ROSCON

Quarterly Report No. 3
October - December 1993

Academy for Educational Development, Inc.
1255 Twenty-Third St., N.W., Washington, DC 20037

Academy for
Educational
Development

AED

November 12, 1993

Mr. Jim Wilson
We Mbl
Suite 1020
1350 Connecticut Avenue NW
Washington, D.C. 20036

Subject: Agreement No. 212277-12 under A.I.D. Cooperative Agreement No. CCN-00010-A-00-3045-00 (ROSCON - Russian Social Conversion Project); AED No. 21-2277

Dear Mr. Wilson:

In accordance with the subject cooperative agreement between the Agency for International Development and the Academy for Educational Development (hereinafter referred to as "Grantor"), the Grantor hereby grants to We Mbl (hereinafter referred to as "Recipient"), the sum of $24,843.00 to provide technical services in support of the subject project, as described in Attachment 1, entitled "Schedule" and Attachment 2, entitled "Program Description."

This Agreement is effective and obligation is made according to the date in Section II of the Schedule and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date of this Agreement and ending on December 15, 1993.

This Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by the Recipient.

1255 23rd Street, N.W.
Washington, D.C. 20037
(202) 862-1900
Telex 197601 ACADED WSH
Fax (202) 862-1947

1/

Please sign both copies of this letter to acknowledge your receipt of the Agreement, and return one copy to Grantor, AED/Washington.

Sincerely,

Marjorie Kitzes
Contracts Administrator

Attachments:
1. Schedule
2. Program Description
3. Standard Provisions

Approved by:

William Smith, AED/Washington

Jean de Malvinsky, AED/Moscow

Accepted by:

We Mbl

Jim Wilson

Date

ATTACHMENT 1 - SCHEDULE

I. Purpose of Agreement

The purpose of this Agreement is to provide support for the ROSCON - Russian Social Conversion Program, as more specifically described in Attachment 2 to this Agreement entitled "Program Description." Specifically, this Agreement is for the production and placement in "Izvestia" and in "We Mbl" of a supplement titled Individual Initiative. The supplement consisting of stories highlighting successful Russian entrepreneurs will be published in both Izvestia and We Mbl on or before December 8th 1993. The supplement will cover two full pages in We Mbl. Izvestia will announce the publication in We Mbl on its front page and will carry excerpts from the supplement in the body of the paper. The Izvestia reprint will cover between 1/4 to 3/4 pages. Izvestia will also announce the publication on Moscow Open Radio.

II. Period of Agreement

This Agreement is effective from the date of signature of both the Grantor and the Recipient. Unless otherwise agreed to by the Grantor in writing, the expiration date of this Agreement is December 15, 1993, meaning that no Grantor funds under this Agreement shall be applicable to goods not furnished or services not performed for the program by this date.

III. Responsibilities of Parties

1. The Recipient assumes the following responsibilities:

   a. We/Mbl is responsible for production of the supplement and for coordination and liaison with Izvestia. The content of the supplement is described in Attachment 2. Ownership rights, including copyrights, will be held by Recipient to the extent provided for in the clauses entitled "Patent Rights" and "Publications" in the Standard Provisions found in Attachment 3 to this Agreement.

2. The Grantor assumes the following responsibilities:

   a. Provision of information for the development of the supplement;

   b. Under its Cooperative Agreement with USAID, provision of financial assistance and support for the production and placement of the programs cited in III.1.a. A payment totalling $24,843.00 will be

4

made according to the financial terms specified below to cover expenses related to the production and publication of the supplement. Up to 50 copies each of We Mbl and Izvestia carrying the Individual Initiative supplement will be provided to AED/ROSCON. AED/ROSCON reserves the right to use these supplements for educational purposes.

IV. Amount of Agreement and Payment

1. The Grantor hereby obligates the amount of $24,843.00 for purposes of this Agreement.

2. Payment will be made in the following manner:

a. A first payment of $12,421.00 (50%) will be transferred upon final execution of the Agreement and within ten (10) working days of AED/Washington's receipt of an invoice by Recipient;

b. $12,421.00 (50%) will be transferred upon the publication of the supplement and satisfactory completion of scope of work (as indicated in III.1.a. above) and within ten (10) working days of AED/Washington's receipt of an invoice by Recipient;

c. Invoices shall be addressed to:

ROSCON Project Director
Academy For Educational Development
1255 23rd Street, N.W.
Washington, D.C. 20037, U.S.A.

And can be submitted by fax to: 202-862-1947

V. Unforeseen Circumstances

1. Neither side will be liable in whole or in part for not carrying out its responsibilities if such is the result of circumstance above and beyond their control such as flood, fire, earthquake or other natural disasters, war or military activities and also for acts or decrees by one or the other government which may come into force after the conclusion of this agreement.

2. If any of such circumstances directly impact on the ability of fulfilling responsibilities on time as indicated in the Agreement, including its Attachments,

5

then the parties will either (1) negotiate an appropriate time table for fulfillment of their responsibilities or (2) will negotiate an equitable fee for the work that has been completed. In the case of the latter, the Recipient will return the appropriate amount of the sum advanced if the negotiated amount is less than the advance.

VI. Dispute Resolution

All disputes that arise in relation to this Agreement will be resolved in accordance with the following procedures:

1. An effort will be made to resolve all disputes based on decisions of the USAID Agreement Officer for the Grantor's Cooperative Agreement with the Agency for International Development;

2. When decisions of the USAID Agreement Officer are not binding on the parties to this Agreement and are not acceptable to either or both of the parties, disputes will be resolved in accordance with the laws of the International Court in The Hague.

VII. Special Provision

1. **Staff Recruitment:** The Recipient agrees that all staff recruitment for positions funded by the Grantor will be carried our through an appropriate competitive process and the salary levels will be in accordance with community and professional standards.

2. **Travel and Per Diem:** The Recipient will provide for the Grantor's approval a copy of its travel and per diem policy covering both domestic and international travel for any staff, program participants and technical assistance, not to exceed U.S. Government rates. In the event the Recipient does not establish a policy, U.S. Government regulations governing travel and per diem shall apply.

3. **Consultant Fees:** Compensation for consultants retained by the Recipient hereunder shall not exceed, without specific approval of the Grantor, either the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years; or the maximum rate of a Foreign Service Officer, Class 1 (FS-1) (as periodically amended) for U.S. consultants, whichever is less. Compensation for consultants who are Cooperating Country Nationals shall not exceed the prevailing compensation paid to the personnel performing comparable

6

work in the cooperating country as determined by the A.I.D. Mission. A daily rate is derived by dividing the annual compensation by 260.

VIII. Authorized Geographic Code

The authorized geographic code for all procurement using funds provided by the Grantor under the Agreement is the United States and Russia, meaning that all goods and services financed by this Agreement shall have, with respect to goods, their source and origin and, with respect to the suppliers of services, their nationality in the United States or in Russia.

IX. Standard Provisions

The Standard Provisions applicable to this Agreement are contained in Attachment 3, entitled "Standard Provisions".

X. Copies of Agreement

The agreement has been negotiated and signed in duplicate in Russian and English languages. In case of dispute, the English language version will rule. Duplicate copies are provided to each side.

ATTACHMENT 2 - PROGRAM DESCRIPTION

The following scope of work and timetable.

We Mbl shall develop and publish stories that will cover but not be limited to: partnership between a Moscow and Syracuse High School, examples of successful entrepreneurs of the older generation (grandfathers/fathers) and younger generation (sons); highlight of growing consumer movement in Russia with a link to the work of Ralph Nader; profiles of a successful businesswoman in the cosmetics sector and a successful male entrepreneur involved in jewelry manufacturing and the successful creation of the independent and self supporting Russian National Orchestra.

Phase I. AED/ROSCON provides an initial payment. We Mbl completes needed research and editorial work. AED/ROSCON will have the right to review the stories prior to publication.

Phase II. The supplement is published in We Mbl (Russian and English editions) as a two page spread by December 8th or earlier. Reprints from the supplement (with not less than 1/4 page) will appear in Izvestia on or about the same date. Izvestia will announce the supplement on the front page of the issue in which the

supplement will appear.

Phase III. Fifty copies of We Mbl and Izvestia containing the supplement will be provided (in both English and Russian as applicable) to AED/ROSCON. AED/ROSCON provides final payment to We Mbl.

Phase IV. If appropriate, a focus group will be conducted by AED/ROSCON with We/Mbl and or Izvestia participation to test reader response to the supplement.

8

ATTACHEMENT 3: BUDGET

The following budget is prepared to cover research, writing and publishing of a supplement titled Individual Initiative in We Mbl (English and Russian) and Izvestia (Russian) newspapers. The circulation will be 1 million (Izvestia) and 200,000 (We Mbl).

Printing	$15,183.00
Salaries and Wages	
Reporters/Writers	$2,000.00
Editors	$1,000.00
Designer	$ 520.00
Typists	550.00
Accountant	480.00
Photographers	250.00
Translators	450.00
Direct Costs	
fax	$1,200.00
phone	550.00
paper/xerox	75.00
local transportation	285.00
regional transportation	1,500.00
postage	50.00
other expenses	750.00
Total	$24,843.00

ANALYSIS OF THE POLL CONDUCTED BY THE FOCUS-GROUP TO EVALUATE THE ATTITUDE TOWARDS ADVERTISEMENT MATERIALS OF THE "CHOICE OF RUSSIA" POLITICAL BLOC

The poll was conducted on November 26, 1993. Seven persons (2 women and 5 men) were interviewed. Their age was within 18 to 45 year's age group range. They had high school education and higher education both technical and in the field of the humanities. Their occupation was a representative of an academic institute, a programmer, an employee of the joint venture, an engineer, a medical doctor, an editor, and a student.

The first group of questions pertained to the information that was necessary to make up one's mind during the elections, to the sources of the above information, as well as the principle of familiarization of the interviewed persons with the questions related to the elections, to the level of the formation of the attitude of the above persons to the elections, and to their position as electors.

FAMILIARIZATION. THE SOURCES OF INFORMATION

The familiarization of the members of the focus-groups with the candidates to the State Duma is minimum. Somewhat better information they had about the political blocs which they associate not with a certain political bloc, but with its party leaders.

The interviewed persons most often considered the television to be a trustworthy information source (four participants of the focus-group put it on the first place). Two persons trusted more to the newspapers, one more person explained that he had no time to watch TV. Two more persons put the newspapers, as the trustworthy sources, second after the television. One person trusts the street ads more than to anything else. One more person trusts the information obtained from conversations with her friends.

One person of the interviewed group specifically emphasized her mistrust towards the television ("They purposely distort everything"). One of the interviewed persons who had no possibility to read the newspapers he trusts ("Pravda", "Sovetskaya Rossiya" -- "Soviet Russia"), prefers the television to the remaining sources of information.
There was another version of answering. "The newspapers provide with information, the television provides with emotions."

Thus, the television is the main source of information, that most strongly affects the sympathies and antipathies of the people and forms their opinion. Therefore, any telecast advertisement attracts a bigger audience than the newspapers, wall leaflets, and posters.

POLITICAL SYMPATHIES

Only three persons fully defined their political sympathies (two persons prefer "The Choice of Russia" whereas one person prefers "The Leftist Democratic Party of Russia." One of the interviewed persons splits her sympathies between Gaydar and Yavlinskiy.

In the given focus-group the bloc "The Choice of Russia" and its leader E. Gaydar is perceived as more sympathetic.

NEED OF INFORMATION

Answering the question about the nature of the pre-election information that is interesting to him, one the interviewed person mentioned the complete absence of this information, whereas another person noted that she needed purely technical information, such as the rules how to fill out the ballot-papers, etc.

Four persons would like to know more about pre-election platforms of the candidates (one person was very interested in the candidates' attitude toward the economy, whereas another person wanted to know the methods of realization of economic reforms). Three persons needed the information about candidates (especially, stability of their political viewpoints). One of the interviewed persons without even mentioning the topic said that he wanted to know more specific facts.

The need of information is great. This information generally pertains to pre-election platforms and personalities of the candidates who have the above platforms. However, the most interest was revealed by the persons who had already established their political preferences (or at least by those who do not care about the elections). Considering the above-mentioned results, it is possible to emphasize the stories about the bloc leaders and present the information about their political platforms through the leaders themselves.

If we have to discuss what affects more the choice of political bloc -- the contents of its political platform or the personalities on the upper part of the party listing, then four interviewed persons pointed out at the leader, the candidate. Two persons said that both the personalities and their political platforms are important (one of them put the priority of the personality over the political platform), the second person emphasized the priority of the political platform, the political viewpoint.

One of the interviewed persons (a supporter of Zhirinovskiy) specifically emphasized the importance of the leader's personality. "The leader can formulate everything and he will tell what to do."

Taking into account the unquestionable and conclusive influence of the leader's personality on formation of political sympathies, it is important to point out that the majority of the participants was talking respectfully about E. Gaydar during the entire experiment with the focus-group. In our opinion, during the election campaign special attention should be devoted to those traits and qualities of E. Gaydar which are already formed in the image of a reliable, knowledgeable professional-practitioner. Therefore, in our mind the political advertisement should exclude even the slightest hint at his playfulness, superficiality, populism.

INFORMATION REELS

#1. Rules of elections to the State Duma.

All the interviewed persons pointed out at the usefulness of TV reels. However, three persons expressed the opinion that the reel is watched better if it is shorter. This observation brought about an objection, the reels is filled with information. If it was shorter, the text should be speeded up that can even more irritating than its possible prolongation.

As far as its informativeness is concerned, only one interviewed person was fully satisfied. One person thinks that there is no information whatsoever. Others think that this information is primary, superficial, and it is already sufficiently known.

It should not be excluded that the noted dissatisfaction with informativeness is partially connected with the technical defect of the film (interruptions, lost sound).

17

One of the interviewed person did not like this reel, "The Red Square smells a Communist orientation. The children are jumping similar to the sneaker advertisement."

#2. Rules of operations of polling stations.

The similar feeling (slight dissatisfaction but not complete rejection) was left after the TV reel that told us about the rules of operation of polling stations. Only one person said that this reel was more informative than the previous one. Two persons had a contradictory opinion (it is new information only about three and 15 days).

Six persons suggested to shorten the reel and link it to the previous one. One person suggested to remove only part of it, the part where voters are putting their ballot-papers into ballot-boxes. One person suggested to remove the "lyric" part with old people, women, and children.

#3. Instruction on filling out the ballot-papers.

The highest grades were given to the TV reel with the description of the ballot-papers. Its information was accepted as "useful", "very useful", "good", "just the one that I need."

Two interviewed persons excited apprehension that the perception of reels will be hampered, if all of them are shown simultaneously. One person thinks that they are not supposed to be shown together, "you will become tired and will not be able to understand them". Another person said that it was necessary to periodically change both head-pieces and end-pieces, because monotony irritates.

On the whole the information TV reels had rather positive evaluation than the negative one. The general note was to shoot the introductory and conclusive head-pieces and not to show all the reels during one single advertisement show.

#4. "Information on the urban background."

The last explanatory TV reel was, most negatively received by the audience. One of the opinion was "it is very poorly made both as an advertisement and

as a piece of information." The attempt to mix up both the information and advertisement function was perceived as the mixture of styles.

There are also technical drawbacks. "The city noise is disturbing", "the voices are strained", "the information presented in the reel cannot be memorized, the ears do not hear it normally."

Five persons suggested to stop showing this reel,

The interviewed persons think it is very important that these reels did not interrupt the regular TV programs. These reels fit most such TV programs like "Novosti" ("News"), "Vesti" ("News") which attract many viewers.

As far as the sequence of presentation of these reels is concerned, the different opinions were given. One of the interviewed persons suggested to combine them. Another person suggested to show only one reel, that we numbered as #3. The majority of the interviewed persons suggested to alternate the demonstration of these reels and they give their preference to the third one.

We would not recommend to telecast reel # 4, because it can hurt the cause of "Choice of Russia." The first three reels are not perceived as the advertisement of the political bloc and they are evaluated positively. It is much better to show them in turn in various advertisement series.

REELS WITH PARTICIPATION OF E. GAYDAR.

The three reels with participation of E. Gaydar were discussed:

#1. The static picture with the flag at the background.
#2. The picture with the flag with moving stripes at the background.
#3. With the video row.

The interviewed persons including "Choice of Russia" supporters were unanimous in their opinion that they did not like all three reels. The qualitative and the quantitative evaluations are highly coordinated. Nobody said anything positive.

The reel review brought the feeling of compassion to "this respectable man", the feeling of disappointment and indifference.

Evaluating the reels, the participants expressed the following opinions:

"It is a primitive reel. It is ridiculous." (The opinion of an active supporter of "Choice of Russia").
"Anti advertisement."
"It is all inappropriate, despite the fact I respect him." (The opinion of an active supporter of "Choice of Russia").
"It is a cheap ad."
"A poorly made reel. It makes me confused".
"Just a parody."

In opinion of the interviewed persons E. Gaydar's participation in the reel can decrease sympathies towards him not only among the general population but also among his supporters.

"With all my respect towards Gaydar, a man and an economist, this reel has not added another plus in respect towards him. It looks absurd." (The opinion of an active supporter of "Choice of Russia").

"The politician should not show up in advertisement reels." (The opinion of an active supporter of "Choice of Russia").
"E. Gaydar is not photogenic."
"Sometimes it is unpleasant to look at Gaydar."
"I do not like Gaydar and when I see him I switch my TV to another channel."

The spoken text is presumed to be too long or it is not understood at all.
"Empty words and nothing more."
"The text is not convincing."
"It is too long."

When the backgrounds were compared, the opinions were quite different. In opinion of some interviewed persons the video row is distracting, therefore, the perception of the text is lost. It was also noted the disparity between the contents of the text and the video row, that causes perplexity. Moreover, the negative opinion of the latter could be explained by the fact that "the video row looks like the head-piece of the "Novosti dnia" ("News of the day") newsreel. "Comparatively to the present day events these old frames look like return to the past."

Part of the participants said that it would be better if anything "did not flash", "did not distract".

The reel was evaluated on the 7-point scale. (Seven points -- the reel is very good, 1 point -- the reel is very poor).

	Average point
#1	1.3
#2	1.4
#3	1.0

Thus, the most negative opinion was given to the reel with the video row. The prevailing point was 1. Some participants gave it 3 points. They explained it in this way, "The man was talking, hew was trying hard." However this point has nothing to do with the quality of the reel.

PLAY REELS
1. "WALL WITH INSCRIPTIONS" REEL

On the whole the reel was accepted favorably. It was characterized like "funny", "original", "good and nice", "short", "an unobtrusive advertisement."

Some participants gave it the following characteristics, "more or less good", "normal, average reel."
More than half of all the participants (5 out of 7) had different responses, like: I liked it, it brought a feeling of easiness, a kind smile. Other participants conveyed their opinions in the following negative remarks, however, they found the idea of the reel to be original.

The negative opinions were the following:
"A frivolous reel."
"It does not carry any information."
"The characters do not look natural, their eyes have no expression."
"The idea is original, but its realization could be more natural."

The reel was evaluated on the 7-point scale:
One time only -- 5 points, (it was given by a supporter of the Leftist Democratic Party of Russia). Other participants evaluated it equally (3 to 3)

at 3 and 4 points.
The average point was 3.7 points.

2. REEL WITH THE DOG ("I will not go to vote...").

The majority of participants (5 out of 7 participants) accepted the reel positively and received high points. The typical expressions were "The reel is good", "a very nice reel", "it is very pleasant."

The participants informed that the reel "excites the feeling of easiness", "good, kind feelings."

There were also negative opinions, such as, "a poor reel", "the anti advertisement", "the reel is harmful from the viewpoint of "Choice of Russia" were connected rather with the text itself but not with its artistic performance or with its idea. "I would accent it differently, because the second part seems to be lost", then "I will not go" reel puts me on guard." Due to the fact that the first part of the phrase sounds more emotionally than the second one (the emphasis is on "I will not go"), the reel can produce an opposite result.

Four participants of the poll objected. Their negative opinions agreed with one thing, namely, "the contrast between the first and the second part of the phrase is attributed by the emphasis."
"I did not like the voice. It did not belong to a child. This voice does not excite joy."

The reel was evaluated on the 7-point scale:
The 5 points prevailed (4 participants).
One time only points were 4, 3, and 0.
The average point was 3.9.

3. REEL WITH THE DOG ("They do not take us").

This reel was inevitably compared with the previous one and it was unanimously voted as a success.

There were the following expressions:
"This remark is better."
"There is no such drawback that was present in the previous reel."

"I liked the second reel better."
"It is more successful because of the wording."

The reel was evaluated on the 7-point scale:
The points 6 prevailed (5 participants).
One time only points were 5 and 4.
The average point was 5.6.

4. REEL "THE BENCH".

The most typical opinions about this reel are the following:
"Shallow (primitive, feeble, just nothing). It does not stir up any emotions."
More than half of the participants called this reel shallow.

One fourth of the participants expressed their feeling of perplexity that is stirred up by this reel.
One interviewed person evaluated this reel as good and he understood it as a reminding to go and vote. He informed that watching this reel he could not understand whether it was a political advertisement of "Choice of Russia" or just an advertisement of elections.

The reel was evaluated on the 7-point scale:
More then half of the interviewed persons gave it 1 point, one fourth of the participants gave it 3 points (because the reel was short and not very ugly), one time only points were 2 and 3. The average point was 2.3.

5. REEL "BOOTS".

Most participants did not like this reel (5 answers). This reel stirred up indifference on numerous occasions and there was only one positive opinion. The reel was considered as "mediocre," "of a very low quality", "unnatural", "senseless", "rude", "anti-advertisement".

After the show the participants had the following feelings:
irritation ("they show us the way we used to be, we have changed);
hostility ("do boots represent our rigorous life? Will "Choice of Russia" attempt to change it? It is very rude);
rejection ("it coincides with my mood." It is very unpleasant when they remind us for the second time").
sarcasm, perplexity ("what do the boots have to do with it? The symbol of

18

militarization? "Choice of Russia" is fighting the boots, that is it. The "Choice of Russia" bloc is a serious bloc, but here they look like Mr. Zhirinovskiy, who promised everybody pineapples and champagne. In this reel we have the same picture, saying "Let's change shoes and everything will be OK");
"compassion to all of us, Russians. This is a symbol of our miserable life. We should remember how poorly we live to prevent us to look back at our past."

The reel was evaluated on the 7-point scale:
The point 1 prevailed (3 participants).
The point 2 was given twice.
One time only points were 3 and 5.
The average point was 1.7.

6. REEL "FLAGS"

On the whole the reel stirred up a neutral-negative opinion. One fourth of the participants did not like it. When the reel was being discussed, the following opinions sounded" "average", "normal, unobtrusive", "nothing", "failure", "shallow", as well as "original", and "precise."

The positive moments were characterized as:
"democracy" (reds, greens, browns -- select and vote);
"an interesting fact the reds were put together with the browns);

More than half of the interviewed persons had a question, "What does the national flag have to do with it?"
"You can vote for any bloc under the national flag".
"The symbol and the national flag cannot take different positions. You cannot refuse to vote for your national flag, if you are a citizen."
"To chose your symbol as a national flag does not sound very logically. This idea is not clear, if it exists at all."

There was one opinion that the reel contents go into one's mind and remind about the elections.

The reel was evaluated on the 7-point scale:
The point 3 prevailed.
The point 4 was given twice.

One time only points were 1 and 5.
The average point was 3.3.

7. REEL "GESTURES"

The reel stirred up contradictory feelings among the participants. Nevertheless the non-verbal response among the participants was laughter. The range of feelings caused by this reel was fluctuating from approved down to hostility.
"It attracts my attention."
"They made it good." (An 18-year old participant).
"Something original, unusual."
"Bad taste."
"It is vulgar."
"It is rude, unethical."

The remarks were related to some incompetence of the reel. "It was not thought out up to the end. There is no conclusive gesture. What gesture should belong to "Choice of Russia"?

There were other opinions.
"I have a feeling that N.S. Khrushchev was resurrected. The theater of absurd."
"It is vulgar, because it does not correspond to Gaydar's figure."
"It does not correspond to reality. Deception. Why here -- the people had? The people has it even now."

Somebody presumed that the reel attracts young people who could hardly be attracted by anything else.
The results of discussion of the reel indicate that the highest point was given by the youngest participant.

The reel was evaluated on the 7-point scale:
The point 1 was given about half of the participants.
The point 4 was given by one fourth of the participants.
One time only points were 2 and 7.
The average point was 2.9.

RATING OF REELS

	Average point
Reel with the dog ("They do no take us.")	5.6
Reel with the dog ("I will not go.")	3.9
Reel "Wall with Inscriptions"	3.7
Reel "Flags"	3.3
Reel "Gestures"	2.9
Reel "The Bench"	2.3
Reel "The Boots"	1.7

After all seven reels were arranged, the second place was given to the reel "Wall with inscriptions." In other aspects the first group of four reels was determined as it was indicated.

ADDRESSES OF REELS

The participants think that each type of reel has its own target audience.
"Information reels are useful for everybody."
"Play reels are targeting those who cannot determine still, who can be affected by suggestions." There was also an opinion that the reel with the dog can be interesting for the intermediate group, whereas the shocking reels (such as "Gestures") are good for the young people.
"For those who can navigate themselves in the politics and already made up their minds, the reels have no significance."

It was also indicated that frequent advertisements can stir up disgust to the extent that the person will try to find out who belongs to this particular bloc. The advertisements can excite the negative response, if it is very obtrusive and repulsive. It is opinion of a supporter of "Choice of Russia."

The majority of participants (5 out of 7) suggested that the reel with E. Gaydar's participation to be shown (if it is shown at all) in information telecasts before or after "Vesti" ("News"), "Novosti" ("News"), that is closer to serious programs which are watched by many viewers.

About one third of the interviewed persons said that the reel with the dog may be shown before TV series or after them when there are many viewers, because these reels are colorful and they were shot skillfully.

Another one third of the interviewed persons was very negative about inclusion of the reels into the TV series and into the TV movies, because it will irritate.

Other play reels may be included into entertainment programs, sports, as well as into the commercial advertisements. There was even an opinion that the play reels were not needed at all.
There was also an opinion that there was a reasonable time interval during which the election campaign may be carried without risking to bring about an undesirable effect. That is way the reel should be shown as close to the election day as possible, otherwise it can make viewers bored.

When the discussion of advertisement reels was over, the participants wee asked the question whether the political advertisements were necessary. The participants answered positively. There were the following opinions:
"Now it is an inevitable part of our life."
"It is a useful thing. There is nothing bad in it."
"It is a mandatory element of the election campaign."
"There is no other alternative. How to live without it?"
"It is necessary, if one invents something original."
"In this particular form it can be used."
"This type of advertisement is necessary." (It was an opinion of a participant who at the beginning was the most apolitical and uninterested participant).

FACTORS WHICH CAN AFFECT THE POSITION DURING THE ELECTION CAMPAIGN

The participants who defined their positions think the following:

"Now nothing can be done to add, it can be only subtracted, if the untalented advertisement with Gaydar's speech is shown in mass."
"More information in the form of information reels is needed."
"Serious political programs are needed. "Choice of Russia" is lacking a specific program. It is just a twaddle."
"In order "Choice of Russia" could make me a supporter, they have to tell me how they are planning to do that. Nobody said how."
"Short, play reels are good for those who do not understand politics well."
"Some voters can be affected by short, unobtrusive advertisements."

Thus, according to the poll results it is possible to state that there is a need for serious information, information reels, and for unobtrusive, short advertisements (play reels). The mass advertisement stirring up negative emotions can be a spoiler, it can repel the voters.

ANALYSIS OF THE POLL CONDUCTED BY THE FOCUS-GROUP TO EVALUATE THE ATTITUDE TOWARDS ADVERTISEMENT MATERIALS OF THE "CHOICE OF RUSSIA" POLITICAL BLOC

The poll was conducted on November 24, 1993. Seven persons (2 women and 5 men) were interviewed. Their age was within 30 to 50 years age group range. They had higher education both technical and in the field of the humanities. Their occupation was small business, programmers, experts on merchandise, a psychologist, and an engineer.

The first group of questions pertained to the information which was necessary to make up one's mind during the elections, to the sources of the above information, as well as the principle of familiarization of the interviewed persons with the questions related to the elections, to the level of the formation of the attitude of the above persons to the elections, and to their position as voters.

THE LEVEL OF FAMILIARIZATION, POLITICAL SYMPATHIES

Nobody of the above persons had the information about candidates who were nominated in single-mandate districts. As far as the party blocs are concerned, all the interviewed persons except one had some information about their position on the elections and about the political blocs themselves. However, only two persons determined their selection. The interviewed persons did not link the lack of selection to insufficient information. Two of them had deliberately taken the position of detached observers. One of them is still trying to make his mind and the second person thinks that positions and activity of various blocs do not vary at all.

Only one of the interviewed persons admits that her position as a voter can change (under the influence of her coworkers, situation in the office). The self-appraisal of other interviewed persons contains strong certainty that no election campaign can change their already formed opinions.

NECESSITY OF ADDITIONAL INFORMATION

The interviewed persons were asked what type of information about the candidates and political blocs was most interesting for them. Four persons gave a very skeptical evaluation of the political information as such regardless of the election campaign: the entire political information is perceived as a "theater", "another experiment", a number of "circus type tricks", "it is not worth trusting", "it does not have the mandatory attributes of political information, such as: reliability, timeliness, details". Since the above interviewed persons do not hope that the nature of information can significantly change the elections, they are not interested in this information in principle, they are indifferent whether this information is provided or not.

Two interviewed persons (who already made up their mind) are interested in political information in principle and consider it without similar skepticism. However, when making up their mind they mostly rely upon the part of the information which was accumulated prior to the election campaign. As far as the election campaign is concerned, it irritates one of the interviewed person, because he considers it as an attempt to forcibly change his already shaped opinion.

The second person pays more attention to the pre-election materials of "his" political bloc - "The Choice of Russia" and he is not fully satisfied with the presentation of the opposition, of the leaders of this political bloc in the materials which he had already seen on the TV. In his opinion everything he could learn earlier about this political bloc, about E. Gaydar provided more trust and formed the positive attitude rather than the information obtained from the election campaign.

One more interviewed person thoroughly "traces" political information, analyzes both the election campaign and an earlier campaign. However, he is doing that because of his duties on the job and not as a voter. As a voter he has no interest in this information.

It should be noted that in their answers concerning the pre-election materials the interviewed persons named more the politicians' names (Yavlinski, Boldyrev, Gaydar, Zhirinovski) than the names of the corresponding political blocs. Practically speaking, nobody mentioned political platforms.

FAMILIARIZATION WITH PRE-ELECTION MATERIALS

During the interview there was another experience of familiarization with the pre-election materials used for the present election campaign. Only one answer points out at the supersaturation of newspapers with pre-election materials. The remaining interviewed persons did not consider these pre-election actions too active or obtrusive. It was even noted that there had been no "pressure" similar to the one which was present during previous campaigns ("yes, yes, no, yes"). The above pressure caused very unpleasant feelings. Four interviewed persons saw advertisements or pre-election telecast (two persons were watching them purposefully), one heard these advertisements on radio, three persons saw the posters and leaflets in subway cars, on the walls, two persons read these materials in the newspapers.

The radio advertisement (the "New names" political bloc) was regarded as obtrusive, because it was associated with the tiring commercial of "snicker". The political advertisement in the newspapers did not receive definite evaluations (beside its supersaturation). It was most likely caused by skipping when reading the newspaper. The latter was directly applied to wall leaflets.

The pre-election television materials of the "Choice of Russia" political bloc were not very convincing. This opinion was expressed by the interviewed person who supports the given bloc. He thinks so, because he saw a music show on TV which also included E. Gaydar's speech.

Among other TV programs the interviewed persons mentioned political advertisements of the PRES, the Democratic party of Russia, "New names".

CONFIDENCE IN INFORMATION SOURCES

The question involving those sources of pre-election information which bring about higher confidence was answered definitely negatively by three interviewed persons. They could not identify these sources. However, one woman mentioned that the confidence could be brought about by the deeds of the party or its politicians and not by documentaries on TV dealing with pre-election promises.

The television was noted as a trustworthy source by other four interviewed persons. However, they prefer to obtain this information from the directly beamed debates on TV. The confidence here is connected with the possibility to see faces, the candidates' emotions, the absence of montage, and the candidates' personal promises. One of the interviewed persons said that confidence in the politicians increased due to the telecast of their family life. "When you think you know the person personally, it is very difficult to deny him a vote".

One of the interviewed persons said that his trust, with certain limitations, can be caused by publications in the newspapers.

ATTITUDE TOWARDS POLITICAL ADVERTISEMENTS

By itself the application of purely advertisement methods in the election campaign caused unambiguous response on the part of the interviewed persons. If one considers straight opinions, it is necessary to indicate that there was a downright support (2 persons) and a downright rejection (1 person), because in our conditions the amount of advertisement is inversely proportional to the quality of merchandise, as well as there was an opinion that for some politicians straight advertisements are useful whereas for the others they can be harmful (4 persons). However, in general, the opinion about the advertisements (the advertisements were linked to the "unimportant" parties and politicians, with the "brainless" spectators, to the comparison of politicians with ordinary merchandise and to the voters with the money) on the whole provides us with the negative perception of application of advertisements in the pre-election struggle. Despite the sympathy to E. Gaydar, his participation in advertisements was considered as negative, "we are sorry about him, it is his error".

SHORT CONCLUSIONS

In general, the given group revealed a low level of confidence in the sources of political information. On the whole the group was very skeptical about this information. Especially, about the part of it which is broadcast for the election campaign.

The television takes the highest level of confidence, most of it takes place during the direct telecast. Also, the application of advertisements is looked down upon. However, due to the fact that the majority of the interviewed

persons has not seen these commercials yet or has seen only a few of them, we should take into account that they are already extrapolated by the stereotype of the advertisement which in our conditions are not differentiated according to the type of advertisement.

When running these advertisements it is necessary to take into account not only their evaluation, but also the errors of other advertisement companies. These errors are usually characterized as obtrusiveness and aggressiveness. It should be taken into consideration the general attitude towards the advertisements which are considered as something unimportant, which "degrades" its participants. Especially, it applies to the persons who have the reputation of serious, professional, business-type persons. The utilization of political advertisements in traditional commercials can damage the reputation and popularity of the candidates rather than increase them.

POSTERS

1. "THINK! YOU HAVE TO ELECT."

The majority of the interviewed persons did not reveal any interest or positive emotions when they saw posters. The opinions of the interviewed persons coincide with each other on the viewpoint that the poster per se has "no sense pivot", "no sense center", it carries no "essential information". The author's main goal remains unclear. ("In general, the poster is very subdivided, therefore, it is difficult to see the idea of this poster about the Duma."). The poster was characterized in the following way: "stupid", "strange", "advertisement for the street photographer", "they have just wasted money", "photo competition".

Most interviewed persons said the following: "the text is unreadable", "the text cannot be seen", the human eye spots a mysterious inscription - "Yakimanka".

Most interviewed persons answered that they would simply walked by the poster without attempting to understand it.

They were asked the question what party or the political bloc this poster could belong to. Their opinions were divided in the following way:

- The Choice of Russia 43%

28

- communists	29%
- the party presently in power	14%
- any political bloc	14%

2. "WALL WITH INSCRIPTIONS"

The poster caused an unambiguous attitude. Those interviewed persons, who gave the positive evaluation, point out at its attractiveness: "It is very original. I would pay attention to it", "It attracts my eye"., "Very gay, colorful", "Multicolored, loud", "Multicolored calico".

Despite of its attractiveness, its stimulating power is limited: "I cannot understand whom I should join to", "I have no stimulating desire to join".

The negative evaluations were being accompanied by statements as follows: "The Spartak type poster", "It carries the minimum of information", "Very shallow".

There was another statement: "Peter is good as a symbol, but not with this surrounding".

The poster was evaluated on the 7-point scale.
Half the interviewed persons gave this poster 3 points. The points like 2, 4, 5, and 6 showed up only once.

The average point was 3.7.

3. Poster "Your choice with Peter".

The majority of the interviewed persons stated that the poster had the depressing impression on them. The poster is perceived as a serious poster capable of stirring emotional impressions: "It is more emotional than the poster with the inscriptions", however, "it is more inclined towards the negative side". It brings the sensation of antagonism, counteraction, tragedy.

During the poster discussion the following opinions prevailed: "the poster creates depressing, heavy sensation", "the background is very heavy", "it calls upon choosing thunderstorm clouds", "freedom, ownership, legality in

Russia have always been covered with leaden clouds", "there is some idea in it", "it makes you think".

The unambiguous positive evaluation of the poster was expressed on a single occasion: "a good poster, but it is not my choice" (the supporter of another political bloc).
In the inscription "YOUR CHOICE!" it was suggested to replace the exclamation mark with the question mark.

The poster was evaluated on the 7-point scale.
About half the interviewed persons gave this poster 3 points. One third of the interviewed persons evaluated it at 2 points. The points like 1, and 6 showed up only once.

The average point was 2.9.

4. "CALENDAR"

The majority of the interrogated persons evaluated the "Calendar" as a better poster to understand than the poster "Your choice! with Peter". The poster "Calendar" has received the best rating on the 7-point scale, (the average point was 4.1). However, its functional purpose has been taken into account.

Only one fourth of the interrogated persons evaluated it negatively: "it is a good symbol, but all its positive qualities are suppressed", "I do not like its obtrusiveness, your choice and that is all". That was an opinion of the supporter of another political bloc.

All the positive evaluations agree upon one viewpoint, namely, this poster brings the sensation of enlightenment, soothing.

"The clouds will dissipate pretty soon, the weather will be good", "it is easier to breathe after the thunderstorm. More air, more space", "I like it very much, enlightenment, soothing, quietness. It is a good poster", "it is a pretty professional work. The symbol can be seen very well. It looks more like a photograph".

There was an opinion that the poster "sets up an anxiety for the customer's disposition, again clouds, the storm blackens the sky".

The poster was evaluated on the 7-point scale.
About half the interviewed persons gave this poster 3 points, another third of the interviewed persons gave it 5 points. The points like 4 and 6 showed up only once.

The average point was 4.1.

5. POSTER WITH E. GAYDAR'S PICTURE - THE PORTRAIT.

The poster was evaluated negatively. It has the lowest rating among other posters presented for discussion (the average point is 1). The negative sensation is caused both by the picture itself and by the inscription on it. During the discussion an emotion factor was involved which ranged from perplexity to indignation.

"A serious politician and a cheap pose are completely incompatible things".
"Photo model".

"The actor's commercial ad. Not for a politician. It looks like a joke. The inscriptions do not say a word. The pose, style cause an unpleasant feeling. He seems to be downgraded by this poster".

"The poster worsens attitude towards him" (the opinion of an active supporter of the "Choice of Russia" political bloc).

"My choice looks at me over his shoulder. My attitude towards him has deteriorated".
"The general impression is loathing. Everything is disgusting. It is a personal insult".
"The inscriptions are slightly disgusting, and myself? Why can I do anything?"
"I do not like it. He was permitted to do something, whereas the others were not. Everybody can talk. Why is only he working?"

There was an opinion that it would be much better to see E. Gaydar in the working environment.
One fourth of the interviewed persons had the idea that this poster was just an "anti advertisement". "If we consider this poster as a good caricature, then it may be given 7 points". "The Japanese have the dolls with their bosses' faces. They buy them to alleviate the pressure by tearing them into pieces".

