restructuring	4
Environment	1
Energy	1
Health	4
Housing	1
NGO/PVO Development	1

By sector: Ukrainian partnerships

Agribusiness	1
Democratic Initiatives	1
Economic Restructuring	2
Environment	1
Health.	1

US partners: by state

Alaska	1
California	1
Connecticut	1
District of Columbia	5
Georgia	1
Iowa	2
Massachusetts	1
New York	4
Pennsylvania	2
South Carolina	1
Texas	1
Virginia	2

NIS locations: Ukraine

2 are in Kyiv;
4 are in other cities:
* Donetsk
* Lviv
* Uzhgorod
* Bila Tzerkva

NIS locations: Russia

4 are in Moscow;
1 is in St. Petersburg;
6 are in Moscow and other cities:
* Moscow, Kazan, Krasnoyarsk, St. Petersburg
* Moscow, Novosibirsk, Yaroslavl
* Moscow, St. Petersburg
* Moscow, Samara, St. Petersburg
* Moscow, Volgograd, 5 regions
* Moscow, 5 regions

2 are in multiple regional cities:
* Yakutsk, Magadan, Yuzhnosakhalinsk
* Ekaterinburg, Chelyabinsk, Kazan

3 are in one regional city:
* Nizhni Novgorod
* Borok
* Pskov

Additional Information

- Selection process: of 107 applications, fewer than 20% were chosen for funding.
- Maximum USAID awards were $1 million for partnerships with Ukrainian organizations and $1.5 million for partnerships with Russian organizations.
- Awards were made only to institutions and organizations that are able to contribute 25% of the total cost of the partnership from non-US Government sources.
- USAID had final word on funding awards.
- No further solicitations of applications are expected.

Project Briefs

Partnerships with Russian organizations

- *America's Development Foundation (ADF)*, Alexandria, Virginia, with the *Moscow Research Center for Human Rights*, to establish a network of nine regional affiliate human rights organizations throughout the Russian Federation.

- *American Red Cross*, Washington, D.C., with *Russian Red Cross*, to support the RRC in its efforts to strengthen its Visiting Nurse Program, thereby enhancing its ability to provide important health services in a changing economic environment and providing a model for non-governmental health care provision at the national, sectoral level.

- *American Road and Transportation Builders Association*, Washington, D.C., with the *Russian Association of Territorial Bodies of Highway Administrations (RADOR)*, Moscow, to create a transportation development trade association in Russia and to provide training in industry operations in a free-market economy.

- *American Society of Mechanical Engineers (ASME)*, New York, with the *Mechanical Engineering Research Institute, Russian Academy of Sciences*, Moscow, to promote the application of environmental and energy-related technologies and to establish a more effective network of technology transfer between the RAS and ASME.

- *Association of University Programs in Health Administration (AUPHA)*, Arlington, Virginia, with *a similar association in Russia*, to establish and develop a professional association and academic partnerships in health policy and administration education in Russia.

- *Center for International Private Enterprise*, Washington, D.C., with the *Russian Chamber of Commerce and Industry*, Moscow, to offer extensive training courses and establish an accreditation program so as to help the Russian Chamber develop into a nationwide, voluntary non-state business association.

- *Iowa State University College of Business* with *Nizhny Novgorod State Agricultural Academy*, to establish a continuing education center and produce a core of trained leaders who are able to influence economic restructuring and development in small business, financial services, and agribusiness.

- *South Carolina Universities Research and Education Foundation (SCUREF)* at the Strom Thurmond Institute, Clemson University with the *Russian Academy of Sciences, Institute of Biology and Inland Waters (IBIW)* in Borok, to transform the IBIW into a private environmental research organization capable of sustaining itself through environmental research contaminant assessment, and environmental cleanup contracts and competitive government grants.

- *Texas A&M University's Agricultural Economics Department* with the *Ministry of Agriculture and Provisions of the Russian Federation*, and the *Tatar Institute of Retraining and Agribusiness*, to enhance the management decision-making skills of professionals in the agribusiness sector through curriculum development, training seminars, internships, and teaching materials.

- *U.S. Feed Grains Council*, Washington, D.C., with *Russian Grains Council*, Moscow, and *Intensivny Korm Ltd.*, Samara, to establish a prototype Russian-American Business Training Center for Feed Manufacturers and Livestock Producers where management and market-oriented skills and knowledge can be transferred to managers in the grain marketing, processing, and usage complex in Russia.

- *University of Alaska-Anchorage American Russian Center* with *Yakutsk State University, Magadan International Pedagogical University*, and the *State Pedagogical Institute of Yuzhnosakhalinsk*, to increase free-market economic competency and understanding by offering faculty exchanges and curriculum building in the fields of business, economics, and journalism.

- *University of Iowa's Department of Family Practice* with the *Family Health Care Center of the St. Petersburg Academy of Post-Graduate Medical Studies*, to establish a collaborative educational program to teach future teachers the principles and practice of family medicine through the development of jointly developed

curriculum materials, educational texts, and a one-year residency/faculty development program for five Russian physicians.

- *University of Massachusetts Department of Landscape Architecture and Regional Planning* with *Pskov Polytechnical University*, to aid in economic restructuring through an extensive program of professional training opportunities and the creation of a masters degree program and Department of Regional Planning and Development at Pskov Polytechnical University.

- *University of Rochester's School of Medicine and Dentistry*, New York, with the *Urals State Medical Institute*, Ekaterinburg, and *eight other Russian medical institutions*, coordinated by the *International Biomedical Agency (IBA)*, Ekaterinburg, to help individual medical institutes transform their curriculum via institutional partnerships, technology transfer, and people-to-people programs, to introduce standardized assessment processes, and to develop relevant educational materials through workshops and seminars.

- *Urban Homestead Assistance, Inc. (UHAB)*, New York City, with the *Citizens Foundation* and the *All-National Fund for the Promotion of Individual Flats*, both in Moscow, to aid in the creation of successful local community development and privatized resident-controlled housing projects so as to disseminate these models throughout Russia, and to develop the capacity of local housing and community development NGOs to provide training and technical assistance to community activists, leaders, and other NGO staff.

- *World Institute on Disability (WID)* of Oakland California with the *All-Russia Society of the Disabled* in Moscow, to contribute to social sector restructuring by helping develop the institutional capacity of the ARSD to provide in-service training in Moscow, Volgograd, and five Russian regions in support of the integration of disabled people into society.

Partnerships with Ukrainian organizations

- *Carnegie Mellon University's Graduate School of Industrial Administration*, Pittsburgh, Pennsylvania, with the *International Management Institute* in Kyiv, to contribute to economic restructuring by enhancing faculty development, offering courses and seminars in the latest management strategies, and providing business consulting services to current and future business and political leaders in Ukraine.

- *University City Science Center,* Philadelphia, Pennsylvania, with a *consortium of Ukrainian partners* in Donetsk and Lviv, to stimulate the creation of new private enterprises and the expansion of existing privately held enterprises in Ukraine by establishing regional capabilities in education, training and consulting in basic business topics; energy management, and conservation.

- *University of Connecticut's Environmental Research Institute* with the *Western Center of the Ukrainian Branch of the World Laboratory* and *other counterpart institutions*, to develop a comprehensive environmental technology transfer, education and research collaboration so as to enhance the professional development of engineering and research academics in environmental technology.

- *University of Georgia's Carl Vinson Institute of Government* with *Uzhgorod State University*, to create a Center for Public Administration Reform and Assistance, with the aim of providing training and technical assistance to local governments in the Transcarpathia Region to enhance their ability to better serve their citizens.

- *University of Rochester's School of Medicine and Dentistry*, New York, with the *Ukraine Medical University*, Kyiv, and *three other Ukrainian partners* coordinated through the *International Biomedical Agency (IBA)*, Kyiv, to help individual medical institutes transform their curriculum via institutional partnerships, technology transfer, and people-to-people programs; to introduce standardized assessment processes;z and to develop relevant educational materials through workshops and seminars.

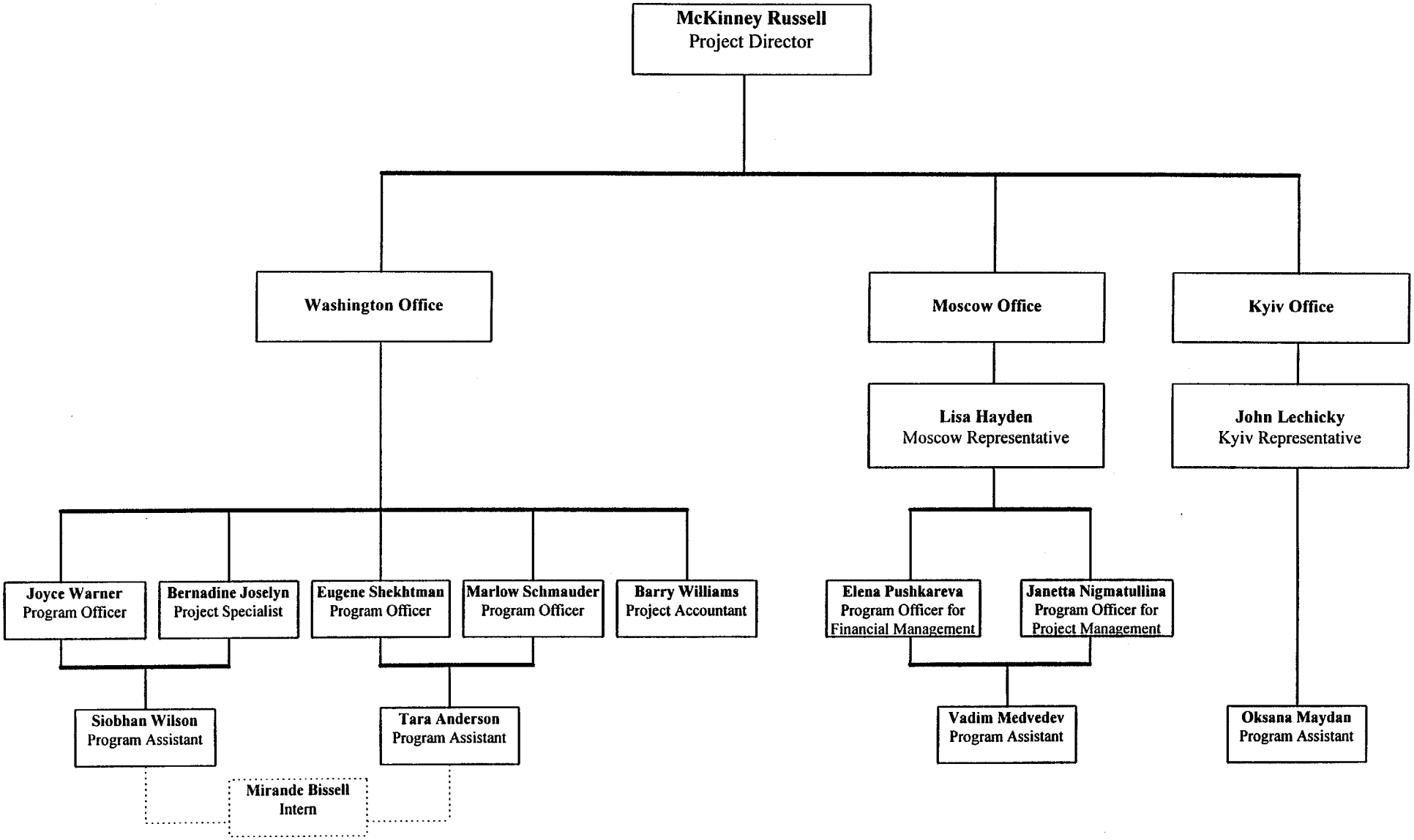
- *Volunteers in Overseas Cooperative Assistance (VOCA)*, Washington, D.C., with *Bila Tserkva Agricultural Institute*, to enhance Ukrainian agricultural sector market economy expertise by establishing a formalized education program in Farm Business and Production Management for private farmers.