The poster was evaluated on the 7-point scale.
The majority of the interviewed persons gave this poster 1 point. The points like 0 and 2 showed up only once.

The average point was 1.0.

The results of the poll point out at uselessness of usage of E. Gaydar's portrait for the bloc's political advertisement. This portrait is capable to reduce sympathies to Gaydar's personality.

6. "POST CARD".

The poster has stirred a strong impression. The positive evaluation is linked to the interest to the poster itself whereas the negative evaluation is connected with B. Yeltsin's picture and the poster's artistic features.

There were the following statements: "the poster is interesting. I would like to figure out what has been written there", "it is sufficiently loud, it draws my attention. However, B. Yeltsin here is a negative character. The pose, B. Yeltsin leaned towards E. Gaydar, the ingratiating smile. I rather imagine B. Yeltsin patting Gaydar's shoulder", "it brings the feeling close to astonishment, the first question - why B. Yeltsin?", "the poster is dull and colorless. The association with the postal services are negative. The postal service never worked worse than nowadays", "I cannot perceive it as a poster".

One fourth of the interviewed persons did not catch the sense of the poster: "I want to understand it, but I cannot", "I do not understand what they want from me? Should I confirm the choice of Russia?"

The general conclusion is the following: the poster does not stir negative emotions. Nevertheless, for half the interviewed persons the poster raises either questions or the response in the form of perplexity, because it cannot be understood "automatically".

The poster was evaluated on the 7-point scale.
The prevailing point for this poster is 2 points, one fourth of the interviewed persons gave it 3 points. The points like 5 and 6 showed up only once.

The average point was 3.3.

RATING OF POSTERS

The average point on the 7-point scale:

"CALENDAR"	4.1
"WALL WITH INSCRIPTIONS"	3.7
"POST CARD"	3.3
"YOUR CHOICE WITH PETER"	2.9
"PORTRAIT"	1.0

EVALUATION OF POSTERS' CAPABILITY TO ADDRESS THE AUDIENCE

Answering the question - what type of audience are these posters designated for - brought different opinions.

One third of the interviewed persons identifies a specific addressee - "the fanatics of politics", "for those who vote for the "Choice of Russia" political bloc.

The others failed to identify a specific addressee.

"The poster "INSCRIPTIONS ON THE WALL" is designed to fit any voter. Others have very little expressiveness". "May be just for thirty percent of the average population". "They cannot attract anybody. Older people will not put their eyeglasses just to read what is written there". "The posters cannot change any opinion".

Concluding the discussion about posters, it is possible to say that the most successful was the poster "WALL WITH INSCRIPTIONS". The other positively evaluated posters were the poster with the symbol of the "Choice of Russia" political bloc on the calendar and the "POST CARD" poster. The least successful were the poster with E. Gaydar's picture and "THINK... YOU ELECT!".

The poll shows that the posters with fine, not garish fonts, with small topics should be put in the places where the people spend a lot of time, e.g. at the bus stops, in the subway, in the public transportation. The posters with big topics and large fonts should be placed in the places where many people are walking, e.g. on the fences, on the walls of the buildings. At the polling stations both types of the posters may be placed.

It is necessary to take into account that the attitude to the printed advertisement (especially, to the posters and leaflets) is not as strong as to the television and even to the radio advertisements. The reason for that is the perception of the printed advertisement involves higher activity and the freedom of choice. It should be used upon the personal decision of the candidate.

PLAY REELS

1. Reels with the participation of E. Gaydar.
The interviewed persons were unanimous in their opinion that they did not like all three reels with the participation of E. Gaydar. The general evaluation was as follows: "it is very long", "it is not informative", "it is not interesting". The negative opinions pertained not only to E. Gaydar's participation, but also to the text he spoke.

Discussing their opinion about reels, the interviewed persons inform the following:
"he spoke for a long time, there was no laconic thought, the phrases were general, there was no valuable information";
"I could not memorize anything, just a verbal propaganda, the people are tired of speeches";
"empty talk which is not supported by anything, the rubber stamps which have set my teeth on edge";
"very poorly, they put a man and the man talks";
"Gaydar is not very serious, he is smiling. The cheap talk which you hear every day";
"I agree there is a lot of joy in his voice. I do not understand what is the reason for this joy";
"Gaydar is already employed. The reel affects him negatively. He has to have a more natural environment, in his office, at his desk (the opinion of an active support of the "Choice of Russia" political bloc).

Due to the general negative evaluation of the reels it was very difficult to sort them according to their evaluation. There was no significant difference observed between the stationary reel with the flag on the background and that with the moving stripes. The evaluation of the video row is double: it prevents from reading the text or it helps to distract the person from seeing E. Gaydar's image. There were different opinions:

"it is very irritating";
"the pictures have nothing to do with the things he is talking about";
"the pictures distract, the text cannot be understood";
"it is associated with the news reel "Novosti dnia";
"the impression between the first and the third video row has been improved. The first video row emphasizes Gaydar which is far from being pleasant. In the third video row the background distracts, it is better. It is even better, if Gaydar is removed and replaced by his voice "behind the frame".

It goes without saying that building any advertisement actions upon Gaydar's appearance would be a blunder for the following reasons:

1. According to the interviewed persons (both those who like Gaydar and those who don't like) Gaydar is not a photogenic personality, therefore the emphasis on his appearance causes general irritation;

2. The people of Russia believe that participation in advertisement actions is not for "serious" people, including politicians and professionals. The confidence in them usually goes down sharply.

In other words, according to one of the participants of this poll, "the appearance of Gaydar are far from being on the level which permits to set up political advertisement". You cannot disagree with this statement. This advertisement campaign can damage both the prestige of the "Choice of Russia" political bloc and the authority of Gaydar himself.

2. "WALL WITH INSCRIPTIONS" REEL

On the whole this reel has excited positive responses, although not everybody was able to understand it.

The interviewed persons used to characterize it as "vivid, short, bright, understandable, good", or " gay, colorful (similarly to the posters).

In comparison to the reel, the poster looks better. "Its idea is not bad".

Most interviewed persons had positive emotions:
"a joyful feeling arises", "my impression has become more positive" (after the reel with Gaydar's participation was shown), " its success is in it's being exciting, it is good it is short", "I would like to assist".

The negative evaluations were stirred up mainly by personalities:
"I did not like the glossy faces", "the first frame with the boy is very successful, whereas the girl does not look natural and the sailor is just a failure".

One forth of the interviewed persons expressed their negative opinions in the following way:
"it does not look serious for the politics", "the goal is unclear, it is not clear that we should vote for the "Choice of Russia", "it is not understandable at all. If I have not seen the poster, I would not be able to understand anything".

The reel was evaluated on the 7-point scale:
one time only - 6 points;
twice - 5 and 4 points;
one time only - 3, 1, and 5 points.
The average point was 4.1 points.

3. REEL WITH THE DOG

#1 - "I will not go".
#2 - "They do not take us".

On the whole both reels were received positively. There are expressions like: "good", "not bad", "optimistically moderate", "it stirs up positive emotions", "there is completeness", "sweet", "precisely done".

It should be noted that these reels are not customary for the participants of the poll the way they are applied in the political advertisement. They do not arise a negative response, nevertheless they are understood uniquely.
Some participants regard the permanent presence of the symbol of the "Choice of Russia" at the corner of the screen as inappropriate. They have

impression that this advertisement was prepared for "something else, e.g. shoes, dogs, or furniture".
It was also noted that not everything on the screen is "ours", because everything looks "extremely well".
However, the ambiguity of the impression has not practically affected the general evaluation.
As far as the text is concerned, its second version was accepted more positively.

The reels were evaluated on the 7-point scale:

#1. The reel was awarded sufficiently high evaluation points. Slightly less then half participants gave this reel 5 points. The same number of participants gave it 4 points. Two points were given only once. The average point was 4.2 points.

#2. The reel was awarded the highest evaluation points. One third of the interviewed persons gave it 6 points. Slightly less then half participants gave this reel 5 points. Points two, three, and five were given only once. The average point was 5.1 points.

4. REEL "FLAGS"

The reel has excited contradictory evaluations.
Four of seven participants have approved it. Their expressions which approve the reel are as follows:
"a good impression. You know the end. They give you the riddle and you know the answer. It is pleasant";
"it is good, literate, logical. There is no propaganda, everybody votes for his/her choice. You can vote EVEN for these";
"I liked it. There is an idea, it is not trivial, the change of colors has been properly selected."

The expressions condemning the reel are given as follows:
"it is unclear what they meant by this",
"a poor, boring impression. They do not use any graphic means. Their promises are as limited as their reel";
"it is boring. If you watch it several times, you will go wild".

The reel was evaluated on the 7-point scale:

Six and five points were given twice, 1, 2, and 3 points were given once. The average point was 4.

5. REEL "BENCH"

On the whole the reel has been received as a failure. There were no positive evaluations. The discussion was accompanied by the following expressions:
"it looks like an operetta. It is not serious. Lousy propaganda. Completely unclear";
"I do not understand where all of them have come. Why are these people lining up? It looks like a show";
"Empty, no ideas. If I have not seen the posters, I would not be able to understand a word";
"it is too dull";
"I have a bad impression";
"it is vulgar and very irritating. Unacceptable".
The reels were evaluated on the 7-point scale:

The prevailing point was 2. The average point was 1.4.

6. REEL "BOOTS"

Most participants have evaluated this reel as not very successful. The discussion was accompanied by the following expressions:
"the beginning was unusual, promising, the end was a failure";
"they were planning to make a buck, but gained a penny";
"the principal idea was to vote for the new life, but it was not materialized. The reel has not been completed";
"this is not an advertisement, just a joke. It does not persuade";
"I have an impression they do have money, however, they have squandered it for non-essential business".

There was a special opinion: "it arises an association with a KGB man boots, covered with blood. Is it so easy to part with the passed as to take off the boots?"

The reel was evaluated on the 7-point scale:
Two and three points were given twice, 0, 1, and 4 points were given once. The average point was 2.7.

RATING OF REELS

	Average point
REEL WITH THE DOG (THEY DO NOT TAKE US...)	5.1
REEL WITH THE DOG (I WILL NOT GO...)	4.2
REEL "WALL"	4.1
REEL "FLAGS"	4.0
REEL "BOOTS"	2.1
REEL "BENCH"	1.4

INFORMATION REELS

The informative value of the reel has been highly evaluated. There was a single opinion that the first reel is not very informative and the second one is not needed. Practically speaking the evaluation of their usefulness was unanimous. As far as the prevention of information is concerned, the evaluation was not unique. There are quite opposite opinions: "the second part of the reel is better, where we can see human beings" and "you would rather remove aunts and a grandfather".

It has been noted that there is a resemblance between the reels and educational movies with the user's instructions. There were suggestions to improve the illustration part of the reel. It has been pointed out that the text accompanied with images can be better perceived.

Talking about the "boredom" of presentation of the materials the participants have admitted that it would be quite difficult to come up with something new in this particular area. Therefore, they were very understanding considering these drawbacks.

The verbal evaluations of all three reels were very close. However, according to the average point, the first place was conquered by the second reel (the operation of the polling station)- 4.8 points. The first reel obtained 4.1 points and the third reel 4.0 points.

The participants indicated the time and the type of telecasts which would be appropriate for the above reels. They said hat the most preferable hours

would be in the morning and in the evening and the most preferable telecasts would be the information ones which are watched by many people.

The participants have also indicated that the reel with the dog and the reel "wall with the inscription" may be included into the advertisement series.

It is possible to link these reels to the entertainment programs, detective movies, television series, especially the reels with the dog. However, the majority of the participants think that interruption of the movies with political advertisements is completely unacceptable.

GENERAL RECOMMENDATIONS ON UTILIZATION OF THE EXPERT MATERIALS IN THE ELECTION CAMPAIGN BY THE SOCIAL-POLITICAL BLOC "CHOICE OF RUSSIA"

1. The discussion which took place in two focus-groups enables to arrive at the unique conclusion of the expediency of utilization of the following in the election campaign:

posters "E. Gaydar's portrait";
advertisement reels with the participation of E. Gaydar (all three of them), informative on the background of the city.

2. Of a special importance is the application of the reel "Gestures". It should be kept in mind that this reel can positively excite only young people and the persons who are inclined to epater. At the same time other groups can develop an emotionally negative response.

3. The advertisement reels "Boots" and "Bench" have not stirred up intensive emotional responses. They were evaluated as a "low-class advertisement" and even as tossing money to the winds. It should be kept in mind that their application can hurt the bloc's reputation.

4. It would be a serious mistake to start telecast these advertisement reel prematurely early. Those reels which had quite positive evaluations due to their newness and freshness can become obsolete and lose their attractiveness and stimulating strength. If they are telecast intensely earlier than a week prior to the elections, it can result in reduction or even change to a negative side of a desirable effect.

5. At this stage of preparation for the election, it is preferable to use posters. In this case they will play auxiliary-preparatory role which will facilitate the perception of TV reels.

АНАЛИЗ РЕЗУЛЬТАТОВ ПРОВЕДЕНИЯ ФОКУС ГРУППЫ С ЦЕЛЬЮ ОЦЕНКИ ОТНОШЕНИЯ К РЕКЛАМНЫМ МАТЕРИАЛАМ ПОЛИТИЧЕСКОГО БЛОКА "ВЫБОР РОССИИ"

Опрос проведен 24 ноября 1993 г. Интервьюировалось 7 человек (двое женщин и пятеро мужчин) в возрасте 30-50 лет, с высшим (как техническим, так и гуманитарным) образованием. По роду сегодняшних профессиональных занятий среди опрошенных представители малого бизнеса, программисты, товаровед, психолог, инженер.

Первый блок вопросов касался отношения к информации, необходимой для принятия решения о голосовании, ее источникам, а также в принципе информированности респондентов по вопросам, связанным с выборами, сформированности их отношения к выборам, позиции избирателя.

УРОВЕНЬ ИНФОРМИРОВАННОСТИ, ПОЛИТИЧЕСКИЕ СИМПАТИИ

Ни один из опрошенных не обладает информацией о кандидатах, выдвигаемых по одномандатным округам. Что касается партийных блоков, то о них, об их позициях, все опрошенные, за исключением одного человека, в той или иной степени информированы. Однако определили свой выбор только двое, причем отсутствие выбора сами респонденты не связывают с недостатком информации: двое сознательно занимают позицию стороннего наблюдателя, один пока присматривается и одна считает, что позиции и деятельность различных блоков ничем не различаются между собой.

Лишь одна из опрошенных допускает, что ее позиция избирателя еще может измениться (под влиянием сослуживцев, атмосферы на работе). В самооценках остальных отмечается твердая уверенность, в том, что никакая предвыборная кампания не сможет изменить их сформировавшихся мнений.

ПОТРЕБНОСТЬ В ДОПОЛНИТЕЛЬНОЙ ИНФОРМАЦИИ

Испытуемым был задан вопрос о том, какая информация о кандидатах, блоках их интересует в большей степени. Четверо высказали весьма скептическую оценку политической информации как таковой, безотносительно к проведению предвыборной кампании: вся политическая информация воспринимается как "театр", "очередной эксперимент", "набор цирковых трюков"; "не вызывает доверия"; "не обладает такими обязательными атрибутами полезной информации, как достоверность, своевременность, детальность". Поскольку эти респонденты не надеются на то, что характер информации может существенно измениться, они в принципе не заинтересованы в ней, относятся к ней безразлично.

Двое опрошенных (уже определившие свой выбор) в принципе полити-

ческой информацией интересуются и относятся к ней без подобного скептицизма, но при принятии решения ориентируются на ту ее часть, которую они накопили раньше, до начала предвыборной кампании. Что касается последней, то у одного из них она вызывает скорее раздражение, поскольку он видит в ней попытку насильственно изменить его уже сформировавшееся мнение.

Второй же большее внимание обращает на предвыборные материалы "своего" блока (Выбор России) и не очень доволен тем, как позиция, лидеры этого блока преподносятся в тех материалах, которые он уже видел по телевидению. По его мнению то, что раньше можно было узнать об этом блоке, о Е.Гайдаре скорее могло вызвать доверие и сформировать положительное отношение, чем то, что преподносится в рамках кампании.

Еще один респондент политическую информацию "отслеживает", анализирует, как предвыборную, так и более раннюю, но это связано для него прежде всего со служебными обязанностями, как избиратель он интереса к подобной информации не испытывает.

Нужно отметить, что в ответах респондентов, в примерах предвыборных материалов, приводимых ими, чаще звучали имена политиков (Явлинского, Болдырева, Гайдара, Жириновского), чем названия политических партий и блоков, и практически не звучали характеристики предвыборных платформ.

ЗНАКОМСТВО С ПРЕДВЫБОРНЫМИ МАТЕРИАЛАМИ

В ходе интервью выяснялся опыт столкновения с предвыборными материалами в рамках нынешней кампании. Лишь в одном ответе отмечена перенасыщенность газет предвыборными материалами. Остальные испытуемые не считают пока предвыборные акции слишком активными или навязчивыми. Отмечалось даже отсутствие того "пресса", который ощущался в прежних кампаниях ("да, да, нет, да") и оставил неприятный осадок. Четверо респондентов видели рекламные ролики или предвыборные передачи по телевидению (двое "отсматривают" их целенаправленно), один слышал ролики по радио, трое видели листовки и плакаты в метро, на стенах, двое отметили предвыборные материалы в прессе.

Радиореклама (блок "Новые имена") была оценена как навязчивая, вызывающая ассоциации с навязшей в зубах рекламой сникерса. Печатная реклама не получила определенных оценок (помимо перенасыщенности ею газет). Видимо, не в последнюю очередь потому, что ее можно и не читать (последнее прямо отмечалось применительно к настенным листовкам).

Телематериалы Выбора России отметил тот респондент, который является сторонником этого блока. То, что он видел (ролик с эстрадными исполнителями и с выступлением Е.Гайдара) по его мнению не слишком убедительно.

Из других телероликов были отмечены ролики ПРЕС, ДПР, "Новые име-

на".

ДОВЕРИЕ К ИСТОЧНИКАМ ИНФОРМАЦИИ

На вопрос о том, какие источники предвыборной информации вызывают большее доверие, трое респондентов ответили определенно-негативно. Они не могут назвать таких источников. Впрочем, одна из них оговорилась, что, если и можно было бы говорить о доверии, то скорее его вызвали бы документальные телепередачи, касающиеся не предвыборных обещаний, а того, что уже сделано данной партией или политиком.

Телевидение отметили как скорее заслуживающий доверия источник информации и еще четверо опрошенных, причем все они предпочитают получать эту информацию из теледебатов в прямом эфире. Доверие именно к этому жанру передач связано с "возможностью видеть эмоции", "отсутствием монтажа", "личным общением". По-мнению одного из испытуемых, доверие к политикам повышается также благодаря показу их домашней жизни, близких: "Когда знаешь человека как бы лично, ему труднее отказать".

Один респондент отметил, что его доверие, правда, с определенными оговорками, вызывают публикации в прессе.

ОТНОШЕНИЕ К ПОЛИТИЧЕСКОЙ РЕКЛАМЕ

Само по себе использование чисто рекламных приемов в предвыборной кампании вызвало неоднозначное отношение респондентов. Если говорить о прямых высказываниях на эту тему, то среди них были и однозначная поддержка (2), и однозначное неприятие, поскольку в наших условиях количество рекламы зачастую обратнопропорционально качеству товара (1) и то мнение, что для одних партий или политиков прямые рекламные ходы полезны, а для других вредны (4). Однако общий контекст высказываний (связывание рекламных роликов скорее с "несерьезными" партиями и политиками, "недумающей" аудиторией, сравнение политических деятелей с рядовым товаром, а голосов избирателей с деньгами) выдает в целом скорее негативное восприятие данной аудиторией использования рекламных роликов в предвыборной борьбе. Несмотря на симпатию к Е.Гайдару, его участие в роликах оценивается негативно: "обидно за него, это его ошибка".

КРАТКИЕ ВЫВОДЫ:

В целом для данной аудитории характерен низкий уровень доверия к источникам политической информации, скептическое отношение как вообще к подобной информации, так и, особенно, к той ее части, которая транслируется в рамках предвыборной кампании.

Наибольшим доверием все же пользуется телевидение, прежде всего - передачи в прямом эфире. Использование в политической кампании реклам-

ных роликов также в принципе оценивается скептически. Однако, поскольку большинство респондентов или вообще таких роликов еще не видели или видели их немного, не исключено, что в данном случае на них экстраполируется уже сформировавшийся стереотип рекламного ролика, который в наших условиях не дифференцируется в зависимости от жанра рекламы.

При прокате предвыборных роликов необходимо учитывать не только их оценку, но и ошибки других рекламных кампаний, применительно к которым обычно отмечается их агрессивность и навязчивость. Следует учитывать и общее отношение к рекламе как к чему-то несерьезному, "принижающему" ее участников, особенно в тех случаях, когда они имеют сложившуюся репутацию серьезных, деловых людей, профессионалов. Использование их в традиционных видах рекламы скорее может нанести ущерб их авторитету и популярности, чем увеличить их.

ПЛАКАТЫ.

1. "ЗАДУМАЙТЕСЬ - ВАМ ВЫБИРАТЬ".

У большинства участников группы плакат не вызвал интереса и положительных эмоций. Мнения опрошенных согласуются в том, что в плакате "нет стержня, смыслового центра", он "не несет никакой существенной информации", основная цель, которую преследовал автор, не ясна. ("Плакат в целом очень дробный, поэтому не сразу видно, что речь идет о Думе"). По отношению к плакату использовались следующие характеристики: "пустой", "странный", "реклама для уличного фотографа", "зря выброшенные деньги", "конкурс фотографий".

По мнению респондентов, текст "не читается", "его не видно", скорее бросается в глаза "загадочная надпись "Якиманка".

Большинство респондентов ответило, что просто прошли бы мимо плаката, не пытаясь в нем разобраться.

На вопрос о том, интересы какого блока или партии может выражать данный плакат мнения распределились следующим образом:

- Выбор России 43%
- коммунистов 29%
- существующей на данный момент власти 14%
- любого блока 14%

2. "СТЕНА С НАДПИСЯМИ"

Плакат вызвал неоднозначное отношение. Те респонденты, которые дают положительную оценку, указывают на его привлекательность: "Оригинально, обратил бы внимание", "Бросается в глаза",

45

"Веселенький, цветной", "Пестро, броско", "Пестренький ситчик".

Несмотря на то, что плакат привлекает внимание, его побудительная сила невелика: "не могу понять к кому должен присоединяться", "серьезного желания присоединиться не возникает".

Негативные оценки сопровождались следующими высказываниями: "Спартаковская афиша", "Несет минимум информации", "Очень мелко".

Было высказано мнение: "Петр хорош как символ, но не в таком окружении".

Оценки плаката по 7-бальной шкале:
Половина респондентов оценила плакат в 3 балла. Однократно фигурировали оценки 2, 4, 5, 6 баллов.

Средний балл составил 3,7 балла.

3. Плакат "Твой выбор с Петром".

На подавляющее большинство опрошенных плакат произвел тяжелое впечатление. Плакат воспринимается как серьезный, способный оказать сильное эмоциональное воздействие: "Более эмоциональный /чем плакат "с надписями"/, но в сторону отрицательных эмоций". Он вызывает ощущение противоборства, противодействия, трагизма.

При обсуждении плаката прозвучали следующие мнения: "Плакат производит тяжелое, давящее впечатление", "Фон очень тяжелый", "Призывает выбрать грозовые тучи", "Свобода, собственность, законность в России всегда в свинцовых тучах", "Есть какая-то идея", "Заставляет думать".

Однозначно положительная оценка плаката была высказана однократно: "Хороший плакат, но не мой выбор" /сторонник другого блока/.

В надписи "ТВОЙ ВЫБОР!" предлагалось восклицательный знак заменить на вопросительный.

Оценки плаката по 7-бальной шкале:
Около половины опрошенных дали плакату оценку 3 балла, треть опрошенных - 2 балла, однократно фигурировали оценки 1 и 6 баллов.

Средний балл составил 2,9 балла.

4. "КАЛЕНДАРЬ".

Большинством респондентов "Календарь" воспринимался в сравнении с плакатом "ТВОЙ ВЫБОР! с Петром" как более удачный. "Календарь" получил максимальный рейтинг при оценке плакатов по 7-бальной шкале /средний балл - 4,1/, однако при этом учитывалось его функциональное назначение.

Отрицательную оценку дала только четверть опрошенных: "Хороший символ, но все положительные качества подавлены". "Не нравится навязчивость: твой выбор - и все!" - мнение сторонника другого политического блока.

Положительные оценки согласованы в том, что плакат вызывает ощущение просветления, успокоения.

"Тучи скоро разойдутся, будет хорошая погода". "После грозы легче дышать. Больше воздуха, пространства". "Очень понравилось. Просветление. Спокойствие, успокоение. Хороший плакат". "Довольно профессиональная работа. Символ хорошо просматривается. Больше похож на фотографию".

Прозвучало мнение, что плакат "вызывает тревогу за мироощущение заказчика: опять тучи, буря мглою небо кроет".

Оценки плаката по 7-бальной шкале:

Около половины опрошенных оценивают его в 3 балла, еще треть - 5 баллов, однократно давались оценки 4 и 6 баллов.

Средний балл составил 4,1 балла.

5. ПЛАКАТ С ФОТОГРАФИЕЙ Е.ГАЙДАРА - "ПОРТРЕТ".

Оценка плаката однозначно негативная, он имеет самый низкий рейтинг среди плакатов, предложенных для обсуждения /средний балл - 1/. Негативное отношение вызывает как само изображение, так и надпись на плакате. При обсуждении зафиксирован спектр эмоций от недоумения до возмущения.

"Серьезный политик и дешевая поза - понятия совершенно несовместимые", "Фотомодель".

"Реклама артиста. Не для политического деятеля. Несерьезно. Надписи ничего не говорят. Поза, стиль - неприятное ощущение. Как будто бы его унизили этим плакатом".

"Плакат снижает к нему отношение" /мнение активного сторонника блока "Выбор России"/.

"Мой выбор смотрит на меня через плечо. Мое отношение к нему сни-

зилось".

"Общее впечатление - омерзение. Все противно. Личное оскорбление".

"Надписи вызывают легкое возмущение: а я, что, ничего не делаю?"

"Не нравится. Его допустили что-то делать, а других не допустили. Говорить все умеют. Почему делает только он?"

Прозвучало мнение, что предпочтительней было бы видеть Е.Гайдара в рабочей обстановке.

Четверть опрошенных высказала идею, что это "антиреклама". "Если рассматривать как изящно сделанную карикатуру, то можно оценить в 7 баллов". "Это как куклы начальников у японцев. Купила бы, чтобы отвести душу - порвать на мелкие кусочки".

Оценки плаката по 7-бальной шкале:

Большинство респондентов оценили плакат в 1 балл. Зафиксированы однократные оценки 0 и 2 балла.

Средний балл составил 1,0 балл.

Результаты опроса показывают непродуктивность использования портрета Е.Гайдара для политической рекламы блока, так как плакат способен снизить симпатии к личности Е.Гайдара.

6. "ПОЧТОВАЯ ОТКРЫТКА".

Плакат вызвал неоднозначное впечатление. Положительные оценки связаны с заинтересованным отношением к плакату, отрицательные - с фигурой Б.Ельцина и художественным оформлением.

Обсуждение сопровождалось следующими высказываниями: "Плакат интересный. Попытался бы разобраться, что там написано", "Достаточно броский, привлекает внимание. Но Б.Ельцин здесь играет отрицательную роль. Поза: Б.Ельцин наклонился к Е.Гайдару, улыбка заискивающая. Скорее представляю Б.Ельцина, который похлопывает Е.Гайдара по плечу". "Вызывает чувства близкие к недоумению: первый вопрос: почему Б.Ельцин?" "Плакат серый и бесцветный. Ассоциации с почтой плохие. Почта никогда не работала так плохо как сейчас". "Как плакат не воспринимается".

Четверть опрошенных не уловила определенного смысла плаката: "Хочу понять, но не могу, что хотят этим сказать?" "Непонятно, что от меня хотят: подтвердить выбор России?"

Общий вывод состоит в том, что резко отрицательных эмоций плакат не вызывает. Вместе с тем у половины он вызывает вопросы или реакцию

недоумения, так как "не читается" автоматически.

Оценки плаката по 7-бальной шкале:

Преобладающей оценкой является 2 балла, четверть опрошенных оценила его в 3 балла, однократно были высказаны оценки 5 и 6 баллов.

Средний балл составил 3,3 балл.

РЕЙТИНГ ПЛАКАТОВ.

Средний балл по 7-бальной шкале:

"КАЛЕНДАРЬ" 4,1
"СТЕНА С НАДПИСЯМИ" 3,7
"ПОЧТОВАЯ ОТКРЫТКА" 3,3
"ТВОЙ ВЫБОР с ПЕТРОМ" 2,9
"ПОРТРЕТ" 1,0

ОЦЕНКА АДРЕСНОСТИ ПЛАКАТОВ.

При ответе на вопрос о том, на кого могут быть рассчитаны плакаты такого рода, мнения респондентов разделились.

Треть респондентов называет конкретного адресата:
"На фанатов политики". "На тех, кто голосует за блок "ВЫБОР РОССИИ".

Остальные не могут назвать конкретного адресата:

"Плакат "НАДПИСИ НА СТЕНЕ" рассчитан на любого. Остальные маловыразительны". "На процентов тридцать населения среднего уровня". "Никого не могут привлечь, большинство пожилых людей не будут /мимоходом/ надевать очки, чтобы прочесть, что там написано". "Ничьего мнения плакаты не изменят".

Подводя итоги обсуждению плакатов, можно сказать, что наиболее удачным признан плакат "СТЕНА С НАДПИСЯМИ". Кроме того положительное впечатление вызвал плакат с символом Выбора России на календаре и плакат "ПОЧТОВАЯ ОТКРЫТКА". Наименее удачные, по мнению опрошенных, плакаты с портретом Е.Гайдара и "ЗАДУМАЙТЕСЬ... ВАМ ВЫБИРАТЬ".

Опрос показывает, что плакаты с мелким, неброским шрифтом, дробными сюжетами надо размещать в местах, где люди вынужденно проводят много времени - на остановках, в метро, в транспорте. Плакаты с крупными сюжетами и надписями - в местах, где проходит большое количество людей

- на заборах, на стенах домов. На избирательных участках - можно и те и другие.

Вместе с тем, необходимо учитывать, что отношение к печатной рекламе (особенно к плакатам и листовкам) менее заинтересованное, чем к теле- и даже радиорекламе, так как ее восприятие предполагает большую активность и свободу выбора: обращаться к ней или нет зависит исключительно от индивида.

ИГРОВЫЕ РОЛИКИ.

1. Ролики с участием Е.Гайдара.

Респонденты едины в том, что все три ролика с участием Е.Гайдара им не понравились. Общие оценки следующие: "Ничего не понравилось", "очень длинно", "неинформативно", "неинтересно". Отрицательные оценки касались как присутствия в кадре Е.Гайдара, так и произносимого им текста.

При аргументации своего отношения к роликам, респонденты сообщили:

"Очень долго говорил. Нет лаконичной мысли. Фразы общие. нет ценной информации".

"Ничего не запомнилось. Вербальная агитка. Народ устал от речей".

"Пустая болтовня, за которой ничего не стоит.Штампы, которые набили оскомину".

"Очень слабо. Поставили человека - он говорит".

"Гайдар не очень серьезен, улыбается. Пустые слова, которые слышишь каждый день".

"Согласен, что слишком весело выступает. Непонятно, чем вызвано веселое настроение".

"Гайдар сейчас при деле. Ролик - ему минус. Должен быть в более непринужденной обстановке, в кабинете, за рабочим столом". (Мнение активного сторонника блока Выбор России).

Ранжирование роликов в связи с общей негативной оценкой было затруднительно. Заметной разницы между статичным роликом на фоне флага и с движущимися полосами не отмечено. Оценка видеоряда двоякая: он или мешает восприятию текста, или помогает отвлечься от изображения Е.Гайдара. Высказывались следующие суждения:

"Активно раздражает".

"Картинки не вяжутся с тем, что говорит".

"Картинки отвлекают, текст не воспринимается".

"Ассоциации с киножурналом "Новости дня".

"Впечатление от первого к третьему (с видеорядом) улучшилось. В

первом акцент на Гайдаре, что не очень приятно. В третьем фон отвлекает - лучше. Еще лучше - убрать Гайдара и сделать голос "за" кадром".

Не вызывает сомнения, что построение любых чисто рекламных акций на внешности Е.Гайдара было бы ошибкой по следующим причинам:

1). По оценкам опрошенных (в равной степени - симпатизирующих и не симпатизирующих этому политику) Е.Гайдара нельзя назвать фотогеничным, поэтому акцент на его внешности в кадре вызывает всеобщее раздражение.

2). В общественном сознании Россиян довольно распространено мнение, что участие в рекламных акциях - занятие, недостойное "серьезных" людей, профессионалов, в том числе, серьезных политиков. Доверие, симпатии к ним в результате подобных акций резко снижаются.

Иными словами, по формулировке одного из участников опроса "особенности внешности Егора Тимуровича не таковы, чтобы на них можно было строить рекламную кампанию". С этим нельзя не согласиться. Такая рекламная кампания, скорее всего, нанесет ущерб как престижу "Выбора России", так и авторитету самого Гайдара.

2. РОЛИК "СТЕНА С НАДПИСЯМИ".

В целом ролик вызвал положительные реакции, хотя не всем сразу показался понятным.

Респонденты характеризовали его так: "Живой. Короткий, яркий, доходчивый. Хороший". "Веселенький, пестренький. (По аналогии с плакатом).

Плакат в связке с роликом выглядит лучше".

"По задумке не очень плох".

У большинства опрошенных ролик вызвал положительные эмоции:

"Возникает достаточно радостное ощущение".

"Впечатление более положительное". (После ролика с участием Е.Гайдара).

"Успех в том, что он захватывает. Хорошо, что короткий".

"Хочется посодействовать".

Отрицательные оценки были связаны в основном с персонажами:

"Не понравились лощеные лица".

"Самый первый кадр с мальчиком - удачный. Девочка не очень естественна. Матрос не удачный".

Вместе с тем, четверть опрошенных высказала следующие негативные оценки:

"Несерьезно для политики".

51

"Непонятно какая цель. Непонятно, что надо голосовать за "Выбор России".

"Ничего не понятно. Воспринял плохо. Если бы не видел плаката, то ничего бы не понял".

Оценка ролика по 7-бальной шкале.

Ролик получил относительно высокие оценки: однократно - 6 баллов, дважды по 5 и 4 балла, однократно 3 и 1,5 балла. Средний балл составил 4,1 балла.

3. РОЛИКИ С СОБАКОЙ.

N 1 - "Я не пойду..."
N 2 - "Нас не берут..."

Оба ролика восприняты в принципе положительно. Встречаются высказывания: "хороший", "неплохой", "оптимистически выдержанный", "вызывает положительные эмоции", "есть завершенность", "миленький", "точно сработан".

Нельзя не отметить, что ролики такого рода непривычны для респондентов применительно к жанру политической рекламы. Не вызывая явной негативной реакции, они, тем не менее, воспринимаются неоднозначно.

Некоторым кажется неуместным постоянное присутствие эмблемы "Выбора России" в углу кадра, есть впечатление, что реклама снималась "для чего-то другого: обуви, породы собак, мебели".

Отмечено также ощущение, что все в кадре "не наше", так как выглядит слишком благополучно.

Однако на общей оценке эта двойственность восприятия практически не отразилась.

Что касается текста, то второй вариант воспринят явно более позитивно.

Оценка роликов по 7-бальной шкале

N 1. Ролик получил достаточно высокие оценки. Немного меньше половины респондентов дали ему оценку в 5 баллов. Еще столько же человек оценили его в 4 балла. Однократно звучала оценка 2 балла. Средний балл составил 4,2 балла.

N 2. Ролик получил самые высокие оценки. Треть опрошенных оценили его в 6 баллов, немного меньше половины респондентов дали ему 5 баллов, однократно прозвучали оценки 3 и 4,5 баллов. Средний балл составил 5,1 балла.

62

4. РОЛИК "ФЛАГИ".

Ролик вызвал противоречивые оценки.

Он понравился четырем из семи респондентов. Высказывания, связанные с позитивным отношением:

"Хорошее впечатление. Сразу ясно, чем это закончится. Тебе дают загадку, а ты знаешь отгадку - это приятно".

"Хороший, грамотный, логичный. Агитации нет никакой: каждый голосует за кого хочет. Вы можете голосовать ДАЖЕ за этих".

"Понравилось. Есть идея, нестандартность, стержень (смена цветов) найден хорошо".

Суждения, связанные с отрицательным отношением:

"Непонятно, что хотели сказать".

"Бедное, скудное впечатление. Изобразительных средств нет. Обещания скудные - такие же как сам ролик".

"Скучновато. Несколько раз посмотришь - озвереешь".

Оценка ролика по 7-бальной шкале.

В оценке ролика дважды звучали 6 и 5 баллов, однократно высказывались оценки 1, 2 и 3 балла. Средний балл составил 4 балла.

5. РОЛИК "СКАМЕЙКА".

В целом ролик был воспринят как неудачный. Положительных оценок не прозвучало. Обсуждение сопровождалось следующими высказываниями:

"Это что-то опереточное. Несерьезно. Низкосортная агитка. Ничего не понятно".

"Непонятно, куда они все пришли? Куда эта очередь? Ощущение: "Маски-шоу".

"Легковесно, безыдейно. Если бы плакатов не видел, то ничего бы не понял".

"Тупо слишком."

"Плохое впечатление".

"Вульгарный. Раздражает. Чувство неприятия".

Оценка ролика по 7-бальной шкале.

Преобладающая оценка - 2 балла. Средний балл - 1,4 балла.

6. РОЛИК "САПОГИ".

Ролик большинством респондентов был оценен как не очень удачный.

Обсуждение сопровождалось следующими высказываниями:

"Начало необычное, многообещающее. Финал испортили".

"Замах на сто рублей, а удар на копейку".

"Основная мысль была: давайте голосовать за новое, но воплощена не очень, не доделали".

"Это не реклама, а анекдот, хохма. Совершенно не агитирует".

"Впечатление, что деньги есть, но не по делу распылили".

В качестве особого мнения прозвучало такое: "Вызывает ассоциацию с омоновскими сапогами, испачканными в крови. Так ли просто расстаться с прошлым как снять сапоги?"

Оценка ролика по 7-бальной шкале.

Дважды назывались оценки 2 и 3 балла, однократно прозвучали 0, 1 и 4 балла. Средний балл составил 2,7 балла.

РЕЙТИНГ РОЛИКОВ.

	Средний балл
РОЛИК С СОБАКОЙ (НАС НЕ БЕРУТ...)	5,1
РОЛИК С СОБАКОЙ (Я НЕ ПОЙДУ...)	4,2
РОЛИК "СТЕНА"	4,1
РОЛИК "ФЛАГИ"	4,0
РОЛИК "САПОГИ"	2,1
РОЛИК "СКАМЕЙКА"	1,4

ИНФОРМАЦИОННЫЕ РОЛИКИ.