About IREX

- Management and funding of the Partnerships Project was awarded to International Research & Exchanges Board (IREX) in October 1994 through a cooperative agreement.
- This is the first major cooperative undertaking between USAID and IREX.
- IREX has served for more than twenty-five years as the principal US non-governmental, nonprofit administrative agency for academic, scholarly, and scientific exchanges with the Newly Independent States, Central and Eastern Europe, and Mongolia.
- IREX draws on strong organizational alliances with 138 member US universities and other major educational organizations, including the leading US disciplinary, regional and language studies associations; research and policy institutes; government agencies; and leading corporate and foundation supporters.
- In the region IREX works in collaboration with diverse educational and governmental institutions, including Ministries of Education, Academy of Sciences institutes, and individual universities.

Appendix B: Institutional Partnerships Project Staff Tree

USAID Institutional Partnerships Project Staff
International Research & Exchanges Board

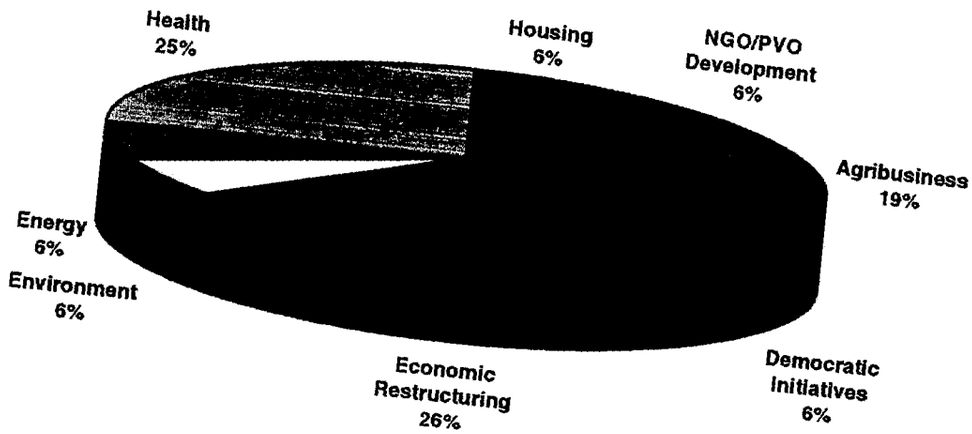


Appendix C: Map: Primary Locations of Partnerships Project Activity

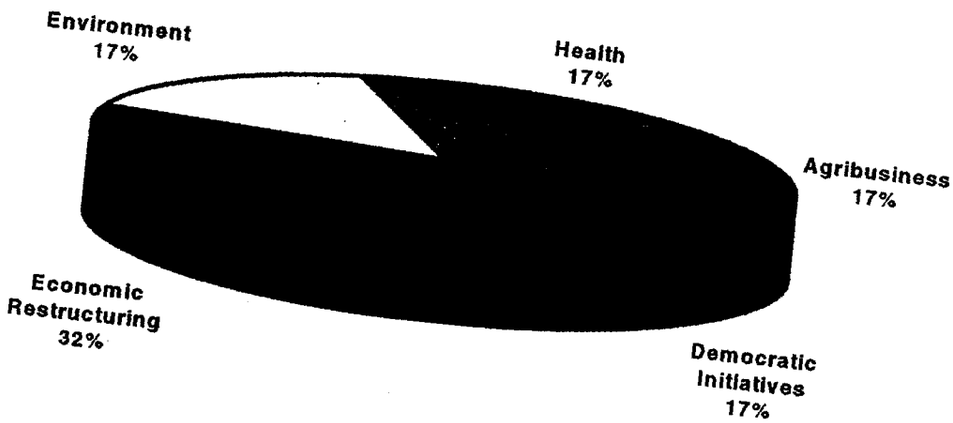
Primary Locations of Partnerships Project Activity

Appendix D: Statistical Analysis: Partnerships by Sector

Russian partnerships by sector



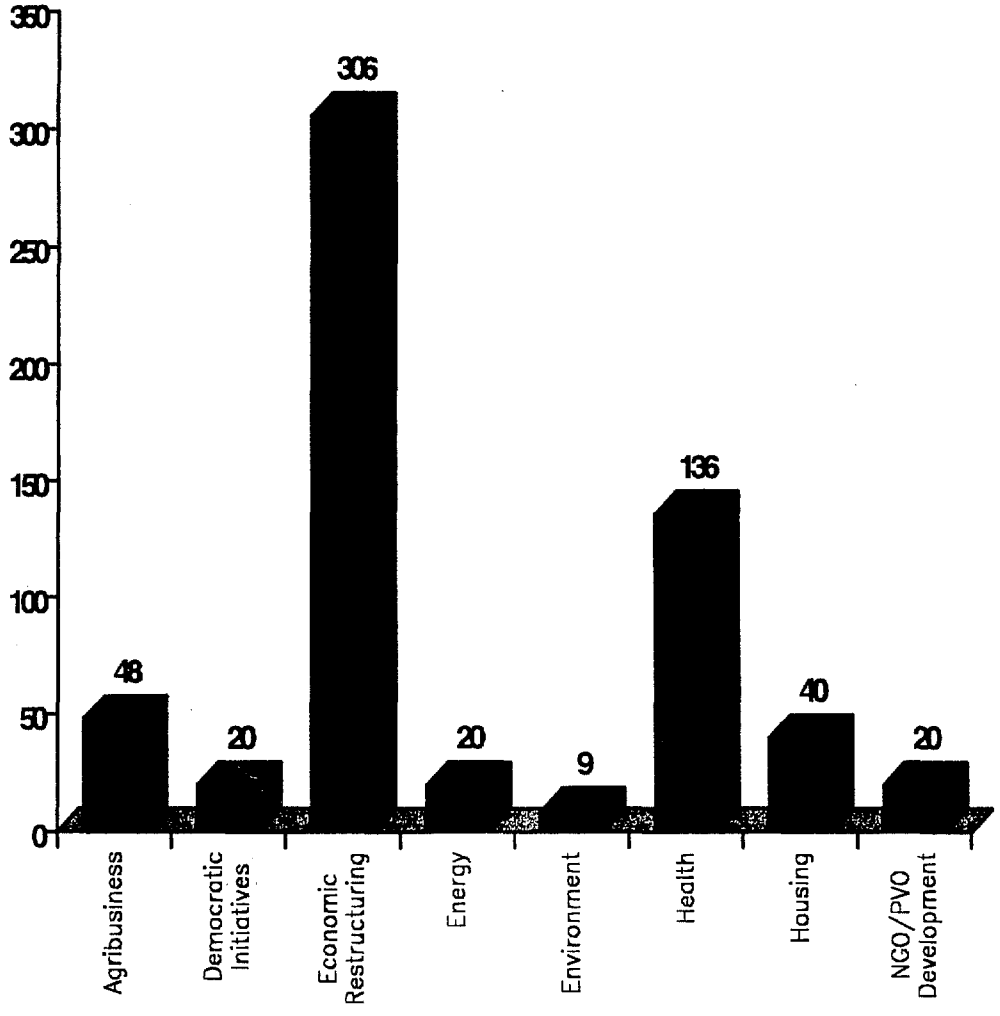
Ukrainian partnerships by sector



Appendix E: Statistical Analysis: Training by Sector

Training of Trainers:
Number of People Trained Per Sector

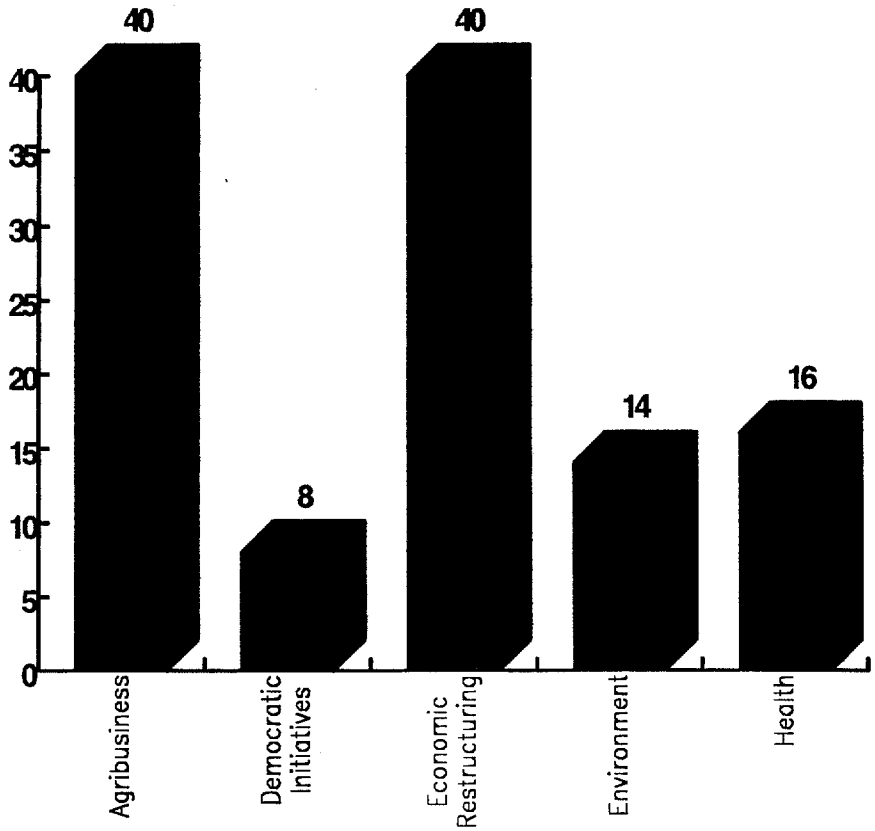
Russia



USAID INSTITUTIONAL PARTNERSHIPS PROJECT
INTERNATIONAL RESEARCH & EXCHANGES BOARD

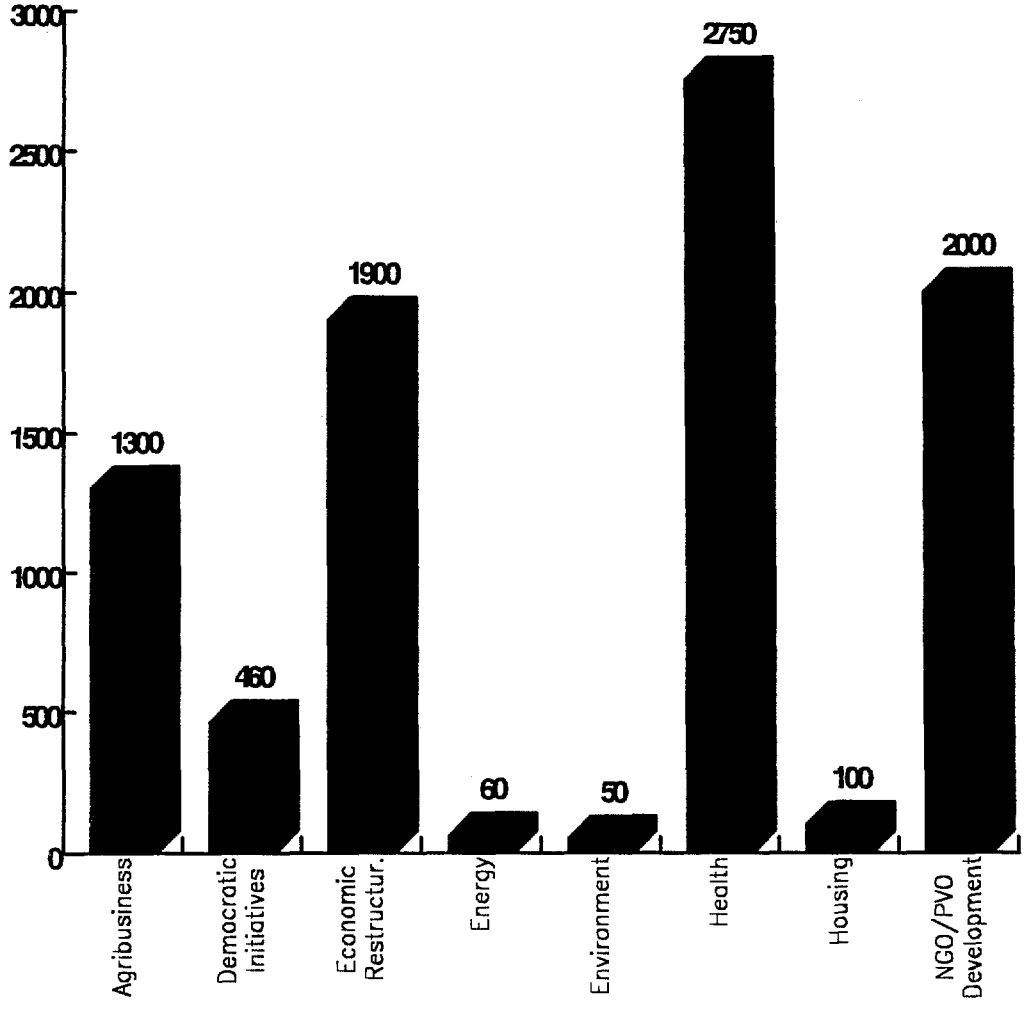
Training of Trainers:
Number of People Trained Per Sector

Ukraine



The New Trainers Share Their Knowledge: Number of People Trained Per Sector

Russia

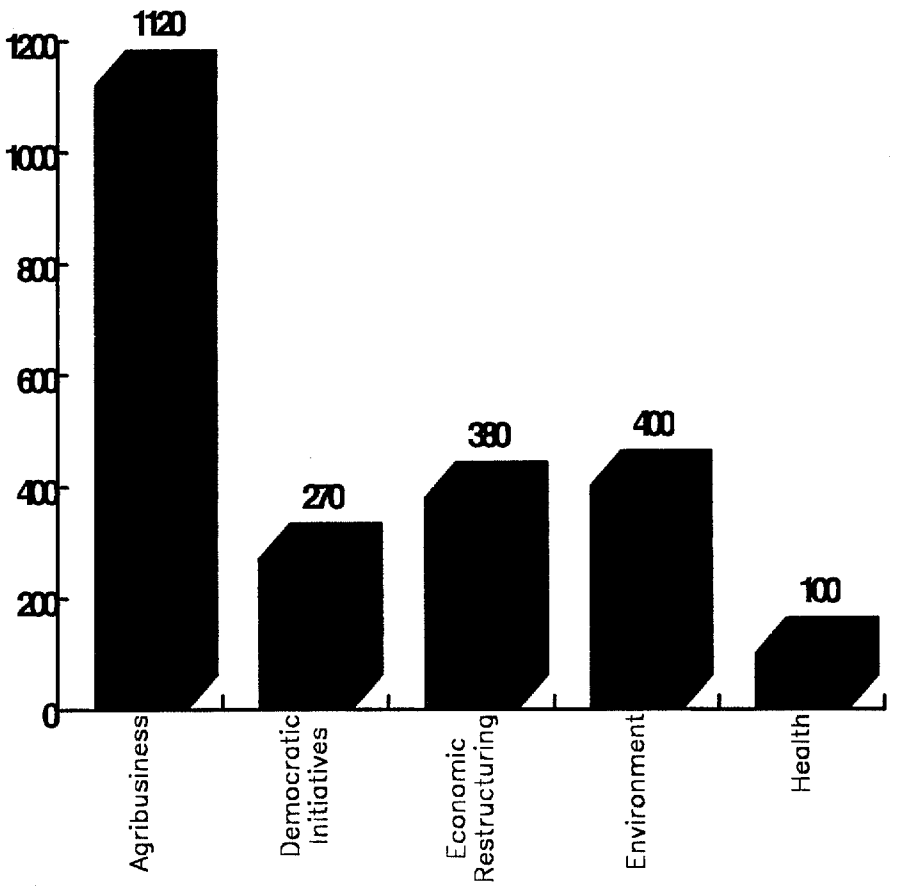


** Training levels anticipated over the two-year life of the Project*

USAID INSTITUTIONAL PARTNERSHIPS PROJECT
INTERNATIONAL RESEARCH & EXCHANGES BOARD

The New Trainers Share Their Knowledge: Number of People Trained Per Sector

Ukraine



** Training levels anticipated over the two-year life of the Project*

USAID INSTITUTIONAL PARTNERSHIPS PROJECT
INTERNATIONAL RESEARCH & EXCHANGES BOARD

Appendix F: Success Stories

Hunting for Farming Success in Nizhnii Novgorod

Outside the northern city of Nizhnii Novgorod, thirty determined Russians tromp from farm to farm in search of the hunters and the hunted. Their aim: to rescue 'the hunted'.

They are not vigilante environmentalists as the purpose might suggest. Rather, they are down-to-earth Russian agricultural instructors out doing a little field research for Dr. Jack Wacker's agribusiness management seminar at the city's State Agricultural Academy. Dr. Wacker, a faculty member at Iowa State University, teaches a challenging interactive seminar at the academy as a key element of a USAID-funded partnership between the two institutions. By exploring the challenges facing the farming community, the Russians are taking the concepts they learned from Dr. Wacker's instructional business novel, "The Hunter and the Hunted," and are applying them to the local agribusiness environment.

Agricultural instructor Igor Klimychev of the Nizhnii Novgorod State Academy is taking part in the seminar to sharpen the focus of his November presentation on Management, Leadership, and Marketing. He enthusiastically described to a recent visitor the training he has received so far.

"The course is structured around the themes presented in Dr. Wacker's book, which deal with the way enterprises position themselves to succeed in light of the economic situation they find around them. The 'hunted' are those agricultural enterprises that are hunkering down without a plan to survive in the new market economy of Russia. The 'hunters' are those firms that are aggressively assessing their situation and deciding what they have to do to respond to new needs and prosper in Russia's continually shifting environment."

After reading the book, translated into Russian as part of the ISU-NNSAA partnership, Klimychev and his fellow students divide up into teams and are assigned a newly privatized farm within the region. Their task is to analyze the farm's problems based on what they have learned and to suggest how it can become a 'hunter'. Interviewing the farm's managers and workers is a key element in examining each farm's resource management and priorities.

Once their research is completed, Klimychev and his fellow students write a comprehensive final report to share their findings with the class, Professor Wacker and the managers of the farms whose prospects they have studied.

The partnership between the two widely separated agricultural schools is managed by the Washington-based International Research & Exchanges Board. Its aim is to build the capacity of the Nizhnii Novgorod State Agricultural Academy to offer continuing instruction for leaders and professionals in the agribusiness sector. The larger goal is support of Russia's historic transformation to a free market economy.

Central to the partnership effort to bring market economy concepts to the farmers of the potentially rich Nizhnii Novgorod region is their joint creation of the Continuing

83

Education Center at the academy. Established in late June by ISU and NNSAA, the Center serves as a "train the trainers" educational focus for the Nizhnii Novgorod region, which is a leader in Russian agricultural reform. Several of the Russians taking part in Dr. Wacker's seminar are preparing to become the Center's first generation of trainers.

At the same time the students are out in the field doing their research, broader goals are being served. By working together with local enterprises, the students demonstrate the promise that the Center holds for the surrounding agribusiness community and help attract larger audiences to the Center's offerings.

The first generation of trainers, of which Klimychev is one, anticipate presenting their own short seminars this fall to local entrepreneurs and NNSAA faculty. Recalling the theme of Prof. Wacker's book, they will then be looking ahead to opening their own hunting season.