Информативность роликов оценена весьма высоко. Однократно было высказано мнение, что первый ролик не очень информативен и что второй ролик не нужен. Практически единодушна оценка их полезности. Что же касается формы подачи информации - она оценивается неоднозначно. Встречаются прямо противоположные высказывания: "вторая часть ролика лучше, где люди" и "тетенек, дедушку - убрать".

Отмечалось сходство роликов с учебными фильмами, с инструкциями по эксплуатации. Делались предложения по улучшению иллюстративного видеоряда. Указывалось, что текст дублируемый изображением воспринимается лучше.

Отмечая некоторую "скучность" подачи материала, респонденты признавались, что придумать что-то лучше в подобном жанре очень сложно. Поэтому отмеченные недостатки воспринимались ими с пониманием.

Вербальные оценки всех трех роликов очень близки. Однако по среднему баллу на первое место вышел второй ролик (о работе избирательных участков) - 4,8 балла. Первый ролик получил 4,1 балла, третий - 4,0 балла.

54

Выяснялось мнение респондентов о том, в какое время и в каких передачах следует показывать просмотренные ими ролики. Опрошенным представляется уместным их показ как в утренние, так и в вечерние часы. Среди передач явное предпочтение отдается информационным: "которых ждет большое количество людей".

Ролики "с собакой" и "стена с надписями" могут включаться в рекламные блоки, считают респонденты.

Допускается "привязка" роликов и к развлекательным передачам, детективам, телесериалам, особенно это касается роликов "с собакой". Однако прерывание фильмов политической рекламой большинство респондентов считают совершенно недопустимым.

ОБЩИЕ РЕКОМЕНДАЦИИ ПО ИСПОЛЬЗОВАНИЮ ЭКСПЕРТИРУЕМЫХ МАТЕРИАЛОВ В ПРЕДВЫБОРНОЙ КАМПАНИИ ОБЩЕСТВЕННО-ПОЛИТИЧЕСКОГО БЛОКА "ВЫБОР РОССИИ"

1. Обсуждение, проведенное в двух фокус-группах, позволяет сделать однозначный вывод о нецелесообразности использования в предвыборной кампании

- плакатов: "Портрет Е.Гайдара"
- рекламных роликов: с участием Е.Гайдара (всех трех), информационного на фоне города.

2. Требует особого внимания использование ролика "Жесты". Следует отдавать себе отчет, что он может вызвать положительную реакцию лишь у молодежной (или другой склонной к эпатажу аудитории). В то же время у других групп вероятна сильная эмоционально-негативная реакция.

3. Рекламные ролики "Сапоги" и "Скамейка", хотя и не вызвали интенсивных эмоциональных реакций, оценены как "низкопробная реклама" и даже как "выбрасывание денег на ветер". Не исключено, что их использование может повредить репутации блока.

4. Было бы большой ошибкой слишком раннее начало показа рекламных роликов. Те из них, которые вызвали весьма положительные оценки благодаря своей свежести, новизне, "приевшись", скорее всего, потеряют свою притягательность и побудительную силу. Их интенсивный показ ранее, чем за неделю до выборов может привести к снижению или даже перемене знака желаемого эффекта.

5. На нынешней стадии подготовки к выборам предпочтительно использование плакатов. Они сыграют в этом случае вспомогательно-подготовительную роль, облегчив последующее восприятие телероликов.

Sociological Resources for Baseline Survey

Introductory Note: Public opinion research (quantitative and qualitative) is a growth industry. The five (5) leading commercial organizations in terms of reliability, professionalism and scope of resources are: Vox Populi, VTsIOM, "Opinion" Service, the "Public Opinion" Foundation, and the Russian Academy of Sciences Institute of Sociology.

ORGANIZATIONS, INDIVIDUALS & EXISTING DATA BASES

I. VTsIOM (founded as Zaslavskaya Sociological Institute)

Address: 17 Nikolskaya Ulitsa.

A. Director: LEVADA, Yuri Aleksandrovich

B. Information Section: SHOKAREV, Vladimir, 926-8353 (point of contact to place orders for services or studies).

C. Publications:

1. "FAKT," a section in Express Opros' published monthly and containing information on economic questions, costs 45,000-50,000 rubles for 4/5 copies; enjoys very high rating in the sociological community.

2. Monitoring Public Opinion - Economic and Social Changes, a monthly information bulletin available by subscription (2,000 rubles in 1993; 4,000 rubles in 1994); we have copies - appears solid.

3. Blits-Opros' sold at newsstands

4. VTsIOM Digest priced at 45,000 rubles for 3 issues

5. Articles: Aleksandr Golov, "Russians--For the Market Economy but with State Regulation, " Izvestia,

D. Remarks: The VTsIOM network is extensive and is used by all polling services. Correspondents are located in all the major cities and regions. (See list attached--taken from publication of the "Public Opinion" Foundation.)

E. Data: Surveys.

F. Moscow Section of VTsIOM - "KOMKON-2"

1. Director: KONEVA, Elena L'vovna, 921-9385; ZALESSKY, Pyotr, Deputy Director, 926-8479 (see entry below for Savel'ev)

2. Publications: newspaper articles

3. Remarks: Available to perform surveys and other work on contract

4. Data: available through VTsIOM

II. "Opinion" Service

A. Director: PASHKOV, Grigoriy Anatolyevich (also, Chairman of League for Research of Public Opinion and the Market), 237-5969. (Has experience with focus groups; has sent information by telefax.)

B. Publications: Newsletters; sample article, Izvestia, 19 Aug 93, p. 7, telephone poll of 1,024 Moscovites + interviews (?) with 600 persons in 24 regions on the issue of how to deal with 1991 GKChP defendants.

C. Remarks: Service was established in 1988, advertises regular public opinion polls by telephone in Moscow (1,000-1,600 persons) and interviews in regions. Possible collaborator not only for our evaluations activities but also training. (RMC met with Dr. Pashkov on 17 December. Result of discussion was tentative agreement to explore collaboration. Pashkov expressed serious doubt about institution building possibilities of ROSCON and offered to provide his comments in written form.)

D. Data: Has supplied sample materials on impact of price increases on population segments; attitudes toward October events; attitudes toward ownership of land.

III. The "Public Opinion" Foundation 11741 Moscow, Obrucheva 26, Korpus 2

A. Director: PETRENKO, Elena Serafimovna, telefax: 936-4118, 936-4212, e mail: transdat@sovamsu or transdat@sovamusa.com; ZAKHAROVA, Tat'yana Petrovna

B. Publications: Extensive. We have a copy of their catalogue and have received some of their publications through TsEMINTELL. Catalogue items include several lines of on-going research: periodical surveys on rating of leading figures; a series called "The Nation and Politics" (we have "Power, Opposition and Russian Society," "Russian Regions: Economic and Political Orientations of Population," and "Privatization in Russia); a series called "Economy and Market in the Transitional Period;" a series called "Mass Media Information: Portraits of Audiences," (copies provided by Sayana Smirnova); and other series such as "Problems of Advertising," "National Problems," "Spiritual Life." Also, Foundation has published following specific items: The Social Economic Portrait, Labor Consciousness, Privatization (@ $30.00); Wealth and Power in Russia, Social Economic Stratification in Russia (@ $60.00).

C. Remarks: Can conduct surveys on contract, minimum price most likely would be approximately $1,000.00

D. Data: Wide ranging data.

IV. Vox Populi

A. Director: GRUSHIN, Boris Andreevich; General Director, TEMCHENKO, Alla Tikhonovna, 433-7066; Executive Director, KINSBURGSKII, Aleksandr Vladimirovich, 433-1775.

B. Publications: Regular newspaper polls, especially appearing in Nezavisimaya Gazeta.

C. Remarks: Widely known in Russian Federation and abroad. Sent telefax of sample materials on 23 December, not yet reviewed. Prices for services are confidential - i.e., will discuss only if customer has a specific proposal.

D. Data: On economic issues, Vox Populi offers a unique product - it has simultaneously tracked economic views within the Russian "elite" and among masses. Has interesting comparative data collected over time.

V. Russian Academy of Sciences Institute of Sociology

A. Director: YADOV, Vladimir Aleksandrevich; Deputy Director, GOLENKOVA, Zinaida Tikhonovna, 331-2052, Director; MANSUROV, Valeriy Andreevich, Deputy Director, 120-1150 (o), 150-2029 (h)

B. Publications:

C. Remarks: Still waiting to receive a telefax of materials

D. Data:

VI. Center for Sociological Research, Moscow State University

A.Director: TUMANOV, Sergei Vladimirovich; point of contact, PERVYSCHEVA, Elena

B. Publications: periodic studies and articles

C. Remarks: Formed in summer of 1993 to combine a training facility and sociological research laboratory. Consists of six departments: computer support and data processing; administration and operations (i.e., logistics); "professional clearing" (employment and unemployment studies); "social and cultural problems of youth" (secondary school students as target group); "higher education" (students in university and technical schools); "public opinion" research.

D. Data: at present, almost exclusively quantitative survey information on wide range of political, economic and social issues.

VII. Institute for the Sociology of Parliamentarism

A. Director: BETANELLI, Nugzar Irakievich, 292-2211; ZENKOVA, Lidiya, Deputy Director

B. Publications: Izvestia, 19 August 93, p. 7, article on fate of 1991 GKChP and public attitudes toward the same

C. Remarks: Has tried to send a telefax, but not received.

D. Data:

VIII. Institute for Marketing and Social Research, "GFK - Moscow"

A. Director: KOLOBANOVA (contacted through Savel'ev,Oleg)

B. Publications:

C. Remarks:

D. Data:

IX. KOMMERSANT', Marketing Department, Sociological Group

A. Director: KAFU, Aleksandr, 121-2036 (A personal acquaintance of Sayana Smirnova)

B. Publications:

C. Remarks: Has done extensive work interviewing and researching the phenomenon of "New Russians"

D. Data:

X. "OSTANKINO" Sociological Center

A. Director: VILEVCHEK, Vsevolod Mikhailovich, 241-6941, telefax: 241-6201; point of contact, BARANOVA, Olga.

B. Publications: Weekly television program ratings

C. Remarks: Can perform surveys and studies on order

D. Data: Information on economics and on television programs dealing with economic issues

XI. Russian Institute of Contemporary Culture (Agency: "Marketing Systems; also listed in newspaper as "Solar")

A. Director: SAVCHENKO, Ekaterina, 123-9078; another number published with Igor' Berezin article, 126-9461

B. Publications: "Psychological Aspects of Business and Administration," "New Professions," "Acceptance of Advertising as a Genre," (study of three audiences - users, company managers, advertising specialists); "First Steps in business," ($97.00); "Russia's Middle Class," (500 respondents, updated every 2 months)***. Newspaper article by Igor' Berezin, "Lieutenants of Business" (an interesting profile of younger generation, showing competitiveness, values, career preferences and dislikes.

C. Remarks: Seems to be highly commercial in emphasis

D. Data: Business culture reflected in entrepreneurial sectors of society

XII. Institute for Economic Problems in the Transitional Period

A. Director: GAIDAR, E.T.; LAVROV, Sergei Nikolaevich, Executive Director, 291-4261; KOLOSNITSYN, Igor' Vladislavovich, Deputy Director for International Projects, 202-6967.

B. Publications: theoretical materials on economic reform.

C. Remarks: Does not conduct its own public opinion surveys, but has been a key player in developing plans for reforms. A resource that should be tapped in order to orient ROSCON messages to actual policy decisions of the government, so long as Gaidar remains in place.

D. Data:

XIII. Savel'ev, Oleg Aleksandrovich, 923-8603 (o), 412-8656 Free-lance sociologist, formerly with VSTIOM and KOMKON-2 bureau.

A. Publications: Opinion survey, 1,200 Moscovites by telephone is published in August #33 edition of Argumenty i Fakty dealing with issues which Moscovites expect their city government to resolve on priority basis.

B. Remarks:

C. Data:

XIV. Manucharova, Evgenia Nikolaevna, special correspondent for "Izvestia" 299-6491 (0), 214-8737 (h).

A. Publications: A series of articles in Izvestia (Nos. 38, 57, 77, 100, 109 [11 June 93, p. 15], 143, 163, 183 [25 Sep, p. 15]) in collaboration with VTsIOM have covered lives of families through in-depth interviews.

Focus Group Moderator Training

November 12 - 22, 1993

Moscow, Russia

"This training was prepared with funds provided by the Academy for Educational Development, Inc., as Prime Contractor to the U.S. Agency for International Development under Prime Contract Number CCN-0009-A-00-3045-00 for the ROSCON Project."

Table of Contents

Groups	2
The Focus Group: A Special Type of Group	3
Three Keys to Sucessful Qualitative Research	4
The Art of Asking "Why?"	5
The Art of Listening	6
Research as a Creative Process of Investigation	7
Active Listening Skills Effective Nonverbal Skills Postural Position Verbal Quality	8
Effective Nonverbal Behavior	9
Distinguishing Between Open & Closed Questions	10
Mini Workshop	11
How to Ask the Right Questions	12
Probing - An Inquiry Skill	13
Moderator Skills	14

Groups

Groups are a common experience. It would be difficult to find a human being who has not been in a group; indeed, most of us are repeatedly confronted with a plethora of groups. We find ourselves invited, herded, or seduced into groups for planning, decision making, advising, brainstorming, self-help, and a host of other purposes.

It's not surprising that we think twice at the prospect of getting together in a group. Groups can be fun, exciting, or invigorating, but they can also be agonizing, time-consuming experiences that are both unproductive and unnecessary. In some organizational environments, the group (task force, committee, and so on) is created because individuals are confused as to a future course of action. More often than not, the pooled confusion does not result in enlightenment, but only more confusion. As a result, the group becomes our scapegoat - we blame the group for the fallibility of the individuals in the group. The group is neither good nor bad, but merely a reflection of our human capabilities. The group magnifies our individual wisdom or shortcomings. Our shortcomings are often the result of confusion about the purpose and process of the group.

Sometimes the purpose of the group is clearly understood, such as in a nominating committee where the end result is a slate of officer candidates. Other times, the purpose of the group is vaguely understood, perceived differently by participants, or changed over time. We tend to engage in group experiences without careful thought or clarity of purpose. At times, the function of the group may be to suggest ideas, to clarify potential options, to recommend a course of action, or to make a decision - each function considerably different from the others. Researchers regularly find themselves working with groups for purposes of planning or evaluating. Difficulties emerge when there is ambiguity on these endeavors. At different times, a group might function as a task force, as a working group to develop instruments or in interpreting results. Lack of clarity in defining the group purpose can result in confusion, misunderstandings, wasted time, and - most likely - the wrong conclusions.

The second type of confusion relates to the group process. Group leaders may not have the necessary skills to guide the group process. Effective leadership is essential if the group is to accomplish its purpose. The group leader must not only be in tune with the purpose of the group but also have the necessary skills to guide the group process effectively. Furthermore, the skills necessary for one type of group experience do not necessarily transfer into other group settings.

64

The Focus Group:
A Special Type of Group

The focus group is a special type of group in terms of purpose, size, composition, and procedures. A focus group is typically composed of seven to ten participants who are unfamiliar with each other. These participants are selected because they have certain characteristics in common that relate to the topic of the focus group.

The researcher creates a permissive environment in the focus group that nurtures different perceptions and points of view, without pressuring participants to vote, plan, or reach consensus. The group discussion is conducted several times with similar types of participants to identify trends and patterns in perceptions. Careful and systematic analysis of the discussions provide clues and insights as to how product, service, or opportunity is perceived.

In summary, a focus group can be defined as a carefully planned discussion designed to obtain perceptions on a defined area of interest, a permissive, non threatening environment. It is conducted with approximately seven to ten people by a skilled interviewer. The discussion relaxed, comfortable, and often enjoyable for participants as they share their ideas and perceptions. Group members influence each other responding to ideas and comments in the discussion.

"Focus Groups - a practical guide for Applied Research," by Richard A. Krueger

65

Three Keys to Successful Qualitative Research

There are three keys to conducting good qualitative research, First, the research must develop the *art of asking "Why."* Second, the researcher must develop *the art of listening*. Third, the researcher must approach the research as a creative process of investigation.

The Art of Asking "Why?"

Qualitative researchers have been developing the art of asking "Why?" for many years. Paul Lazarsfeld wrote an article on the issue in 1934 pointing out that simply listening to the answers to an open-ended question could result in a confusing overlap of various influences, product attributes and individual motivations. He urged the following:

- That "why?" questions be given specificity so that these elements can be untangled.
- That questions be specifically tailored to fit the experience of the respondents.
- That we overcome the biases or assumptions made by every researcher so that we are in fact asking what we really want to know.
- That we recognize the need for researchers to probe for clarity regarding what we are trying to understand and what we are indeed experiencing.

In asking "Why?" the experienced qualitative researcher will be careful to : (1) ask in a neutral manner; (2) avoid leading the respondent; (3) ask only one question at a time; and (4) note verbal and nonverbal clues of confusion or evasion from the respondent. Therefore, when applied, the art of asking "Why?" is like the workings of a detective who is trying to uncover the perpetrator of a crime. The last thing the detective will do is ask the suspected criminal why he murdered the victim. A good detective, like a good researcher, will use indirect questions, projective techniques, observation, body language, symbolism and experimentation.

The Art of Listening

The art of listening takes time and practice to develop fully. Qualitative researchers must be acutely aware of the fact that accurate listening is extremely difficult and that listeners often make unconscious errors. Truly creative listening requires a high degree of sensitivity, intuition and reflection, as well as accuracy. Some things to keep in mind about listening include:

- Active listening is closely related to *empathy*, one's ability to identify with another in terms of the way that person would feel or act.
- The *way* things are said may reveal more of the intended meaning than the words that are spoken.
- Good listening requires hearing what is meant as well as what is said. This means picking up on nonverbal clues - indicators of anxiety and uncertainty, of confidence and assertiveness. Hesitations, silences and variations in word choice are also relevant.

Research as a Creative Process of Investigation

Qualitative research, then, is very much like the investigatory process that would be carried out by a detective. Although some specific techniques and standard questions are almost always applied, the key to getting the right answers is to adapt and create the process to suit the specific research issue. It generally does not work to apply an "off-the-shelf" approach. Just as no two crimes are alike, no two qualitative research projects are alike. A high level of creative thinking must be applied to each new situation if the qualitative research process is to be truly successful.

Source: AED Healthcom Handbook for Excellence in Focus Group Research, by Debus Porter/Novelli

Active Listening Skills

The skills that we will be discussing during this session are used by many moderators. However, moderating is more an art than a science, and moderators must discover their own style and the skills with which they work best.

Style matures with experience, stimulation, and reflection. What we will be doing in this workshop is stimulating you to develop and reflect upon your own style.

Active Listening Skills

"If you learn how to listen, everything else will follow." - Lange

Active Listening Skills exist on two levels:

- Nonverbal behaviors
- Techniques which convey an open invitation to talk

Effective Nonverbal Skills

Eye Contact

- Good Eye Contact
- Look at a group member who is talking to you or when you are talking to him/her
- Spontaneous glances

Poor Eye Contact

- Not looking at the group member who is talking
- Staring at the group member
- Looking away from that group member as soon as he/she looks at you

Postural Position

Good Position

- Face the person who is speaking
- Loosely clasped hands/appropriate hand gestures
- Facially responsive (nodding head in agreement, frowning when not understanding)
- Slight leaning toward the person speaking

Poor Position

- Not facing the person speaking
- Slouching/sitting in a rigid, unmoving position
- Being preoccupied with hands, paper, cleaning fingernails
- Making no hand gestures/constantly thrashing arms
- Stonefaced
- Inappropriate smiling, frowning, nodding

Verbal Quality

Good Verbal Quality

- Pleasant intonation
- Moderate level of speech (not too soft/too loud)
- Choice of words which facilitates understanding

Poor Verbal Quality

- Flat, dull tone of voice/quivering voice
- Speech too loud or too soft
- Excessive use of jargon
- Excessive use of filler words - - "you know"

- Nonverbal behavior is dynamic - the effective moderator not only exhibits these behaviors but watches for these behaviors (or their absence) in respondents

- To understand inconsistent messages not only verbal but also nonverbal behavior should be examined

- Research by Mehrabian in the area of nonverbal behavior with inconsistent messages such as like/dislike found that the impact of facial expressions is greatest (55%) then the tone of voice (38%) and finally the words (7%)[1]

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[1]Mehrabian, A., Silent Messages, Belmont, CA: Wadsworth, 1971.

69

Effective Nonverbal Behavior

Behavior	Rationale
Maintaining good eye contact	Facilitates deeper involvement
Facing the speaker squarely	A basic posture of involvement. It says "I'm available to listen to you."
Maintaining an "open" posture	Communicates openness to talk/ A non defensive position
Leaning toward the other	A sign of involvement
Remaining relatively relaxed	It says "I'm at home with you."
Good verbal quality - tone of voice, inflection, emphasis, etc.	Another sign of interest and involvement

The following chart summarizes nonverbal communication patterns and contrasts these patterns to other cultures:

Nonverbal Dimension	U.S. Middle-Class Pattern	Contrasting Example from Another Culture
Eye Contact	When listening to a person, direct eye contact is appropriate. When talking, eye contact is often less frequent.	Some blacks in the U.S. may have patterns directly opposite and demonstrate more eye contact when talking and less when listening.
Body Language	Slight forward trunk lean facing the person.	Certain Eskimo and Inuit groups in the Arctic sit side by side when working on personal issues.
Vocal Tone and Speech Rate	A varied vocal tone is favored, with some emotionality shown. Speech rate is moderate.	Many Hispanic groups have a more extensive and expressive vocal tone and may consider U.S. middle-class styles unemotional and "flat." Speech rate is faster among many Hispanic groups.
Physical Space	In an informal situation it is natural for an American to put his feet upon the table.	For Russians: It's a symbol of bad upbringing. "Put a pig at the table and it will put it's feet at the table." - Russian saying.[2]

[2]A comment of the translator - approved by the author.

Distinguishing Between Open and Closed Questions

You can usually tell if a question is open or closed by looking at the first few words. The following table gives words that often begin closed and open questions.

Closed Questions

Beginning Words	Example Questions
Do	Do you feel angry?
Did	Did you like it?
Is	Is she coming, too?
Are	Are you going tomorrow?
When	When will you go?
Where	Where does she live?
How long	How long have you felt this way?
How many	How many months has it been?

Open Questions

Beginning Words	Example Questions
Could	Could you say more about how you feel?
Tell me (about)	Tell me what happened?
How	How did you feel then?
Will	Will you explain what you mean?
What	What happened then?
Why	Why do you think he did that?

72

Mini Workshop

Indicate which are open questions and which are closed questions.

	Open	Closed
Example: Do you have a large family?		x
1. What is your new job like?		
2. Could you tell me more about the concept?		
3. Which long distance system do you use?		
4. What influenced your decision?		
5. Do you like electronic telephones?		
6. When did you purchase your automobile?		
7. How did that happen?		
8. What is the sales volume for this quarter?		
9. Will you give me an example?		
10. What would you like to do next?		

73

How to Ask the Right Questions

Open-Ended Questions

- Open questions give the respondents room to respond and express his/her interests and feelings. Open questions ask the respondent to "tell me about" or talk about something. A closed question is for factual information and can be answered with a few words or with a yes or no.

Which question is open and which is closed?

- "Could you tell me how you felt at that time?"
- "Did you feel angry at the time?"

When to use Closed-Ended Questions

Closed questions are not necessarily poor; they are just not likely to produce a lengthy response from the respondent. There are times when a closed question is useful:

- When a respondent is anxious or not very verbal. Closed questions are easier to answer than open questions and may help a respondent start talking.
- When a moderator needs specific information. The problem is that closed questions allow the moderator to lead the session to areas that interest him/her.
- When the moderator wants to focus the respondent on a specific point. The moderator might want to help the respondent focus on a specific issue by asking a closed question.

When to Use Open-Ended Questions

Open questions are generally useful in exploring the respondent's feelings and interests. Specific situations in which open questions are particularly useful include:

- Getting the respondent to talk more about something. (Could you tell me more about that? What happened after that?)
- Getting specific examples so the moderator can better understand what the respondent is talking about. (Will you give me an example? What do you mean when you say it is hard to work with?)
- Focusing the respondent's attention on his/her feelings. (What are your feelings now? How did you feel when you first saw the new product?)

74

Probing - An Inquiry Skill

Probing, the trademark of qualitative research, is a skill used to understand the reasons underlying individuals' behaviors/attitudes/motivations.

Why are probes needed?

- Respondent's aren't the best communicators
- Group members tend to speak on a cognitive/rational level
- Semantics can lead to misinterpretations

When do you probe?

When you probe correlated with why probes are need in focus group interviews. Namely,

- you don't completely understand a comment or statement
- you want more detailed information, specific examples or you feel that the decision-makers in the viewing room would like to hear an elaboration on an issue
- you are trying to discover feelings or motivations
- you are not sure of terminology being used

In sum, if you're not totally clear on what the respondents are saying or feeling, it's advisable to probe.

25

Moderator Skills

Selects the right moderator
Exercise mild unobtrusive control
Adequate knowledge of topic
Appears like the participants

Uses an assistant moderator
Handles logistics
Takes careful notes
Monitors recording equipment

Is mentally prepared
Alert and free from distracters
Has the discipline of listening
Memorizes questioning route

Uses purposeful small talk
Create warm and friendly environment
Observe the participants for seating arrangements

Records the discussion
Tape recorders
Written notes

Has a smooth & snappy introduction
Standard introduction:
1. Welcome
2. Overview & topic
3. Ground Rule
4. First question

Uses pauses and probes
5 second pause
"Would you explain further?"
"Would you give an example?"
"I don't understand?"

Controls reactions to participants
Verbal and nonverbal
Head nodding
Short verbal responses
(avoid "that's good", "excellent")

Uses subtle group control
Experts
Dominant talkers
Shy participants
Ramblers

Selects appropriate location
Neutral
Free from distractions
Participants facing each other

Uses appropriate conclusion
Three step conclusion:
1. Summarize with confirmation
2. Review purpose and ask if anything has been missed
3. Thanks and dismissal

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FOCUS GROUP LOGISTICS CHECKLIST

Media Studied:_____

Location:_____

Date:_____

(✓ as completed)

- ☐ Logistics manager contacts Moscow office for details of project.
- ☐ Reserve FACILITY for time and dates.
  Time(s):_____Place:_____
- ☐ ASSISTANT MODERATOR_____(supply names)
  HOSTESS_____RECRUITER_____
  CALL BACK (who)_____.
- ☐ Check SUPPLIES (name tags for staff + blanks for participants, clipboards and sign-in sheets, ROSCON business cards, directional signs to facility, magic markers, sharpened pencils, tape, blank cassette tapes, legal pad, tape recorder and other technical equipment needed).
- ☐ Secure Recruitment Form,
- ☐ Secure Discussion Guide
- ☐ Secure Standard Introduction
- ☐ Secure Participant Hand-Outs
- ☐ Secure any collateral materials (eg. ad copy, radio spots, tv ads, print ads, photos, etc.)
- ☐ Return all information to Moscow office after the focus group.
- ☐ Recruit focus group participants (one week in advance; get specific target audience from Moscow office).
- ☐ Order food and set-up room with beverages, napkins, etc.
  Caterer:_____Pick Up?(what)_____
- ☐ Set-up/take down for focus group. (hang signs, sign-in table, audio equipment, props, handouts, sharpened pencils).
- ☐ Obtain cash or incentives for participants' involvement in our research study.
- ☐ Conduct FG sessions: Date:_____
  Time(s):_____
- ☐ Return samples, supplies to Moscow office or appropriate individual next day.
- ☐ Send notes and tapes to Moscow office.

TABLE OF CONTENTS

GROUPS	1
FOCUS GROUP: SPECIAL TYPE OF A GROUP	2
THREE KEYS TO SUCCESSFUL QUALITATIVE RESEARCH	3
The Art Of Asking "Why?"	-
The Art Of Listening	5
Research As A Creative Investigation Process	-
Active Listening Skills	7
Effective Non-Verbal Behavior	8
Distinguishing Between "Open" And "Closed" Questions	13
MINI-WORKSHOP	14
How To Ask The Right Questions	15
Probing - An Inquiry Skill	18
Necessary Moderator Skills	19

ГРУППЫ

Группы - вполне обычное явление. Трудно встретить человека, который ни разу не участвовал бы в работе группы; в самом деле, большинство из нас постоянно сталкивается с огромным количеством групп. Нас приглашают, собирают, вовлекают в группы для разработки планов, принятия решений, обмена рекомедациями, обсуждения новых идей, самоусовершенствования и во многих других целях.

Неудивительно, что мы хорошо подумаем, прежде чем собраться в группу. Группы могут быть источником радости, воодушевления, жизненной энергии; однако они могут быть и мучительными, отнимающими массу времени, как непродуктивными, так и ненужными сборищами. В некоторых оранизационных структурах группа (специальная комиссия по решению вопроса и т.д.) создаётся потому, что люди в отдельности не имеют ясного представления о ходе будущей работы. Чаще всего эта их "совместная неясность" ведет не к прояснению, а только к ещё большей путанице. В результате группа становится для нас козлом отпущения - мы возлагаем на группу вину за ошибки отдельно взятых людей внутри этой группы. Группа ни хороша и ни плоха, а только лишь является отражением наших человеческих возможностей. Группа увеличивает мудрость или несовершенства каждого из нас, взятого в отдельности. Наши несовершенства часто являются результатом неясности в понимании цели или процесса работы группы.

Иногда цель группы понимается четко, как, наприер, в случае комиссии по выдвижению кандидатур на выборные должности, где окончательным результатом работы является список кандидатов. В других случаях цель группы понимается смутно, по-разному трактуется участниками или меняется с течением времени. Мы склонны к участию в работе групп, не имеющих тщательно продуманных намерений или ясной цели. Порой функцией группы может являться выдвижение идей, выяснение потенциальных возможностей, предложение рекомендаций по рабочему процессу или принятие решений - каждая из функций существенно отличается от остальных. Исследователи постоянно сталкиваются с необходимостью работы в группе в целях разработки планов или проведения оценки. Трудности возникают тогда, когда в этих начинаниях присутствует неопределённость. Иногда группа может

80

функционировать в качестве специальной комиссии по решению определенного вопроса, в качестве рабочей группы по разработке методов или по обработке результатов. Отсутствие ясности в определении цели группы может привести к путанице, недоразумениям, потере времени и, скорее всего, - к неправильным выводам.

Второй областью, в которой случается неясность понимания, является сам процесс работы группы. Руководители групп могут не иметь необходимых навыков для управления процессом работы группы. Непременным условием для достижения группой своей цели является наличие эффективного руководства. Руководитель группы должен не только четко представлять себе её цель, но и обладать навыками, необходимыми для эффективного управления процессом работы группы. Более того, навыки, необходимые для группы одного типа, не обязательно автоматически подходят для других групп.

ФОКУС - ГРУППА:
ГРУППА ОСОБОГО ТИПА.

"Фокус-группа" - группа особого типа с точки зрения цели, размера, состава и методики проведения. Фокус-группа обычно формируется из семи-десяти участников, не знакомых друг с другом. Эти участники отбираются по наличию ряда общих для них характеристик, имеющих отношение к теме фокус-группы.

Исследователь создает в фокус-группе непринуждённую обстановку, которая предполагает терпимое отношение к различным мнениям и точкам зрения, без принуждения участников голосовать, разрабатывать планы или приходить к консенсусу. Групповая дискуссия проводится несколько раз среди подобных типов участников для выявления тенденций и моделей восприятия. Тщательный и систематический анализ этих дискуссий обеспечивает ключи к проникновению в сущность мнений о тех или иных видах продукции, услугах или возможностях.

Резюмируя вышесказанное, фокус-группа может быть определена как тщательно спланированная дискуссия, нацеленная на сбор мнений в определенной области в непринужденной, "безопасной" обстановке. Она

81

проводится среди семи-десяти людей под руководством опытного интервьюера. Атмосфера дискуссии спокойная, уютная, и сама дискуссия часто оказывается увлекательной для участников по мере обмена мыслями и мнениями. Члены группы оказывают друг на друга определенное влияние, откликаясь на высказывания и комментарии в ходе дискуссии.

Цит. по: "Focus Groups - a practical guide for Applied Research", by Richard A. Krueger

82

ТРИ КЛЮЧА К УСПЕШНОМУ КАЧЕСТВЕННОМУ ИССЛЕДОВАНИЮ.

Имеются три ключа к хорошему качественному исследованию. Первый: исследователь должен развить в себе *искусство задавать вопрос "Почему?"*. Второй: *исследователь должен развить в себе искусство слушать*. Третий: *исследователь должен подходить к исследованию как к творческому процессу детективного следствия*.

Искусство Задавать Вопрос "Почему?"

Специалисты по качественному исследованию развивают искусство задавать вопрос "Почему?" вот уже много лет. В 1934 году Пол Лазарфелд в своей статье по этому вопросу указывал, что простое выслушивание ответа на "открытый" (не подразумевающий четкого ответа) вопрос может привести к запутанному наслоению разнообразных влияний, свойств продукции и индивидуальных побуждений. Он указывал на необходимость соблюдения следующего:

* Вопросы "Почему?" должны ставиться конкретно, с тем чтобы эти отдельные элементы можно было "распутать".
* Вопросы должны строиться в расчёте на личный опыт отвечаюших.
* Мы должны осознавать наличие определенной "пристрастности" исследователя и задавать вопрос так, чтобы узнать действительно то, что нас интересует.
* Мы должны осознавать необходимость для исследователя тщательного "зондирования" с целью достижения ясности относительно того, что мы пытаемся понять и что мы на самом деле испытываем.

Когда опытный исследователь задаёт вопрос "Почему?", он/она внимательно следит за соблюдением следующих требований: (1) спрашивать в нейтральной манере; (2) не "вести" отвечающего; (3) задавать одновременно только один вопрос и (4) замечать словесные и "несловесные" выражения смущения или уклонения от ответа со стороны отвечающего. В этом

43

отношении, искусство задавать вопрос "Почему?" сродни работе следователя, пытающегося раскрыть виновного в преступлении. Последнее, о чем следователь спросит следователь подозреваемого, - это почему тот совершил убийство своей жертвы. Хороший следователь, как и хороший исследователь, станет задавать непрямые вопросы, использовать технику проецирования, наблюдение, мимику и жест, символ и эксперимент.

Искусство Слушать

Искусство слушать требует времени и практики, чтобы развиться вполне. Специалисты по качественному исследованию должны осознавать, что внимательное выслушивание чрезвычайно трудно, и слушатели часто делают бессознательные ошибки. Истинно творческое выслушивание требует высокой степени восприимчивости, интуиции и вдумчивости, а также и внимательности. Следует иметь в виду, в числе прочего, следующее:

* Активное выслушивание тесно связано с *сопереживанием*, способностью одного человека стать на место другого, в смысле того, что̀ другой человек чувствует и ка̀к поступает.
* То, *ка̀к* высказывается та или иная мысль, может сообщить гораздо больше о том, что хотят сказать, чем сами слова.
* Хорошее выслушивание требует слышать как то, что̀ говорится, так и то, ка̀к говорится. Это означает необходимость замечать "несловесную" информацию - индикаторы беспокойства и неуверенности, и, напротив, уверенности и настойчивости. Сомнения, молчание и вариации в выборе слов также имеют большое значение.

Исследование как Творческий Процесс Детективного Следствия

Качественное исследование, таким образом, очень похоже на процесс детективного расследования. Хотя некоторые методы и стандартные вопросы применимы почти всегда, ключом к получению правильных ответов является способность к адаптации и созданию процесса, подходящего для конкретного вопроса исследования. Вообще говоря,

применение подхода "прямо с книжной полки" не срабатывает. Как непохожи два разных преступления, точно так же непохожи две разных работы по исследованию. Если требуется добиться истинно успешного процесса исследования, в каждой новой ситуации должно присутствовать творческое мышление высокого уровня.

Цит. по: AED Healthcom Hardbook for Excellence in Focus groups Research, by Debus Porter/Noveili

85

Навыки Активного Выслушивания

Навыки, которые мы будем обсуждать на этой встрече, применяются многими председательствующими на собраниях групп ("модераторами"). Однако, работа председательствующего гораздо в большей степени искусство, чем наука поэтому "модератор" должен открыть свой стиль и приемы, при помощи которых он будет достигать наилучшего результата.

Стиль вырабатывается с опытом, посредством стимулирования и в результате отражения внешнего влияния. То, чем мы будем заниматься в процессе этого семинара, окажет на вас стимулирующее воздействие и отразится на вашем стиле.

* Навыки Активного Выслушивания

"Если вы научитесь слушать, все остальное придёт," - Ланж.

* Навыки Активного Выслушивания существуют на двух уровнях:

  * "Несловесное" поведение
  * Техника открытого приглашения к беседе

86

Эффективное "Несловесное" Поведение

* Зрительный Контакт
    * Хороший Зрительный Контакт
        * Смотрите на того члена группы, который говорит с вами или с которым говорите вы
        * Быстрые взгляды
    * Плохой Зрительный Котакт
        * Не смотрите на говорящего
        * Долго смотрите на одного члена группы
        * Отворачиваетесь от члена группы, как только он/она посмотрит на вас

* Поза

  * Хорошая Поза

    * Лицом к говорящему
    * Руки сложены свободно или производите уместные жесты руками
    * Реагируете лицом (киваете головой в знак согласия, хмурите брови, если не понимаете)
    * Слегка наклоняетесь в сторону говорящего

  * Плохая Поза

    * Не поворачиваетесь лицом к говорящему
    * Сутулитесь или сидите неестественно прямо, в застывшей позе
    * Уделяете повышенное внимание своим рукам, бумагам, чистите ногти
    * Не жестикулируете руками или производите чрезмерные жесты, всплескивая руками от самого плеча
    * Сидите с каменным лицом
    * Не к месту улыбаетесь, хмуритесь, киваете

* Качество Речи

  * Хорошее Качество Речи

    * Приятная интонация
    * Умеренная громкость речи (не слишком тихо и не слишком громко)
    * Подбор слов, облегчающий взаимопонимание

  * Плохое Качество Речи

    * Невыразительный, глухой тон голоса или дрожащий голос

88

* Речь слишком громкая или слишком тихая
* Чрезмерное употрбление жаргона
* Чрезмерное употребление вводных слов, типа "понимаете,..."

* "Несловесное" поведение обладает известной диамичностью - эффективно работающий "модератор" не только демонстрирует манеры такого поведения, но и внимательно следит за их проявлением (или отсутствием проявления) у отвечающих.

* Для понимания противоречивых высказываний, должны рассматриваться не только словесное, но и "несловесное" поведение.

* Исследования Мехрабьяна в области "несловесного" поведения показали, что в случае противоречивых высказываний, например, "нравится или не нравится", самую большую роль играет выражение лица (55%), затем - тон голоса (38%) и только после этого сами слова (7%) (1*)

1* Цит. по: Mehrabian, A., Silent Messages, Belmont, CA: Wadsworth, 1971.