Partners Help Clean Up Ukraine

This summer, Olena Popovych became one of the first women from Lviv in western Ukraine to explore ways to adapt US waste treatment technology for use in her home country.

Popovych and six fellow environmental scientists spent six weeks this past July at the University of Connecticut learning about modern sewage treatment and other aspects of new environmental technology and research in the United States.

This group of Ukrainians was in the US as part of a two-year project which focuses on improving the state of and access to environmental technology in academic and industrial sectors in Ukraine.

"In Ukraine, most manufacturing is obsolete, so the ecological situation is grave." said Vladimir Tounitsky, the Ukrainian manager for this project. "Industrial pollution has made a very serious impact on ecology and has contributed to the deterioration of human health. We're looking for ways to improve things."

The seven Ukrainians took field trips to an IBM environmental resource center, a local municipal waste treatment center, and other corporations and local organizations to see American environmental technology first-hand. The site visits showed the scientists how the biotechnology, environmental analysis, water and air pollution prevention, and waste minimization they learned about in the training courses is applied in practice.

One participant hopes that the training program "will make many students reevaluate their approach to teaching and research activities. The practical experience will become a basis for starting a new direction in environmental protection technology in Ukraine."

The larger project will not only introduce new American technology to Ukrainian environmental scientists, but will also provide ways to disseminate this information to the Ukrainian industrial sector, government agencies, and the academic community working to improve the environment

An Environmental Technology Resource Center will be opened in Lviv this November. This center will act as a central point-of-contact for environmentalists and will house project-created training materials which are currently being translated into Ukrainian.

In addition, these course materials will be available free via the University of Connecticut's World Wide Web site, accessible at http://www.eng2.uconn.edu:80/eri/ (see Appendix G).

The project, called the Environmental Technology Transfer & Education Collaboration (ETTEC), is an effort between the University of Connecticut, World Laboratory, I. Franko State University and Lviv Polytechnic Institute of Lviv, Ukraine. ETTEC is

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funded by the US Agency for International Development (USAID) as part of the Institutional Partnerships Project managed by the Washington-based International Research & Exchanges Board (IREX).

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Raising Fish and Cleaning Up

Since August this year, five Russian environmental scientists have been learning in South Carolina how to raise uncontaminated fish to sell on local markets in northern Russia. They will use what they earn to privatize an environmental research institute.

A partnership between a consortium of colleges in South Carolina and their home institute in Russia, funded by USAID and managed by IREX, has brought the five to Clemson University. When they complete their 18-month training course there, they will return home to Borok to apply what they learned about aquaculture and about fighting environmental contamination and cleaning up ecological disasters. Other Russian institutes and laboratories will benefit from their experience.

Since their arrival in late August, the young scientists — their average age is 38 — have been learning two things: how best to set up a permanent fish-breeding station in the Rybinsk reservoir where they work; and how they and their colleagues can transform the Institute for the Biology of Inland Water's fishery component into a private enterprise based on market economics and environmentally sound practices.

"We've started by working on standards for animal research to use when we return home. Right now we don't use these at all in Russia. There are no established guidelines that govern the way research is conducted on animals," said Aleksei Rusinov, one of the scientists.

According to Dr. Thomas La Point, the project manager and an associate professor of environmental toxicology at Clemson, they are also teaching their US partners and trainers a great deal about fish-breeding practices in the former Soviet Union.

"This is definitely a two-way learning process. We're showing them how we conduct assessments of the contaminants in water, sediments, and fish tissue, but they're also showing us how the fish markets and individual enterprises operate in Russia right now." La Point and his colleagues have made several trips to Russia to familiarize themselves with local conditions there.

In October, the five trainees were joined by a group of four senior scientists from home. Over the following six weeks, the American hosts and their Russian guests will gain hands-on experience at private and governmental environmental institutions throughout the United States.

The two groups are part of the South Carolina Universities Research and Education Foundation's partnership with the IBIW, Russian Academy of Sciences. The project is part of the Institutional Partnerships Project.

Rusinov and his colleagues, Grigory Tchouko, Evgeny Flerov, Yury Gerasimov, and Viktor Komov, each left behind family in Borok, Russia, to come to the US for such a

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long period of time. "It's a difficult thing to do," Flerov said, "but it helps that we're able to use e-mail to 'talk' to them regularly."

Appendix G: World Wide Web Pages

Institutional Partnerships Project

The United States Agency for International Development (USAID)-funded Institutional Partnerships Project has signed agreements launching 22 two-year partnerships between American institutions and their Russian and Ukrainian counterparts. The aim of this IREX-administered program is to help educational and professional institutions in the two countries improve their education and training programs, as well as their member services.

By strengthening the institutional bases of civil society, USAID and IREX hope to make a substantial contribution to the development of democratic norms and free-market economies in Russia and Ukraine. The Partnerships Project is an element of the Newl y Independent States Exchanges and Training Project, which USAID launched in late 1993 as a part of its overall effort to provide assistance to the peoples of the region.

The projects cover a variety of fields that are relevant to the transformation underway in the two countries, including democratization initiatives, human rights, nongovernmental organization development, economic restructuring, social sector support, business management, support for the disabled, agribusiness, energy, health, housing, and the environment.

The partnerships were chosen from more than one hundred proposals submitted in September 1994. An important criterion for selection was the willingness and ability of the US partner institutions to maintain the partnerships beyond the two-year life of USAID's funding commitment by contributing substantial matching resources. USAID is providing up to $1.5 million for each Russian project and up to $1 million for each Ukrainian project.

IREX's role in the Partnerships Project includes monitoring the partnerships, as well as providing technical assistance and public information support.

IREX field offices in Moscow and Kyiv are playing important roles in the Partnerships Project as the primary points of contact for partnership activities in Russia and Ukraine. In the US, contact the Partnerships Project team in Washington via e-mail at aidpart@irex.org.

- A list of the 22 partnerships is available.

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USAID Institutional Partnerships Project

Listing of Partnerships

ON THIS PAGE:

- Partnerships with Russian Organizations
- Partnerships with Ukrainian Organizations
- Jump to some sample profiles:
  - in Russia
  - in Ukraine

Partnerships with Russian Organizations:

- **America's Development Foundation (Alexandria, VA)**
  Contact: Michael Miller, adfusa@aol.com
  Moscow Research Center for Human Rights
  Contact: hrcenter@glas.apc.org
  To establish a network of nine regional affiliate human rights organizations throughout the Russian Federation.

- **American Red Cross (Washington, DC)**
  Russian Red Cross (Moscow)
  To strengthen the Russian Red Cross Visiting Nurse Program.

- **American Road and Transportation Builders Association (Washington, DC)**
  Contact: Claudia Liautaud, claudia.liautaud@artba.com
  Russian Association of Territorial Bodies of Highway Administrations (Moscow)
  Contact: Anna Tsaplina, net@mador.msk.su
  To create a transportation development trade association in Russia and to provide training in industry operations.

- **American Society of Mechanical Engineers (New York, NY)**
  Contact: Chor Tan, 72073.2656@compuserve.com
  Mechanical Engineering Research Institute, Russian Academy of Sciences (Moscow)
  Contact: Mikhail Gadenin, gadenin@iies.msk.su
  To promote the application of environmental and energy-related technologies and to establish a more effective network of technology transfer between the two organizations.

- **Association of University Programs in Health Administration (Arlington, VA)**
  Contact: Alexandre Bouche, auphgate!aupha!aupha01!alexandre@attmail.com
  Similar association to be established in Russia
  Contact: Aresen Koubataev, M.D., aihamos@glas.apc.org
  To establish and develop a professional association and academic partnerships in health policy and administration in Russia.

- **Center for International Private Enterprise (Washington, DC)**
  Contact: Margo Spencer, 556-3938@mcimail.com

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Russian Chamber of Commerce and Industry (Moscow)
To offer extensive training courses and establish an accreditation program in order to help the Russian Chamber develop into a nationwide, voluntary, nongovernmental business association.

☐ **Iowa State University, College of Business (Ames, IA)**
Contact: James Chrisinger, jamesc@iastate.edu
Nizhni Novgorod State Agricultural Academy
To establish a continuing education center and produce a core of trained leaders who are able to influence economic restructuring and development in small business, financial services, and agribusiness.

☐ ***Profile:***
South Carolina Universities Research and Education Foundation at the Strom Thurmond Institute, Clemson University (Clemson, SC)
Contact: Tom LaPoint, tlpnt@hubcap.clemson.edu
Institute of Biology and Inland Waters, Russian Academy of Sciences (Borok)
To transform the Institute of Biology and Inland Waters into a private environmental research organization capable of sustaining itself through contracts and government grants for environmental research, contaminant assessment, and environmental cleanup.

☐ **Texas A&M University, Agricultural Economics Department (College Station, TX)**
Contact: Jon Nichols, jdn@tamu.edu
Russian Federation Ministry of Agriculture and Provisions (Moscow) and the Tatar Institute of Retraining and Agribusiness (Kazan)
To enhance the management decision-making skills of professionals in the agribusiness sector through curriculum development, training seminars, internships, and teaching materials.

☐ **University of Alaska-Anchorage, American Russian Center**
Contact: Greg Protasel, ancbn@acad2.alaska.edu
Yakutsk State University, Magadan International Pedagogical University, and the State Pedagogical Institute of Yuzhno-Sakhalinsk
To increase free-market economic competency and understanding by offering faculty exchanges and curriculum building in the fields of business, economics, and journalism.

☐ **University of Iowa, Department of Family Practice (Iowa City, IA)**
Contact: Brad Muller, provostu@provost-po.provost.uiowa.edu
Family Health Care Center of the St. Petersburg Academy of Postgraduate Medical Studies
To establish a collaborative program for educating future teachers about the principles and practice of family medicine.

☐ **University of Massachusetts, Department of Landscape Architecture and Regional Planning (Amherst, MA)**
Contact: Meir Gross, meirgross@larp.umass.edu
Pskov Polytechnical University
To institute an extensive program of professional training opportunities and to create a master's degree program and a Department of Regional Planning and Development.

☐ **University of Rochester, School of Medicine and Dentistry (Rochester, NY)**
Contact: Michelle Landers, mlanders@umrc.rochester.edu
Urals State Medical Institute (Yekaterinburg) and eight other Russian medical institutions,

coordinated by the International Biomedical Agency (Yekaterinburg)
To help individual medical institutes reform their curriculum and educational materials via institutional partnerships, technology transfer, and personnel exchanges.