Эффективное "Несловесное" Поведение

Манеры Поведения	Значение
Поддерживаете хороший зрительный контакт	Способствует более активному участию в беседе
Сидите лицом к говорящему	Поза активного участия. Означает "Готов слушать вас"
Поддерживаете "открытую" позу	Придает беседе "открытость" Поза "необоронительная"
Слегка наклоняетесь к собеседнику	Знак активого участия
Остаетесь в относительной расслабленности	Означает "Мы с вами в домашней обстановке
Хорошее качество речи - тон голоса, интонация, акценты и т.д.	Еще один знак активного интереса и участия

90

Данная таблица обобщает модели "несловесного" поведения и сравнивает противоположные модели, присущие представителям разных этнических культур.

"Несловесное" поведение	"Средний класс" в США	Сравнительный пример из других культур
Зрительный контакт	При выслушивании другого человека уместен прямой зрительный контакт. Говорящий же не всегда смотрит прямо на собеседника.	Модель поведения некоторых представителей негритянского населения противоположна: говорящий чаще смотрит на собеседника, чем слушающий.
Мимика и жест, "язык тела"	Легкий наклон корпуса в сторону собеседника лицом к нему	Некоторые эскимосские и инуитские народности Арктики при беседе сидят рядом боком друг к другу (1*).
Физическое пространство	В непринуждённой обстановке американец считает естественным положить ноги на стол	У русских: крайнее проявление невоспитанности ("Посади свинью за стол, она и ноги на столе" (пословица) (2*)

1* Цит. по: Ivey, Allen and Simek-Downing, Lynn, Councelling and Psychoterapy: Skills, Theories, and Practice, Prentice Hall: Englewood, New Jersey, 1980.
2* Комментарий переводчика, одобренный автором.

91

Необходимо Различать "Открытые" и "Закрытые" Вопросы

Примеры закрытых и открытых вопросов:

Закрытые Вопросы

Вы рассержены?
Вам это нравится?
Она тоже придёт?
Вы идёте туда завтра?
Когда вы пойдёте?
Где она живет?
Как давно вы чувствуете себя так?
Сколько времени прошло с тех пор?

Открытые Вопросы

Вы не могли бы рассказать побольше о том, как вы себя чувствуете?
Расскажите мне - что случилось?
Что вы тогда чувствовали?
Вы объясните мне, что вы имеете в виду?
И что тогда произошло?
Как вы думаете, почему он так поступил?

92

МИНИ-СЕМИНАР

Укажите, какие вопросы открытые, а какие закрытые:

Открытый Закрытый

Пример: У вас большая семья?

1 Что вы думаете о своей новой работе?

2. Вы можете побольше рассказать об этой идее?

3. Услугами какой телефонной компании вы пользуетесь?

4. Что повлияло на ваше решение?

5. Вам нравятся электронные телефоны?

6 Когда вы приобрели свой автомобиль?

7. Как это произошло?

8. Каков объем проданной продукции в этом квартале?

9. Вы не приведёте пример?

10. Что бы вы хотели сделать после этого?

93

Как Правильно Ставить Вопросы

* **Открытые Вопросы**

  * Открытые вопросы дают участникам свободное пространство для ответа и выражения своих ощущений и интересов. Открытые вопросы являются просьбой рассказать, поговорить о чем-то. Закрытые вопросы подразумевают получение фактической информации: ответом на них могут быть всего несколько слов, а также "да" или "нет".

  * Какой из вопросов открытый, а какой открытый?

    * "Вы не могли бы рассказать мне о том, что вы чувствовали тогда?"
    * "Вы тогда рассердились?"

94

* **Когда следует задавать закрытые вопросы**

Закрытые вопросы не всегда плохи: просто на них едва ли можно получить продолжительный ответ со стороны участника. Вот примеры ситуаций, когда полезно задать закрытый вопрос:

* Когда участник **сильно волнуется** или **недостаточно словоохотлив**. На закрытые вопросы отвечать легче, чем на открытые, поэтому они могут помочь участнику начать говорить.
* Когда "модератору" **нужна конкретная информация**. Закрытые вопросы помогают "модератору" вести собрание в направлении, представляющем для него интерес.
* Когда "модератор" хочет , чтобы участник сфокусировался на **конкретном предмете**. "Модератор" может помочь отвечающему сфокусироваться на конкретной теме путём предложения закрытого вопроса.

* **Когда следует задавать открытые вопросы**

Открытые вопросы обычно полезно задавать с целью узнать об ощущениях и интересах участников. Конкретные ситуации, в которых особенно уместны открытые вопросы, перечислены ниже:

* Когда нужно, чтобы участник **сказал больше** по данному вопросу. (Вы можете рассказать что-чибудь ещё по этому вопросу? Что случилось после этого?)
* Когда нужно получить **конкретный пример** для того, чтобы "модератор" мог лучше понять участника. (Вы не приведёте пример? Что вы имеете в виду, когда говорите, что с этим трудно работать?)

95

- Когда нужно сфокусировать внимание участника на его/ее ощущениях. (Каковы теперь ваши ощущения? Что вы ощущали, когда впервые ознакомились с этим новым товаром?)

Тщательное Зондирование ("Дознание") - прием при опросе

- "Дознание", отличительный знак качественного исследования, прием, который применяется для выяснения причин, лежащих в основе поведения, взглядов, мотивов индивидуумов.

- Почему необходимо "дознание"?

  - Участник плохо идет на контакт
  - Члены группы имеют тенденцию говорить на уровне познания/мышления
  - Особенности семантики могут привести к неправильному истолкованию

- Когда необходимо "дознание"?

  - вы не вполне поняли комментарий или утверждение
  - вам нужны более подробная информация, конкретные примеры или вам кажется, что специалисты, которые будут просматривать видеозапись работы группы и принимать решение, ожидают более подробного обсуждения проблемы
  - вы хотите выяснить ощущения или мотивы
  - вы не уверены в правильности употребляемой терминологии

- Короче говоря, если вам не вполне ясно, что говорят или испытывают участники, рекомендуется прибегать к "дознанию".

91

Навыки и Приёмы, необходимые для Модератора

Выбор модератора

Практикует мягкий, ненавязчивый контроль
Адекватное знание темы
Выглядит "своим" среди участников

Пользуется услугами ассистента

асс.: Организационная работа
Тщательно протоколирует работу группы
Следит за работой видеоаппаратуры

Умственно подготовлен

Внимателен и не отвлекается
Обладает дисциплиной выслушивания
Запоминает ход опроса

Начинает с простой беседы

Создает теплую, дружескую атмосферу
Следит за тем, чтобы все расселись

Ведет запись собрания

Магнитофон
Запись на бумаге

Делает короткое вступление

Стандартное знакомство
1. Приветствие
2. Тема
3. Основные правила
4. Первый вопрос

Использует паузы и "дознание"

5-секундные паузы
"Вы не объясните подробнее?"
"Вы не приведете пример?"
"Я не понимаю."

Контроль за своей реакцией

Словесная и несловесная
Кивки головой
Короткие словесные ответы (избегайте употреблять слова "правильно", "отлично")

Незаметно контролирует группу

Знатоки
Выступающие более остальных
Застенчивые участники
Перескакивающие с одного вопроса на другой

Выбирает оптимальное место проведения группы

Нейтральность
Отсутствие отвлекающих факторов
Участники сидят лицом друг к другу

Правильно заканчивает собрание

Три этапа:
1. Обобщение сказанного
2. Напоминает о цели собрания и выясняет, ничего ли не упущено
3. Благодарит и распускает участников

TOPIC OF THE FIRST ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" DEVOTED TO THE PROBLEM OF INFLUENCE OF HISTORICALLY CREATED COMMUNAL OWNERSHIP OF LAND IN RUSSIA ON THE DEVELOPMENT OF FARMING

The voice behind the screen:
The prayers and the church gonfalons in Russia served as a foundation of the life of the Russian people, the people-tiller. The temples were erected as bulwarks of spirituality, and the monasteries served as fortresses where monks were working and defending themselves together. The idea of communal life along with the religious education was deeply rooted in the Russian people's consciousness. The community, communal land ownership became the principles of the peasants' economy. The continuity of the religious-communal way of life was especially clearly seen among the Cossacks. The church was blessing the selfless devotion of the peasant-soldier who was protecting the borders of his homeland. The Cossack became the people's ideal hero. The orthodoxy was perceived by the Cossacks as a unifying idea that was extremely necessary to support the readiness for military labor. The communal or so-called military land ownership had gained a foothold as a legal foundation of the existence of the Cossacks.

P.F. Zadorozhnyi -- the ataman of the Yakutsk Cossack regiment said: "What is the Zaporozhjskaya Sech?" It was a kind of religious fraternity. What were the Cossacks for in the first place? For their faith. The Bible itself states that each Christian's duty is to work. The Cossacks had communal land ownership. In other words the land belonged to the military.

What is the farming? We do not fully understand the meaning of the farming and the consequences of its application.

The voice behind the screen:
The foundation of farming is a peasant's private property on the land. For the first time in Russia it was introduced at the beginning of the century. Pretty soon this private property produced 2 million economically strong farms and turned Russia into the world's granary.

S.B., Stolyrov -- a second lieutenant of a regiment of the Voluntary Army "General Markov's officers" said:

During the Soviet regime practically speaking 5 million peasant families, that is twenty-five million people were forcibly evicted from their land, evicted from their houses, deprived of the necessary means to settle in new areas. Practically speaking they were forcibly moved under escort to the deserts and northern near-Arctic lands.

The voice behind the screen:
In the near Moscow village Lodygino you can still see the country estate belonging to Inessa Armand, the woman who was in charge of the peasant policy in the Bolshevik Central Committee. The Bolsheviks, who forced the owners of the land to unite into collective farms (kolkhozes), turned Russia's agriculture into the medieval agriculture. Why did they succeed to turn the country back? There is only one explanation. During the short period of the Stolypin reform the peasants did not have enough time to crystallize the feeling of the land ownership, whereas the collective farms (kolkhozes) reminded them the peasant community. Now, private farms have again appeared on the Russian land.

N.I. Popova -- farmer said:
For example, I had a grandmother. She had thirteen children. The family had its own cow, a horse, and three to four sheep. They were registered as kulaks. They were dispossessed as kulaks and exiled beyond the Ural mountains. I think even now the man who likes to work, the man who tries to work, he will succeed to a certain extent. Well, what is the use? Well, you took some land. You may not even work, you can consider yourself as a farmer. So what? If I work, one day I will also be a kulak. It happens like that. However, everything I have achieved, I achieve with my own hands. Nobody will just bring it to me for nothing and say: "Here it is, take it. I do not know."

The voice behind the screen:
Nadezhda Ivanovna has built this house with her own hands just for six months. Two university diplomas -- the diploma of an engineer-designer and the diploma of a teacher helped. I had to build my house in a shock way and not to be praised. My accelerator was the feeling of ownership. I had to use up the building materials before they were stolen. The same feeling forced me to guard my potato field at night. In Russia a farmer has to live among the people who were brought up by the community, where everything is nothing. The main thing in this is not to become embittered, to find support for a difficult life.

180

N.I. Popova -- farmer said:
I thank God for being able to work, for his helping me to work, for having the faith, the faith in the man, and for what I am doing is not in vain. Well, one time, if to speak honestly, I also was a Communist. I somewhat believed them.

The voice behind the screen:
The man who was brought up by the collective body does not live using his own mind, he lives on the blind faith. Take it away and the man is lost. The farmer is trying to find a right way leaving behind both the patriarchal community and the kolkhoz dead-end.

Grigoriy -- the bishop of Mozhaysk, the vicar of the Moscow diocese said:
Our Russian peasantry is the only peasantry on Earth, having the name of a Christian. Here is the Christianity, here is the Peasantry. In reality it is the same. It tells us that our peasantry is a grain, it is a root, from which we can revive not only our orthodoxy, but also our church and the entire economic life in our country.

THE SCRIPT OF TOPIC OF THE SECOND ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM"

The topic of this issue is the problems of the social-psychological adaptation of the farmer and the ways to solve them.

The main hero of the topic is a Russian farmer of the Italian origin, Tito Brunovich Pontecorvo. He is a son of the famous physicist Bruno Pontecorvo who participated in the creation of the first US atomic bomb in the group of physicists headed by Fermi. Tito found himself in the USSR in 1951, when his father left Canada.

According to his profession Tito is oceanologist, a candidate of sciences. He became very interested in breeding the Akhaltekin horses. In the entire world there are only two thoroughbred breeds of horses, namely the Arab breed and the Akhaltekin one. Presently, farmer Pontecorvo has a herd of 150 horses that makes up about ten percent of the entire number of the Akhaltekin horses. The minimum price of each such horse is 20 thousand dollars. The maximum price is not limited.

When the total number of horses increased, Tito had to take care of the horses to create decent conditions for them. He personally organized the construction of a horse stable that was unique in Russia as far as the comfort for horses was concerned. The horse stable was in a picturesque area on the bank of the Volga river near the city of Dubna.

During the construction Tito had no helpers. However, when the horse stable-palace was near the completion, many envious persons wanted to take over and utilize it, let's say its riding-hall as a sport hall, its stalls as sleeping compartments for tourists, its service offices and residential area as offices and hotel rooms. Among the prospective treasure hunters there were sporting, tourist, ecological, and other organizations of the city.

In the mass media of the city of Dubna they started a ferocious campaign against horses using the slogans of the "greens." They were intimidating the residents that the horses would eat up the entire pine forest. Then along with intimidation and stirring up some serious things came to life. The precious horses were being poisoned, there were traps installed, the horses were being maimed and killed by home-made pikes. Tito was getting threats. Once after

102

the car accident, still in a cast, he was ferociously beaten up and only miracle saved him from death.

However, Tito was not intimidated. He appealed to all possible local authorities, he was speaking at various meetings and made it a habit to answer any hostile publication.

The forces were unequal. The affair was coming to a head. All of a sudden the expropriators start quarreling with each other, they were not able to share the unfinished sauna in the horse stable. The pressure was somewhat reduced. Suddenly, the owner of the horse stable, the educational institute raised tenfold the rent. In order to survive, Tito appealed to famous ophthalmologist S. Fedorov. Fedorov offered to buy out the horse stable. Moreover, he suggested to build a branch of his institute "The eye surgery." Fedorov's offer was rejected. Thus, at the height of fight the local authorities lost the possibility to have a unique ophtalmological hospital in their city, the hospital that is a dream of many Russian cities, as well as of the entire world.

Tito understood that he would lose his horse stable. He made a decision to retreat. However, his retreat was not too far away, just into the neighboring Tver' oblast. Offering his herd as a pledge, Tito received an enormous loan in the local bank. For this money Tito is completing the unique complex, where near the horse stable for 150 horses, there is a riding-hall that even exceeds the famous Moscow riding-hall, the international class hotel to receive the participants of auctions. On top of it, there are shops which have been created purposely to maintain good relations with the local people.

On the territory of his miracle-farm, which is unique in the world, Tito built and equipped the grain drier, the shop for compression of the straw. He also built technical and carpentry shops to serve the local population. Moreover, he created wonderful conditions for the personnel which will be hired from the surrounding villages. For this particular purpose he built individual apartments, a vegetable store, a farmyard, a hen-coop, he drilled two deep wells for mineral water. Also, Tito is planning to open the medical clinic for the local population on the territory of his farm and the riding school for the local children. It seems that Tito has done everything in his power to be on good terms with the local people, who work in the kolkhoz with the romantic name "Awakening" which has been in existence since the days of destruction of kulaks. However, Tito is not sure that one day he will not be

dispossessed as a kulak and will not lose his property to new envious people. "If it happens," said Tito, "I will leave Russia."

10f

TEXT OF THE SECOND ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" (telecast on 10/26/93)

The anchorman:
How do our farmers live today? We are talking about this issue in our program "Land and Freedom." Today we would like to introduce a farmer-owner to you. The man, you will watch during this TV program about, and the man, you will see right now, until recently had no idea about the agriculture. He was an oceanologist. However, when he received his 3 hectares of land he became famous not only in Russia but also outside its borders.

Topic

The voice behind the screen:

Farmer Tito Brunovich Pontecorvo breeds thoroughbred horses of the Akhaltekinski breed. These are very rare and beautiful animals, each of them costs not less then ten thousand dollars. Presently, Pontecorvo's herd counts 150 horses and it is located in the beautiful horse stable near the city of Dubna. His horses are sold all over the world. This success is not accidental. Pontecorvo started 17 years ago. Then a valuable mare could be purchased in the sovkhoz (Soviet farm) virtually for pennies, if it was sick. He had to overcome many difficulties. However, the most unpleasant was unfriendly attitude towards his cause on the part of the local population.

Farmer T.B. Pontecorvo said:
The same ways similar to communists who cover themselves with a brilliant slogan of communism, our "greens", I mean our Dubna greens, cover themselves with the brilliant idea of protection of nature, etc. In the meantime I have horses, they are also nature. Promoting the slogan of protection of nature, the greens make lots of blunders, if not say stupid things. For example, my horse stables. Everything here is built with own my hands, with my own idea. I designed it, I removed the soil. It was a gigantic job. When the building grew up, the "greens" became more aggressive. When the whole thing was completed, they said: "Take these horses away from here. Confiscate them." In this case the thievish theory of socialism is at work again. In this case, it means to be dispossessed as a kulak, to confiscate the property and using a beautiful slogan of social justice, to give everybody a little piece. They attempted to kick me out of this place. What was their slogan? The slogan was -- the horses will eat this near coniferous

105

forest. Nobody can come up with a more idiotic idea. Well, they are "greens." The Soviet people are chronically deceived people. All of them, all, all these hundred millions. It is very easy to irritate and direct a deceived person in any desirable direction, using "here is the guilty one, he makes our life bad." If a smart evil person is involved, he succeeds. I am a living example of it. What was the end of it? The greens were waging the campaign against horses, personally again me. The drunk workers were beating me on the face even when I was in a cast. They pulled me out of my sleigh (I was using sleigh only) and were beating me up. If my friends had not helped me, I think I would have ended up pretty badly. My house was set on fire twice. In the place where the horses usually walk, they were digging holes and put nails, the sharp ends up. They were using traps against horses. Once they put pikes between their legs and tore them apart. One mare died. Initially, I simply used to disregard it and continued working. Believe me, I had a lot of work. They were throwing mud piles at me, stirring up people against me. As a result -- fires, etc. Now I made it a habit, if somebody unjustly accuses me in the local newspaper I immediately respond with a proper article. Thus, I force them, pardon me my words, to shut up. They no longer write in the local newspapers, because they know that they will hurt their cause since the answer will be more logical. The farmer cannot be a coward. The farmer should not be afraid of anybody, anybody. You should speak up at any level.

The voice behind the screen:
Tito Brunovich is not a shy person. Nevertheless, local envious persons forced him to build the horse stable near the sovkhoz "Awakening." This horse-breeding farm linked to the international auction will be not only the best one in Russia, but in the entire world. It will be, if the conflict with the local population can be avoided.

T. B. Pontecorvo said:
Of course, I was worrying about my status here, a stranger. However, in the first place I told them that I was planning to open a permanent free-of-charge club and the horse club in the villages. That meant that the children had opened their hearts to me. Children are always smart. In the evening they usually explain the difference between the white color and the black color to their parents. The children are my first comrades-in-arms, my allies. Then, I have built a first-aid station. Moreover, I have informed all the village councils that all the peasants from the adjacent villages will receive free medical aid and provide them with free treatment within reasonable limits.

This has changed their attitude towards me very sharply. Presently, in my opinion we have normal relationships. Moreover, I have already mentioned that we have built a grain drier, we have purchased the hay processing equipment. We also have a repair shop. All this was made for the farmers who live in these villages and who left the kolkhozes. They are my well-wishers. All this combined has made the situation normal.

The voice behind the screen:
We should also add that the Pontecorvo farm creates many new jobs. Each family will receive a personal apartment. In order to provide his workers with free food, Pontecorvo is building a farmyard, a poultry-yard, and a vegetable store. The TV viewers can think that Tito, who has started such a great enterprise, is a kind of superman. It is not so. He is just capable of understanding other people and he can utilize new possibilities. However, the main thing is that he is not afraid to take chances to materialize his dream. His retreat from Dubna is not his fault but the fault of those who remain there.

Conversation in the TV studio
The anchorman:
Now I would like to introduce our guest, the guest of the program to you. It is Yuriy Ivanovich Linin, the vice-president of the Association of peasant farms and agricultural cooperatives in Russia. Well, Yuriy Ivanovich, you see both in the city, as well as in the village there are people who are ready to use ideals to cover their selfish goals. Our farmers must be ready to resist it. Being the vice-president of the Association of peasant farms and agricultural cooperatives in Russia can you see any ways to form a more favorable and healthier psychological climate for the farmers among local population?

Yu. I. Linin said:
There are proper ways, there are very many proper ways. First of all, they are determined by the farmer's work, by the results of this work. However, not only the work is involved. The other factors are involved, too, namely -- how the farmer deals with his neighbors, whether he can establish business and personal contacts. There are very many examples in Russia in very many areas when the farms are torched in an organized way or in a disorganized way. Sometimes it is organized, sometimes it is not and when it is not organized it means the arsonists cannot get along with each other. There was a case in the Sakhalin, there was a case in the Tver oblast.

Sometimes the guilty persons are found, sometimes they are not. However, the contacts with the population can differ. There are very many cases as it was shown in this episode, e.g., treatment, schools. These examples are not unique. Let's take the remote villages where the farmers settle. Before, if you needed to go somewhere or to get something, like firewood, hay or, say, to go to the hospital, it was possible to appeal to the kolkhoz or sovkhoz management. However, it was not always successful. Now, the farmers took over.

The anchorman:
I recall Tolstoy's words that the land cannot be a property similar to the Sun or to the air. On the other hand, just to receive the land is not sufficient nowadays. One must know how to deal with it. Besides that, the owner has to possess a number of qualities which have to be intrinsic in all the farmers. I mean the ability to risk, to be brave, and, it goes without saying, be a hardworking and purposeful person.

Yu. I. Linin said:
There will be no farmer without the above-mentioned qualities.

Anchorman:
You arrived today at our TV studio at the moment, when the government was discussing the concepts of agricultural reform. Tell us, please, will the farmers' interests be somehow protected during this reform? Because, if we consider numerous forms of the farmers' activity, the farmers are defenseless in many instances.

Yu. I. Linin said:
Well, in many instances the farmer is defenseless, because there are no proper laws. It takes a long time. In many instances there are laws but they are not observed. However, there are cases when the farmers themselves are to bear the blame. Of course, the farmers' interests can be spotted there. It is prematurely early to talk about this concept of the reform as the final one. It is a draft and it is still being discussed. Quite likely that it will be promulgated pretty soon.

The anchorman:
Is it true that the recently published numbers show that only one third of the farmers is capable of functions, the remaining part is barely surviving? Is it true?

Yu. I. Linin said:
There are different statistics and they may be conditioned by the fact that the situations are different in different oblasts, regions, and republics. Yes, this year is a difficult year for the farmers, the ordeal year. The general economic situation in the country is unfavorable and it is reflected on the farmers. Particularly, all the produce the farmers grew, harvested their crop, and delivered it to their customers remains unpaid. Many farmers have credits, the credits have to be paid. They could have paid off their credits but they had not received money for their produce. This causes somewhat artificial bankruptcy. Later on the money will be paid to the farmers but they will be cheaper and in the meantime the banks are preparing penal actions. So, right now, let's say that the economic authorities are not solving this problem and they are not seriously preoccupied with it. It was a difficult year both from the point of view of weather and harvesting. It seems the crop was not bad, however, the harvesting itself was difficult that will produce results. Otherwise, we can expect an artificial bankruptcy. Also, we should point out that many farmers are not ready. They may be brave, hardworking, however, they lack capabilities, knowledge. Not everybody is ready for that.

The anchorman:
Well, thank you very much. I remind our viewers that you have watched the program "Land and freedom."

TEXT OF THE THIRD ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM"

The topic: the problems pertaining to the marketing of farm produce and the ways to solve them.

Farmer V. K. Solovyov, who resides in the near Moscow village Orud'yevo, used to work in the sovkhoz and held his own cattle for a long time. During this period he acquired significant experience in raising livestock. When the first farms started appearing, being a man with the initiative he left the kolkhoz. He was one of the first farmers who left the kolkhoz. He succeeded to obtain a pretty big share of land for his family -- 20 hectares. He had enough laborers. Solovyov has three adult sons, who live in the same house with him. However, to toil such a big piece of land and use it for livestock breeding he needed significant investments in buildings and machinery. He had to take pretty high interest commercial loans, up to 170% interest. However, the only way to pay off these loans, the farmer had to have the maximum profit from selling his livestock. Unfortunately, the existing taxation system imposes consecutively value added tax in the amount of 20% on each stage of reprocessing operation. The farmer cannot obtain a sufficient profit (the tax is imposed consecutively several times, e.g., the tax on the cream out of milk, the tax on the sour cream out of cream, and the tax on the butter out of sour cream), because he cannot adequately raise his prices due to low solvency of the population, especially, the rural one.

However, Solovyov took into account the advice of foreign farmers who visited his farm, including the "Farmer-to-farmer" program. He has solved these difficult problems by opening his own store. In this store besides his own agricultural produce he sells consumer goods obtained through the barter agreements with wholesale suppliers, such as: refrigerators, incubators, TV sets, washing machines and other items which are very necessary for the rural population. In this way Solovyov not only reduced his losses caused by multiple taxation, but also was able to use the proceeds from the store to solve the problems of material and technical supplies for his farm. Presently, it is impossible to purchaser these items without cash transfer. Moreover, the store proceeds enable him to put money into operation and use the profits to expand his production.

TEXT OF THE FOURTH ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM"

The topic: how to overcome the problems of consolidation of the farmer movements.

The protection of farmer rights is possible only through their cooperatives. The cooperative can protect the peasants' rights from the governmental intrusion. Yet, separate cooperatives cannot do that. They have to unite into specialized unions, the way it is done all over the world. After that, these grouped unions can join hands all over Russia. When this unification takes place, these unions will be able to obtain the right of legal initiative.

The topic of this issue was explained on the example of the situation that took place in the Morozovs' farm in the near Moscow village Yel'digino. Having lost their only automobile in the accident, the Morozovs were deprived the possibility to sell their livestock and they were compelled to slaughter all their cows. They could have eased the situation selling their potato crop, but their competitors had spread false information that the near Moscow area potato was contaminated with phytoparasites. The Morosovs acting individually had failed to sell their produce. If at that time there had been a cooperative, it could have been able to refute this misinformation.

Thus, the Morozovs' bitter experiences force them into unification with other farmers. However, in their opinion this unification should not be formalized as it is taking place now with other regional farmer associations which turned into offices distributing state loans. The consolidation on the basis of cooperation through the unions and associations enables to solve the problems of all the farmers and their individual problems at the highest level, at the state level.

CONTENTS

OF THE SCRIPT OF TOPIC OF THE FOURTH ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" (aired on 11/09/93)

Farmer Morozov, B.I.:

We want to live normally and to work normally, too. In the sovkhoz you work eight hours and after that --bye-bye. Here, everything belongs to me. Do you understand? It belongs to me! I am the landlord.

Farmer Morozova, S.I.:

For me personally, it is much more difficult to work here than in a state enterprise. It is much more difficult from any point of view -- physical, material, moral. However, I feel differently here, I am free. I know that everything depends on me. We planted four hectares with potatoes. Well, when we sell the potatoes, we can have some profit only in the autumn, when they are harvested. We have bought two cows and they brought us a good profit. Our family lived excellently because the cows were milking. We used to have a car. It was an old car, "Moskvitch-407", but it was marvelous. The car was our savior in everything. We used to deliver milk to the Pravda village. We used to have our customers. Our work looked like the squirrel running in the wheel-cage. My husband was jumping from the tractor into the car, from the car onto the tractor seat. We were constantly working. An accident brought us down. It happened when we made a regular milk delivery and were going back home. On the highway another car hit us. As a result of this accident we were put out of action. I spent a month in the hospital, my husband was disable, our car was destroyed. This affected our income. We had to sell one cow, because we had no market for the milk in our village. We had no transporting means to deliver the milk to another place. The heifer had to be slaughtered, because we did not have enough hay.

The voice behind the screen:

It is obvious that freedom alone is not everything. No matter how hard the farmer is working, he is not protected against a fateful accident, if he operates alone. Independence of the cat walking on the top of the roof is

only a show. Even in the age of jets we have to come to Earth and admit that no matter how you look at it, the farming per se is a risky enterprise. In case of bad weather, diseases or poor harvest all the efforts are tossed to the winds. A very simple stock and our hands covered with corns are the insurance of most of our farmers. A planter and a tractor with the cart attached to it cannot be found at every farm. If this traffic accident unsettled the Morozovs, then what can happen if the car was hit on the purpose.

Morozova:

On numerous occasions I heard on radio that the Moscow area grown potatoes are severely contaminated with phytophtora. These potatoes cannot be stored during the winter season. We went to the Pravda village agricultural warehouse. Its chief told us that he would not accept the potatoes from the Moscow area. He said, "I will accept potatoes from other regions, the potatoes from the Moscow region are bad!" We went to the market. There were many trucks from various oblasts, such as Briansk, Vladimir, Lipetsk. People were buying their potatoes. Nobody touched the potatoes from the Moscow region. In reality, these potatoes were not much different from the potatoes from other areas. These potatoes were just usual potatoes. Nobody was buying them because of the radio propaganda or because of something else. I do not know the reason for that.

Farmer V.P. Bunin:

I think that the rumors about the contaminated potatoes are just a pure economic sabotage. This sabotage was directed against the Moscow sovkhozes and kolkhozes, as well as against the Moscow area farmers. It is much simpler to buy potatoes in another oblast, somewhere in the out-of-the-way place for a very cheap price because there is no market for the potatoes. Then, these potatoes will be brought here and sold at inflated prices.

The voice behind the screen:

No matter how well you hide your accumulated piece by piece property from usurers, you alone cannot fight them. You have to join the others. During all the disturbances of life the farmers can count only on mutual assistance, that is on cooperation. This cooperation exists when the strong is providing the weak with the shelter and help during the storm. Doing this the strong secures an insurance for himself in the future.

Bunin:

The cooperative of ragamuffins is not the best way to survive. Therefore, in our particular case, when we owe small patches of land, we should look for normal partners, whom we could work with.

The voice behind the screen:

All these vehicles belong to one of the above-mentioned partners. Several tractors, trucks, and combines help Turungubayev feed the residents of Sergievo-Posadsk besides his own family. Being a former chief of the vehicle garage he succeeded to create a good fleet of tractors and vehicles.

Farmer U.T. Turungubayev:

I have a lot of land for three persons -- for myself, my son and my son-in-law, totally 70 hectares. If we did not have technology, this land would not work for us. It cannot be toiled by anything else. It is very difficult. However, owing to this technology that we acquired last year we succeeded to organize hay stacking, harvesting of bread grains, cereals, and potatoes. Only thanks to this technology.

The voice behind the screen:

Turungubayev thinks that his technology was not fully utilized and it could serve other farms without horses. However, other landowners do not join the club of mutual assistance. It is most likely caused by herding the peasants in kolkhozes. This phenomenon probably contaminated many peasants with the "flock together" disease. It is the disease of irresponsibility. When the peasants left their herders, they have no desire to join cooperatives. They are afraid of it. Well, the kolkhoz that was imposed from the top has never been the cooperative. The cooperative is a voluntary organization. It is organized because of the necessity to protect the peasants' right to work and to live normally. Not everybody understands it. Therefore, our peasants are walking indecisively in circles. In the meantime we see birth of new bureaucratic organizations which give vague promises to provide credits. We can easily recognize familiar bureaucratic structures such as farmers' regional associations which multiply in the environment of bureaucratic talking.

Morozova:

The only thing we are doing is talking. We are talking everywhere including our regional associations. I do not attend these meetings any longer. It is nothing but conversations. No practical assistance for the farmer is provided. We see that it is very difficult to operate alone. We cannot survive.

Conversation in the TV studio

The anchorman:

Well, the topic of our today's program is "Land and freedom" and the consolidation of the farmers' movement. Let me introduce a familiar person -- our guest, academician Aleksander Aleksandrovich Nikonov. A.A. Nikonov is a director of the Agrarian Institute of the Academy of Agricultural Sciences. Well, Aleksander Aleksandrovich, we can see that farming is a risky business. Is there any way to reduce this risk?

Nikonov:

I think that the answer is the Morozovs' farm and everything else we have just watched on the screen. You know, when I see these people, when I meet them I have mixed feelings. On one hand it is admiration, gratitude, and thankfulness for their hard labor that they have taken upon themselves. On the other hand it is a feeling of sincere regret that our society has not created normal working conditions for them. Nevertheless, there is a way to remedy this situation. It is a cooperative. During the last program you mentioned it. The peasant in general and the farmer in particular face usually numerous difficulties. These difficulties can be caused by mother nature's whimsies. These whimsies are becoming more threatening due to the global climatic changes. In this case the sciences have to more actively participate and in certain situation the system has to be redesigned. Another difficulty is the market. We are not ready for the market. The farmer by himself will not be able to access it. Another problem is lack of money and crediting and shortages of the agricultural machines. There are no repair shops to fix the equipment. The reprocessing and marketing of the agricultural produce is a real problem. In other words -- a heap of difficulties. Fortunately, a normal agricultural cooperative removes these difficulties.

The anchorman:

Aleksander Aleksandrovich, we have talked with many farmers. What is the reason that the existing associations, I mean farmers' associations, do not protect interests of their own farmers within the boundaries of their own regions? I have recently read the information concerning operations of the Kansas association in the United States. This association includes one hundred fifty regional unions of farmers. In its turn the above association is a member of the All-American Federation of Farmers' Associations. This particular association represents interests of four million American farmers. Presently, it is the biggest organization of this type in the world. This association has developed and implemented various programs to meet the needs of farmers of this region. The package includes insurance, marketing, legal assistance, training, and other things to protect the farmers. We do not have anything similar to this. Our associations have a different role. Why?

Nikonov:

I do not want to evaluate the Kansas farmers' association. It is a different story. I want to say the following. Russia used to have wonderful cooperatives. They met all the standards of the world's economy. However, in the 1920s - 1930s these cooperatives have been eliminated due to the collectivization. I have recently browsed through the last 1927 report. At that time there were 94 thousand cooperatives and several hundreds cooperatives of other types in Russia. There is a significant difference between kolkhozes and cooperatives. Kolkhozes were created on the top, cooperatives were created at the bottom. It is very simple to create cooperative. Three, four, or five people get together to solve a problem. They make a decision to create the cooperative. They adopt its charter, write an application. That is it. Three above-mentioned documents suffice to go to the local authorities and register this cooperative. It is alol that requires. There is no other procedure to create cooperative. Unfortunately, we do not have a proper law on the books yet. Last time I told about it and I think that our television viewers still remember it. The government is considering this law. I think that the law will be adopted pretty soon. This law will encompass credit unions, marketing and supply organizations, repair shops and organizations assisting in utilization of technology, the training, etc. In other words, the entire package that is being used by the entire world. It is going without saying that the State has to render assistance. I would like to mention one widely circulated fallacious opinion. This opinion states that cooperatives

contradict to the line of reforms, to privatization, to personal property. There is no contradiction in cooperatives. The people who have means of production and other means cooperate. The principles of operation themselves are very interesting. First, it is voluntary. Second, it is democratic, nobody on the top gives you the orders. The members make their own decisions and nobody can cancel the decision made by the cooperative assembly. Third, you are paid according to your work. There are various stimuli in acquiring various commodities in short, there are various discounts for cooperative members. There is a stimulus here. The shares, it means something. The cooperative law and the international law state that the shares go first, the payment for shares goes second. Even this has been taken into account.

The anchorman:

Well, thank you, Aleksander Aleksandrovich, for your very interesting comments. We will hope and wait for the day when the associations really protect farmers' interests, when the law of cooperatives is fully implemented. Only then the farmers' interests will be well protected when the farmer can avoid risky situations. Only then the farmers' movement can develop in our country.

Nikonov:

You are right. Whatever has just been said is a very old idea, it is as old as our world itself. You can easily crush one person, it is very difficult to crush a group of people. In the meantime we will have a lot of fight with the peasants-monopolists in the market.

The anchorman:

Thank you, Aleksander Aleksandrovich. I would like to remind our TV viewers that our guest in today's program was academician Aleksander Aleksandrovich Nikonov. We continue our program.

TEXT OF THE ~~FOURTH~~ FIFTH ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" (aired on 11/30/93)

Topic

The voice behind the screen:
It is impossible to revitalize the farms with empty hands. It is the truth that is known to everybody, especially to a farmer who works alone. Where can the farmer obtain the necessary equipment? In order to answer this question we traveled to the village of Chelyuskinskiy to visit the permanent exhibition of the Russian Technological Academy of Management and Agribusiness.

The correspondent:
Here at the exposition hall I met a farmer. He is from Kursk. His name is Igor Vlasenko. Igor, may I talk to you for a second? According to his education, he is a doctor. He graduated from the medical institute. Presently, he is working as a farmer, attends the courses in the Academy of Agribusiness and at the same time he is trying to familiarize himself with the machinery that is exhibited here. He is trying to purchase something for his farm. Have you found something here?

Vlasenko said:
To be specific, the equipment which I would like acquire here for my farm is not here yet. I need a beet-harvesting combine and all the equipment which is needed for sowing, growing, and harvesting of the beets.

The correspondent:
If you have found something, we will invite a consultant right now. Vyacheslav Filipovich, we need your help.

Fedorenko:
Presently, we do not have this machine at our exhibition.

The correspondent:
What should we do? How can the farmer harvest the crop?

Fedorenko:
This problem we can solve pretty simply. If there is a specific request for the given equipment, the farmer applies and within a certain period of time we approve his request depending on the production and soil-climatic zone in which his farm is located. However, prior to process his request, we are

118

ready to consult him on a specific brand of the equipment, its productivity, its positive features and drawbacks. We are ready to consult the farmer how it could be rationally used in the area, where his farm is located.

The correspondent:
Well, let's try to improvise such a consultation. Igor, do you have any questions? Let's say what is the best approach to the machinery? How can we select the equipment? You just cannot buy something you have no idea about. You should select something you really need.

Vlasenko:
I had similar problem on numerous occasions when we were buying machinery from the plant-manufacturer. It was not a complete set of any machine such as a seeding-machine or a combine. In other words, each unit of the machine was not complete. In order to get the full set of the machine I experienced lots of red-tape delays dealing with writing back and forth. It takes a lot of time. The farmer values every minute.

The correspondent:
Vyacheslav Filipovich, what should we do?

Fedorenko:
In this particular case we are ready with the-called preselling service. Before the farmers purchase the equipment we together with him examine it and if there are some shortcomings we eliminate them and the above equipment is transferred to the farmer without any problems. This equipment is ready to perform its agricultural "duties" it was designed for. For example, the 5-25A type tractor-cultivator. It is a wonderful machine. Its productivity is designated for the area that just belongs to Igor, namely, for 40 hectares. We are also ready to give the planker which can be used with this tractor to perform all the agricultural tasks. If the farmer needs some consultations in his farm, we are ready to go there and provide the farmer with consultations on the possibility of utilization of this equipment and cultivation of crops in his farm.

Vlasenko:
A very important question arising when you are purchasing the equipment is how to deliver it to your farm.

Fedorenko:

This problem is being considered and I think that pretty soon we will completely solve this problem. In other words, we will partially satisfy the requests but not completely. Pretty soon we will be able to completely deliver the purchased equipment to the farmers.

The correspondent:
What about the price, Igor? I think you are interested in price, too. One thing is to buy the tractor by means of the middleman, another thing is to buy it directly from the manufacturer.

Vlasenko:
Yes, in principle we have to discuss the prices immediately, because presently the prices are going up constantly along with the inflation and the farmer cannot keep up with it.

Fedorenko:
We offer farmers the equipment practically at the factory level. It happens because quite often we buy the equipment directly from the plant-manufacturer avoiding the middlemen.

The correspondent:
Now, I have a question to you. Presumably, I have decided to engage myself with the farming. I obtained some land and I will grow plants. Can you give me a consultation on what I will actually need to properly toil the land, if its size is, let's say, about twenty hectares?

Fedorenko:
Yes, we can provide you with similar services and we provide services like that. If you are not very knowledgeable with the plant-growing, first of all we offer you the courses and practical studies on the topic you have selected. Within this particular program we will together calculate the most optimum fleet of agricultural machines which are necessary to cultivate the given crop in your farm, we will figure out how much technology you need, what tractor you should purchase, what plankers you will need, the quantity of manure, what seeds are expedient and economically profitable, etc.

The correspondent:
Well, we have to go back to school, the school of the Russian Academy of Agribusiness.

The conversation in the TV studio

The anchorman:
As a continuation of our conversation I would like to introduce two more guests to you -- Vladimir Nikandrovich Mikheyev, the deputy director on marketing of the Peasant Trade Center, and Victor Mikhaylovich Kotov, deputy Director General of the Peasant Trade Center. These are the people who are directly involved in supplies for our farmers, our peasants. They provided them with everything necessary including the equipment. Victor Mikhaylovhich, I think my first question will be to you. It is not a secret to anybody, that financial solvency of our farmers and peasants is practically zero. What should we do?

Kotov;
I think this is the most difficult question that you could ask us. We are trying to solve this problem in our own way. First of all, we chose probably the simplest possibility, namely, we asked the government to give us a loan. Using this loan we could reduce the financial burden on the farmer, we could somehow help him, we could sell him on installment plan for a long period of time. That would provide the farmers with the possibility to sell the harvested crops and make some money on the same loan. Unfortunately, in to month our request was rejected. The reason was the status of the Peasant Trade Center. It was not a state organization. Therefore, we were told to apply to commercial banks. However, now the loans bear suffocating interests, even the state loans demand two hundred fifty and more percent. So, why should we even talk about commercial banks. That is why we are still in search of other ways. We are at the beginning of our new development. We re building warehouses to store the agricultural machinery that we will take on direct agreements with the manufacturers and then we resell it from our warehouses. The we suggest that our peasants did not sell their agricultural produce alive, because in this particular for it is very cheap. We recommend them to sell it after all reprocessing procedures. It also includes mini facilities reprocessing meat, milk, etc. Right now, we have access to the apiculture facility. We have about a dozen requests from the farmers not to sell honey in churns, but to install the honey packing line. We went to the research institute ant it will design various packing lines and we will sell these lines. Moreover, we pay significant attention to the rent stations. The regional rent station can unite farmers and they can rent various machines. This business is very promising. First of all, these stations will be welcomed by regional technical enterprises, machine testing stations and by

the well-established infrastructure. They could collect all these machines, because there are very many enterprises and institutions where this technology remains unused and idle or the technology whose usage is of purely seasonal nature.

The anchorman:
Vladimir Nikandrovich, now I have a question to you. We are talking that we have a state program to develop farms. We are trying to materialize it. However, if we compare our experience with the foreign experience, we can see that abroad there is the agricultural service network. Any farmer can go to any of its station and he will be assisted. We do not have anything like that. We used to have agricultural machinery companies which are now destroyed in most cases. Presently, our peasants' machinery base practically equals zero. What should we do? Is your Peasant Trade Center trying somehow to solve this problem in the way that any peasant could come to you and purchase any part or repair his equipment?

Mikheyev:
Partially, you are right, partially, you are wrong. What has happened? Yes, in our former "Sel'khgoztechnika" system and its branch "Agrosnab" the management created the final assembly shops, that is the equipment which arrived from the manufacturer was assembled, run in, and in fully prepared condition the equipment was transferred to the agricultural producer. Recently, these shops have sharply reduced both the production volume and the quality. If in 1987 the "Agrosnab" had 966 such shops, in 1991 it had 644 shops, and presently there are only 580 such shops. In this case there is a problem, the farmer has mentioned about, the problem of incomplete sets of the equipment. This brings significant losses to the farms, both economical and financial. I mean the material losses, the losses of crops. Therefore, after the thorough analysis the Administration of the Peasant Trade Center requested the government to develop the similar program on our behalf. However, in order to achieve that we needed a big loan. Victor Mikhaylovich has already mentioned it. The loan has been denied. Presently we are ready to sell any spare part to plants-manufacturers, any part that is sold by plants-manufacturers. Well, provide the maintenance and technical service we presently cannot, despite it is our dream. Our dream is to render services not only for the sold equipment but also provide maintenance. In this lies a profound sense, here we have significant resources. It also applies to the situation when the peasant cannot purchase a necessary equipment because of its high cost, he has no possibility to repair his tractor that has

been in operation for a dozen of years, and also because of the high repair cost. It could be the ideal way out.

The anchorman:
Did you get in touch with any enterprises undergoing conversion, the enterprises which switch from the military production to the civil one?

Mikheyev:
It is one of our sources.

The anchorman:
I asked this question for the following reason. When I visited the exhibition, I saw foreign equipment. In very many instances it is not useful for local conditions.

Mikheyev:
We are trying to establish relationships with the above-mentioned enterprises. Presently, we correspond with a hundred of these enterprises. They sent us listings of the equipment which they make for the farmers. Now we are analyzing these listings, we are putting them in order, and soon we will prepare the catalog of this equipment. We will send it to various peasant associations, to various farms, and to kolkhozes and sovkhozes.

The anchorman:
Thank you very much for your participation in this program.

TEXT OF THE SIXTH ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" (aired on 12/07/93)

The topic: how to solve the problems of improvement of the efficiency of the interaction between farmers and various authorities.

The topic of this television program is suggested to be shown on the example of solving the problems which every farmer has to face and which are connected with reception of a plot of land.

In the Moscow oblast the land distribution resources are pretty limited and it is not only because in this oblast there are very many towns, industrial enterprises, military installations, and military camps. The main bulk of land is distributed between kolkhozes and sovkhozes which operate pretty inefficiently as anywhere else in Russia. Therefore, when the farming was born and the problem of land redistribution arose, the peasant who was operating alone collided with the resistance of the kolkhozes' administrative personnel and local bureaucracy. They prevented the peasant to receive his plot. Being afraid to relinquish its power which under the existing conditions provides with enormous possibilities of enrichment, the village power holders using their status as "Near Moscow Courtiers" have organized lobbying of their interests in the Russian government. Their lobby was pushing the majority of collective farms of the oblast (up to 90% of their entire number) into a special listing of so-called elite enterprises, which the peasants are not permitted with their land shares in accordance with the decree of the Russian Council of Ministers. The peasant can leave this farm under condition that instead of his land share he will get its monetary value according to the lowest price list, only 180 roubles per hectare. It is quite obvious that with this situation in existence, no worker of any collective farm will take chances to leave the collective farm. So, he will be condemned to suffer under the rule of the rural bureaucracy. Thus, the artificially created "shortage of land" in the Near Moscow area will inevitably result in mass bankruptcy of the farmers and preserve the previous monopoly of collective farms which operate inefficiently. Moreover, the existing method of land ownership declaration provides bureaucrats with incredible possibilities for personal enrichment, because they have authority to allocate land for country-house and cottage construction at dumping prices.

The program is supposed to start with the topic telling about V. K. Khondyrev's mishaps who was trying to receive a land plot. Khondyrev is a flower grower and collector who became internationally known after the flower exhibition in Holland. However, until recently he had to grow his fabulous tulips in his house's basement. Despite the fact his flowers are popular among many foreign representatives. Khondyrev had to travel miles from one office to another to obtain a land plot for his farm. Finally, he received his land, it is not exactly land but rather a piece of the swamp that has to be dried up by filling it with soil. Around it you can see empty boundless sovkhoz fields.

A. A. Belagurov who has his own vision of the land reform and who is the Chief of the Odintsovo region administration was invited to comment on this situation.

TEXT OF THE SIXTH ISSUE OF TELEVISION PROGRAM "LAND AND FREEDOM" (aired on 12/07/93)

The voice behind the screen:
The winter. It's the time for Russian dreams. Vyacheslav Khondyrev and his cousin Alexander Marchenko are happy. Their dream of land has materialized. Here, under the blanket of snow their tulip bulbs are hiding and under the ice of their artificial pond famous decorative Japanese carps are sleeping. On the land adjoining the house they created a garden. Each meter of their land is thoroughly toiled. Several years of their intensive labor grew the best tulip collection in the country. It is possible to call it the national collection. They receive letters from all over the world. People are asking to send them seeds and there are proposals to prepare articles for scientific magazines. For eighteen years of their unbelievable efforts the cousins have collected the best tulip sorts on their little piece of land. Alexander Marchenko has completed his post-graduate studies. His profession is ichtyopathology, that is he studies the diseases of the fish. He did not abandon his profession. In their decorative pond he breeds rare decorative Japanese carps. The pond adjoining the farm is small. Alexander is dreaming to have fish in big water, this big water is supposed to be his private lake. Alexander's profession is Space geodesy, he is an expert on unmanned space vehicles. Life made him land. He found out that his childhood's passion could bring much more money than the poor man's salary of the Russian expert on Space. Last year Vyacheslav, who spent almost three decades cultivating flowers was invited to Holland to be a judge at the World tulip exhibition. Having this qualification the land adjoining the house was too small. They were lucky. They succeeded to obtain a five hectare plot from the "Pamyat' Il'icha" sovkhoz.

Marchenko:
We received this plot a year ago. I should say it was not a simple task. Even with our All-Union fame we had to exert every effort, we spent more than a year to achieve our goal. It took more than a year to process all the necessary papers to receive a plot.

The voice behind the screen:
The sovkhoz allocated a swamp and the adjacent dumping ground to these farmers. The cousins wanted to create a decorative park with fantastic shrubbery and rare flowers among the alpine hills and ponds with golden fish. They had to make a road, to drain the swamp, to fill the soil, to dig a

reservoir. It is interesting all this titanic work took less time than the acquisition of the plot itself.

Marchenko:
What can be grown on 2.5 hectares? Well, it is not much. Here, you have to think of keeping the farm productive, of both sufficient profits and production to feed city residents and ourselves, too. The land that we have is not enough. Of course, if they gave us more land, it would be better. Nevertheless, having these 2.5 hectares w can use this land to cultivate elite sorts of various plants and send them all over the country. In this case it can be efficient.

The voice behind the screen:
Indeed, the cousins started at the plot of land at two hundredth parts. Soon, however, the profits from selling the seeds enabled them to purchase this house with adjoining land. The found a gold-mine and everything that goes with it: expansion of the farm, significant land-reclamation and construction projects at the five hectare farm. All this was financed by the profits from fifteen hundredths parts of the farm. If these two farmers have succeeded to achieve so much, what could achieve other good farmers if they had land and freedom.

Conversation in the TV studio

The anchorman:
I would like to introduce our guests to you. These are Oleg Genad'evich Zelenov, Director General of "Al'tstroy" company and Andrey Alekseyevich Belagurov, the Head of the Bol'shevyazemsk rural administration. Oleg Genad'evich, first of all I would like to ask you a question. You are the man who works with the land. Slightly over a month ago the government adopted the Decree on adjustment of the land ownership and development of agricultural reform in Russia. Tell us, do you feel some relief in your everyday work?

Zelenov:
I would not say that it has become easier, because this Decree is just a declaration of land ownership, the obligations. However, there is no mechanism. On top of it this Decree has preserved one principle, I think the distributive principle. The land distribution is not based on the market but on distribution. This brings corruption which is an inseparable part of this distributive system. Therefore, today we cannot talk how easy and simple it is. First of all it is necessary to adopt the market system to deal with the land distribution. I will talk more about the mechanism itself, because I am closer to it and understand it better. I understand it in this way. We need a system, the developed powerful system with agricultural and mortgage banks, with investment funds and the monitoring service with the cadastre land appraisal. I think when we will complete all this, and we have already started, we will achieve a more serious approach towards land and it will bring us the maximum profit which in turn will help the entire country. That is why we look at the Duma with a big hope. We are constantly discussing all these problems. We hope that our Duma, our new deputies will adopt a normal law that will be more or less understandable and there will be no need to create paralegal acts, instructions, etc. All these things are never adopted and they twist the law any way and for anybody who wants it. Therefore, we fix our eyes on Andrey Alexandrovich.

The anchorman:

Andrey Alexandrovich, in your region, you have somewhat solved the agrarian problem...

Belogurov:
I do not think that this problem has been solved. I would like to point out that in the territory of our rural council or the rural administration, as it is presently called, in the course of the land reform any person and any family who applied for the land plot received this plot for their own subsidiary small holdings. I would like to mention another side of the reform a little bit. In my opinion the essence of the problem lies in the following: the initial land reform law adopted over two years ago, as well as the consecutive law of the peasants' farms created the so-called precedent for the legal foundation for liquidation the state monopoly on land. Here we are, the President's latest decree that permits buying and selling land as of September 28. Well, I think that the reform as such can never be completed, whereas the law that I was earlier talking about allocates two years to complete the land reform. What did I do for these two years? Somewhere more than usual, somewhere less. However, if we talk about a civilized land market, about the relationships which are supposed to form in Russia, I can say that we have about two hundred fifty percent of the above relationships. Two hundred sixty thousand farms in Russia owe only two percent of the sowing land wedge. Three percent more belongs to subsidiary small holdings whose territory is occupied with gardens, country-houses, individual houses. What about ninety-five percent? This percentage belongs to kolkhozes and sovkhozes. Of course, I do not promote their complete liquidation. I say that the normal civilized land market can arise when we have a normal legal foundation, when our Russian investors are drawn to this market, because today they are ready to invest their money into this problem. I can say that 95% is a pretty heavy share. The privatization problem has to be solved. Moreover, we who participated in realization of this reform support the idea that every collective farmer, every worker of any sovkhoz, receive a real land share in reality, but not on a piece of paper. Another question arises -- should we sell, buy land. I would like to reiterate that in civilized countries with the land market in existence for a long time, there is a normal civilized legal foundation on the basis of which land is redistributed. If you receive this land, if you buy it out, or inherit it, or buy it at an auction or through the agricultural or mortgage banks, you have a certain purpose, namely, to use it to produce agricultural products. Therefore, I am always pointing out that we have to create this market (if we create it). It has to appear besides the legal foundation. As far as the results are concerned, I would like to say that if we had less resistance to the reform, the peasants would join the reform. For example, in the year of 1990 there were three cows per four villages, today

this number is 32. The number of sheep and goats and poultry increased tenfold.

The anchorman:
Andrey Alekseyevich, today, before the elections to the Federal Assembly what could you tell us about some political programs of various parties and blocs dealing with the land reform?

Belogurov:
Well, you know it is not a new problem. Definitely, there are some parties and blocs which support the market reforms in the interest of the people. Some alternate political forces are talking something about the peasant's personal yard. Recently we had a meeting of all the deputies of the Third district of the State Duma. The meeting took place in the "Oranzhereynyi kompleks Gorki-10" sovkhoz. I was surprised by the statement of a representative of the Communist party that they support private land ownership. I asked them what did prevent them from doing that before? I found out that the trick was their support. They supported only small private property like subsidiary small holding. What about other 95%? I think that political blocs like "Choice of Russia" supports private land ownership. It was specifically indicated in its program. This privatization should provide each Russian citizen with a piece of land. It should be a land voucher. Unfortunately, the problems of the land reform were the responsibility of our former vice-president. We did not have somebody like Chubays to consecutively carry out the reform. Alexander Rutskoy's good idea about the land banks was not realized. The political blocs like "Choice of Russia," "Russian movement of democratic reforms", Yavlinskiy-Boldyrev, Lukin, "Party of Russian unity and accord," headed by Shakhray in their strategic plans do not have disagreements concerning the program of realization of the land reform in this particular way.

The anchorman:
Thank you, Andrey Alekseyevich. I would like to remind our TV viewers that our guests today were Andrey Alekseyevich Belogurov, the Head of the Bol'shevyazemsk rural administration, and Oleg Genad'evich Zelenov, Director General of "Al'tstroy" company.

130

РАСШИФРОВКА ТЕКСТА
сюжета первого выпуска телепрограммы "Земля и воля",
посвященного проблеме влияния исторически сложившегося
общинного землепользования в России на развитие фермерства.

Голос за кадром:

- В молитвах и под хоругвями церкви закладывались на Руси основы жизни народа - землепашца. Храмы возводились как твердыни духовности, а монастыри - как крепости, где братия и трудилась, и оборонялась сообща. Вместе с религиозным воспитанием идея общинности глубоко укоренилась в народном сознании. Община, общинное землепользования стали основой крестьянского хозяйства. И особенно ярко преемственность религиозно-общинного уклада жизни проявилась на примере казачества. Церковь благославляла подвижничество крестьянина-воина, оберегавшего рубежи отечества. Казак стал идеалом народного героя. И православие было воспринято казачеством как объединяющая идея, столь необходимая для поддержания готовности к ратному труду. Общинная же или, иначе, войсковая собственность на землю утвердилась как правовая основа существования казачества.

Задорожный П.Ф., атаман Якутского казачьего полка:

- Что такое Запорожская Сечь? Да это был род религиозного братства. Первое, за что стояли казаки? За веру. Сама библия рассматривает, что долг каждого христианина заключается в работе. Казаки имели общинное землепользование. То есть земля была войсковой.

Что такое фермерство мы еще до конца понять не можем, что такое фермерство и к чему оно приведет это фермерство.

Голос за кадром:

- Основа фермерства - частная собственность крестьянина на землю. Впервые она была введена у нас лишь в начале века, но уже вскоре дала два миллиона крепких хозяйств. Именно тогда-то Россия и превратилась в житницу мира.

Столяров С.Б., подпоручик полка Добровольческой Армии "Офицеры генерала Маркова":

- В годы советской власти практически пять миллионов семей крестьянских, то есть двадцать миллионов человек были насильственно согнаны с земли, выгнаны из своих домов, лишены необходимых условий для проживания на новых местах, практически под конвоем были пересе-

лены в пустыни в северные приарктические земли.

Голос за кадром:

- В подмосковном поселке Ельдигино еще сохранилась поместная усадьба Инессы Арманд, руководившей в большевистском ЦК крестьянской политикой. Большевики, согнав земледельцев в колхозы отбросили сельское хозяйство России в средневековье. Почему же им удалось повернуть страну вспять? Да потому, что чувство частного собственника за короткое время Столыпинской реформы, еще не успело укорениться в душе земледельца, а колхозы уж очень напоминали ему привычную крестьянскую общину. И вот частные крестьянские хозяйства вновь появились на российской земле.

Попова Н.И., фермер:

- У меня, например, была бабушка, у них было тринадцать детей. У них была своя корова, были у них своя лошадь и было три или четыре овцы. Их записали в кулаки. И их раскулачили и выслали за Урал. Мне кажется и сейчас кто любит трудиться, кто старается трудиться у того что-то и получается. Ну, что толку - ну, взял ты землю, ну, не работай ты, считай себя фермером, ну и что. А если я буду работать, значит я тоже буду кулаком со временем, получается так. Но ведь это все дается мне своим трудом, мне ведь просто так никто не принесет на блюдечке, не скажет: вот тебе, пожалуйста. Не знаю.

Голос за кадром:

- Этот дом Надежда Ивановна построила своими руками всего за пару месяцев. Пригодились два высших образования - инженера-конструктора и педагога. Дом пришлось строить по ударному. И не за похвальную грамоту. Подгоняло чувство собственника - надо было побыстрее употребить стройматериалы, пока не растащили. Это же чувство выводило по ночам охранять свое картофельное поле. На русской земле фермеру приходится выживать в среде людей, воспитанных общиной, где все - ничье. И главное при этом - не ожесточиться, разглядеть в своей душе точку опоры для трудной жизни.

Попова Н.И., фермер:

- Я его благодарю бога, за то, что я могу работать, за то, что он мне помогает работать, за то, что у меня есть вера, вера и в людей и то, что я делаю - не напрасно. Ну, я тоже была в общем-то коммунисткой в свое время, я была и депутатом. Вы знаете, если честно сказать, у меня какая-то была вера им.

Голос за кадром:

- Воспитанный коллективом человек живет на своим умом, а слепой верой. Отними ее, и он уже заблудился. А фермер пытается выбраться на верную колею крестьянской жизни, оставляя за спиной и патриархальную общину и колхозный тупик.

Григорий, Епископ Можайский, Викарий Московской епархии:

- Само наше крестьянство русское - единственное крестьянство на всей земле, которое носит имя христианина. Отсюда и христианство, отсюда и крестьянство. Это одно и то же по сути дела. И это говорит о том, что наше крестьянство самое, что ни на есть зерно, это корень на котором мы можем возродить не только православие, не только нашу церковь, но и всю экономическую жизнь в стране.

СЦЕНАРНАЯ ЗАЯВКА
СЮЖЕТА ВТОРОГО ВЫПУСКА ТЕЛЕПРОГРАММЫ "ЗЕМЛЯ И ВОЛЯ"

Тема выпуска - проблемы социально-психологической адаптации фермера и пути их решения.

Главный герой сюжета - российский фремер итальянского происхождения Тито Брунович Понтекорво - сын известного физика Бруно Понтекорво, участвовавшего в работе группы Ферми по созданию первой атомной бомбы США. Тито оказался в СССР в 1951 году, когда его отец покинул Канаду.

По профессии Тито - океанолог, кандидат наук, увлекся разведением лошадей ахалтекинской породы. В мире существует всего две чистокровные породы: арабская и ахалтекинская. Сейчас фермер Понтекорво владеет табуном в 150 голов - это составляет около десяти процентов от численности всех оставшихся в природе ахалтекинцев. Минимальная цена каждой такой лошади - 20 тысяч долларов. Максимальная - не ограничена.

С ростом поголовья своего табуна Тито должен был заботиться о достойных условиях содержания таких лошадей. И он в одиночку организует строительство уникальной в России по удобствам для лошадей и обслуживанию персонала конюшни в живописном месте на берегу Волги близ города Дубна.

Пока Тито строил, помощников не находилось. Но когда конюшня-дворец оказалась близка к завершению, многим завистникам захотелось прибрать ее к рукам и использовать, скажем, крытый манеж как спортзал, стойла как спальные отсеки для туристов, служебные и жилые помещения как офисы и гостиничные номера. Среди жаждущих захватить конюшни оказались спортивные, туристические, экологические и другие организации города.

В средствах массовой информации Дубны они развязали яростную кампанию против лошадей под лозунгами "зеленых", которые пугали обывателей тем, что ахалтекинцы сожрут окрестный сосновый лес. Затем на волне травли и науськивания начались более серьезные вещи. Драгоценных лошадей травили, ставили капканы, калечили и убивали самодельными пиками. Посыпались угрозы в адрес Тито, а однажды он, находясь после автокатастрофы еще в гипсе, был зверски избит и чудом остался жив.

Но Тито не испугался и начал защищаться. Стучался во все двери местной власти, выступал на всевозможных митингах и собраниях и взял за правило не оставлять без ответа ни одной враждебной публикации.

Силы были слишком неравны и дело шло к развязке, тогда вдруг "экспроприаторы" перессорились меж собой, не поделив очередь в еще не отвоеванную сауну конюшни. Напор несколько ослаб. Но тут владелец конюшни - академический институт - вдруг резко, в десятки раз взвинтил арендную плату. Чтобы устоять Тито обратился к известному офтальмологу С.Федорову. Тот предложил выкупить конюшню, да еще и построить в Дубне филиал своего МНТК "Хирургия глаза". Федорову отказали. Так в упоении борьбы местные власти лишили горожан возможности иметь уникальную больницу, о которой мечтают во многих городах России и всего мира.

И Тито понял, что его все же выживут из конюшни. И он решает отступить, но недалеко - в соседнюю Тверскую область, где попросил три гектара земли для строительства новой конюшни. Предложив в залог свой табун, Тито получил огромный кредит в местном банке. На эти деньги уже завершается строительство уникального комплекса, где наряду с великолепными конюшнями на 150 голов, крытым манежем, превосходящим по размерам знаменитый московский Манеж и гостиницей международного класса для приема участников аукционов, предусмотрены и производства, специально ориентированные на создание добрососедских отношений с окружающим населением.

На территории своей чудо-фермы, равной которой нет в мире, Тито построил и оснастил мощную зерносушилку, цех для опрессовки соломы, технические мастерские и столярное производство для обслуживания окрестных фермеров. Кроме того, он создал великолепные условия для проживания и питания обслуживающего персонала, который будет набираться из соседних деревень. С этой целью он построил отдельные квартиры, овощехранилище, скотный двор и курятник, пробил на ферме две сверхглубокие скважины для минеральной воды. Более того, Тито откроет на территории своей фермы поликлинику для местного населения и школу верховой езды для деревенской детворы. Казалось бы Тито Понтекорво сделал все возможное, чтобы ужиться по соседству с людьми, работающими в соседнем колхозе с романтичным названием времен уничтожения кулаков "Пробуждение". Но сам Тито не уверен, что со временем его не раскулачат и не отнимут нажитое новые завистники. К этому он подготовил и себя, и семью. "Если это все же произойдет, - говорит Тито, - тогда я уеду из России".

ТЕКСТ

второго выпуска телевизионной рубрики "Земля и воля" /эфир 26.10.93/

Ведущий:

- Как живётся сегодня нашим фермерам?Об этом мы рассказываем в нащей рубрике "Земля и воля".Сегодня мы хотим познакомить вас с фермером-предпринимателем.Человек,о котором расскажет видеоматериал и который вы сейчас увидите,совершенно не знал до этого сельское хозяйство, был по профессии океанологом,но получив три гектара земли стал известен не только в России,но и далеко за её пределами.

Сюжет

Голос за кадром:

- Фермер Тито Брунович Понтекорво разводит чистокровных лошадей ахалтекинской породы.Это очень редкие и красивые животные каждое ценою не менее десяти тысяч долларов.Теперь табун Понтекорво насчитывает 150 голов и размещается в великолепной конюшни близ города Дубны,а его лошади продаются по всему миру.Такой успех не случаен,ведь Понтекорво начинал ещё 17 лет назад.Тогда драгоценную кобылу можно было купить в совхозе за гроши,если она заболела.Много трудностей приходилось ему преодолевать,но особенно донимало неприязненное отношение к его делу части окружающего населения.

Понтекорво Т.Б.,фермер:

- И вот как коммунисты прикрылись лозунгом блестящим коммунизма, блестящей идее,так "зелёные" прикрываются,я говорю конкретно о зелёных наших,дубнинских,прикрываются вот этой блестящей идеей защиты природы и так далее,а я сам,я лошадей держу - лошади это тоже природа,они прикрываются этим лозунгом и делают очень неумные,если не сказать глупые вещи.Ну,вот например,возмём мою конюшню.Вот это всё строилось моими руками,моей идеей,то есть и проект и землеотвод,то есть это была колоссальная работа.Когда дом вырос,самыми агрессивными были "зелёные".Они

сказали:"Убрать лошадей отсюда,отобрать!",когда дело сделано.То есть работает опять воровская психология социализма.То есть:раскулачить, отобрать и под красивым лозунгом социальной справедливость всем по кр шечке дать.Так вот,они пытались меня отсюда выкинуть.Под каким лозунгом?Что лошади погрызут бор,который рядом здесь стоит.Более идиотской идеи,конечно,придумать нельзя.Но они же "зелёные"!Они решают кто что должен грызть и так далее.Советские - это хронически обманутые люди. Все,все вот эти сотни миллионов.Обманутого человека разозлить и напра вить его куда-то,вон кто виноват в том,что мы плохо живём,очень легко И если умный злобный человек этим занимается,у него будет успех.Ну,во в частности как было со мной.Это "зелёные" раскручивали агрессию против лошадей вообще,против меня лично и чем всё это кончилось?Рабочие подвыпивши,ну мне не раз били морду,причём когда я был в гипсе.Вытаск вали из саней,я передвигался только в санях и били.Если бы меня друзь не отбили,я думаю,что это бы очень плохо для меня кончилось.Меня два раза поджигали.Потом,там,где у нас ходят лошади выкапывали ямочки и ставили стоймя гвозди.Ставили капканы на лошадей.Двум лошадям воткнул в промежности пики и порвали.Одна кобыла пала.Первоначально я просто с махивался и просто работал.У меня,поверте,очнь много работы.И они обли вали меня грязью и настраивали таким образом людей, вот результаты - поджоги и так далее,в местной газете.И теперь я принял за правило:есл только меня трогают,кто-то в местной газете - несправедливо,я имею вв ду,-то моментально идёт ответная статья.Таким образом,я их заставил,и винитe,заткнуться,они больше в местной прессе не пишут,потому что зна что себе же дороже - будет ответ,который будет гораздо более логичнее чем то,что они делают.Трусливым фермер быть не может.Надо никого не бояться,никого.И говорить всё что думаешь на любом уровне.

Гол. с за кадром:

- Тито Брунович - человек не из робких.Но всё же местные завистн вынудили строить новую конюшню по соседству с совхозом "Пробуждение". А это коневодческое хозяйство,совмещённое с международным аукционом

будет уже не только лучшим в России,но и во всём мире.Будет,если удаст ся избежать нового конфликта с местным населением.

Понтекорво Т.Б.:

- Конечно меня волновал вопрос о том,что я - чужак.Но,во-первых, я сказал,что я открываю в деревнях постоянно действующий бесплатный клуб,конный клуб.То есть дети стали уже моими.Ну,а дети - умные.Вечер они объясняют своим родителям,что такое белое,а что такое чёрное.Это первые мои соратники,союзники.Потом,там у меня сделан медпункт и я на сал заявление в сельсоветах местных о том,что мы в своём медпункте бу дем бесплатно принимать всех крестьян,которые находятся в округе и,бо того,в разумных пределах будем лечить.И вот это тоже очень резко изме ло отношение ко мне.И сейчас по-моему отношения у нас очень нормальны Да,плюс ко всему,как я уже показывал,мы сделали зерносушилку,потом ку лена техника сенозаготовительная.Потом,сделана ремонтная мастерская.И это всё сделано для фермеров,которые там живут и которые ушли из колх за - это тоже уже мои доброжелатели.Ну вот и всё это вместе как-то сд лало обстановку там нормальной.

Голос за кадром:

- Надо добавить,что хозяйство Понтекорво создаст и немало новых рабочих мест.Каждой семье будет предоставлена отдельная квартира.А чт бы обеспечить работников бесплатным питанием,строится скотный двор, птичник и овощехранилище.Телезрители могут подумать,что Тито Брунович поднявший такое грандиозное предприятие - супермен.Нет,просто он спос бен понять других людей и умеет использовать новые возможности.Но гла ное,он не боится рисковать,чтобы воплотить свою мечту.И то что он пер езжает из Дубны - это не его вина,а беда тех,кто остаётся.

Беседа в студии

Ведущий:

- А сейчас я хочу вам представить нашего гостя,гостя программы, Юрия Иваноыича Линина,вице-президента Ассоциации крестьянских хозяйст

и сельскохозяйственных кооперативов России.Ну,что ж Юрий Иванович,как видим,и в городе и в селе,есть люди,способные прикрыть скои корыстные интересы идеалами и,видимо,фермерам нашим надо быть готововыми противо стоять всему этому.Видите ли вы,как вице-президент Ассоциации крестьян ких хозяйств какие-то ути формирования более благоприятного,более здо вого психологического климата для фермеров среди окружающего населения

Линин Ю.И.:

- Пути эти есть,путей этих много.И в первую очередь они определяю ся тем,а как сам фермер будет работать,какие у него будут результаты. Ну,и не только работа,а как он живёт,как он умеет с соседями ладить ил находить контакты и деловые и житейские.Таких примеров,когда поджигают организованно или неорганизованно у нас в России уже было много в раз- ных областях.Когда-то это организованно,а когда-то это неорганизованно не умеют ладить.Вот,допустим,по Сахалину был случай,по Тверской облас был случай.Когда-то находят виновных,а когда-то и виновных не находят Но контакты с населением бывают разные.Много таких случаев,как в этом эпизоде показывали,лечение,школы.Такие примеры уже не однозначны.А,до- пустим,возьмём в дальних деревнях,где фермер поселяется,ну там раньше допустим как-то через колхоз или совхоз,куда-то добраться или что-то привезти для дома - дров,там,сена,или в больницу,надо сказать,что не всегда получалось.Во многих местах эту заботу взяли на себя фермеры.

Ведущий:

- Мне вспомнились слова Толстого,что земля не может быть собстве ностью как скажем солнце или воздух.Но с другой стороны,просто получи землю - это сегодня недостаточно.Надо умело ею распорядиться.А кроме того,нужны определённого рода качества,которые должны быть присущи вс фермерам.Я имею ввиду способность идти на риск,смелость и,конечно,тру любие,целеустремлённость...

Линин Ю.И.:

- Ну,без этого вообще фермера не будет.

Ведущий:

- Вы сегодня приехали к нам на передачу,когда обсуждалась концепция аграрной реформы в правительстве.Скажите,там интересы фермеров каким-то образом будут защищены?Ведь,если рассматривать многие формы деятельности фермеров,они во многом ещё беззащитны...

Линин Ю.И.

- Ну,он во многих вопросах беззащитен,поскольку нет соответствующих законов.Это дело небыстрое.Во многих случаях есть законы,но они не выполняются.Ну,а бывают случаи,когда фермеры и сами виноваты.Интересы фермеров,конечно,там просматриваются.Об этой концепции аграрной реформ как об окончательной говорить пока рано.Это пока проект,он обсуждается Видимо он скоро будет обнародован.

Ведущий:

- А вот правда ли,что недавно были обнародованы такие цифры:только треть нынешних фермеров дееспособны,а остальные - на грани выживания находятся.Правда ли это?

Линин Ю.И.:

- Ну,оценки есть разные,и они,наверно,обусловлены тем,что в разных областях,краях,республиках ситуация разная.Да,нынешний год для фермер тяжёлый,это действительно год испытаний.Общая ситуация в стране неблагоприятная экономическая и она очень отразилась на фермерах и, в частности то,что фермеры произвели,собрали,вырастили продукцию,отвезли потребителям,а денег не получают.А ведь у многих фермеров - кредиты,за кредиты надо расплачиваться.Так они уже рассчитались бы за кредиты,но они не получили за свою продукцию денег.Таким образом,получается какая-то искусственное разорение.Со временем эти деньги будут получены,но подешевевшими,а банки готовят штрафные санкции.То есть пока что,будем говорить экономические власти,этого вопроса не решают,и пока всерьёз не задумы

ются над этой проблемой.Хотя действительно год тяжёлый по погоде и по уборке.Урожай вроде был неплохой рос во многих местах,ноуборка получилась тяжёлой и из-за этого результаты будут.Но нынче будет несколько искусственное банкротство.Хотя,чего там греха таить много фермеров и таких,которые не готовы.Ну,смелости у них хватило,трудолюбия может быть хватает,но не хватило умения,не хватило знаний,не все к этому готовы.

Ведущий:

- Ну,что же,я благодарю вас.Я напоминаю,что вы смотрели рубрику "Земля и воля".

СЦЕНАРНАЯ ЗАЯВКА

на сюжет для третьего выпуска телевизионной рубрики "Земля и воля"

Тема: проблемы,связанные со сбытом продукции фермерских хозяйств способы их решения.

Фермер Соловьёв В.К.,проживающий в подмосковном селе Орудьево, долгое время рабртая в совхозе и держа в приусадебном хозяйстве скотин приобрёл немалый опыт в животноводстве,и,когда стали создаваться фермерские хозяйства,он,как человек инициативный,один из первых вышел из совхоза.Ему удалось получить на семью довольно большой пай земли - 20 гектаров.Рабочих рук хватало - у Соловьёва трое взрослых сыновей живут с ним под одной крышей.Но чтобы поднять такой большой участок земли и с его помощью вести эффективное животноводческое хозяйство,необходимы были большие капвложения в постройки и технику.Пришлось брать кредиты, причём,большей часть под коммерческие проценты /до 170%/.Но у фермера единственная возможность расплатиться в том,чтобы получить максимальную прибыль при сбыте.Но при существующем налогообложении,когда при каждой операции переработки продукции последовательно взимается налог на добавленную стоимость /20%/,фермер достаточную прибыль получить не может /налог взимается последовательно несколько раз при получении, например,из молока сливок,из сливок сметаны,из сметаны масла/,так как не может адекватно повышать цену в условиях ограниченной платежеспособности населения,особенно,сельского.

Но Соловьёв воспользовался советом иностранных фермеров,которые приезжали в его хозяйство,в том числе и по программе "Фермер-фермеру", и нашёл выход из затруднительного положения в том,что решил открыть собственный магазин,где кроме собственной сельскохозяйственной продукции продаёт и ширпотреб,полученный по бартерным договорам с оптовыми потребителями,производящими холодильники,инкубаторы,телевизоры,стиральные машины и другие необходимые на селе предметы потребления.Таким образом,Соловьёв не только снизил потери прибыли от многократного налого

обложения,но и получил возможность распоряжаться наличной выручкой магазина для решения проблем материально-технического обеспечения своего хозяйства,которые сейчас за безналичные деньги невозможно. Кроме того,выручка магазина позволяет пускать деньги в оборот и за счёт получаемой дополнительной прибыли расширять производство.

СЦЕНАРНАЯ ЗАЯВКА

на четвёртый выпуск телевизионной рубрики "Земля и воля"

Тема: преодоление проблем консолидации фермерского движения.

Защита прав фермеров возможна только через их кооперацию.Кооператив способен отстаивать интерсы крестьян перед государством.Но разрозненные кооперативы выполнить эту задачу в полном объёме не смогут. Им необходимо объединяться,как это принято во всём мире,в специализированные союзы.А эти союзы,сгруппированные,затем, в объединение в масштабах всей России,способны добиться права законодательной инициативы.

Тема выпуска будет раскрыта на примере ситуации,сложившейся в фермерском хозяйстве Морозовых из подмосковного села Ельдигино.Потеря в автокатастрофе свой единственный автомобиль,Морозовы лишились возможности сбывать животноводческую продукцию и вынуждены были зарезать своих коров.Они могли бы выйти из затруднительного положения реализов. выращенный картофель,но конкуренты из других областей запустили через средства массовой информации ложное сообщение о том,что подмосковный картофель якобы заражён фитофторами.И единоличники Морозовы не смогли успешно продать свою продукцию.Хотя,если бы существовал кооператив фермеров,он смог бы найти возможность опровергнуть такую дезинформаци

Таким образом,Морозовы на собственном горестном примере убедилис в необходимость консолидации с другими фермерами.Но объединение,по их мнению не должно быть заформализовано,как это имеет сейчас место в существующих районных фермерских ассоциациях,превратившихся в чиновни чьи конторы по распределению государственных кредитов.Консолидация на основе кооперации,через их союзы и объединения позволит решать проблемы всех фермеров и каждого из них на самом высоком,государствен ном уровне.