☐ **Urban Homestead Assistance, Inc. (UHAB) (New York, NY)**
Contact: Tom Kamber, hn5830@handsnet.org
Citizens Foundation (Moscow) and the All-Russia Fund for the Promotion of Individual Flats (Moscow)
To develop the capacity of local housing and community development NGOs to provide training and technical assistance to community activists, leaders, and other NGO staff.

☐ **US Feed Grains Council (Washington, DC)**
Contact: Collette Powers, usfgc.wdc@usfgcw@sprint.com
Russian Grains Council (Moscow) and Intensivny Korm Ltd. (Samara)
To establish a prototype training center where management and market-oriented skills and knowledge can be transferred to managers in the grain marketing, processing, and usage complex in Russia.

World Institute on Disability (Oakland, CA)
Contact: Maria Oginski, mariaoginski@delphi.com
All-Russia Society of the Disabled (Moscow)
Contact: Denise Roza, mcswid@glas.apc.org
To develop the institutional capacity of ARSD to provide in-service training in Moscow, Volgograd, and five Russian regions in support of the integration of disabled people into society.

Partnerships with Ukrainian Organizations:

☐ **Carnegie Mellon University, Graduate School of Industrial Administration (Pittsburgh, PA)**
Contact: Cynthia Hess Coulter, ch58+@andrew.cmu.edu
International Management Institute (Kyiv)
To enhance faculty development, offer courses and seminars in management strategies, and provide business consulting services to current and future business and political leaders in Ukraine.

☐ ***Profile:***
University City Science Center (Philadelphia, PA)
Contact: George Farnbach, farnbach@libertynet.org
Consortium of Ukrainian partners in Donetsk and L'viv
To stimulate the creation of new private enterprises and the expansion of existing privately held enterprises in Ukraine by establishing regional capabilities in education, training, and consulting in basic business topics, energy management, and conservation.

☐ **University of Connecticut, Environmental Research Institute (Storrs, CT)**
Contact: Judith Korch, jkorch@erin.eri.uconn.edu
Ivan Franko State University, the Western Center of the Ukrainian Branch of the World Laboratory, and other counterpart institutions (all in L'viv)
To develop a comprehensive environmental technology transfer, education, and research collaboration in order to enhance the professional development of engineering and research academics in environmental technology.

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- **University of Georgia, Carl Vinson Institute of Government (Athens, GA)**
  Contact: Dan Durning, durning@igs.cviog.uga.edu
  Uzhgorod State University
  Contact: root@gd.uzhgorod.ua
  To create a Center for Public Administration Reform and Assistance that provides training and technical assistance to local governments in the Transcarpathia Region.

- **University of Rochester, School of Medicine and Dentistry (Rochester, NY)**
  Contact: Michelle Landers, mlanders@umrc.rochester.edu
  Ukraine Medical University (Kyiv) and three other Ukrainian partners coordinated through the International Biomedical Agency (Kyiv)
  To help individual medical institutes reform their curriculum and educational materials via institutional partnerships, technology transfer, and personnel exchanges.

- **Volunteers in Overseas Cooperative Assistance (Washington, DC)**
  Contact: Fred Johnston, fred.johnston@voca.org
  Bila Tserkva Agricultural Institute
  To establish a formalized education program in farm business and production management for private farmers.

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USAID Institutional Partnerships Project

Partnership Profiles

Profiles of two partnerships provide illustrations of the ways in which international academic and private-sector collaboration can support successful reform in the region.

Business Development Training in Ukraine

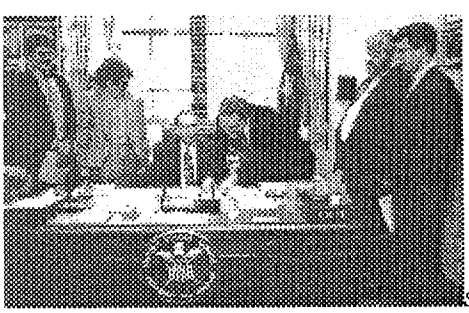
The University City Science Center (Philadelphia) is leading several US educational institutions in creating a partnership with a consortium of Ukrainian educational institutions in L'viv and Donetsk.

According to Louis Padulo, President of the Science Center, "This partnership's goal is to help Ukraine reform its economy and develop its private sector. We will provide new business development training and help our Ukrainian partners develop capabilities for continuing education, in-service training, and consulting services in energy management and conservation."

Over the two-year period of the project, the partnership will conduct courses, conferences, and teleconferences in entrepreneurship, business management, technology development and transfer, and energy management. Faculty and curriculum development programs, follow-on internships, faculty exchanges, and electronic networking are also in the works. Finally, the consortium will develop an inventory of Ukrainian technology and expertise, educational materials, media presentations, and textbook and software translations.

Pollution Assessment in Russia

The South Carolina Universities Research and Education Foundation (SCUREF) and the Institute for the Biology of Inland Waters (IBIW), Russian Academy of Sciences have formed a partnership in Borok, Russia to aid IBIW in privatizing its fisheries as an initial step in its drive to become a private environmental research organization. "Under the Soviet system, institutes and laboratories were supported by the government to perform basic research," said Ed Hamilton, SCUREF research coordinator, "but with the collapse of the Soviet system and the transition to democracy and a market-based economy, the Russian government no longer can afford all that research at public expense."



SCUREF signing ceremony in the office of Senator Strom Thurmond.

The project will assess heavy-metal pollution in the Rybinsk Reservoir and help IBIW build a market for its expertise in fisheries-related contaminants assessment. SCUREF and IBIW hope that the project will serve as a model for the privatization of other aquaculture programs. As a part of the project, fish raised in reduced-pollution cages will be offered for sale to the citizens of Borok.

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Also, Russian scientists will be trained in the United States in environmental research, contaminants assessment, and environmental cleanup contracting.

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Environmental Research Institute

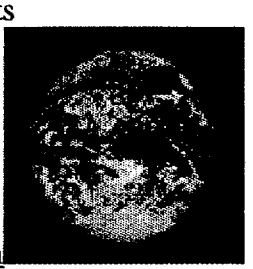
environmental
research
institute

Welcome to the

Enviromental Research Institute

at the

University of Connecticut

- Fact Sheets
  - General Description
  - Environmental Technology Transfer & Education Collabortion-Ukraine
  - Polution Prevention Research
  - Industrial Affiliates Program
  - Connecticut Environmental Entrepreneurial Center
  - Retooling Defense Engineers
  - Site Remediation
  - Analytical Laboratory Facilities
    - Organics Lab
    - Metals Lab
    - Nutrients Lab
  - future fact sheets
- Personal Sheets
  - Gerry's Page
  - Future Personal Sheets
- Links to Other Sights
  - Planet Earth 
  - Enviro Web The EnviroWeb

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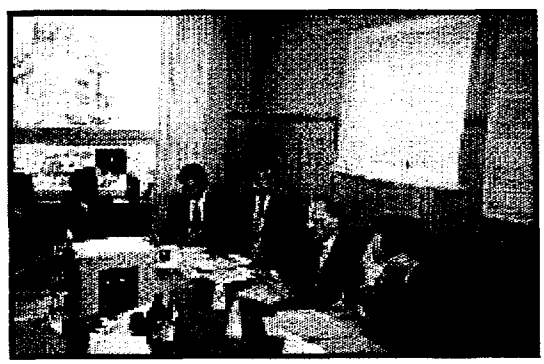
Environmental Research Institute

Environmental Technology Transfer & Education Collaboration

The Environmental Technology Transfer and Education Collaboration (ETTEC) provides an opportunity to develop a comprehensive environmental technology transfer, education and research collaboration between educational and professional development organizations in the United States and the Ukraine. Funded by the U.S. Agency for International Development (AID)Ñthrough the International Research Exchanges Board, as part of AID's Institutional Partnership and Training Project, this grant not only provides a structure to enhance the professional development of engineering and research academics in the Ukraine, but also provides a vehicle to disseminate U.S. environmental technology information to the Ukrainian industrial sector, government agencies, and other interested parties.

Formal ETTEC partners include:

- the Environmental Research Institute (ERI),
- the Western Center of the Ukrainian Branch of the World Laboratory,
- the I. Franko State University of Lviv, and
- the Lviv Polytechnical State University.



The Ukrainian Advisory Board, composed of representatives from government, business and industry, also participates in ETTEC activities by fine tuning the program's environmental technology tranfer and educational mechanisms, and addressing issues of future collaboration and sustainability.

According to Principal Investigator, Dr. James Fenton, ETTEC partners and Advisory Board members bring to this collaboration a wide range of resources and expertise in complementary areas of environmental technology, engineering research, education and professional development, which will combine to create a dynamic exchange of technical knowledge and allow the development of active research collaborations.

The ETTEC program consists of the following activities:

Education Modules and Training (U.S) ERI-affiliated faculty will develop four environmental technology training modules in the areas of Environmental Analysis, Pollution Control Technologies, Aeration Technologies and Pollution Prevention. Seven Ukrainian academics and professionals will be supported to attend the six weeks of environmental technology training in the United States during the summer of 1995.

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Curricula Development (Ukraine) Based on the information obtained in the U.S. education modules, Ukrainian short course attendees will modify existing Ukrainian courses and/or expand current curricula to develop nine courses in environmental technology/science. This activity will support the future goal of developing an environmental engineering/science degree at one or more of the Ukrainian educational institutions.

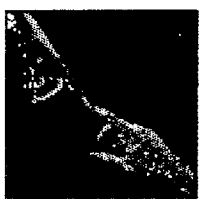
Industrial Workshops (Ukraine) The environmental technology short courses and curricula will be adapted by Ukrainians into a series of ten environmental technology workshops directed to different Ukrainian industrial sectors.

Environmental Technology Resource Center (Ukraine) ETTEC will also create an Environmental Technology Resource Center in Lviv, Ukraine to act as a central point-of-contact and to promote technology transfer and education. The education modules and short courses developed through the ETTEC program will be translated into Ukrainian and available as teaching resources. Additional environmental technology transfer instructional media and publications will also be provided to establish a library of environmental resources for public and private sector use.

Faculty Research Exchange (U.S./Ukraine) Academic research exchanges between the University of Connecticut and the Ukrainian educational institutions will promote environmental technology research in areas of common interest in order to create an enduring partnership in the environmental technology field. Financial support will be provided for four Ukrainian academics to travel to the United States (for a period of six weeks) and for four U.S. academics to travel to the Ukraine (for a period of two weeks) during the summer of 1996.

For more information, please contact:

The Enviromental Research Insititute
Dr. James M. Fenton
University of Connecticut
The Longley Building, Route 44, U-210
Storrs, CT 06269-3210
(203) 486-4015 FAX: (203) 486-5488



Russia AgriNet is a service of the Agribusiness Training Partnership developed to provide easy access to agricultural resources relating to Russia on the Internet. The objective is to promote the training and education resources that are fundamental to the transition process in the sucessful development of agribusiness firms in the emerging Russian economy.

Russian - American Agribusiness Training Partnership
Texas A&M University
Department of Agricultural Economics
Suite 321 Blocker
College Station, Texas 77843-2124
Phone: 409.847.8965
Fax: 409.862.3019
Email: JD McCrady

Return to AgriNet

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UCSC Ukraine Partnership Project

Funded by:

U.S. Agency for International Development (USAID)

Administered by:

International Research & Exchanges Board (IREX), 1616 H Street, NW, Washington, DC 20006 (202) 628 8188

Project Director:

George C. Farnbach, VMD, PhD - farnbach@libertynet.org

Target Cities:

Donetsk and Lviv, Ukraine

Project Goals:

The goals of the program are:

1) to stimulate the **creation of new private enterprises** and expansion of existing privately held enterprises;

2) **to create a competitive**, efficient, market-oriented **private sector** of significant size in the Ukrainian economy so that economic decisions are based more on individual choice than on central command;

3) to meet the immediate and long-term **support needs in** the selected Ukrainian regions for new and privatized business in the areas of **management, financial and strategic planning, technical cooperation, technology transfer and marketing** and;

4) to establish regional capabilities in **education, training and consulting** in these basic business topics as well as in **energy management and conservation**.

Participating Partners:

U.S. Partners

Drexel University

La Salle University

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Temple University

University of Pennsylvania

Ballard Spahr Andrews & Ingersoll

Ukraine Partners

A/O ROCAD (Donetsk)

Donetsk State Technical University

Donetsk Commercial Institute

Donetsk State University

Institute of Condensed Matter Physics (Lviv)

Lviv Institute of Management

Areas of Endeavor

1. Small Business Development

- Course Material is available in English, Russian, and Ukrainian

2. Technology Management & Development

3. Market Expansion and Internationalization

4. Business School Curriculum Development

5. Energy Management Consulting

6. Technology Transfer - Contract Research

☐ *This program is funded by the US Agency for International Development through the Institutional Partnerships and Training Project for Russia and Ukraine administered by the International Research & Exchanges Board.*

US partners in the Ukraine Project

Science Center International Co., Ltd. (SCI), is a joint venture between UCSC and the Kyoto Research Park (KRP) in Japan. SCI is a consulting company conducting market research and strategic partnering projects aimed at helping U.S. companies enter foreign markets. It has offices in Japan, Philadelphia, and Paris, and affiliated offices in Kiel (Germany), Vienna, Buenos Aires, and Tianjin (China). SCI is located adjacent to UCSC headquarters in Philadelphia. The International Technology Exchange Center (ITEC), a subsidiary of SCI, is located adjacent to UCSC headquarters. ITEC is a specially designed collaborative facility for service companies engaged in international business development, research, technology transfer and trade. The worldwide network provided by the ITEC includes research parks, large and small companies, buyers and sellers of technology and technological research, international business brokers, investors, and venture capitalists.

Ballard Spahr Andrews & Ingersoll (Ballard) is a large law firm in Philadelphia and other major cities in the U.S. and represents corporate, institutional and entrepreneurial clients active in technology, trade, energy, and project finance matters, including clients in Russia and the former Soviet lands. Ballard prepared the initial agreement forming the International Science Center at Nizhny Novgorod and recently negotiated, on behalf of a Nizhny Novgorod interest, a technology transfer agreement with a U.S. company.

Drexel University includes the Colleges of Engineering, Arts and Science, Business and Administration, and Information Studies, among others. All these colleges offer doctoral degrees in all disciplines. Of special note is Drexel University's Cooperative Education program, which is widely recognized as one of the nation's best. In 1991/92, 3258 students were placed at 1,279 different companies, earning over $31 million. The university is committed to "globalize" its curricula, programs and student body. Since 1986, a total of 166 undergraduate students experienced coop abroad, living and working in over 30 countries on every continent.

La Salle University, (La Salle), founded in 1863 under the direction of the Christian Brothers, is a medium-sized private coeducational institution with full and part-time students in more than 30 programs in the arts, business, humanities, nursing and sciences. The School of Business Administration provides graduate, undergraduate and professional students with a blend of theory and practical application both in classroom instruction and through hands-on projects or optional participation in cooperative education and internship opportunities. La Salle's School of Business shares the university's commitment to educating students in areas and issues beyond those of their disciplines. To that end, La Salle gears its programs to afford students ample opportunity to develop and strengthen critical thinking, communication, and decision-making skills.

The **La Salle University Small Business Development Center** (SBDC) provides consulting, training and other services to emerging and existing businesses. Founded in 1983, the SBDC operates two offices: the main center on the La Salle campus in Northwest Philadelphia and a satellite office in Doylestown, Buck County. With admission to promote entrepreneurship and small business development, the La Salle SBDC assists business owner by specializing in three areas of assistance:

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1. developing realistic and functional business plans,
2. devising thoroughly researched and aggressive marketing strategies, and
3. preparing detailed loan packages to secure financing for business acquisition and expansion

The SBDC is committed to making small businesses Òbank readyÓ -- so that if and when they require financing for expansion, they will be suitable clients for financial institutions. Andrew Lamas became the Director of the SBDC in September, 1994. A graduate of Davidson College, the University of London, and the University of Pennsylvania Law School, Mr. Lamas brings more than fifteen years of business consulting and community economic development experience to his responsibilities at La Sale.

Temple University, with its main campus in Philadelphia, has 21,000 undergraduate and 10,000 graduate students, as well as 1,700 full time faculty, including all professional programs. The School of Business and Management (SBM) and the College of Engineering and Architecture (CEA) are developing a curriculum track in international production and technology management that targets managers, engineers, and scientists with at least five years experience currently working in a manufacturing environment. This program addresses the educational and training needs of those seasoned engineers, scientists and managers who will ultimately have the responsibility to set the direction for this country's international competitiveness.

The University of Pennsylvania (PENN), a private institution, retains the strong orientation of its founder, Benjamin Franklin, to business and science. With 18,000 full time students, it is the largest private university in Pennsylvania and its faculty obtain the largest average research awards of any university in the state. PENN's **Wharton School** is generally regarded as one of the country's finest business schools. In the past decade, and the programs of the **SolC. Snyder Entrepreneurial Center** benefit small businesses and entrepreneurs. Part of the UCSC consortium, WHARTON brings excellent training capability to the Partnership Project.

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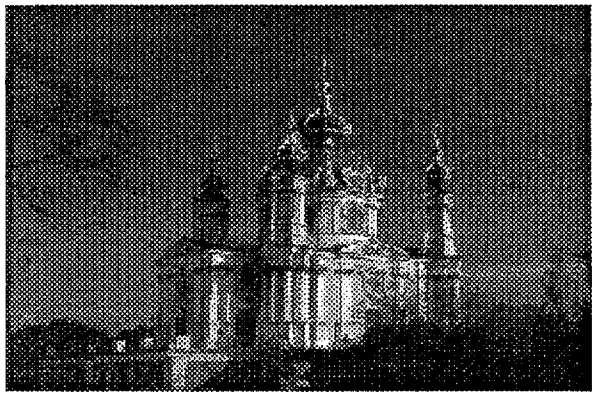

Partners in Ukraine

The Lviv Institute of Management (LIM) was founded in September 1990 as a part of the **Ivan Franko University of Lviv** (IFU) to meet the challenges created by the transition from a command economy to a privatized, market economy. Its mission is to help Ukrainian managers and businesses successfully adapt to the new economic conditions through a broad program of education, training, consulting. IFU dates back to 1608 and was a Christian Brothers College. Today LIM is an independent business school accredited by the Ukrainian Ministry of Education.

The Donetsk State Technical University (DSTU) was the first center of higher education to be established in the DonBass region (1921). DSTU has 14,000 students in 15 technical departments, including a prominent section on power and energy. Their average invention rate is 90 per year. The Ukrainian parliament has recognized DSTU as a major force in economic reform in the region.

The Donetsk State Academy of Management (DSAM) was established June 30, 1993 on the basis of Donetsk Institute of Continuing Professional Education which had been operating for more than 30 years. As an Academy, DSAM has special support and respect from local and state governments, agencies, and private companies. It has 14 departments covering all areas of education and research in business administration.

Donetsk State University (DGU) was officially founded as a separate educational institution in May of 1965. The primary mission of the University is threefold: to provide highly-skilled specialists for research and educational institutes, and institutions of all levels; to perform research; and to promote a general interest in science and its applications. Donetsk State University's Postgraduate and Pre-doctorate studies train students in 46 specialities. Each year more than 200 students take Postgraduate and Pre-Doctorate courses either full or part-time.

In addition to these partners in the Donetsk region, there are a number of other institutions and entities there who have expressed direct interest in participating in the partnership as it becomes established. These include: the Donetsk Commercial Institute and a Consortium of Donetsk private enterprises headed by the **private firm ROCAD** (ROCAD) representing small business in the areas of wholesale and retail trade, manufacturing, agriculture, construction, and consulting and brokering services.

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Course Materials

Glossaries of Basic Business Terms:

In English

In Russian (KOI-8 Character Map)
In Russian (PC 866 [DOS] Character Map)
In Russian (1251 [Windows] Character Map)

In Ukrainian (KOI-8 Character Map)
In Ukrainian (PC 866 [DOS] Character Map)
In Ukrainian (1251 [Windows] Character Map)

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University of Iowa-St. Petersburg Medical Academy of Post-Graduate Studies Partnership Program: Family Physician Development and Exchange Program

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The two-year partnership between The University of Iowa and the St. Petersburg Medical Academy of Post-Graduate Studies (MAPS) aims to enhance Russian physicians' education with the principles of the American model of family practice. "The Russian Ministry of Health has decided that family medicine is a major objective, and we would like to assist our Russian colleagues in establishing an educational foundation to support their unique family medicine needs," says Dr. Gerald Jogerst, interim head of family practice at the UI College of Medicine, and co-principal investigator.