СОДЕРЖАНИЕ

пятого выпуска телевизионной рубрики "Земля и воля" /эфир -30.II.93/

Сюжет

Голос за кадром:

- Голыми руками крестьянское хозяйство не поднять.Прописная истина - известная каждому,особенно фермеру-одиночке.Где взять необходимую земледельцу технику?За ответом на этот вопрос мы и отправились в посёлок Челюскинский.на постоянно действующую выставку Российской инженерной академии менеджмента и агробизнеса.

Корреспондент:

- Здесь на ывставке я познакомился с одним фермером.Он - из Курска. Зовут его Игорь Власенко.Игорь,можно тебя на секунду.По образованию - медик,медицинский институт закончил.Сейчас занимается фермерством,учится в Академии агробизнеса,ну,и знакомится попутно с техникой,которая здесь на выставке представлена - хочет,видимо,что-то для своей фермы приобрести.Присмотрел что-то здесь?

Власенко:

- Конкретно той техники,которую я бы хотел приобрести для свой фермы здесь пока нет.Мне нужен свеклоуборочный комбайн и вся техника, необходимая для посева,выращивания и уборки свеклы.

Корреспондент:

- Если ты не присмотрел,мы сейчас пригласим консультанта.Вячеслав Филиппович,нужна срочно ваша помощь.

Федоренко:

- В данный момент этой машины,к сожалению в экспозиции нет.

Корреспондент:

- Ну и как же быть?Что же теперь не убирать урожай?

Федоренко:

- Вопрос такой у нас решается довольно просто.Если есть конкретная

заявка на данную технику,её фермер оформляет и в течение определённого времени мы её удовлетворим в завичимости от производительности и почвенно-климатической зоны,в которой расположено его фермерское хозяйство. Но прежде чем оформить эту заявку,мы готовы оказать ему консультацию в конкретной марке машины,её производительности,её достоинствах и недостатках,оказать совет в том,как наиболее рационально её использовать в той зоне,где расположено его фермерское хозяйство.

Корреспондент:

- Вот и давайте такую импровизированную консультацию постараемся провести.Игорь,у тебя есть какие-нибудь вопросы,скажем,как подходить лучше к технике,как её выбрать,не просто кота в мешке,а как выбрать то что необходимо?

Власенко:

- Я не раз сталкивался с такими проблемами,когда мы брали технику на заводе-изготовителе и был недокомплект машины,сеялки или комбайна, то есть одной единицы техники был недокомплект.И чтобы её укомплектовать нужно было писать,а это - большие бумажные проволочки,то есть это много времени отнимает,а у фермера каждая минута - на счету.

Корреспондент:

- Вячеслав Филиппович, как тут быть?

Федоренко:

- В данном случае ма готовы оказать фермеру своего рода предпродажный сервис - прежде чем он возьмёт нашу технику,мы вместе с ним осмотрим её,и если выявятся в ходе осмотра какие-то недостатки,мы устраняем их и техника передаётся ему в собственность,в пользование уже в исправном состоянии,готовая к выполнению сельскохозяйственных работ,на которые она рассчитана.Пример,вот допустим трактор пропашной 5-25А.Прекрасная машина,по производительности вполне удовлетворяет той площади,которая имеется у Игоря в хозяйстве - на 40 гектар.Шлейф машин,который может быть использован с этим трактором,мы тоже готовы предоставить для того, чтобы можно было использовать его с полной отдачей и выполнять все сельскохозяйственные операции.Если нужны какие-то консультации на месте в хозяйстве,мы готовы выехать к нему и на месте его ещё проконсультировать в возможностях технологических использований этой техники и возделования этой культуры в его хозяйстве.

Власенко:

- Тоже немаловажный вопрос при приобретении этой техники - это само му доставить её к себе.

Федоренко:

- Этот вопрос решается и я думаю в ближайшее время мы его полностью

146.

решим,то есть часть заявок мы удовлетворяем,но не полностью.И в ближайшее время мы сможем полностью обеспечить доставку купленной у нас техники в хозяйства.

Корреспондент:

- А цена,Игорь,наверняка ведь и цена тоже интересует.Одно дело - приобрести при помощи посредника тот же трактор,а другое дело - по заводской цене его купить.

Власенко:

- Да,в принципе сразу надо говорить о ценах потому что в наше время цены с ростом инфляции всё время растут и растут и растут и фермеру не угнаться за этой инфляцией.

Федоренко:

- У нас техника предлагается фермеру практически по заводской цене, поскольку зачастую получается так,что мы напрямую,минуя всякие посреднические фирмы,организации приобретаем технику у заводов-изготовителей.

Корреспондент:

- Ну,и теперь у меня вопрос к вам.Вот,допустим,я решил тоже заняться фкрмерством,получил землю,занимаюсь,скажем,растениводством.Вы можете оказать мне консультации в плане,что мне нужно для того,чтобы хорошо обработать ну,двадцать,для начала гектаров земли.

Федоренко:

- Да,можем такие услуги оказать и оказываем.Прежде всего мы готовы если вы недостаточно компетентны в вопросах растеневодства предложить вам курс лекций и практических занятий по выбранному вами направлению и в рамках вот этой программы мы будем как раз вместе с вами производить расчёт наиболее оптимального парка машин,которого необходимо и достаточно для того,чтобы возделывать данную культуру на ваших площадях,сколько вам нужно техники,какой трактор,какой шлейф машин,количество удобрений, какие целесообразны и экономически выгодны семена и так далее.

Корреспондент:

- Ну,что ж,придётся садиться за парту,парту Российской академии агробизнеса.

Беседа в студии

Ведущий:

- В прододжение этого разговора я хочу представить вам ещё двух наших гостей - у нас в студии Владимир Никандрович Михеев - заместитель директора по маркетингу Крестьянского торгового дома и Виктор Михайлович Котов - заместитель Генерального директора Крестьянского торгового дома, это те люди,которые занимаются непосредственно занимаются снабжением, обеспечением наших фермеров,наших крестьян всем необходимым и техникой. Виктор Михайлович,я думаю первый вопрос - к вам.Ни для кого,наверное,не секрет,что у наших фермеров,у наших крестьян платёжеспособность - на нуле,как быть?

Котов:

- Да,вопрос этот,пожалуй самый трудный,который можно было бы задать нам.Мы эту проблему пытаемся решить по своему.Ну,первое,казалось бы по самому простому варианту мы пошли - это обратились в правительство с просьбой о кредите,чтобы можно было как-то нагрузку на фермера снизить,как то помочь ему,продать в рассрочку на какой-то продолжительный период, чтобы мог он собрать деньги от реализованной продукции на тот же кредит. Но,к сожалению,через два месяца мы получили неутешительный ответ,поскольку де Крестьянский торговый дом - не государственная структура,то надо обратиться по этому вопросу в коммерческие банки.Ну,поскольку сейчас кредит настолько удушающий,что даже государственный кредит сейчас - под двести пятьдесят и более процентов,то что приходится говорить о коммерческих банках.Поэтому,мы в поиске других путей решения этой проблемы мы будем говорить - в начале пути;сейчас интенсивно будем занимать строительством складов для того,чтобы потом брать технику по прямым договорам с заводов и непосредственно вести потом распродажу со складов.Затем мы предлагаем и рекомендуем,чтобы крестьяне свою сельскохозяйственную продукцию реализовывали не живьём,поскольку она в таком виде - самая

дешёвая,а после всевозможной переработки.Это - и минизаводы по переработке сельхозпродукции мяса,молока и так далее.Вот сейчас мы вышли на завод пчеловодства - у нас около десяти заявок фермерских,которые пожелали мёд не ёдягами,допустим,продавать оптовикам,а иметь линиипо расфасовке мёда.Мы вышли с таким письмом и интитут будет проектировать различные линии и будем их реализовывать.Ну,кроме того,мы большое значение придаём прокатным пунктам.Прокатный пункт района сможет объединить фермеров и даст возможность им брать технику напрокат.И в этом мы видим большую перспективу,во-первых здесь на местах могли бы откликнуться районно-технические предприятия,машинно-испытательные станции и их богатая инфраструктура.Они могли бы организовать сбор этой техники - ведь сколько этих управлений и предприятий промышленных и других,у которых эта техника стоит невостребованная или использование которой имеет чисто сезонный характер.

Ведущий:

- Владимир Никандрович,теперь я вас хочу спросить.Вот мы говорим о том,что у нас существует государственная программа развития фермерских хозяйств,мы пытаемся её реализовывать.Но если мы сравниваем наш опыт с каким-то зарубежным,то там существует сеть агросервиса,в каждый пункт которой может обратиться любой фермер и ему окажут любую услугу.У нас ничего подобного нет.Были объединения сельхозтехники,которые мы в большинстве своём порушили и сегодня фактически техническая оснащённость нашего крестьянства на нуле тоже.Как быть?Ваш Крестьянский торговый дом пытается в перспективе каким-то образом решать эту проблему с тем,чтобы крестьянин мог приехать к вам и любую запасную часть приобрести,отремонтировать имеющуюся у него технику?

Михеев:

- Вы отчасти правы,но и где-то отчасти заблуждаетесь.Вчём дело? Да, у нас в бывшей системе"Сельхозтехника" и её бывшем структурном подразделении "Агроснабе" создавались цеха досборки техники,то есть той техники,

которая шла с заводов,она собиралась,обкатывалась,проверялась и в готовом рабочем состоянии передавалась сельскохозяйственному производителю. В последнее время эти цеха досборки резко снизили и объёмы работ и качество.Если в 87 году их было в системе "Агроснаба" 966,в 91 - 644,то сегодня - только 580.То есть вот та проблема,о которой говорил вот тот фермер с выставки,о проблеме некомплектности - она действительно имеет место и всё это чревать большими потерями в фермерском хозяйстве и экономическими,финансовыми я имею ввиду,и материальными в урожае.Поэтому проанализировав всё это,руководство Торгового дома вышло на правительство с предложением разработать аналогичную программу от нашего имени,но для этого нам был нужен большой кредит,о котором Виктор Михайлович говорил.Кредита этого мы не получили.Сегодня мы готовы всем сельскохозяйственным производителям продать любую запасную часть к той технике,которая продаётся заводами-изготовителями.Ну,а заниматься техническим сервисом мы не имеем возможности,хотя это - наша голубая мечта - оказывать услуги не только под продажу техники,но и сервисное её обслуживание,потому что ведь здесь заключается очень глубокий смысл,таятся большие резервы и,конечно, в той ситуации,когда сельчанину нет возможности сейчас приобрести новый трактор по причине его дороговизны,нет возможности отремонтировать трактор,который эксплуатируется уже десятки лет тоже по причине дороговизны ремонта,это,конечно,был бы выход из создавшегося положения.

Ведущий:

- Поддерживаете вы связи с какими-то конверсионными предприятиями, которые перестраиваются сегодня на выпуск техники для фермеров?

Михеев:

- Это для нас тоже своеобразный резерв.

Ведущий:

- Я почему об этом спросил.Вы знаете,когда мы были на выставке там техника,частью посткпила из-за границы.Но она ведь во многом не приемлима для наших местных условий...

Михеев:

- Такие связи с конверсионными [illegible]

- Такие связи с конверсионными предприятиями мы сегодня налаживаем. На сегодняшний день мы вступили в переписку более чем с сотней заводов, получили от них списпки той техники,которую они делают для сельчан.Сегодня они анализируются,приводятся в порядок и в скором кремени каталог подобной техники мы думаем разослать на места в районные ассоциации крестьянских и фермерских хозяйств и колхозы и совхозы.

Ведущий:

- Ну,что ж,спасибо вам за участие в нашей программе..

СЦЕНАРНАЯ ЗАЯВКА

на шестой выпуск телерубрики "Земля и воля" /эфир - 07.12.93/

Тема:решение проблем повышения эффективности взаимодействия фермеров с властными структурами.

Раскрытие темы выпуска телерубрики предполагается осуществить на примере решения проблем,с которыми приходится мталкиваться каждому фермеру,связанных с получением земельного надела.

В Московской области весьма ограничены земельные ресурсы не только потому,что здесь много городов,промышленных предприятий,оборонных объектов и воинских частей.Основные земельные массивы распределены между совхозами и бывшими колхозами,работающими,как и везде в России неэффективно.Поэтому,с развитием фермерства,когда встал вопрос о перераспределении земли,единоличный крестьянин столкнулся с сопротивлением директорского корпуса коллективных хозяйств и местного чиновничества,препятствующих выделению ему земли.Боясь потерять власть,которая в настоящих условиях даёт огромные возможности обогащения,сельская номенклатура, пользуясь "придворным" статусом Подмосковья,организовало мощное лоббирование своих интересов в Правительстве России.Оно осуществлялось протал-киванием большинства коллективных хозяств области /до 90 % от общего числа/ в особый список предприятий,якобы элитных,выход из которых с земельным паем решением Совмина РФ запрещён.Крестьянин может покинуть такое хозяйство только при условии,что вместо земли он получит её стоимость деньгами по мизерным расценкам - всего 180 рублей за гектар. Понятно,что в такой ситуации ни один работник не решится уйти из совхоза и будет обречён по прежнему оставаться во власти номенклатуры. Созданное таким образом искусственное "мслоземелье" в Подмосковье неизбежно приведёт к массовому банкротству фермеров и сохранит прежнюю монополию коллективных хозяств,работающих непроизводительно, но,при нынешнем декларировании частной собственности на землю,предостав-

ляющую сказочные условия для личного обогащения чиновников,имеющих возможности фактически единолично выделять участки земли под дачное и коттеджное строительство по бросовым ценам.

Выпуск телерубрики предполагается начать сюжотом об истории злоключений фермера Хондырева В.К. в попытках получить землю.Хондырев - цветовод коллекционер получивщий международное признание - он победитель выставок цветов в Голландии.Но до недавнего времени Вячеславу Константиновичу приходилось выращивать свои изумительные тюльпаны в ... подвале дома.И хотя цветы Хондырева закупают многие иностранные представительства ему пришлось долго ходить по кабинетам чиновников,чтобы добиться участка земли для фермерского хозяйства.Наконец землю ему дали, вернее не землю,а часть болота,которое теперь приходится заполнять насыпным грунтом,хотя вокруг пустуют необозримые совхозные поля.

Прокомментировать сюжет приглашен глава администрации Одинцовского района Белагуров А.А.,имеющий своё видение решения проблем земельной реформы.

СОДЕРЖАНИЕ

шестого выпуска телевизионной рубрики "Земля и воля" /эфир - 7.12.93/

Сюжет

Голос за кадром:

- Зима.Время русских мечтаний.Фермеры Вячеслав Хондырев и его двоюродный брат Александр Марченко счастливы:их мечта о земле осуществилась. Здесь под снежной периной укрылись луковицы коллекционных тюльпанов,а подо льдом искусственного пруда спят декоративные японские карпы.На приусадебном участке,где братья-фермеры разбили сад каждый метр земли ухожен и обустроен.Многолетним кропотливым трудом здесь выращена самая богатая в стране коллекция тюльпанов.Её смело можно именовать национальной.Поэтому и идут сюда письма со всех концов земли с просьбой выслать семена и с предложением подготовить статьи для научных журналов.За восемнадцать лет фанатичных усилий братья собрали на своём клочке земли все лучшие сорта тюльпанов.Теперь они - владельцы уникального генофонда цветов и обладатели коллекции,сопоставимой с национальной коллекцией Голландии. Александр Марченко закончил аспирантуру,он - ихтиапатолог,специалист по болезням рыб и дело своё не оставил - с его лёгкой руки развелись в декоративном пруду редкие виды японских карпов.Приусадебный пруд тесен и Александр давно мечтает развести своих рыб в большой воде,но своего,частного озера.Вячеслав Хондырев - человек по професии витавший среди звёзд, он - инженер космической геодезии,эксперт по непилотируемым космическим аппаратам.Но жизнь заставила приземлиться - оказалось,что увлечение детства может приносить гораздо больше денег,чем нищенская зарплата российского специалиста по космосу.В прошлом году Вячеслав,посвятивший разведению цветов почти три десятка лет был приглашён в Голландию в качестве эксперта жюри на Всемирную выставку тюльпанов.При такой квалификации тесно на приусадебном участке и братья грезили о земле.Им повезло,успели получить пять гектар у совхоза "Память Ильича".

Марченко:

- Мы получали землю год газад.Надо сказать,что это была непростая затея.Нам приходилось даже при нашей,можно сказать,всесоюзной известности приложить немало усилий,мы потратили на это больше года.Больше года чтобы оформить все документы на получение земли.

Голос за кадром:

- Совхоз выделил фермерам под участок болото,да соседнюю свалку. А братья хотели заложить декоративный парк с причудливым кустарником и редкими цветами среди альпийских горок и озёр с золотыми рыбками.Пришлось вести дорогу,осушать трясину,убирать мусор,насыпать грунт,рыть водоёмы,ставить забор.Но что интересно,вся эта титаническая работа потребовала меньше времени,чем получение самого участка.

Марченко:

- Что можно вырастить на двух с половиною гектарах?Конечно же не очень много,то есть чтобы хозяйство было эффективным,давало достаточную прибыль и давало достаточно продукции для того,чтобы прокормить горожан и самих себя,конечно же этой земли мало.Конечно,если бы дали земли больше это было бы лучше,но если дают всё-таки два с половиною гектара,то эту землю нужно использовать как землю для размножения элитных сортов различных культур и рассылать их по стране.То есть тогда это может быть эффективно.

Голос за кадром:

- Действительно,братья начинали на клочке земли в две сотки.Вскоре прибыль от продажи семян и цветов позволила купить этот дом с приусадебным участком.Ну а здесь открылось прямо-таки золотое дно и всё дальнейшее расширение хозяйства - немалые грунтовые,мелиоративные и строительные работы на пяти фермерских гектарах финансировались от доходов с пятнадцати приусадебных соток.Ну,и если всего два крестьянина смогли так развернуться,то как бы жила Россия,дай только и всем другим умельцам землю,да волю.

Беседа в студии

Ведущий:

- А сейчас я хочу представить наших гостей,гостей рубрики "Земля и воля":Олег Геннадьевич Зеленов,Генеральный директор предприятия "Альтстрой" и Андрей Алексеевич Белагуров,Глава Большевязёмской сельской администрации.Олег Геннадьевич,ну прежде всего я хочу вам задать вопрос.Вот вы - человек,который работает с землёй.Чуть больше месяца прошло с того момента,как у нас был принят Указ,о регулировании земельных отношений и развитии аграрной реформы в России,скажите вы почувствовали,легче стало работать?

Зеленов:

- Я бы не сказал,что стало легче работать потому,что в общем этот Указ - это декларация каких-то прав на землю,обязательств,но нет механизма.И на сегодня сохраняется один принцип,я думаю,распределительный,всё таки распределение земли не рыночное,а распределительное,а значит коррупция составляет неотъемлимую часть этой системы распределения поэтому говорить о лёгкости о простоте на сегодня не приходится.Нужно прежде всего принять нормальное законодательство,которое позволит создать рыночный механизм работы с землёй.И я буду говорить в общем-то больше о самом механизме,потому что я ближе к этому и больше в этом понимаю.Для меня это представляется следующим образом:нужна система,развитая система, мощная система земельных и ипотечных банков,инвестиционных фондов,проведение и создание,прежде всего с участием непосредственно с предпринимателями,а не только администрацией,службы мониторинга и кадастровой оценки земли.Я думаю,что когда всё мы это сделаем,а мы уже начали это делать и мы готовы в дальнейшем вкладывать в это деньги,мы добьёмся более серьёзного подхода к земле и получим на этом максимальную прибыль,которая поможет всей России.И поэтому наши взоры в общем-то обращаются сегодня на Думу в большой надежде,мы постоянно обсуждаем эти вопросы и надеемся, что наша новая Дума,наши новые депутаты примут всё-таки нормальный закон

о земле,который будет в общем-то всем понятен и не будет необходимости создавать какие-то подзаконные акты,инструкции и так далее, и тому подобное,которые нигде не утверждаются и делают с законом всё что угодно и кому надо.Вот поэтому наши взоры обращаются к Андрею Александровичу.

Ведущий:

- Андрей Александрович,вы в своём районе,каким-то образом,можно сказать,решили земельный вопрос...

Белогуров:

- Я не думаю,что земельный вопрос решён.Я могу сказать,что в ходе земельной реформы действительно на территории,ну как это более привычно сельским жителям,нашего сельского совета или сельской администрации,как это сегодня называется,действительно все люди,обратившиеся и каждая семья получили у нас земельный участок для ведения личного подсобного хозяйства.Я хочу сказать немножко о другой стороне земельной реформы или хода земельной реформы.Суть-то вопроса здесь на мой взгляд вот в чём: изначально,принятый более двух лет назад закон о земельной реформе и следом за ним закон о крестьянском фермерском хозяйстве создали так сказать прецедент правовой базы,на основе которой была продекларирована ликвидация монополии государства на землю.И вот последний Указ президента, который с 28 сентября разрешает куплю,продажу земли.Понимаете,я считаю, что земельная реформа,как таковая,никогда не может завершиться,а закон, о котором я ранее говорил,отводил два года на проведение земельной реформы.Что удалось сделать за эти два года?Где-то больше,как у нас,где-то меньше,но в общем-то,если говорить о цивилизованном рынке земельном,отношения,которые должны сложиться в России,вобщем-то в этих рыночных отношениях сейчас будет задействовано всего около пяти процентов.Двести шестьдесят тысяч фермерских хозяйств России владеют всего двумя процентами земельного клина посевного страны.Ещё три процента приходится на личное подсобное хозяйство,территории которых заняты садами,дачами,индивидуаль-

ными домами,а девяносто пять процентов?Понимаете,95 процентов земли - эта земля сегодня в колхозах и совхозах.Я конечно не выступаю за деколлективизацию,но я говорю о том,что нормальный цивилизованный земельный рынок может сложиться даже когда будет нормальная правовая база,даже когда будут обеспечены с помощью привлечения инвестиций наших российских предпринимателей,которые готовы сегодня вкладывать деньги в эту проблему. Всё равно,не решив вопрос приватизации земли - девяносто пять процентов земли - это слишком серьёзная доля.И,знаете мы выступаем за то,кто практически проводил эту земельную реформу,и выступали последовательно,чтобы прежде всего каждый колхозник,каждый рабочий совхоза,каждый работник сельского хозяйства и пенсионеры в итоге всё-таки получили в натуре этот земельный пай,который им принадлежит,не на бумаге как это было продекларировано.Конечно ставить вопрос,что вот продавать покупать землю...Я ещё раз говорю,что в нормальных,цивилизованных странах,там,где земельный рынок действует давно,есть и нормальная цивилизованная правовая база,на основе которой и происходит перераспределение земли.Если ты землю получаешь,выкупаешь,получаешь в наследство,где-то на аукционе её приобретаешь, через сертификат,куплю-продажу,через ипотечные и земельные банки,ты получаешь землю с целевым предназначением - это земля для производства товарной сельскохозяйственной продукции и поэтому я всегда говорю тем, кто боится,что вот этот рынок,конечно,если мы превратим этот рынок в такое бесправное номенклатурное распределение земли,вот то о чём говорил Олег,то есть надо создать помимо правовой базы механизм рыночного перераспределения земли.Ну,вообще,результаты,если бы с самого начала у себя не сопротивлслись реформам,пошли в курсе реформ...Вот,например в 90-м году на деревню было три коровы на четыре деревни,сегодня их уже 32.Количество на личном подворье мелкого скота и птицы в десять раз возросло.

Ведущий:

- Андрей Алексеевич,ну вот сегодня,накануне выборов в Федеральное собрание,что бы вы могли сказать о некоторых программах политических

партий и блоков касающихся земельной аграрной политики?

Белогуров:

- Вы знаете,здесь,конечно,это не новая проблема,наверное,есть ряд политических партий и блоков,которые последовательно выступают за проведение рыночных реформ в интересах народа прежде всего и есть точка зрения скажем так,альтернативных политических сил,которые говорят,что ну, то что в личном подворье.Вот недавно у нас была встреча всех депутатов III-ого округа Государственной думы в совхозе "Оранжерейный комплекс Горки-10",я с удивлением узнал от представителя Коммунистической партии, что они оказывается выступают за частную собственность на землю.Я говорю: ну а что же раньше мешало,но оказывается хитрость в том,что они согласны на введение ограниченной частной собственности на землю под индивидуальный дом,огород,личное подсобное хозяйство,а остальные 95 процентов земли? Я думаю,что вот такие блоки как "Выбор России",в программе его чётко это написано,что именно земельная приватизация должна дать возможность каждому гражданину России иметь этот земельный пай.Это должен быть земельный ваучер.Но у нас так к сожалению получилось,что вопросы земельной реформы курировал бывший вице-президент,у нас не было своего земельного Чубайса, который бы так последовательно проводил реформу.Ведь хорошая идея Алексаедра Владимировича Руцкого о земельных банках осталась нереализованной. И вот такие блоки как "Выбор России",Российское движение демократических реформ,Явлинский-Болдырев-Лукин,Партия российского единства и согласия Шахрая в общем-то в стратегическом плане не имеют расхождений в программе реализации земельной реформы именно таким путём.

Ведущий:

- Спасибо Андрей Алексеевич.Я напоминаю телезрителям,что сегодня гостями рубрики "Земля и воля" были Андрей Алексеевич Белогуров,глава Большевязёмской сельской администрации и Олег Геннадьевич Зеленов,Генеральный директор предприятия "Альтстрой".

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Женский клуб

ЛЮБАВА

ТОЛЬКО ФАКТЫ

28—29 сентября в городе Аксае Ростовской области состоялся семинар координаторов Российской сети деловых женщин. Обсуждались перспективы развития и план работы на ближайший период. С докладом в семинаре участвовала Л. Штылева — региональный координатор сети деловых женщин на Кольском полуострове.

* * *

В конце сентября приступили к занятиям учащиеся мурманского воскресного лицея "Бизнесмен" и воскресной женской гимназии "Берегиня". Будущие предприниматели уже познакомились с вводным курсом, начали разработку индивидуальных проектов своих фирм. Ближайшие занятия будут посвящены таким вопросам, как выбор юридической формы, процедура регистрации, оформление документов.

Гимназистки педагогического отделения знакомятся с психологией детей и историческим обзором представлений человечества о воспитании и образовании потомства.

Девушки, стремящиеся стать фотомоделями и манекенщицами, старательно занимаются пластикой, макияжем и психологией общения. У них самый короткий и насыщенный курс.

* * *

3 октября возобновился выход специальной передачи Мурманского радио "Женский клуб". Автором цикла является журналистка Наталья Чеснокова. Передачи будут выходить ежемесячно в одну из суббот с 14.20 до 15 часов в живом эфире. Первый выпуск был посвящен теме "Женщины и бизнес". В нем участвовали Ф. Хисамова — директор фирмы "Виватон-север", и Н. Боровская — владелица фирмы "Аксамит", а также другие предпринимательницы. Темой следующего выпуска заявлена "Женщина и политика", что вполне соответствует "текущему моменту" — нынешней предвыборной горячке.

* * *

15 октября представители различных женских организаций и движений встретились и договорились о совместных действиях в условиях подготовки и проведения выборов в Федеральное Собрание и органы местного самоуправления. Создан организационный комитет объединенного блока женских организаций.

На 31 октября намечено проведение региональной предвыборной конференции. Чтобы провести своих кандидатов в депутаты Государственной Думы, Совет Федерации и местные самоуправление, женщинам предстоит собрать подписи на подписных листах на всей территории области.

* * *

18 октября под фонарем у магазина "Овощи—фрукты" на ул. Полярные Зори проводила свое собрание женская фракция Социал-демократической партии. Обсуждались возможность участия в женском блоке, предложения в программу блока и кандидаты в депутаты Государственной Думы. Любопытные прохожие регулярно интересовались: "Чего дают?".

На уличные условия работы членов своей партии обрек ее председатель В. Трошин, который "демократично" возразил таким образом против желания социал-демократок поддержать на выборах женщин и женскую программу.

* * *

30 октября возобновляет свою работу мурманский клуб предпринимательниц "Женская компания". Обсуждался устав клуба, условия участия в нем, формы работы, план специальных консультаций. Все участницы встречи могли ознакомиться с банком коммерческих предложений и информации. Заседание вела президент клуба предпринимательница Н. Боровская.

* * *

Тележурналист Светлана Сазонова основала телевизионный женский клуб. 30 октября в 12 часов 10 минут состоится его презентация для зрителей Мурманской области. На первые "посиделки" приглашены детский и семейный психолог, искусная хозяйка, активистки женского движения и другие интересные, приятные собеседницы.

Новая программа ищет заинтересованных спонсоров, которыми могут стать предприниматели, руководители, банкиры независимо от пола.

ВОПРОСЫ К НАШИМ ЧИТАТЕЛЯМ И ЧИТАТЕЛЬНИЦАМ:

Есть точка зрения, что предпринимательство [illegible] ... Как вы относитесь к этому суждению?

[illegible] предпринимательством?

[illegible] если вы уже занимаетесь или хотите заниматься предпринимательством?

На какие вопросы вы хотели бы получить ответы в "Женском клубе"?

БИЗНЕС: С ЧЕМ ЕГО ЕДЯТ

Хочешь начать — иди и учись!

Лариса Бабух — основательница и глава московской фирмы "Ларина сервис". Бизнесом занимается уже шесть лет и крепко, как сама считает, стоит на ногах. В фирме 20 штатных сотрудников, и 120 высококлассных специалистов работают по контрактам. В деятельности выделяются два основных направления: первое — центр международного сотрудничества, занимающийся организацией международных конференций, рекламных кампаний, презентаций, приемом делегаций; второе — учебный центр. Фирма специализируется на проведении школ, курсов повышения квалификации, семинаров по финансовым и правовым аспектам, распространяет передовой опыт в сфере образования, экономики, управления, маркетинга, имеет издательский и экономический отделы. Недавно "Ларина сервис" создала филиал в Казахстане. Готовится к открытию первое совместное предприятие.

Меня в Ларисе Бабух привлекло еще и то обстоятельство, что мы коллеги. Она занялась предпринимательством, оторвавшись от школьной доски (работала преподавателем начертательной геометрии). Многие считают, что образовательный бизнес — дело не очень перспективное, а Лариса доказывает обратное. И, конечно, очень хотелось познакомиться с президентом ассоциации предпринимательниц, которая называется "Радуга".

— Лариса, как часто обращаются в вашу ассоциацию женщины, желающие стать предпринимательницами? Чем вы им помогаете?

— Обращаются часто. Как правило, просят денег. Почему-то всем кажется: самое главное стартовый капитал, а остальное можно и купить. Наш собственный опыт говорит о другом: дареный капитал как легко пришел, так легко и продается. Всем, кто обращается, отвечаем примерно так: "Мы готовы вам помочь научиться зарабатывать деньги".

Понять механизм зарабатывания денег — непростое дело. Часто женщина одна этого барьера преодолеть не может, ведь ее голова на 90 процентов забита тем, как свести концы с концами, домом, детьми... Поэтому научить зарабатывать — действительно большая помощь.

Сложнее всего женщинам, работающим в области образования, в науке. По моим наблюдениям, у них мышление устроено так, что очень трудно перестраиваются, приспосабливаются к ситуации.

И вообще, мне кажется, сейчас многие поддались какому-то психозу. Как еще недавно была мода на хождение в церковь, так теперь на хождение "в предприниматели". Только нельзя всем в бизнес! Далеко не каждая женщина сможет потянуть эту лямку, необходимо сначала проверить себя.

— Но для того, чтобы проверить, необходимо попробовать. Какие рекомендации можно дать тем, кто сегодня решает непростую задачу выбора?

— Мы в ассоциации "Радуга" много говорили по этому поводу и пришли к выводу, что каждая женщина должна сформулировать и решить для себя три несложные "задачки".

Если исходная позиция: "Я хочу заняться бизнесом, создать свою фирму, но не знаю, как это делается", то первое, что следует сделать, — это оценить себя и свои возможности. А затем начать с "девочки на побегушках" в любой фирме, набираться практического опыта, учиться и думать, чтобы понять, как устроена эта "махина бизнеса", как она работает. Простой совет: иди и учись!

Если есть идея, но не продуман механизм ее реализации, нет денег, нет собственной фирмы или патента, иди и продай свою идею! Необходимо уметь делиться, чтобы твоя идея не устарела, не "протухла". И, разумеется, учиться, учиться и учиться! Если человек не только носитель идеи, но и хорошо представляет механизм ее реализации, за это следует очень хорошо платить. Настоящий предприниматель это всегда понимает.

Наконец, если вы совсем созрели для предпринимательства, как вам кажется, если успешно решены первая и вторая "задачки", то все равно... следует доучиться! Нас никто и никогда не учил работать с людьми. Это, пожалуй, в предпринимательстве самое сложное. Моя фирма едва не рушилась два раза по причине внутренних "разборок". Оказывается, нельзя "делать" фирму ни с подругами, ни с родственниками. В основе должны лежать только деловые отношения. Если вы пережили дележку первой прибыли без "бунта на корабле", то считайте первое серьезное испытание пройденным...

Мы теперь предлагаем всем жаждущим стать предпринимательницами работу в собственных фирмах с испытательным сроком 3 месяца. Несем затраты, платим заработную плату — только осуществляй свою идею самостоятельно! Из тех двадцати "с идеями", которые прошли через мою фирму, не работает сейчас ни одна...

Многие завидуют нашему благосостоянию (часто существующему только в их фантазиях), но никто не спросит, сколько мы работаем, когда отдыхаем и отдыхаем ли вообще. Предпринимательство — это работа двадцать четыре часа в сутки и даже во сне... Если вы готовы так работать — пытайте удачу.

— И тем не менее при такой занятости предпринимательницы-москвички все же имеют свою ассоциацию, а значит — встречаются. В чем смысл ассоциации?

— Разумеется, не в управлении. Нам никакие начальницы и управленцы не нужны. Это чисто общественная работа. Цель — создать маленький картель. Мы стремились, чтобы в ассоциацию вошли предпринимательницы с разными предметами деятельности, дабы не сеять зерна раздора и конкуренции. Никакого аппарата не содержим и общих средств не создаем. Собираемся по очереди в офисах фирм. Повод всегда конкретный, встречи имеют деловую основу. Обязательно обмениваемся информацией, отслеживаем процессы и тенденции в женском движении, пытаемся облегчить друг другу работу, договариваемся о совместных проектах. Но каждая понимает, что за все следует платить. Исключение составляют посреднические проценты; мы договариваемся без них, услуги оказываем друг другу по себестоимости. Конечно, помимо специальных сборов мы активно общаемся в рабочем порядке. Если необходимо, собираемся, как тимуровская команда, и выручаем попавшего в трудную ситуацию... Между прочим, фамильярности и излишней близости стараемся избегать, в личную жизнь друг друга не лезем. Может быть, именно поэтому наша ассоциация — долгожитель среди женских объединений.

— Как предпринимательницы "Радуги" относятся к идее консолидации женских организаций, объединения в движения?

— Строго говоря, сейчас о настоящей консолидации говорить еще рано. Слишком мы недоверчивы, чтобы не сказать подозрительны, друг к другу, не редкость встретить просто завистниц, многие слышат пока только себя... Форма клуба, как более камерного женского объединения, пожалуй, правильная. Никакого насилия в объединении быть не должно. Но координация необходима — как в целом, так и по отдельным вопросам. Так что мне ваша идея с конгрессом женщин Кольского полуострова близка и понятна. Особенно сейчас важна координация — для солидарных действий на выборах. Наша ассоциация предпринимательниц хотела бы установить партнерские отношения с вашим клубом "Женская компания". Давайте дружить на деловой основе!

— Полагаю, что наши деловые мурманчанки примут предложение москвичек с удовольствием. В заключение нашей беседы расскажите, что интересного проводит фирма "Ларина сервис" в ближайшее время.

— С удовольствием приглашаю всех, кого это заинтересует, принять участие 5—8 декабря в Москве в международном симпозиуме "Дизайн и бизнес". Можно участвовать в секции, можно выставить свои работы на конкурс "Дизайн-93", можно просто поучаствовать в одноименной выставке.

19—20 декабря состоится семинар-практикум "Для вас, деловые женщины", который проводится совместно с Российской академией управления.

Педагогов и организаторов народного образования приглашаю 5—8 января 1994 года участвовать в международной конференции "Школа: проблемы, решения, перспективы". Проводят ее Московский департамент образования и "Учительская газета". Если у вас есть учителя-новаторы, обязательно направляйте их. Будет что посмотреть и послушать!

В апреле 1994 года мы готовимся провести научно-практическую конференцию "Ислам и народная культура".

И конечно, приезжайте сами на наши курсы или приглашайте в Мурманск. Ведущие специалисты в области бухгалтерского учета В. Палий, В. Новодворский, Н. Пантелеева, а также специалисты по таможенному контролю готовы к сотрудничеству по всем интересующим вас вопросам.

Беседовала Л. ШТЫЛЕВА, доцент МГПИ.

ОДЕЖДА ДЛЯ УСПЕХА В БИЗНЕСЕ

Многочисленные опросы установили, что центральное место в гардеробе деловой женщины должен занимать костюм с юбкой. Но сначала о платье.

Для службы наиболее приемлемо платье с длинным рукавом, причем самое авторитетное платье — серое в мелкую полоску. Лучшие цвета для делового платья: темно-синий, рыжевато-коричневый, бежевый, темно-коричневый, серый, умеренно-синий, светло-синий.

Наименее подходящими цветами для делового платья оказались зеленый, оранжевый, светло-ржавый, ярко-желтый, пурпурный, нежно-голубой, розовый, ярко-красный.

В то же время наиболее приятными для мужчин оказались цвета платьев: бледно-желтый, бежевый, бледно-розовый, розовый, темно-синий, черный, белый, цвета ржавчины, рыжевато-коричневый, красный. Кстати, перечислим и цвета, отталкивающие мужчин: серый, зеленый, ярко-желтый, оранжевый; лавандовый.

Предпочтительны ткани без рисунка. Однако если хочется платье с рисунком, то предпочтительны различные варианты полосок и клеточек в серых и серо-синих тонах.

Очень подходит для деловой одежды платье с жакетом в тон. Летом женщины часто носят яркие светлые платья. Вы можете так одеваться, если хотите всю жизнь пробыть секретаршей. Если непременно хочется носить что-то светлых тонов, то носите костюм со светлой юбкой.

И все же основная одежда для работы — это костюм. В одежде деловой женщины юбка приемлема только как составная часть костюма. Юбка должна быть на плотном поясе. Предпочтительные ткани: шерсть или под шерсть, твид, летом можно полотно. Молния должна быть обязательно под цвет ткани и скрыта в шве.

В деловом костюме хорош блайзер. Предпочтителен синий цвет и цвет верблюжьей шерсти. Если с блайзером надеть контрастирующее платье, это сразу увеличит доверие к вам и поднимет авторитет. Одежда с блайзером незаменима для небольших худеньких женщин, а еще более для таких женщин подходит шерстяной костюм в клетку.

Что касается свитера, то ни одна деловая женщина, которая хочет продвинуться по служебной лестнице, не наденет его на работу. Но для мужчины женщина в свитере, конечно, всегда привлекательна, особенно если свитер облегает и сделан из хорошей шерсти.

Из книги "Секреты умелого руководителя". М., "Экономика", 1991 г.

Фото Л. ФЕДОСЕЕВА.