Five Russian physicians will spend April-September, 1996 training in the University of Iowa, based in the Department of Family Practice. They will shadow faculty members and residents in the department and will be paired with a practicing community physician. While in Iowa, Russian physicians will also receive medical management and business training to assist them in managing their own practices at home.

A model family practice setting will be established in St. Petersburg so Russian physicians can return after their U.S. training and begin clinical and teaching activities.

Iowa and Russian educators will jointly develop curriculum materials for Russian faculty memebers that can be used in teaching family practice skills to others. They will also translate critical educational texts into Russian.

This program is funded by the US Agency for International Development through the institutional Partnerships and Training Project for Russia and Ukraine administered by the International Research and Exchanges Board. A grant from the International Science Foundation is assisting with the shipment of medical equipment and supplies to St. Petersburg.

For more information regarding the partnership, contact brad-muller@uiowa.edu.

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Schedule of Project Deliverables

September 30, 1994 - December 31, 1997

Deliverable	Scheduled Completion Date *	Completion Date
Selection and Implementation		
Proposal summary sheets: IREX Technical Review Panel recommendations for funding	December 1994	November 15, 1994
Proposal summary sheets: Projects not recommended for funding by IREX Technical Review Panel	**	November 23, 1994
22 signed subagreements	January 1995	May 1, 1995
Technical Assistance Workshop - Washington	January 1995	February 13-14, 1995
Technical Assistance Workshop - Kyiv	**	May 17-18, 1995
Technical Assistance Workshop - Moscow	**	May 24-25, 1995
Institutional Partnerships First Annual Conference	March 1996	
Institutional Partnerships Second Annual Conference	March 1997	
Public Information, Information Coordination and Product Library		
Year One monitoring plan (May 1, 1995 - April 30, 1996)	July 1, 1995	August 4, 1995
Public information plans - 22 total	August 1, 1995	October 4, 1995
Program brochure (in English, Russian and Ukrainian)	Draft: September 1995 Final versions in three languages: November 1995	Draft: September 1995
Year Two monitoring plan (May 1, 1996 - September 30, 1997)	November 1995	

* All scheduled completion dates up to June 30, 1995 are derived from IREX's original implementation plan in the technical proposal, submitted to USAID September 6, 1994. All subsequent dates are derived from IREX's revised implementation plan, submitted to USAID July 14, 1995.

** Submissions not originally scheduled as deliverables.

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Deliverable	Scheduled Completion Date *	Completion Date
On-line archive of library products	December 1995	
Dissemination plan for library products	December 1995	
Quarterly update of project activities	Every financial quarter	April 1995 - July 1995, prepared monthly Starting August 1995, prepared quarterly
Summary of all monitoring site visits	Thirty days after the return to IREX/W of the monitoring staff member	Twelve submitted as of October 31, 1995
Database of project information	September 1995	September 1995, with ongoing expansion
Alert memoranda	As necessary	AM #1 submitted August 16, 1995. AM #2 submitted August 29, 1995.
Reports		
Quarterly progress report	July 15, 1995	July 15, 1995
Quarterly financial reports	30 days after the end of each calendar quarter	January 23, 1995; April 11, 1995; July 28, 1995; October 5, 1995
Annual report	October 31, 1995	October 31, 1995
Quarterly progress report	January 15, 1996	
Quarterly progress report	April 15, 1996	
Quarterly progress report	July 15, 1996	

Deliverable	Scheduled Completion Date *	Completion Date
Annual report	October 31, 1996	
Quarterly progress report	January 15, 1997	
Quarterly progress report	April 15, 1997	
Quarterly progress report	July 15, 1997	
Annual report	October 31, 1997	
Final report (Project end date: September 30, 1997)	December 31, 1997	

Appendix I: Current List of Archived Products

Current List of Archived Projects

Type of product	Name of product	Language	Number of copies
ADF *(NOTE: these are examples of the types of documents ADF/Moscow Center for Human Rights will be adapting under this project)*			
Quarterly Bulletin	Human Rights Defender, issue #1	Russian	one
Quarterly Bulletin	Human Rights Defender, issue #2	Russian	one
Monthly Bulletin	Human Rights in Russia, issue #9: June 1995	Russian	two
Monthly Bulletin	Human Rights in Russia issue #10: July 1995	Russian	two
Monthly Bulletin	Human Rights in Russia, issue #12: September 1995	Russian	one
CIPE			
Participant manual for training program	Russian Business Associate Management Training Program	English and Russian	one in each language
UCSC			
Course materials for Small Business Development Program	Glossary of Business Terms	English, Russian, Ukrainian	one in each language (available on the WWW)
Course materials for Small Business Development Program	Outline of Business Plan, additional course materials	English and Russian	one (will be available on the WWW)

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Type of product	Name of product	Language	Number of copies
University of Connecticut			
Short course training manual	Air Pollution Engineering	English	two
Short course training manual	Automatic Control Systems for Pollution Prevention	English	two
Short course training manual	Environmental Biotechnology	English	two
Short course training manual	Environmental Data Validation & Analysis	English	two
Short course training manual	Environmental Instrument Analysis	English	two
Short course training manual	Environmental Sampling Design & Collection	English	two
Short course training manual	Pollution Prevention: Waste Minimization	English	two
Short course training manual	Site Remediation: Aeration Technologies	English	two
Short course training manual	Site Remediation: Pump & Treat Technologies	English	two
Short course training manual	Water Pollution control - industrial	English	two
Short course training manual	Water pollution control - municipal	English	two

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Appendix J: Pact Reporting Information

PACT
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QUARTERLY STATUS REPORT

Period: Project Inception - 12/31/94

Current Period Activities:

- Familiarization with project requirements

- Initial review of financial aspects of submitted applications to include:
  * Applicant submitted cost proposals
  * Applicant submitted audit reports
  * Applicant submitted indirect cost agreements
  * Applicant submitted bio-data sheets

- Identified applicants that required pre-award surveys

- Scheduled pre-award surveys of the following organizations:

  * ARTBA
  * AUPHA
  * UHAB
  * U.S. Feeds Grain Council
  * CIPE
  * WID
  * UMass
  * UConn
  * ADF

- Began evaluation of applicant's re-submission of "business proposal" related material

- Conducted pre-award surveys of the following organizations:

  * ARTBA
  * AUPHA
  * U.S. Feeds Grain Council
  * CIPE

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Private Agencies Collaborating Together

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Date:	July 28, 1995	Pages:	2
TO:	Regina Yan	Organization:	IREX
Facsimile:	202-628-8189	Telephone:	202-628-8188
FROM:	Celine B. Okoh	Subject:	Apr-Jun '95 Qtrly Rpt

FINANCIAL REPORTING

The April - June 1995 quarter can be regarded as a period of learning for most of the subgrantees. Financial reports trickled in to PACT for review. Most of the requests were for advances to start up the project or to reimburse for prior period expenses. Financial reports for the quarter were received from the following organizations:

- AUPHA
- ASME
- CIPE
- IOWA STATE UNIV.
- SCU - SCUREF
- TEXAS A&M
- UHAB
- US FEED GRAIN
- UNIV. OF CONN

The financial reports for the above subgrantees were in good order, however, a few of the financial reports that were received had several problems associated with them. The subgrantees that had reported incorrectly were reporting for the first time and needed some assistance in getting them off the ground. The organizations that are revising their financial reports due to reporting errors/wrong balances include WID and University City Science Ctr. The cash projection for Carnegie Mellon was also returned for adjustment because cash was forecasted for an expense period (June) within the quarter already reported. Carnegie Mellon has been notified to make necessary corrections and resubmit their cash request to PACT, which will be forwarded

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to IREX.

Aside from the above information, the rest of the subgrantees apparently did not submit any quarterly/monthly financial reports to PACT for the period, despite the e - mail message sent by IREX as reminder to all subgrantees. University of IOWA called to inform us that due to their end of year audit which is currently on-going, they are unable to report for the April - June quarter and will not be able to until the first week of August. We however advised them that an interim report is acceptable if available. ADF explained that they had not incurred any expenses for the quarter and as such had nothing to report. It is my understanding that Steve Cruty travelled to Russia in July and we expect the expenses to start building up in July.

The subgrantees that did not submit finaical report or any explanation for non-submission are as follows:

- American Red Cross ARC
- University of Alaska
- University of Massachussetts
- University of Rochester - Ukraine and Russia
- University of Georgia

PACT is following up on these subgrantees to obtain reason for not submitting reports.

FINANCIAL SUPPORT SITE VISIT

As previously reported to IREX financial staff, PACT planned four site visits in the quarter. These site visits were for AUPHA, ARTBA, UHAB and VOCA. UHAB site visit planned for June 20, 1995 was canceled because we were informed by UHAB staff that the timing was inappropriate as program staff were expected to be on travel to Russia at the time planned. VOCA canceled because they did not have significant expenditures to warrant a site visit at this time. PACT conducted site visits at AUPHA on May 18, 1995 and ARTBA on May 30, 1995. The results of these site visits and their write - ups have been forwarded accordingly to IREX.

In the last month, PACT called the subgrantees that had received advances to schedule site visits for June and July. Many of the subgrantees expressed that it would not be conducive for PACT to conduct site visits for June and July because most of them would be undergoing their year end audit. For this reason, PACT feels that it would be most appropriate to follow up on site visits starting in late August and early September when subgrantees annual audit would be nearing completion. PACT will notify IREX and will forward the revised site visit schedule to IREX accordingly.

PACT

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Date:	April 27, 1995	Pages:	4
TO:	Regina Yan	Organization:	IREX
Facsimile:	202-628-8189	Telephone:	202-628-8188
FROM:	Celine B. Okoh	Subject:	Jan-Mar '95 Qtrly Rpt

The quarter began with the following factors which are addressed in detail below:

I: Evaluation of all Prospective Subgrantees.

Based on the results of the IREX and USAID review of proposals, **PACT** reviewed all prospective organizations that **IREX** had requested to submit financial reports, responses to questionnaires sent out to them, and individual financial audit reports. **PACT** worked with **IREX** to assess the financial information submitted by the prospective organizations. Where required, **PACT** contacted the prospective organizations directly to clarify and request additional information needed to complete the assessment.

Upon notification from **IREX** on the selected organizations that were provisionally selected to participate in the exchange program, **PACT** identified the organizations that required pre-award surveys.

II: Selection Criteria for Pre-Award Surveys.