АНОНС

В следующем выпуске "Женского клуба":

рассказ мурманской предпринимательницы о том, как она начала с "пустого места" и развила свой бизнес;

консультация по разработке идеи до стадии проекта;

консультация по прическе и макияжу деловой женщины;

разговор о том, как совмещать роли жены и предпринимательницы;

ответы на любые ваши вопросы и другие интересные материалы.

ПИШИТЕ! ПИШИТЕ! ПИШИТЕ!

НАШ ЛИКБЕЗ

В этой рубрике будут публиковаться консультации по различным вопросам, которые читательницы пришлют в "Женский клуб". Возможно, это будут проблемы налогообложения, организационные вопросы или правовые — жизнь покажет.

Сегодня в нашем первом выпуске, пока почтовый ящик пуст, мы хотим предложить вашему вниманию интересный документ, подготовленный нью-йоркской компанией P. A. S. A. (P. A. S. A. 1989, 26 Court Street, Suite 315 Brooklyn, New York 11242-1102 (718) 834-9467.)

Мы кое-что знаем о конституционных правах, в меру жизненных ситуаций — о семейном, уголовном или гражданском праве, трудовом законодательстве. Но существуют еще личные права человека, которыми обладает каждый из нас. Принятие и осознание их в значительной мере может оказывать воздействие на поведение человека, на принятие тех или иных решений.

БИЛЛЬ О ЛИЧНЫХ ПРАВАХ

То, что нас окружает, то, что мы видим каждый день вокруг себя, отпечатывается в наших душах и в дальнейшем отражается на поступках.

У каждого человека есть неофициальные, личные, права. Они отличаются от юридических. Некоторые не понимают, что каждый человек обладает личными правами, и нарушают их. Когда такое случается, мы не можем обратиться за их защитой к закону. Мы можем рассчитывать только на себя и свои собственные возможности.

Чтобы эффективно защищать себя, нам важно знать, что такое наши личные права. Но, заявляя о своих правах, помните: они есть и у всех остальных людей. Учитесь уважать личные права других так же, как вы хотите, чтобы уважали ваши.

ВЫ ИМЕЕТЕ ПРАВО...

1... иногда ставить себя на первое место;
2... просить о помощи и эмоциональной поддержке;
3... протестовать против несправедливого обращения или критики;
4... на свое собственное мнение и убеждения;
5... совершать ошибки, пока не найдете правильного пути;
6... предоставлять людям решать свои собственные проблемы;
7... говорить "нет, спасибо", "извините, НЕТ";
8... не обращать внимания на советы окружающих и следовать своим собственным убеждениям;
9... побыть одной (му), даже если другим хочется вашего общества;
10... на свои собственные чувства, независимо от того, понимают ли их окружающие;
11... менять свои решения или избирать другой образ действий;
12... добиваться перемены договоренности, которая вас не устраивает.

ВЫ НИКОГДА НЕ ОБЯЗАНЫ...

13... быть безупречной (ым) на 100 процентов;
14... следовать за толпой;
15... любить людей, приносящих вам вред;
16... делать приятное неприятным людям;
17... извиняться за то, что вы были самой (им) собой;
18... выбиваться из сил ради других;
19... чувствовать себя виноватой (ым) за свои желания;
20... мириться с неприятной ситуацией;
21... жертвовать своим внутренним миром ради кого бы то ни было;
22... сохранять отношения, ставшие оскорбительными;
23... делать больше, чем вам позволяет время;
24... делать что-то, что вы на самом деле не можете сделать;
25... выполнять неразумные требования;
26... отдавать что-то, что вам на самом деле не хочется отдавать;
27... нести на себе тяжесть чьего-то неправильного поведения;
28... отказываться от своего "Я" ради кого бы то или чего бы то ни было.

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Тел. 33-03-72 (после 17 час.

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1471. 3-комн. приват. кв 45 кв. м. Лен. р-н, комнаты разд 3-й эт., на 2-комн кв. и 1-комн с доплатой.
Раб. тел. 33-09-08.

РАДИО[..]НИКА

Понедельник, 1 ноября
13.00 Анонс программы "С телетайпной ленты РИА..." (новости).
13.10 Читайте завтра...
13.15 Реклама. Объявления
13.30 "На пыльной полке" (музыкальная программа).
14.20 "Духовный мир".
14.50 Реклама. Объявления

Вторник, 2 ноября
13.00 Анонс программы. "С телетайпной ленты РИА..." (новости).
13.10 Читайте завтра...
13.15 Реклама. Объявления
13.30 "О братьях наших меньших".
13.50 Реклама. Музыка. Объявления.

Среда, 3 ноября
13.00 Анонс программы "С телетайпной ленты РИА..." (новости).
13.10 Читайте завтра...
13.15 Реклама. Объявления.
13.30 "Резюме".
14.15 "Духовный мир".
14.30 Реклама. Объявления.
0.00 "Ночной канал" (тел. 7-59-89).

Четверг, 4 ноября
13.00 Анонс программы. "С телетайпной ленты РИА..." (новости).
13.10 Читайте завтра...
13.15 Реклама. Объявления
13.30 "Ностальгия" (музыкальная программа).
13.50 Реклама. Объявления.
0.00 "Ночной канал" (тел. 7-59-89).

Пятница, 5 ноября
13.00 Анонс программы. "С телетайпной ленты РИА..." (новости).
13.10 Читайте завтра...
13.15 Реклама. Объявления.
13.30 "По данным УВД: информация, сводка, комментарий".
13.45 "Духовный мир".
14.00 "Второй эшелон" (музыкальная программа).
14.50 Реклама. Объявления.

Суббота, 6 ноября
0.00—2.00 "Ночной канал" (тел. 7-59-89).

Воскресенье, 7 ноября
0.00—2.00 "Ночной канал" (тел. 7-59-89).

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Individual Initiative

Celebrating Initiative

In a Russia that often is portrayed as a nation in chaos, some citizens are emerging in prominent roles of leadership in a wide variety of fields. Alexander Auzon, for instance, has spurred the growth of a movement to defend consumer rights against unscrupulous manufacturers. Mikhail Pletnev, a well-known pianist, created the Russian National Orchestra, the country's only orchestra that is independent both of funding from the state and from government control over its repertoire.

Biology professor Lily Sibeldina launched an enterprise to manufacture some of the medical equipment Russia desperately needs. Another scientist, Olga Romashko, has developed a face cream that combines a recipe said to date back to Empress Catherine II with the fruits of her own research. Now she wants to set up a women's bank that will lend start-up capital to other Russian women anxious to launch their own businesses.

Andre Ananov, formerly a theater director, has revived the glorious craft of jewelry-making in the style of Faberge. His work has already won prizes in Paris and Monte Carlo.

Olga Dugina has broadened the horizons of tourism in Russia by offering trips to far-flung places that standard tourist guides never mention.

These people and others everyday are coming forward to take the risks necessary to rebuild Russia into a thriving nation. The stories on these pages are a celebration of their individual initiative.

A new Russian revolution — consumers fight back

By Dmitry Ivliev

A major change in public consciousness is taking place in Russia today as popular support builds for the idea of protecting consumer rights. All over the country, dissatisfied consumers are filing law suits against unscrupulous manufacturers and they usually win their cases.

The courts have been ordering manufacturers to replace defective cars, home appliances, electronic equipment and other consumer goods. In addition, manufacturers are being obliged to pay a fine that is turned over to the consumer, in addition to compensating the consumer for moral damages.

This turnabout in public life is largely the accomplishment of the International Confederation of Consumer Societies, which operates throughout the former Soviet Union, and more than 60 regional consumer organizations that have sprung up within Russia.

"We lived through several stages before the idea of protecting the rights of consumers was finally accepted," said Alexander Auzan, president of the International Confederation. "When, in the early 1980s, we first expressed our views, the response of government institutions and major newspapers invariably was: 'What's all this idiocy about?' By the late 1980s, we would hear: 'Ah! There's something in what you're saying.' Today, officials comment: 'Who on earth still doesn't know about it?'"

The developments in Russia are similar to the spread of the U.S. consumer movement in the 1960s when Ralph Nader sued General Motors and won. The only difference is that in the 1960s the United States and Europe already had a full-fledged consumer movement and the Nader case just provided impetus. Russia is just now embarking on this road.

No one would have even considered the possibility of discussing consumer rights during communist rule since it was implied that the state would protect the interests of consumers.

Auzan, a professor of institutional economics at Moscow University, says he began his involvement in the movement by theorizing about the rights of consumers. It was while he has studying economic theory that he came across a blank spot. Economics in Russia focused on manufacturing, trade unions and the distribution system but said nothing about consumers.

A chance experience made Auzan turn his attention to the problem in 1980 after he had spent the whole day standing in a long line just to buy a New Year's tree in order to please his son.

Alexander Auzan: "We lived through several stages before the idea of protecting the rights of consumers was accepted."

"I stood in line, observed the crowd and was amazed," he said. "People who had never seen each other before turned out to be very capable of organizing themselves. They set their own rules for the sale of trees, examined the quality of each tree on offer and prevented anyone from pushing his way to the front of the line."

Realizing that the gap in protection for consumers could best be filled by the people themselves, Auzan concluded that a professionally organized association for protecting the rights of consumers could be even more effective. He devoted the next 10 years to setting up such an organization.

Tangible changes in society's attitude toward this problem began with Mikhail Gorbachev's perestroika. During that time Auzan and his supporters published a number of articles in leading newspapers pointing out the need to protect consumer rights. In earlier years it would have been almost impossible to carry out such a program since the government would have viewed such ideas as heretical and probably would have labeled the authors as dissidents.

But when consumer societies began appearing all over the country, the government failed to bring the whole movement under its own wing. Today the International Confederation of Consumer Societies is a non-governmental public organization that follows the pattern set by the World International Confederation of Consumer Societies and, as a member of the international group, receives its financial and moral support.

The first consumer societies appeared in 1988 in Moscow and St. Petersburg and were founded by groups of intellectuals, who included economists, lawyers, sociologists and journalists. Regional societies in the provinces sprung up spontaneously at about the same time.

Soviets remember the late 1980s as a time of total shortages. The stores were empty and people could not buy even the simplest items. Trade was strictly regimented and people had to make an appearance at the store every day in order to take part in a roll call — since all potential buyers were entered on a list. This was the procedure that came to be known as standing on the "black lines." It was during that bitter period that ordinary citizens started thinking about their rights as consumers. Today virtually every provincial center can boast its own consumer society.

Auzan says a major breakthrough in public awareness came when the consumer society went after Luxe, a Moscow store that was advertising fake jeans as authentic Levis. The consumers won and people realized that they should carefully register their purchase at a store, hold on to the receipt and even ask for a proof of quality or safety if needed.

These simple procedures are widely accepted in Europe and the United States but they still seem strange for many Russians. A recent opinion poll by the International Confederation of Consumer Societies, however, has shown that Russians are changing their way of thinking. The poll showed 60 percent of all shoppers have started asking stores for receipts if they are worried about the quality of their purchases.

Today a well-organized consumer legal service forms part of the International Confederation and is helping consumers file lawsuits and defend their rights in court. A group of economists is developing a consumer protection system on the municipal level. And a consumer magazine, published by the confederation and called Spros — the Russian word for demand — is becoming more widely read.

The movement gets help from Russia's Law on the Protection of Consumer Rights, which took effect in early 1992. But Auzan says the law needs strengthening and the International Confederation has already prepared a package of amendments.

While Russia awaits a new Parliament in order for the amendments to be considered, court hearings on violations of consumer rights and interests are continuing throughout the country. During the past three years, with help coming from the confederation's lawyers, some 4,000 cases have been won and another 8,000 suits were settled out of court.

Agency takes tourists off the beaten path

Olga Dugina: "I made quite a few mistakes but each time I learned."

By Irene Ertugrul

Olga Dugina started life with few advantages apart from dogged determination but in the past year and a half she has built a thriving travel agency that specializes in unusual and daring tours to some of the far corners of Russia.

Foreigners who are not new to Moscow react with a yawn to the many offers from Russian travel agents to guide them around the Kremlin and the cities of the Golden Ring. But the more adventurous will leap at an opportunity to join Dugina on a flight by rickety helicopter to the remains of a gulag beyond the Arctic Circle or to overnight on a nuclear-powered ice breaker, pushing its way from Murmansk to the Polar Circle and back.

Or how about spending Christmas in Yoshkar-Ola? "Where?" the foreigners ask. "It's the capital of the Mariy-El republic and there are lots of interesting things to see there," Dugina assures them.

Not all of Dugina's tours are so rugged. She has taken groups to the gentle towns of Kinishma, Yurevets and Palekh on the Upper Volga, on a cruise along the Irtysh to Bolshenechye for a folk festival and to Peredelkino on the anniversary of Boris Pasternak's death — to name a few of the pioneering itineraries that her company, Felix Travel, offers.

> "I learned how to run my own agency through trial and error."

Dugina, is one of several former Intourist guides who have formed their own travel agencies. But even her struggle to join Intourist and move into the coveted slot of English-speaking guide was not easy.

Dugina was born to parents who left the countryside to work in Moscow factories and she grew up in a rough neighborhood.

Dugina went to an ordinary school and got nothing but criticism from her English teacher. Determined to improve, she persuaded her mother to give her money for evening classes in English offered by the city. After three years of extra courses, Dugina had her revenge — first prize in a district-wide English competition.

After secondary school she worked for a year on an assembly line at the Paris Commune shoe factory. "It was so exhausting that often I wouldn't have lunch," she said. "I'd just doze off on a chair somewhere amidst the machinery."

Dugina searched out the address of Intourist, the giant government monopoly that controlled foreign tourism, and mustered up the courage to march into the personnel office, despite the organization's reputation of never hiring anyone "just from the street."

The receptionist sent her away but Dugina again steeled herself and went back. "Are you sure you don't have anything I can do? I know English," she said.

Feeling sorry for Dugina, the receptionist asked, "And what else do you know?"

"I can type," was the answer that finally opened a crack in the door.

During the seven years she sat in the typing pool, the Intourist guides — "chic. Dugina described them — would distribute souvenirs to the typists when they returned from their travels.

"A small sombrero was Mexico to me, a plastic shower cap or bar of hotel soap was New York," she remembers.

During those years she took every opportunity to travel around Russia, gathering knowledge that proved invaluable when it came time to open her own travel agency.

Dugina was determined to improve her English and took the entrance exam for the prestigious Maurice Thorez Institute of Foreign Languages no less than twice a year for five straight years but failed to gain admittance. On her 11th try, she scored half a point short of the passing grade and, thanks to intercession by her boss at Intourist, Dugina was at last allowed to attend the institute's evening classes.

Her next break was the opportunity to train as an English-speaking guide for Intourist, a post she held until her son was born three years ago.

Staying home with the baby was fine but with her husband working as a teacher, extra money was badly needed. Leaving the infant with her mother-in-law, Dugina started to free lance as a guide for independent agencies set up by colleagues who had left Intourist.

After a year of working for others, Dugina realized that she could do the same thing.

"I learned how to run my own agency through trial and error," she said. "It was awkward to ask competitors for advice about where it was most advantageous to rent buses and cars, how to go about getting confirmed return rail tickets, what kind of contracts to sign with guides, drivers, hotels and museums. I made quite a few mistakes but each time I learned."

The absence of tourist literature on many of her destinations meant that Dugina had to dig in libraries for material on which to base promotional brochures for her tours. And for each new itinerary, she scouted out the route herself, taking photographs and lining up hotels and guides.

All the income the new travel company earned was plowed back into the business. From just a part-time bookkeeper, the staff increased to an assistant and a courier. New equipment — a computer, a laser printer and three faxes, including a satellite line — added professionalism. The fact that foreign journalists based in Moscow often traveled on her tours and then wrote about them for their papers also helped spread the word. But she still had to borrow money in order to attend an international tourist conference in Berlin and to place ads in tourist trade literature distributed internationally.

Good news for Felix Travel came recently when the American Association of Travel Agents booked a tour for its members to the towns on the Upper Volga. But the governmental turmoil in October resulted in the trip being postponed until spring.

"But still, it's a coup," Dugina said. "Moscow's travel agents were surprised that such an important organization would book a trip with a company as new as

Andre Ananov revives the Faberge tradition

By Suzanne Possehl

Andre Ananov likes to tell the story of how he challenged the prince of Monaco to a game of roulette on a table encrusted with diamonds, rubies and sapphires.

The prince declined, and Ananov brought the miniature table that he especially made for an exhibit in Monaco back to his jewelry store in St. Petersburg.

Flashy and fast-talking, Ananov, 48, is one of Russia's finest jewelers since Carl Faberge. His customers include American actor Gregory Peck, world-famous tenor Placido Domingo and Princess Caroline of Monaco.

The former race-car driver and theater director says it all began in 1974 with a chunk of silver and a few tools — presents from a friend who moonlighted as a jewelry maker.

At the time, Soviet law prohibited private citizens from working with precious metals and gems. Jewelry-making, especially in the ornate pre-Revolutionary style, was considered bourgeois. There were no schools or night classes. It was almost impossible to find books on Faberge and the other great Russian jewelers who had made pieces for the Romanov family.

"I started at zero," says Ananov, the son of a mathematician and geologist.

His keen eyes studied the objects protected by glass cases at the Hermitage Museum and other palaces. Family friends would ask him to repair their heirlooms. "I'd hold the pieces, turn them over and over, studying them like a book," says Ananov.

He would pretend to stand in line at a jewelry repair shop just so he could watch the experts work behind their glass wall. At last he caught the attention of one craftsman. Over a bottle of vodka, the man taught Ananov how to make a simple gold band and set a single stone.

Andre Ananov: "I want to tackle more and more difficult pieces."

mangled his right hand, Ananov taught himself how to shape metal into ornate scrolls, set stones so they cry like tears and make fiery enamels for his pendant-sized eggs — replicas of the Faberge Easter eggs given by Czar Nicholas II to his wife. Faberge had over 100 recipes for the magical enamels. They were lost until Ananov rediscovered 60 of them.

of imprisonment if caught, Ananov supplemented his meager director's salary by making jewelry for acquaintances. The motive was simple. "I wanted to have money to buy food," he says.

Ananov insisted that his clients supply the materials — an old wedding band or a loose stone. He knew if he were caught selling jewelry he would face a three-year dustry." If the police caught him with precious raw materials, he could be jailed for 15 years for hard-currency speculation.

The KGB raided his quarters five times. They were looking for diamonds but Ananov had hidden them well.

One day, as he was taking down posters he had designed to publicize his theatrical productions, the lettering began to crumble. "At that point I realized I wanted to do something more lasting." In 1981, he left the theater and began creating jewelry full time.

In 1989, Ananov became the first Russian to receive a license from the government to work with precious stones and metals. He opened a studio and hired 10 craftsmen.

As a theater director, Ananov had mastered all aspects of the stage. He recalls a lightening specialist telling him it was impossible to hang the lights the way Ananov wanted. "I'll climb up there and do it myself," he told the man. "And now, you're fired."

He is just as tough on the 80 apprentices who turn his designs into gold and glitter. His works have won prizes at exhibitions in Paris and Monte Carlo. In 1992, he opened a store in the Grand Hotel Europe in St. Petersburg and is considering opening a store in Paris.

"I want to tackle more and more difficult pieces," he says.

At the request of Princess Caroline, he is creating an egg for the Red Cross Charity Ball that will be held in Monaco. The diamond egg opens to reveal six miniature gold frames with portraits of the princess's family.

To Ananov, there is nothing peculiar about a struggling theatrical director becoming a world-famous jeweler.

"It's a typical American story," he says. "Every cowboy can become president," he adds, quoting the slogan that had been patched onto the American blue jeans

161

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Individual Initiative

Junior Achievement provides youngsters with market savvy

By Irene Ertugrul

With so much to learn if one wants to become a leader in a world moving toward a global economy, high school students in Moscow and central New York state are preparing themselves by setting up companies and engaging in international trade.

Under a program sponsored by Junior Achievement, a U.S.-based organization devoted to teaching youngsters about business, the Russian and American students have set up share-holding companies, issued bonds, decided how to price goods, briefed themselves on export and import regulations and negotiated deals with their trading partner.

The project is a pilot one, so far linking only Moscow's School No. 20, which specializes in teaching English, with students attending high schools in the Syracuse area.

In both the United States and Russia, the students have set up companies, each with its own president. Vice presidents are put in charge of "production," which means going out and buying the goods to be exported; "communications," i.e. sending faxes; "human resources," which involves appointing salespeople; "marketing," with responsibility for advertising and setting up display stands; and lastly of course, "finance." All the officers receive salaries. Last year at School No. 20, each vice president was paid 5,000 rubles with the president getting a little more. The sales staff, however, worked on a commission basis.

Start-up capital for the companies came from selling shares to students joining the program and no-interest bonds to adults willing to encourage the Junior Achievement program.

Ksenia Solomentseva, 17, was a vice president of the operation at Moscow's School No. 20 and studies at Moscow's Financial Academy.

In Moscow, the 20 students who wanted to form a company last year each had to buy two shares, at 500 rubles each. The 10,000-ruble no-interest bonds on offer — which carried with them the right to buy two shares in the firm — were sold largely to Moscow-based executives of Otis Elevators, a division of United Technologies, which is funding the program. In the Syracuse area, executives of Carrier heating and air conditioning systems — another of United Technologies' divisions — were approached by the American Junior Achievement salespeople.

After much deliberation as to what would sell in the U.S. and what would not, the Russians decided to export painted wooden eggs and brooches decorated with a flower design. The Americans sent pens, mechanical pencils and extra lead.

"We negotiated with America by fax and arranged a kind of barter system," said Ksenia Solomentseva, last year's vice president for human resources and now a freshman at Moscow's Financial Academy. "We decided that one of our eggs was worth three of their pens. At first we sold each pen for 100 rubles but when demand rose we raised the price to close to 200 rubles.

"We made a good profit. After the bondholders were reimbursed, each shareholder, having invested 1,000 rubles for his two shares, got a return of 4,000 rubles. But with inflation, of course, the real profits amounted to only 67 percent rather than 400 percent."

This year selecting what to export to Russia from the U.S. poses a serious problem to the Syracuse area students since more goods have become available on the Russian market. The Muscovites will again send brooches and eggs, which sold very well last year. But one of the questions that Maureen Bilbo, 16, and Matthew Rogers, 17, two Junior Achievers from the Syracuse area, came to investigate on their recent trip to Moscow were gaps in the local market that the U.S. exports could fill.

The students were not left entirely on their own to cope. The profit margin in Moscow was high because the George Soros Foundation paid for shipping the eggs and brooches to America and for all the communications by fax.

But — a few corners cut or not — the exercise was still rewarding. As a supplement to wheeling, dealing and pushing sales, the Russian students also were tutored once a week on the principles of business and economics. Their teacher, Dmitri Petrin, now a researcher at the World Bank, had been trained as a teacher for the Junior Achievement business studies program at a seminar sponsored by the Soros Foundation. Executives from Otis also attended the seminars, sharing their practical experience and giving advice.

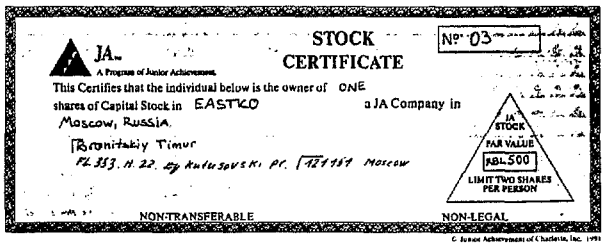
An Otis man, Gary Shandalov, was quite impressed by the young Russians. "Their knowledge of business was what you might find at a college rather than a high school level," he said. " They had intuition, a good business sense and were very familiar with concepts such as cost, profit and inflation."

Junior Achievement, which has started similar pilot projects in Belgium, Spain, South Korea, Japan and Hungary, all financed by United Technologies, would like to expand the program to other Russian schools and invite schools that are interested to contact the organization at the address given below.

"The future not only of the U.S. but of other countries depends on how well today's students understand the theory and the reality of a market economy," said James Nash, president of Junior Achievement of Central New York. "If other companies — in addition to United Technologies — step in we'll be able to do a lot more. Their representatives in Russia, for instance, could advise Russian students participating in the Junior Achievement program here and their branches in the U.S. could help young Americans."

Junior Achievement, founded in the United States 75 years ago to provide hands-on business education to American youngsters, only ventured overseas a few years ago. In addition to running the current pilot project involving international trade at a Moscow school, it has also distributed 200,000 copies of a Russian version of its textbook, "Applied Economics," to secondary schools in Russia, Ukraine and Belarus. And, with help from the Soros Foundation, more than 300 teachers have already been trained to base their courses around the manual.

Contact address:
Junior Achievement
National Headquarters
One Education Way
Colorado Springs, Colorado 80906-4477
Telephone: (719) 540-800



Two shares of stock in the Russian-American Junior Achievement program sold for 1,000 rubles.

Lily Sibeldina: In charge at home and on the job

By Elena Kuznetsova

Lily Sibeldina, a biology professor who now heads a thriving joint-stock company, has a special philosophy about women in business.

"Women all over the world are increasingly becoming involved in administration, and the same trend can be seen in Russia," she said. "There is a rather simple explanation for this — women have a stronger drive to create and they're more anxious to avoid wars and conflicts."

Sibeldina has much to be proud of. Orion has been operating smoothly for four years. It has been collaborating with Varian, an American firm, on the local assembly and servicing of analytical equipment. In partnership with the Kremlin Hospital, Orion has set up a specialized surgical center and the company is involved in a project to manufacture ozonizers and equipment for beauty salons, using the facilities of a plant that formerly produced military equipment.

Having headed various organizations for more than a decade now, Sibeldina has grown accustomed to being in charge. Before setting up Orion she served some 17 years as director of the Laboratory of Heterogenous Chemical and Biological Systems at the USSR Academy of Sciences' Institute for Chemical Physics. During this period, she served as coordinator of her institute's department dealing with international scientific cooperation and helped plan a new building for the institute.

"I'm one of those people regarded as workaholics," Sibeldina said. "Work is like a narcotic for me. The more I work, the more I get involved and accustomed to it. It is, of course, a colossal burden and my load became even heavier when I decided to start up my own business. Now I work seven days a week. The only relaxation I get is when I'm on a business trip or when I'm talking with people."

Starting up her own business has given Sibeldina the opportunity to implement some of the ideas she had been harboring. But running a business has proven more complicated than just being in charge of a group of scientists and she readily admits that she had to learn a great deal. She used trial and error, while continuing to work, as she approached the new challenge. And with the rules of the game for running a business changing daily in Russia, one is forced to be flexible.

"Someone in business today is like a fighter in a ring," Sibeldina said. "He or she has to be persistent and logical, yet know how to take risks and even how to lose. They should have a goal toward which they are steadily moving and even if conditions change, the goal will still remain."

Despite her workload, Sibeldina believes domestic chores such as cooking, cleaning and laundry, are still her responsibility as a woman. Although she used to be able to do all of this herself, now she has to depend increasingly on her mother and sister for help. Both in her family and in her work, Sibeldina plays the dominant role. At home, three men are her subordinates: her husband and her two sons, aged 15 and 28.

"Being the head of the family is a heavy burden — even heavier than running a business. You can't help constantly comparing yourself with your partner. And if you eventually come to the conclusion that your husband doesn't measure up, then life becomes uninteresting and stressful."

The only way out of such a situation, Sibeldina says, is a divorce, both for the sake of the children and for everyone's peace of mind. This is why her first marriage broke up.

The high income she earns also enhances her status in the family. Sibeldina earns more than her husband, a director at the Moscow Film Studio.

Sibeldina is convinced that Russian women have enormous potential for leadership.

"The notion that women managers are inconsistent and irresponsible is a myth created by men," she says. "Since women are able to organize the life of their family, they are certainly capable of administering much larger groups."

Sibeldina took an active role in setting up the League of Women Managers and Entrepreneurs and now serves as its president. The organization's aim is to help women start businesses.

"The members of the league are all women with strength of character who have accomplished something in life," she said.

"And although many women managers have no problem in finding a common language with men, they often feel that in business it is better to collaborate with other women."

There are now 117 members in the league from all parts of the former USSR and they try to help one another and share their experience.

Mikhail Pletnev: a master of music and finances.

Mikhail Pletnev, his orchestra and its Russian and American friends

By Georgi Melikyants

While many of Russia's world-class performing groups are collapsing for lack of government subsidy, Moscow's Russian National Orchestra, thanks to the drive of director Mikhail Pletnev, is enjoying the support of the Russian Artists Foundation — a U.S.-based charity that lists support of the RNO as its primary function.

An American fund for the sake of a Russian orchestra is unique.

Among the foundation directors are Gordon Gheit, a major American entrepreneur, also known as a talented composer; influential political figures like Helmut Schmidt, Edward Heath and Mikhail Gorbachev; the renowned ballerina Natalya Makarova; and the spectacular pianist Ivo Pogorelich.

Much of the reason for the foundation's support is the appeal of orchestra director Pletnev.

Pletnev, 36, a classical pianist, has proven to be a thoughtful and original interpreter of symphonic works. The performance of Tchaikovsky's Sixth Symphony under his baton, recorded on compact disc on the Virgin Classics label, is recognized as the best interpretation of the composition by the great Russian composer.

Moving from a performer to a conductor, Pletnev has followed such performers as pianist Vladimir Ashkenazi, violinist Vladimir Spivakov and cellist Mstislav Rostropovich.

Pletnev's orchestra began when he and a few associates decided to found a performing collective that would be independent in its work.

In the past, all orchestras in Russia were sponsored by the state and existed on government subsidies. To liberate the orchestras from incompetent influences and to develope the musicians' creative potential, the orchestra was made independent, both administratively and materially.

The type of performers drawn to Pletnev were those who were not satisfied with the creative aspect of their careers.

"They came to us for the new atmosphere which they hoped to find here," said Tatyana Sukhacheva, the RNO general director.

"The RNO has now existed for three years. Aside from the huge professional committment, musicians have seen some harsh schooling of survival in a situation where Russian culture is experiencing a catastrophic lack of funds," she said.

"When the orchestra was just starting out, the purchase of instruments required half a million dollars. Where could we get these funds, the Ministry of Culture being broke? Pletnev brought his own money and got credit from a Swiss bank."

Pletnev is proud that he hasn't received money from the government. He has had considerable help from other sources, however.

Sponsors have extended a helping hand, particularly the AvtoVAZ car factory and the AvtoVAZ Bank in the persons of the factory's general director Victor Kadannikov, his deputy Nikolai Glushkov and AvtoVAZ Bank President Peter Nakhmanovich.

"Pletnev won my trust the very first

Entrepreneur tries to finance others

By Irene Ertugrul

Olga Romashko, a scientist who recently turned to manufacturing face creams, says she has found a higher calling than politics. She wants to launch a bank devoted to helping women to start businesses.

"All my friends scold me for refusing to run for a seat in the State Duma on the Women of Russia slate," Romashko said. "Perhaps my friends are right. They say that without people experienced in manufacturing strongly represented in Parliament, no laws will be passed to protect and encourage the growth of new industries in Russia. But I don't want to sit around endlessly discussing global issues. I'd rather do something concrete to help people.

"There are so many capable women in Russia who are either unemployed or now want to turn their hand to creating a product and selling it. They are fantastic seamstresses, for instance, and they can make wonderful cakes. All they would need is some training in running a business and just a little bit of money to get started. And I'm determined to see that they get help."

Romashko already has talked to a high government official and will take her quest to higher officials if necessary.

"I've never asked anybody for anything but this time I'm ready to plead and beg for the 30 million rubles needed to start up a new bank in Russia," she said. "We'll also approach international lending organizations for help because these women really deserve it."

Support for her effort has come from Women's World Banking, a New York-based organization that has fostered the establishment of women's banks in 50 countries and has developed a training program for newcomers to the world of business.

But, anxious as she is to see the bank set up, Romashko cannot afford to neglect her face cream business since it has become the family's main source of income. The basic recipe for the cream she developed is believed to date to a preparation favored by Catherine the Great.

"I learned about it through my grandmother who all though her life remained an elegant woman," she said. "She had attended an exclusive girls' school in St. Petersburg where the students prepared the

Olga Romashko: "There are so many capable women in Russia ... and I'm determined to see that they get help."

"As I was growing up there was often the wonderful scent of this cream in the house but I never dreamed that I would someday go into the cosmetics business myself. My father was an academician, my mother a senior lecturer, and I myself trained to do medical research. People with my kind of background didn't stoop to dabbling in trade or selling cosmetics."

A year and a half ago Romashko took a look at Russia's political and economic situation and decided to go into business for herself by combining her family recipe and her scientific knowledge.

"I had been working as a senior researcher at the Institute of Biophysics, concentrating on problems of transplanting bone marrow to help the victims of Chernobyl," she said. "An important part of my work was studying the life of cells and of the elements they needed for regeneration. Using this knowledge I perfected my grandmother's recipe, adding to it lipids, amino acids, vitamins and mineral salts. When we applied the cream to some of the serious burn victims ... we found that it helped them a lot. I had developed a very good product.

the institute," Romashko said. "There was nothing more I could do there. We weren't getting any assignments from the government and everyone was just sitting around drinking tea, discussing who was better — Khasbulatov or Yeltsin — and hoping for another raise in salary. If I were the government, I wouldn't have paid them anything at all — because nobody was doing anything. There were 3,000 people on the institute's staff and all the work could have been done by 300."

Romashko got a Russian patent for her cream, which contains only natural ingredients, and submitted it for the government testing. She and her husband had saved 50,000 rubles to rebuild their dacha but invested it instead in launching the business.

At first Romashko rented expensive premises from an institute but that ate up all of the profits. Now, her seven employees prepare the cream in a rented apartment. Her daughter, a journalist, designed the silver label for the small, green plastic jars in which the cream is sold under the trademark Olga and her husband uses their aged car to deliver fresh stock to retailers.

cream are rising through women recommending it to one another," Romashko said. "Thirty-two stores in Moscow, including all our big department stores, now carry the cream, which sells for 375 rubles a jar.

"In addition to ruinous tax rates our problem now is foreign competition, which has started to flood the market. The big Western cosmetics firms can spend an unlimited amount of money on marketing their products and our government does nothing to protect Russian manufacturers. The only way I can indirectly publicize the cream is when, as a woman active in public life, I'm interviewed by the media."

Creams for the eyes, hands, body and feet, as well as one suited especially for children have been developed by Romashko. She wants to market them but still lacks the funds.

"To earn money from producing something in Russia now is very hard and any success comes only gradually and slowly," she said.

In addition to her business and trying to set up a women's bank, Romashko is

162

Movie 1a "What does the money mean?"

The sound background, the TV anchorman's voice:

... from the newly made lawmakers... that is confirmed by the latest account from Valeriy Kuts -- the "Vesti" correspondent. The given report represents a real cry from the hearts of the Stavropol landlords. Besides all our other problems, today's ruble exchange rate in relation to the US dollar was very low.

Son: "Dad, what does money mean?"

Father: "Well, son. Money is the foundation of economy. If there is no money, there will be no trade. The people without the trade would be very poor."

The TV anchorman's voice:
... the transport tariffs. The Primorskiy kray is compelled to refuse purchasing grain in Russia's central regions.

Father: Well, people started trading in goods many thousands' years ago. Some areas were real bread baskets, some areas provided fat cattle, some areas had a lot of iron. The people started exchanging commodities and it made them wealthy.

Son: "Daddy, why does commodity exchange make people rich?"

Father: "Well, when the man is doing something for not himself but for sale, he is trying to do it better, to make his merchandise popular. Each master who knows his trade can produce more and better goods. It increases the productivity. Therefore, the quality of live improves.

Son: "Why do we need money to exchange one merchandise for another?"

Father: "The simple commodity exchange is called barter. Well, imagine now, that someone wants to sell bread but he needs cattle. The person who wants to buy cows has only iron to sell. The people had to create some kind of an universal merchandise which could be convenient for everybody.

In some countries this universal merchandise became money and in other countries it was represented by beautiful shells.

However, most often money was gold and silver.

Son: "Well, presently, money is neither gold nor silver, it is paper ..."

Father: "In the Medieval period it was very dangerous to travel with gold. Bandits, pilfers were robbing the travelers. This situation gave birth to receipts. The travelers used to give their gold to jewelers for the receipts. They used to give their gold for the receipts in one city and they were receiving gold from the jeweler's relatives. The paper money was born."

Son: "Who is printing the paper money nowadays?"

Father: "Presently, in any country the emission of money is the responsibility and the exclusive right of the country's Central bank."

Son: "Wow! Let the bank give a million to each person. No, one hundred million. Everybody will be rich."

Father: "Do you really want a box of matches to cost a hundred thousands? Well, if the Central bank prints more money, the market prices will go up. Do you know why? The reason is the unchanged quantity of the merchandise..."

Son: "Daddy, it seems to me that in order to be on the safe side only a limited amount of money can be printed. Is it true?"

Father: "You are absolutely right, son. However, if the market produces more goods, then the Central bank can print more money. Only in this case the money will not depreciate. The economy will rest on the healthy foundation."

Son: "Can we live without money at all?"

The head-piece and the voice behind the screen:

"Money is the foundation of economy."

Movie 1b "Can we live without money?"

Father (he is talking on the phone): "No, no, no, no, no. I know their answer. Yes, yes, yes, yes, yes. It is extremely expensive."

Son: "Dad, can we live without money?"

Father (he is talking on the phone): "I do not know but keep bargaining, keep bargaining with them, try to lower their price! Yes, I am waiting..."

Father: "To live without money?" The people tried to do that. They did it once and failed."

You know, after 1917 when the Bolsheviks came to power, the abolished, abolished the trade, they forbade it. People were shot by the firing squads for trading. They wanted to eliminate money and they permitted any village council to print their own money. The money was depreciated so badly that nobody needed them.

Half a century later the Cambodian dictator -- Pol Pot forbade the Cambodian money, too.

Son: "What happened?"

Father: "After that Cambodian transportation, factories, and plants stopped, the cities died, the civil war broke out, half of the population perished."

Son: "What about Russia?"

Father: "In Russia there was also devastation, the civil war, and millions of Russian people died."

Son: "What happened later?"

Father: "What happened later? The people lost control over their own lives. Industriousness, entrepreneurial skills, initiative, desire and ability to work were not able to provide well-being of the man and his family.
When there is no free trade in the country, when there is no money of full value for which you can buy machine, land, food, or clothing, then the bureaucrats come to power. These bureaucrats distribute rare resources,

goods. They prohibit or permit. When they permit, they take bribes. In the meantime the people have to feed this multi-million horde of bureaucrats.

Son: "Had the people to put up with this?"

Father: "What could people do? Most people used to live under conditions of total shortages, which means absence of the most basic necessities. Only bosses had access to all these goods. Only they had real money -- dollars, marks, franks, coupons of the Foreign Trade bank."

Son: "No, it is much better to make our rubles be a real money. Then everybody can go to any store and buy any merchandise."

Father: "It will definitely happen, son. It will happen, when our country stops inflation."

Son: "What is inflation, dad?"

The head-piece and the voice behind the screen:

"Money is the freedom minted in the metal."

Son: "What is inflation?"

Movie 1c "What is inflation?"