PACT's assessment of the organizations where pre - award surveys were required was based on the following criteria :

a: Organizations that had never received government funding directly or indirectly.

b: Organizations that had never had an A-133 audit (or equivalent) before.

c: Organizations that had an A-133 audit but whose findings were substantial enough to warrant further inquiries or investigations to help **PACT** and **IREX** better understand and assess future abilities/inabilities to handle government funds.

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d: Newly formed organizations that are less than five years old or have been in existence for less that five years.

e: Organizations that had received "qualified" audit opinions or that had received separate management letter with significant findings.

III: Pre-Award Survey (Site Visits).

Upon application of the above selection criteria and along with receipt of tentative finalist schedule from **IREX**, **PACT** was able to select and determine the following organizations for pre-award survey:

1: America's Development Foundation (ADF)
2: American Road & Transportation Builders Association (ARTBA)
3: Association of University Programs in Health Administration (AUPHA)
4: Center for International Private Enterprise (CIPE)
5: Urban Homestead Assistance Board (UHAB)
6: Volunteers in Overseas Cooperative Assistance (VOCA)
7: World Institute on Disability (WID)
8: U.S. Feed Grain Council
9: University of Massachusetts
10: University of Connecticut

The result of the visits were periodically communicated and shared with **IREX**. **PACT's** site visits were two-folds:

a: To enable **PACT & IREX** to determine selected organizations' abilities/inabilities to adequately manage and control the use of government funds;

b: To enable **PACT** to develop and plan future site visits. This entailed rating all the final organizations and determining how frequently future site visits should be scheduled. As shown on the attached table titled **"IREX Subgrantee Site Visit Schedule,"** these organizations or subgrantees are grouped as follows:

1: Subgrantees classified under the **"High Frequency Follow - up visits,"** will be visited at least twice per quarter to perform financial reviews. The subgrantees listed under this classification are ADF, AUPHA, CIPE, and UHAB.

2: Subgrantees classified under the **"Medium Frequency Follow - up visits,"** will be visited at least once per quarter to perform financial reviews. The subgrantees under this classifications are ARTBA, VOCA, WID, ARC, U.S. Feed Grain Council and University of Rochester.

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3: Subgrantees classified under the **"Low Frequency Follow - up visits,"** will be visited at least once per year to perform financial reviews. The subgrantees under this classifications are ASME, Iowa State University, South Carolina University - SCUREF, Texas A&M University, University of Alaska, University of Iowa, University of Massachusetts, Carnegie Mellon University, university Science Center, University of Connecticut, and University of Georgia.

Please refer to the table for more detailed planned site visits. **PACT** intends to coordinate financial reviews with **IREX** program reviews whenever possible.

IV: Standardization of Budget Format for Tentative Finalists.

As **PACT** became more aware of the finalists, it became apparent that different budget formats were being presented by the finalists to **IREX** and **PACT** for review. To facilitate the budget review process and eliminate variations in interpretations and presentations, it was necessary to create a standardized budget format for all selected subgrantees to adopt. **PACT** presented **IREX** with budget format on a diskette which were then distributed to all finalists. The finalists were then instructed to reformat their budget in the standardized formats.

V: Budget Review for Finalists.

PACT continued its budget review process communicating continuously with the finalists, assisting them in addressing and answering questions relating to the budget and standardized budget format. Whenever applicable, **PACT** communicated additional concerns with **IREX** on budget issues raised by the finalists or budget issues that were not properly substantiated with budget footnotes. **PACT** participated in approving finalist budgets which accompanied the signed subagreements.

VI: IREX Workshop of February 13 - 14, 1995.

PACT attended the workshop coordinated by **IREX. PACT** contributed to some of the financial presentation portions of the workshop including presentation of financial issues in the break - out group sessions. **PACT** presented the financial reports that all the finalists will use in the course of the project. **PACT** addressed questions and concerns as best as possible and also invited a speaker form USAID - Washington to address the workshop on the codification of the OMB - 110 Circular.

VII: Financial Report Received for the Quarter.

Following the completion of the workshop, the completion of the budget review and revision process, **IREX** began signing subagreements beginning March 1, 1995. Subsequently, **PACT** was able to determine from **IREX** the subgrantees who had opted for either an Advance Payment basis and Cost Reimbursement basis. Enclosed financial report titled **"Detailed Report**

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on IREX Subgrantee Advances & Expenses," breaks down all necessary information on each **IREX** subgrantee. As of March 31, 1995, the following subgrantees based on Advance Payment basis had submitted their Cash Requirement forms:

a: Association of University Programs in Health Administration (AUPHA).
b: Carnegie Mellon University.
c: University City Science Center.

There were no expense reports received during this period from the subgrantees.

Conclusion.

PACT continues to monitor **IREX** subgrantees through communicative efforts between **IREX** and any of the subgrantees needing assistance. Future site visit plans/schedules are attached and will be modified if additional visits are foreseen.

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Pact

Date:	October 31, 1995	Pages:	3
TO:	Regina Yan	Organization:	IREX
Facsimile:	202-628-8189	Telephone:	202-628-8188
FROM:	Celine B. Okoh	Subject:	Jul. - Sep. '95 Quarterly Report

FINANCIAL REPORTING

July - Sept.'95 quarter picked up more pace than the last quarter. Most of the subgrantees seem to be more comfortable in the area of financial reporting. However, we are still experiencing some delays with the subgrantees meeting reporting deadlines. We are urging them to be more timely in reporting to Pact and IREX. The following subgrantees submitted all required financial reports for this quarter:

- ARC
- ASME
- ARTBA
- IOWA STATE UNIV.
- UNIV. OF ALASKA
- TEXAS A&M
- UHAB
- US FEED GRAIN
- UNIV. OF CONN
- CARNEGIE MELLON
- VOCA
- UNIV. OF GEORGIA

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UHAB submitted signed copies of originals as opposed to actual originals. Pact was informed that actual the originals were in the mail, however, we did not receive them. The assigned accountant has been asked to follow up and investigate the status of the original documents and why copies were submitted.

The following subgrantees will be submitting their financial reports early next week:

- UNIV. OF MASS. The official signatory was out of the country and has since returned. Financial reports are in the mail.

- UNIV. OF ROCHESTER. Rochester's financial reports are due end-of-month. We have been informed that they will be submitted on time.

The financial reports for the following subgrantees are still missing:

- ADF - 9/95 report and 7/95 - 9/95 report missing.

- AUPHA - 9/95 report and 7/95 - 9/95 report missing.

- CIPE - 8/95 and 9/95 missing. Submitted 7/95 - 9/95 quarterly. We are holding the quarterly, which will be forwarded upon receipt of 8/95 and 9/95 reports.

- SCU-SCUREF - 7/95 - 9/95 missing.

- UNIV. OF IOWA - 8/95, 9/95 and quarterly missing.

- WID - 9/95 report and 7/95 - 9/95 quarterly report missing.

- UNIV. CITY SCIENCE CENTER - 7/95, 8/95, 9/95 and 7/95 - 9/95 quarterly reports missing.

FINANCIAL SUPPORT SITE VISITS

Pact performed eight site visits during the quarter. The subgrantees that were reviewed include the following:

- UHAB
- ARC
- ASME
- ARTBA
- WID
- ADF

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- AUPHA
- CIPE

All site visit reports have been submitted except for ARC, ASME and CIPE, which are included in the enclosed financial report package. Pact's observations during the site visits produced positive responses. All the subgrantees were cooperative in responding to our visits. There were series of financial-related questions and answers which were addressed at the time of the visits.

OCT - DEC 1995 SCHEDULE.

A series of financial site visits has been planned for the next quarter. The site visit schedules have been submitted to IREX. Any time conflicts with scheduled plans will be communicated to IREX.

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Pact Financial Site Visit Questions

Enclosure A

INITIAL SITE VISIT CHECK LIST

1. **Cash Management**

   a: Has organization set up separate interest bearing bank account for IREX funds?
   b: Bank Account #
   c: Were all disbursements to date deposited in this account?
   d: Do they have adequate cash control, to include determining interest earned?

2. **Internal Control**

   a: Described mechanism/procedures established (including approval process) to "certify" and document expenditures for IREX project.
   b: Describe mechanism established to ensure compliance with terms & conditions of project - i.e. reporting schedules; Fly America Act, etc.

3. **Project Accounting System**

   a: Describe project accounting system being used for IREX funds.
   b: How are project cost accumulated? How are they reviewed to determine reasonableness and applicability/allocability to IREX project?
   c: Do they have any automated system? Is there general ledger control?

4. **Reporting**

   a: Describe method of financial reporting? Automated accumulation from accounting system or manual accumulation using "spreadsheet" type program?
   b: Is there appropriate management approval/certification of financial reporting accuracy?

5. **Subrecipient Monitoring**

   a: Is organization entering into subagreements? Is there a subgrant monitoring manual? Is it adequate?
   b: Do they have adequate procedures to monitor subrecipients? Do they have subrecipient monitoring plan - is it adequate?

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6. **Inventory Control**

   a: Does organization have adequate inventory control system? Will it be used for IREX project?
   b: Have any equipment purchases to date been recorded to inventory control records?
   c: Look at the equipment, if available. Is it labeled?

7. **General Impressions**

   a: Do all persons assigned to IREX project seem sufficiently knowledgeable of importance of internal control; USAID procedures; project requirements, etc.?

8. **Audit Status**

   a: What is the status of the organization's A-133 audit? When is the next audit report due? What actions have they taken to resolve prior audit findings?

9. **Documentation Review**

   a: On a sample basis review documentation for the following types of transactions, if applicable:
      (i) Salary - compare salary to bio-data to timesheet to budget to report
      (ii) Matching
      (iii) Overhead allocation vs. budget vs. NICRA (or equivalent)
      (iv) Procurement - analyze procurement policies & review any IREX procurement to ensure policies are followed & documented

10. **Other Issues**

   a: Describe any other issues that impact the organizations ability to operate and manage IREX project.

Pact Financial Site Visit Questions

FOLLOW-UP FINANICAL REVEIW CHECKLIST

1: Review the asset, liability and income accounts - check for controls.

2: Review expense allocations, journal entries and supporting documents.

3: Review Bank reconciliation's against check register, general ledger, deposit slips, and source documents.

4: Review P&L statements with general ledger and financial reports submitted to Pact.

5: Review salary allocations - timesheets, budget, payroll, etc. Verify fringe calculation and allocation vs. the budget.

6: Request for manuals: procurement policy manual, internal controls manual , and job descriptions.

7: Overhead calculations and allocations. Overhead base application vs. Budget and subagreement.

8: Match verification.

9: Partnership/ subgrantee reporting procedure, if applicable.