The sound background, the TV anchorman's voice:

"The Western correspondents paid attention to expensive lunches in the Duma, the selection ranges from 3,000 up to 3,800 rubles. On the whole it is slightly over 2 dollars.
Nevertheless, Russia is waiting for specific vitally important decisions from its newly made lawmakers. It is confirmed by the latest account from Valeriy Kuts -- the "Vesti" correspondent, The given report represents a real cry from the hearts of the Stavropol landlords."

Son: "Good morning, dad."

Father: "Good morning, sir. Have a seat. Can you spare five minutes? Here is sugar. May I wait on you?"

Son: "What is inflation, dad?"

Father: "Inflation, son, is a serious disease of economy. When economy is sick, the industry is being destroyed and the prices are going up."

Son: "Why are the prices going up?"

Father: "There are many reasons for that, son. It is necessary to pay our military people, teachers, medical personnel. Everybody in the country has to pay taxes to the treasury. When there is a shortage of money, the treasury prints more. In other words, the treasury is trying to supplement the shortage of money by printing new money. The money in circulation increases, whereas the number of goods remains unchanged. It bring the prices up."

Son: "So, the treasury can spend only the money it has collected in the form of taxes. Is it true?"

Father: "You are right. However, in case of the money shortages the state has to borrow from its citizenry by issuing bonds."

Son: "Dad, when the prices are going up, are the salaries and wages going up, too?"

Father: "Yes. However, when the prices are going up, nobody wants to invest into the industry. The businessmen are moving to trade, The industry is being destroyed and the people become poor.

Son: "Dad, I have understood. It is bad to print new money and give it away to pay salaries. It will make prices go up. What about lending the money?"

Father: "All right! You are a smart boy. If the Central bank lends money to factories and plants on the security of their products and equipment, then the situation will be quite different. Everybody will benefit from that.

Just imagine! For example, the farmers have a good harvest. However, in order to sell this harvest, they need additional billions of rubles. In this particular case the prices will not go up, because the increase of money mass will correspond to the agricultural growth.

Sun: "What is going to happen, if the bank lends money without any security, relying just on one's word of honor?"

Father: "There could be a danger that the enterprise will take the money, spend it, and will stop producing goods. The prices will go up again and everybody will lose after all."

By the way, the Central Bank of Russia has recently acted exactly in this way and contributed to the growth of prices."

Son: "It is so interesting, dad. When I grow up, I will become a financier."

The head-piece and the voice behind the screen:

"The increase of the amount of money that is put into circulation should correspond to the increase of the produced goods. It will make the prices stable."

Son: "When I grow up, I will become a financier."

Father: "It is very good. Our family will have our own tax expert. By the way, do you know what the taxes are?"

Movie 2a "How the treasury is filled up"

Father: "Six, six..."

Son: "What is that? Company "Broiler Digest" that produces valuables costs 300 thousand. You do not have this money, dad. You will not buy it."

Father: "By the way, do you know what the taxes are?"

Son: "I think it is the money people give to the state from their salaries and wages."

Father: "It is true. Well, the state has to keep the army and the police, it has to pay salaries to the medical personnel, servicemen, teachers. However, not only salaries are taxed, the profits of enterprises are taxed, too."

Son: "So, there are different taxes."

Father: "Of course. The tax from the salary you are talking about is called the income tax. All citizens of the country have to pay it."

Son: "Is it a high tax?"

Father: "Twelve kopecks from each ruble. If the salary is very high, then the income tax is even higher."

Son: "What about other taxes?"

Father: "There are other taxes. For example, the tax on profits of enterprises. Every enterprise is obligated to pay almost one fourth of its profit to the state treasury."

Son: "Dad, when I was in the store, I saw "the valued-added tax" in the price-list. What is that?"

Father: "The value-added tax. When a factory or plant sells its products and pays off the cost of raw materials, then the remaining difference is the added value. This added value is also taxed. It is one fifth of the value. This tax is paid by the buyer of the merchandise and then the tax is sent to the treasury by the seller."

Son: "Is there any tax on land?"

Father: "Of course, there is one. The person owing the land pays this tax to the state. There is another form of taxes that is a state duty."

Son: "A state duty? Who pays it?"

Father: "All of us. When we are going to court, when we are receiving a power of attorney document or the identity card, when we are buying the car."

The sound background, the TV anchorman's voice:

"The taxes are the part of a citizen's income which he or she gives for social needs."

Son: "Wait a second, dad. Do you think that the taxes in our country are good?"

170

Movie 2b "What types of taxes do we know?"

The sound background, the TV anchorman's voice:

"Anton Chekhov once wrote, "Let's take a break from political battles, from all torturous meditations which wear out our Russian mind. In any case, the passing year we survived with combative traits of the rooster. However, if we trust the 1994 horoscope, then ..."

Son: "Dad, do you think that the taxes in our country are good?"

Father: "No, they are neither good nor fair. The problem does not lie in the fact that they are just high, they just cannot stimulate people to produce more and to earn more."

Son: "Why?"

Father: "The world is built in the way that people are trying to reduce everything taxable. If the salaries are taxed, the people are trying to conceal their actual salaries. If the income is taxed, the people are trying to conceal their income."

Son: "Well, dad. If people do not pay taxes to the state, then it will most likely collapse."

Father: "Yes, it is true. If the taxes are not collected, the state simply will not be able to protect its citizens. The taxes should be collected. However, they have to be collected in the way that nobody could avoid paying them. It is even more important to collect taxes from something that could be useful to reduce."

Son: "What is useful to reduce?"

Father: "Well, waste of resources, e.g. the areas occupied be agricultural produce and industrial enterprises. If the main tax is the land tax, then people will try to grow better harvests on smaller areas. The people will try to build economical factories and plants on smaller areas. In this case the economists say that there will be new stimuli to reduce cost and improve efficiency and productivity."

Son: "Dad, our teacher told us that the black earth gave better harvests than any other soil. Is the tax going to be identical for any type of soil?"

Father: "Under no circumstances. If fertility of the soils varies, then the farmers operating on these soils will have different harvests. So, the taxes have to be different. The same approach has to be applied in the city, as well. Imagine for a moment, that one piece of land is located downtown, whereas another piece is located in the suburbs. It means the stores and hotels built up on these pieces of land will bring different incomes. Why? There is only one reason -- one piece of land is located downtown, another piece of land is in the suburbia. Therefore, the tax should vary."

The head-piece, the sound behind the screen:

"The difference in income is called the rent."

Son: "Dad, are there any precious stones in the soil?"

Father: "Even if the land gives coal or oil, it already gives certain benefits to the owners of the land. Well, the minerals belong to everybody. Therefore, the rent for the land with deposits of minerals should be higher."

Son: "Dad, is there any land tax in other countries?"

Father: "The land tax as a basic tax exists only in few countries. In other countries the people, whose income originates from very valuable pieces of land, (for example in London or New York), using intensive lobbying in parliaments have succeeded to have this efficient taxation system eliminated."

Son: "Can it be introduced in Russia?"

Father: "Presently, here in Russia we do not have landlords, called rentiers, who would rebel against this tax. Therefore, we can gradually introduce the land tax while eliminating the income tax. The people will be interested in having high incomes and wasting fewer resources. The industry will produce more commodities and everybody will gain from this."

Son: "Dad, do you think that our deputies understand it?"

The head-piece and the voice behind the screen:

"The taxes should be collected in the way that people wee interested in producing more commodities and at a lesser cost."

Son: "Dad, do you think that our deputies understand it?"

Father: "They will understand it, son. They definitely will."

173

Movie 3a "Why do we need foreign trade?"

Good or bad?

Father: "Sometimes it is good, sometimes it is bad. You know that oranges do not grow in Russia. They have to be imported from other countries. It is good. However, in our stores, most tools are foreign made. It is bad. It means that our plants are not competitive."

Son: "Dad, may be we should prohibit to import foreign hammers, electric drilling machines, and screwdrivers. Let our people use domestic products."

Father: "The Russian tool factories will be "very grateful" to you, but not the Russian citizens. Well, the Russian tools are of lower quality and in some instances they are even more expensive. Our tool makers cannot make cheap tools on the level of the world market standards.

Son: "So, it is beneficial for the common people to have foreign trade. Isn't it?"

Father: "For the common people, yes. There is international division of labor in the world. For example, the Australians grow sheep at a very minimum cost and they spin good yarn, Japan produces the best videocassette recorders, the Italians make comfortable and cheap shoes and clothing. Russia makes combat planes and space technology. The bigger the market is, the cheaper the production is.

Let's say one thing is when a Russian firm launches three satellites for its personal need, another thing is when the Russian launchers are used to launch Indian, French, or any other satellites.

Son: "Dad, you told me that many our firms were not competitive. They go broke competing with foreign firms. Where can people earn their salaries to buy foreign goods?"

Father: "It should be done gradually. We should permit imports of foreign goods without making our firms broke. The door to the world market should be open gradually."

Son: "Dad, can we live without competition? People can make arrangements between themselves. For instance, I will make bolts, you will make screw-nuts. Everything according to the plan..."

The head-piece and the voice behind the screen:

"The art of economic policy lies in the fact [illegible]

Son: "Can we live without competition?"

175

Movie 3b "Why do we need competition?"

The father is reading poems -- "How the state becomes richer and how it lives, and why it does not need gold, when a commoner [illegible]"

Son: "A stingy knight?"

Father: "You have almost guessed. However, this is "Onegin."

The son is quietly laughing.

Father: "Can we avoid competition? People can make arrangements between themselves. For instance, I will make bolts, you will make screw-nuts. Everything according to the plan."

Son: "Exactly. That was the economic system in Russia when the communists were in power. There was the State Planning commission (Gosplan) that used to decide who was supposed to make and what and who was supposed to supply and what. Everything was decided by the Gosplan bureaucrats. However, the people will not take any initiative, if their hands are tied up. They did not want to take the initiative to select the best raw material suppliers or the best buyer who wanted to pay the highest price. Therefore, nobody was in a rush to make new goods or to install new technologies."

Father: "Could we not make the administrators make this?"

Son: "These attempts were made all the time. The administrators used to give new assignments on production. In reality, they were changing only the names of the goods and their article. The quality of goods were deteriorating."

Father: "It means that the chewing gum and the sneakers were made in the United Sates only because that country had no Gosplan?"

Son: "Of course. Why is the "Toyota" better than the "Volga"? Why is the "Ford" better than the "Moskvich"? The explanation is simple -- the Russian car makers were demanded to increase the quantity. Nobody was interested in the quality of the car. When there are shortages of goods, people buy everything. As a result of this the Russian enterprises were producing

noncompetitive goods at the enormous cost and unnecessary excessive manpower.

Father: "It looks to me that our lives will not improve without competition."

Son: "It will not improve. Competition leads to healthy economy. If factories and plants fail to compete, they go broke. The new owners come. They switch to new products, they reorganize the production process, they reduce the production cost. The actual salaries of workers go up as after these changes."

Father: "Well, what is going to happen, if the given product is made only by one factory?"

Son: "Then this enterprise is called a monopolist. Since this enterprise has no competition, it has the monopoly in raising the prices on its products. It is bad for all our citizens."

Father: "Will there be competition in our country?"

Son: "There will be, by all means! If we fight for it, it will come into being."

The head-piece, the voice behind the screen:

"Competition makes the economy healthy."

Son: "There will be, by all means!"

17

Фильм 1а "Что такое деньги?"

Звуковой фон: голос диктора TV:

. . . от новоиспеченных законодателей . . . что и подтверждает только что полученный нами репортаж корреспондента вестей "Валерия Куц а, в котором поистине крик души ставропольских земледельцев. И как бы вдобавок ко всем нашим неприятностям сегодня курс рубля вновь резко упал по отношению к доллару.

Сын: — Папа, а что такое деньги?

Отец: — Деньги, сынок, — это основа экономики. Без денег невозможна была бы торговля, а без торговли люди навсегда бы остались бедными.

Голос диктора TV:

. . . транспортных тарифов Приморский край вынужден отказаться от закупок зерна в центральных районах России.

Отец: — Ведь люди начали торговать много тысяч лет назад. В одних местностях хорошо родился хлеб, в других паслись тучные стада, а в третьих было в избытке железо. Вот люди и менялись товарами, а от этого они стали богатеть.

Сын: — Пап, а почему от обмена товарами люди богатеют?

Отец: — Ну, видишь ли, когда человек делает что-то не для себя, а на продажу, он старается делать свой товар лучше, чтобы он пользовался успехом. Каждый мастер, мастер своего дела может сделать товаров больше и лучше, растет производительность труда. Ну и жизнь людей становится лучше.

Сын: — А зачем деньги, разве нельзя менять товар на товар?

Отец: — Простой обмен товарами называется бартер, но он не всегда удобен. Ну, представь, кто-то хочет продать хлеб, но ему не нужен в обмен скот, а тот, кто хочет купить коров, к примеру, имеет на продажу только железо. Людям

178

понадобился какой-то универсальный товар, который был бы удобен всем.
В одних странах таким товаром, т.е. деньгами, становился скот, в других — красивые ракушки.
Но чаще всего деньгами становились серебро и золото.

Сын: — Но сегодня деньги не золотые, а бумажные . . .

Отец: — В средние века купцам с золотом по дорогам из города в город ездить было очень опасно — разбойники, грабители, вот они и стали сдавать золото под расписку ювелирам. В одном городе сдадут под расписку, а в другом у родственника ювелира получат. Так и родились бумажные деньги.

Сын: — А кто сегодня выпускает деньги-расписки?

Отец: — В любой стране выпускать деньги имеет право только ее Центральный банк.

Сын: — Здорово! Пусть банк даст каждому по миллиону. Нет, по сто миллионов! Все будут богатыми.

Отец: — Ты что хочешь, чтобы коробок спичек, к примеру, стоил сто тысяч? Ведь если напечатают больше денег, то цены на рынке вырастут! А ты не догадываешься почему? Ведь товаров останется прежнее количество . . .

Сын: — Пап, выходит без вреда можно непечатать совсем немного денег?

Отец: — Правильно, правильно, сынок! Но если товаров выпустят больше, то и Центральный банк может выпустить больше денег. Только в этом случае деньги не будут обесцениваться. И основа экономики останется здоровая.

Сын: — Пап, а можно обойтись вообще без денег?

Заставка и голос за кадром:

— Деньги — это основа экономики.

Фильм 16 "Можно ли обойтись без денег?"

Отец (говорит по телефону): — Нет, нет, нет, нет, нет. Я знаю, что они ответят. Да, да, да, да, да. Это слишком большие деньги.

Сын: — Папа, а можно обойтись вообще без денег?

Отец (по телефону): — Я не знаю, торгуйтесь, торгуйтесь с ними, торгуйтесь, постарайтесь сбить цену! Да, я жду. . .

Отец: — Обойтись без денег? Люди пытались, пытались однажды сделать это, но у них ничего хорошего из этого не вышло.
Знаешь, большевики после прихода к власти, после 17 года, они отменили, отменили торговлю, запретили ее и за это, за это даже расстреливали. Они хотели уничтожить деньги, и поэтому разрешили печатать их любому сельсовету. Деньги совсем обесценились и стали никому не нужны.
А полвека спустя в другой стране, в Камбодже, деньги запретил ее диктатор Пол Пот.

Сын: — И что получилось?

Отец: — А потом в Камбодже после этого остановились транспорт, фабрики, заводы, умерли города, началась гражданская война, погибла почти половина населения страны.

Сын: — А в России?

Отец: — А в России тоже после этого началась разруха, гражданская война и погибли миллионы россиян.

Сын: — А что было потом?

Отец: — Что было потом? Потом люди перестали быть хозяевами своей жизни. Трудолюбие, предприимчивость, инициатива, желание и умение работать уже не могло обеспечить благосостояние человека и его семьи.

Когда в стране нет свободной торговли, нет полноценных денег, на которые свободно можно купить станок, землю, пищу и одежду, то тогда к власти сразу приходят чиновники. Это именно они распределяют дефицитные ресурсы, товары. Они запрещают, они разрешают, когда разрешают - берут взятки. А народ вынужден кормить всю эту многомиллионную ораву чиновников.

Сын: — И люди с этим мирились?

Отец: — А что было делать? Большинство жило в условиях всеобщего дефицита, то есть отсутствия самых необходимых товаров и только лишь начальники имели доступ ко всем этим товарам. Именно они имели настоящие деньги - доллары, марки, франки, чеки Внешторгбанка.

Сын: — Нет уж, лучше чтобы рубли были настоящими деньгами, чтобы каждый мог на них купить товары в любом магазине.

Отец: — Сынок, а это непременно будет и непременно произойдет когда у нас в стране остановится инфляция.

Сын: — Папа, а что такое инфляция?

Заставка и голос за кадром:

— Деньги — это свобода, отчеканенная в металле.

Сын: — А что такое инфляция?

181

Фильм 1в "Что такое инфляция?"

Фон: — голос диктора TV — ... западные журналисты отмечают дорогие завтраки в Думе — на выбор, от 3000 до 3810 рублей, но в целом это немногим больше 2-х долларов.
Вместе с тем, Россия ждет от новоиспеченных законодателей конкретных и жизненно важных решений,что и подтверждает только что полученный нами репортаж корреспондента "Вестей" Валерия Куца, в котором поистине крик души ставропольских ...

Сын: — Доброе утро, папа.

Отец: — Доброе утро, сэр, садитесь. У нас пять минут. Вот сахар. Можно подавать?

Сын: — Папа, а что такое инфляция?

Отец: — Инфляция, сынок, инфляция - это тяжелая болезнь экономики. При ней разрушается промышленность и растут цены.

Сын: — А почему растут цены?

Отец: — Причин много, сынок, чтобы платить заработную плату военнослужащим, учителям, врачам все люди в государстве платят налоги в государственную казну. Когда денег не хватает, то их недостаток пополняют печатанием новых денег. Денег становится больше, а товаров - прежнее количество. Вот цены и растут.

Сын: — А-а-а ... Выходит, тратить из казны можно только то, что собирается в виде налогов, так?

Отец: — Правильно, сынок. А если денег не хватает, то государство в крайнем случае может брать взаймы у жителей страны, выпуская облигации.

Сын: — Папа, когда цены растут зарплата тоже прибавляется?

Отец: — Да, но когда растут цены, то никто не хочет вкладывать денег в промышленность и все деловые люди уходят в торговлю. Промышленность разрушается и народ

182

нищает.

Сын: — Папа, я понял - печатать новые деньги и раздавать их на зарплату плохо потому что будут расти цены. А если их давать в долг?

Отец: — Правильно. Умница, сынок. Если Центральный банк будет давать предприятиям под залог их продукции или оборудования — тогда другое дело. От этого всем будет только лучше.
Представь себе — фермеры вырастили хороший урожай. Но чтобы продать его на рынке, нужно выпустить дополнительную, дополнительные миллиарды рублей. Но цены расти не будут, потому что увеличение массы денег будет соответствовать росту сельскохозяйственной продукции.

Сын: — А если банк будет давать деньги без залога, Под честное слово?

Отец: — Тогда может появиться опасность, что предприятие возьмет эти деньги и потратит, а продукции больше выпускать не будет. Цены опять возрастут и всем нам станет хуже.
Кстати, Центральный банк России совсем недавно именно так и поступал, и этим самым подстегивал рост цен.

Сын: — Как интересно, пап. Когда я вырасту, я стану финансистом.

Заставка и голос за кадром:

— Увеличение количества выпускаемых в оборот денег, должно соответствовать приросту производимых товаров. Тогда цены будут стабильными.

Сын: — Когда я вырасту, я стану финансистом.

Отец: — Очень хорошо! И у нас в семье будет свой специалист по налогам. Кстати, а ты знаешь, что такое налоги?

183

Фильм 2а "Как пополняется казна?"

Отец: — Шесть, шесть. . .

Сын: — Что там? Компания "Бройлер-дайджест" по производству ценностей, стоимость 300 тысяч. А у тебя нет, папа, ты не купишь.

Отец: — Ты должен заплатить налоги с твоей главной фирмы.
Да, кстати, а ты знаешь, что такое налоги?

Сын: — По-моему, это то, что люди отдают со своей зарплаты государству.

Отец: — Правильно. Ведь государству нужно содержать армию, содержать милицию, выдавать зарплату врачам, военнослужащим, учителям. Но платить налоги приходится не только с зарплаты, но и с доходов предприятий.

Сын: — Значит налоги бывают разные?

Отец: — Ну, конечно. Тот налог, о котором ты говоришь, который берется с зарплаты, называется подоходным. Его платят все граждане страны.

Сын: — Много?

Отец: — 12 копеек с рубля. А если заработок высокий, то и больше.

Сын: — А другие налоги?

Отец: — Есть и другие налоги. Налог с прибыли предприятий. Каждый, каждое предприятие обязано почти четвертую часть своей прибыли отдавать в государственную казну.

Сын: — Пап, а я в магазине видел на ценнике "налог на добавлемную стоимость". Что это такое?

Отец: — На добавленную стоимость. Когда предприятие продаст свою продукцию и рассчитается, рассчитается за сырье, то разница как раз и составляет добавленную стоимость. На нее тоже установлен налог, он составляет пятую

189

часть. Налог этот платит покупатель товара, а перечисляет его в казну продавец.

Сын: — А на землю есть налог?

Отец: — Конечно есть. Тот, кто владеет землей, тот платит этот налог. А есть и ещё один налог — это государственная пошлина.

Сын: — Пошлина? А кто ее платит?

Отец: — Все мы. Когда обращаемся в суд, когда получаем доверенность или паспорт, когда оформляем документы на автомашину...

Заставка и голос за кадром:

— Налоги — это часть доходов гражданина, которую он отдает на общественные нужды.

Сын: — Подожди, пап, а как ты считаешь, налоги в нашей стране хорошие?

185

Фильм 26 "Какие бывают налоги?"

Фон: голос диктора... Давайте немного передохнем от политических баталий, от всех, всех мучительных размышлений, которыми, как писал Антон Чехов, изнашиваются наши российские умы. Во всяком случае, уходящий год мы прожили с бойцовскими качествами петуха, однако, если верить гороскопу на 94-й год...

Сын: — Папа, а как ты считаешь, налоги в нашей стране хорошие?

Отец: — Нет, они не хорошие и неправильные. И дело не в том, что они чересчур высокие, просто они не стимулируют людей производить больше продукции и больше зарабатывать.

Сын: — А почему?

Отец: — Потому что мир устроен так, что люди стараются уменьшить то, что облагается налогом. Если налог берут с заработной платы, то они скрывают заработную плату, если налог берется с прибыли, то скрывают прибыль.

Сын: — Папа, ведь если люди не будут платить налоги государству, то оно, наверное, развалится?

Отец: — Да, верно. Если не собирать налогов, то государство просто не будет способно защитить людей. Нет, налоги взимать надо, но взимать их надо так, чтобы от них невозможно было скрыться. И что важнее всего, надо взимать налоги с того, что полезно сокращать.

Сын: — А что полезно сокращать?

Отец: — Ну, затраты ресурсов, площадь, занятую под поля и заводы. Если основным налогом будет налог на землю, то люди будут стараться на меньшей площади вырастить больший урожай, будут экономно, не затрачивая много места, строить заводы и фабрики. Как говорят экономисты, у них появятся новые стимулы сокращать затраты и повышать эффективность и производительность труда.

186

Сын: — Папа, нам учительница рассказывала, что на черноземе урожай будет выше, чем на других почвах. А налог будет одинаковый?

Отец: — Ни в коем случае. Если плодородие почв разное, то у фермеров, работающих на этих участках, при одних и тех же затратах труда, удобрении урожаи будет разным, значит и налог для них надо установить разный. Так и в городе. Представь себе, одна часть земли находится в центре, другая — на окраине; То гостиница и магазин, построенные на этих участках, будут приносить разный доход. Почему? Только потому, что у одного участок находится в центре, а у другого на окраине. Поэтому и в городе на землю налог следует установить разный.

Заставка, голос за кадром:

Разница в доходах и называется рентой.

Сын:— Папа, а если в земле есть драгоценные камни?

Отец: — Даже если в ней есть лишь уголь или нефть, это тоже дает преимущества владельцам земли. Ведь полезные ископаемые — это общее достояние. Поэтому рента на земельные участки, где есть месторождения полезных ископаемых, должна быть выше.

Сын: — Папа, а в других странах земельный налог собирают?

Отец: — Земельный налог — как основной — лишь в некоторых. В остальных же люди, получающие доход с особенно ценных участков земли, например, в центре Лондона или Нью-Йорка, сумели через своих представителей в Парламенте добиться отмены введения такой эффективной системы налогообложения.

Сын: — А у нас, в России, ее ввести можно?

Отец: — Вот в России, у нас пока еще нет земельных собственников, называемых рентье, которые будут бурно восставать против этого. Поэтому мы и можем, постепенно

187

отказывшись от налогов на прибыль, ввести как основной — налог на землю. Люди будут заинтересованы получать высокие доходы и тратить меньше ресурсов. На тех же производствах будет производиться больше товаров, а от этого выиграют все.

Сын: — А как ты думаешь, папа, депутаты это понимают?

Заставка, голос за кадром:

— Налоги должны взиматься таким образом, чтобы поощрять людей производить больше товаров с меньшими затратами.

Сын: — Пап, а депутаты это понимают?

Отец: — Поймут, сынок, обязательно поймут.

хорошо или плохо?

Отец: — Иногда хорошо, иногда не очень. Ты же знаешь, что апельсины в России не растут, их привозят из других стран. И это хорошо. А то что в магазине большая часть инструмента импортная — это плохо. Значит отечественные предприятия не выдерживают конкуренции.

Сын: — Пап, так может запретить иностранным фирмам ввозить к нам молотки и электродрели, отвертки, пусть люди пользуются отечественными?

Отец: — Российские инструментальные заводы скажут тебе "большое спасибо", а вот российские граждане — вряд ли. Ведь отечественный инструмент - он хуже качеством, а иногда и дороже. Не умеют еще наши инструментальщики делать дешевый инструмент и на уровне мировых стандартов.

Сын: — Значит простым людям выгодно вести международную торговлю?

Отец: — Простым — конечно . В мире сложилось международное разделение труда — в Австралии, например, научились выращивать с минимальными затратами овец и прясть хорошую пряжу, в Японии делать лучшие видеомагнитофоны, в Италии удобную, дешевую обувь и одежду. А в России боевые самолеты и космическую технику. И чем шире рынок сбыта для каждого товара, тем его дешевле можно производить.
Скажем, одно дело российская фирма запускает три спутника только для себя и совсем другое дело, когда на наших ракетах взлетают и индийские, и французские, и любые другие спутники.

189

Сын: — Пап, но ведь ты сам говорил, что многие наши фирмы не конкурентоспособные. Они разорятся, конкурируя с зарубежными. Где же люди будут получать зарплату, чтобы покупать импортные товары?

[illegible] стоит, чтобы и зарубежные товары на российский рынок допустить, и промышленность нашу не разорить. Отворять дверь на мировой рынок надо постепенно.

Сын: — Папа, а можно обойтись вообще без конкуренции, чтобы люди сами договорились: — ты делаешь болты, а я делаю гайки? Чтобы все было по плану ...

Заставка и голос за кадром:

— Искусство экономической политики состоит в том, чтобы [illegible] ственную промышленность.

Сын: — А можно обойтись вообще без конкуренции?

Фильм 3б "Зачем нужна конкуренция?"

Отец тихо читает стихи: — Как государство богатеет и чем живет, и почему не нужно золото ему, когда простой про-

Сын: — Скупой рыцарь?

Отец: — Почти попал... Только это Онегин.
Сын тихо смеется.

Отец: — А можно обойтись без конкуренции? Чтобы люди сами договорились, например, — ты делаешь болты, а я — гайки. Чтобы все было по плану.

Сын: — Да,именно так и была организована экономика России при власти коммунистов. Была Государственная плановая комиссия, которая решала, кому что производить, кому что поставлять. Все решали чиновники Госплана. И руководители заводов [illegible] Но люди не будут проявлять инициативу, если руки у них связаны, если они не могут выбрать себе лучших поставщиков сырья или покупателя, который готов больше заплатить. И поэтому никто не спешил выпускать новую продукцию или внедрять новые технологии.

Отец: — А разве нельзя было заставить руководителей это сделать?

Сын: — Такие попытки делались все время. Устанавливались задания по внедрению новых технологий, по выпуску новой продукции. На самом деле менялись только названия товаров, и их артикул. А по качеству товары становились все хуже и хуже.

Отец: — Значит, то, что жевачку сделали в США и кроссовки придумали там же, это потому, что там Госплана не было?

191

Сын: — Конечно. Почему "Тойота" лучше "Волги"? Почему "Форд" лучше "Москвича"? Потому что от российских предприятий требовали увеличить выпуск продукции, а качество никого не заботило. Когда товаров мало, раскупают все. В результате в России предприятия выпускали неконкурентную продукцию с огромными затратами и с большим количеством лишних рабочих и служащих.

Отец: — Выходит, если не будет конкуренции, не будет улучшаться жизнь?

Сын: — Не будет. Конкуренция ведет к оздоровлению экономики. Если предприятия не выдерживают конкуренцию, они разоряются. У них появляются новые хозяева, которые налаживают выпуск новой продукции, по-новому организуют производство, снижают затраты. От этого растет реальная заработная плата рабочих предприятия.

Отец: — А если продукцию выпускает одно предприятие?

Сын: — Тогда это предприятие — монополист. Оно может монопольно повышать цены, не испытывая конкуренции со стороны других предприятий. Это очень плохо для всех граждан страны.

Отец: — А будет в нашей стране конкуренция?

Сын: — Будет, обязательно будет. Если будем за это бороться — это обязательно будет!

Заставка, голос за кадром:

— Конкуренция ведет к оздоровлению экономики.

Сын: — Будет, обязательно будет!

197

Junior Achievement
INTERNATIONAL

Junior Achievement International
2780 Janitell Road
Colorado Springs, Colorado 80906
Tel: 719 540 6300
Fax: 719 540 6303

MEMORANDUM OF UNDERSTANDING

Junior Achievement International and the Academy of Educational Development agree to collaborate on the development of programs to facilitate education related to free market economics in the Newly Independent States "NIS".

As a first step, Junior Achievement International will permit the Academy to use Junior Achievement's *Applied Economics* curriculum as part of the Academy's ROSCON project for a pilot business program on Radio Yunost. Radio Yunost broadcasts to a NIS-wide audience of 150 million. Junior Achievement International will be acknowledged as a co-sponsor of the radio series.

Junior Achievement International will also make every effort to provide access to executives of the Junior Achievement of Russia Board of Directors for interviews on Radio Yunost broadcasts.

Junior Achievement International and the Academy for Educational Development will develop other areas of collaboration as are mutually appropriate.

Signed in Colorado Springs, Colorado, this 5th Day of October, 1993.

Sam Taylor
Acting President
Junior Achievement International

Raisa Scriabine
Senior Project Officer
ROSCON

APPENDIX I

DETAILED IMPLEMENTATION PLAN

This plan is organized around major clusters of activity in the project. These clusters include both the activity areas identified in the proposal and additional areas identified during project startup. The detailed implementation plan has been developed in collaboration with the ROSCON principals. The clusters are the following:

1. Understanding the audience
2. Understanding the policy environment
3. Message design and development
4. Media development and transmission
5. Evaluation
6. Project management
7. Reporting
8. Additional fund raising
9. Liaison with related projects
10. Training and workshops
11. Technology transfer
12. Other related public education activities

Below we present the major activities planned for each area of the project.

1. UNDERSTANDING THE AUDIENCE

1.1 PRESS REVIEW AND SYNTHESIS

In order to understand as accurately as possible the current trends in public opinion related to economic and democratic reform in Russia, a preliminary review and synthesis of the Russian print media coverage of economic reform will be prepared by April 20. This review will cover press coverage for the last six month period. These materials will be synthesized to serve as background documentation for briefing of the US technical advisors slated to arrive in Moscow in late April or early May. Press review and synthesis will be part of an on-going process to monitor public opinion in support of the ROSCON project.

Expected outcomes: The outcome of this review and synthesis will be a 30-40 page analysis of public opinion as expressed in the Russian media on issues related to democratic and economic reform over a six month period.

Responsible person: Raisa Scriabine and ROSCON counterpart with assistance of AED and local consultants

Planned starting date: March 25, 1993

195

Completion date: April 20, 1993

Duration: The initial 4-week activity will lead to an on-going monitoring process for the duration of the two-year project.

1.2 SITUATIONAL ANALYSIS

As specified in the proposal, the first step will be to gather qualitative research data from selected audience segments. This will entail expatriate and Russian staff of ROSCON conducting focus-group research with representatives of various audience segments. In so doing, one additional objective of this analysis will be the validation of the audience segments identified in the proposal development stage.

Expected outcomes: The outcome of this situation analysis will be a 10-20 page document which captures information about current knowledge and attitudes toward the transition to a market economy. The preliminary sampling plan for the quantitative survey will also be developed.

Responsible person: AED/Childress with ROSCON counterpart

Planned starting date: May 1, 1993

Completion date: June 30, 1993

Duration: 6 weeks

1.3 BASELINE SURVEY DEVELOPMENT AND ADMINISTRATION

The quantitative baseline study, which will form the basis for both systematic message development and subsequent evaluation, will follow from the completion of the situation analysis. A draft questionnaire will be developed and tested in Moscow and later reviewed by AED/Washington's Research Director. Once the questionnaire is finalized, interviewers will be trained, data analysis plans developed, and the study implemented and analyzed. Following analysis and finalization, a report will be written in English and Russian. (Workshops to disseminate findings may also be conducted. See Activity #10 below).

Expected outcomes: A comprehensive baseline study of Russian attitudes and knowledge with respect to the free market system will be completed and distributed.

Responsible person: AED/Childress and ROSCON counterpart (with assistance from AED/Washington and local research consultants.)

196

Planned starting date: July 30, 1993

Completion date: October/November 1993

Duration: 5 months (During which qualitative research studies will be used to guide message development)

1.4 FOCUS GROUP TESTING OF MEDIA PRODUCTS

Research will be of two types: qualitative work to provide ROSCON with a starting point for designing messages to permit early broadcasting, and the major baseline study. In order to be able to experiment early on with broadcast products, existing programming may be tested with focus groups to gather some insight into audience segments' response to various approaches and content.

Expected outcomes: Three to 5 brief reports (approximately 5 pages each) of focus groups with selected audience segments on responses to free market educational media.

Responsible person: AED/Childress and ROSCON counterpart

Planned starting date: June 30, 1993

Completion date: Ongoing until October, 1993. Periodically over life of project

Duration: 2 weeks per product

2. UNDERSTANDING THE POLICY ENVIRONMENT

2.1 BACKGROUND ANALYSIS

To strengthen understanding of the current policy environment in Russia as related to the objectives of the ROSCON project, a preliminary analysis will be conducted of: legislative actions and executive decrees issued in support of economic and democratic reform; institutions and players involved in the reform process; reform trends and their social and economic impact. The preliminary analysis will serve as a technical briefing document for AED field advisors. The document will be expanded and updated over the life of the project.

Expected outcomes: A 15-20 page report describing the current policy environment and its social and economic impact

Responsible person: AED/Raisa Scriabine

197

Planned starting date: April 20, 1993

Completion date: May 5, 1993

Duration: Two weeks

3. MESSAGE DESIGN AND DEVELOPMENT

3.1 FORMATIVE RESEARCH

The ideal way to develop messages is in collaboration with those whom they are intended to reach. This increases the likelihood that messages will be appropriate for the target audiences. Using focus group research techniques, AED and ROSCON staff will develop messages with selected target audiences.

Expected outcomes: Development of first 10-20 message concepts and types for at least 4 priority audiences.

Responsible person: AED/de Malvinsky and ROSCON counterpart

Planned starting date: June 15, 1993

Completion date: July 30, 1993

Duration: 6 weeks

3.2 PRODUCE INITIAL MESSAGE GUIDELINE

Over the life of the project, it will be important to have a basic inventory of tested messages on the key themes of economic reform and democratization. While this inventory will grow and change over the life of the project, there must be a starting point for the key content of the media program.

Expected outcomes: The guideline will be a 10-15 page catalogue of the core messages of the first phase of the media program. It will be distributed to the press and to various relevant media outlets.

Responsible person: AED/de Malvinsky and ROSCON counterpart

Planned starting date: July 30, 1993

Completion date: August 30, 1993

198

Duration: 4 weeks

3.3 MEDIA CONTENT ANALYSIS

In order to prepare a media and message strategy aimed at supporting reform, it is important to understand what is currently being broadcast with respect to market economy issues. To that end, current programs dealing with reform issues need to be identified, monitored and analyzed. Although this will be an on-going activity, the project will begin with a survey of major media outlets and their treatment of the issues. This will help the ROSCON project to gauge the type of messages that can be introduced productively.

Expected outcomes: An analytical review of the economic liberalization content of the major media organs.

Responsible person: AED/de Malvinsky and ROSCON counterpart, plus local consultants as needed to monitor selected media channels.

Planned starting date: May 1993

Completion date: Preliminary report by June 15, 1993 with periodic updates over the life of the project.

Duration: 6 weeks

3.4 REVISED MESSAGE GUIDELINE:

After 6-9 months of experience with the preliminary message guideline, the project will update and revise the message guideline in accordance with evaluative feedback obtained through tracking studies of the impact of selected programs.

Expected outcomes: Updated message guideline

Responsible person: AED/Childress and ROSCON counterpart

Planned starting date: March 1994

Completion date: May 1994

Duration: 6 weeks

199

4. MEDIA DEVELOPMENT AND TRANSMISSION

4.1 BACKGROUND ANALYSIS OF MEDIA ENVIRONMENT

Understanding the current media environment in Russia is a key initial step in planning ROSCON message dissemination. A background analysis will be conducted of major market television and radio channels including programming content, audience demographics and ratings. A similar analysis will cover the major print media. Emphasis will be placed on vehicles that can most effectively serve to disseminate information on economic and democratic reform.

Expected outcomes: A 40 page report analyzing the current Russian major market media environment to support the activities of the ROSCON project.

Responsible person: AED/Scriabine, de Malvinsky and ROSCON counterpart.

Planned starting date: May 5,1993

Completion date: June 1,1993

Duration: Four weeks with updates on a regular basis for the life of the project.

4.2 BROADCAST TRIALS

During the initial phase of the project a select number of pilot media activities will be developed. These will serve as trials to gauge audience receptivity to both messages and formats. Such pilot activities could include, but not be limited to, air time on Radio Yunost, Radio Moscow and Business Wave radio and television.

Expected outcomes: Up to six television and three radio programs will be broadcast with audience reactions reviewed by focus group research.

Responsible person: AED/Malvinsky and ROSCON counterpart.

Planned starting date: July 1,1993

Completion date: September 1,1993

Duration: Two months

207

4.3 MEDIA PLAN DEVELOPMENT:

There are two principal types of media programming in which ROSCON is likely to become involved: those that are directly financed using USAID funds from the Cooperative Agreement, and those in which ROSCON provides technical input, but does not directly finance or manage. A comprehensive plan will be developed reflecting both types of programming. The plan will draw upon experience obtained in both the initial broadcast trials and the process of developing relations with media institutions and producers. The plan will indicate the allocation of project funds for media subcontracts, indicate the probable target audiences, and the overall message strategy.

Expected outcomes:	A detailed plan for the use of media in support of economic education.
Responsible person:	AED/de Malvinsky, with assistance from Scriabine and Lediard (review with USAID/Moscow and A.I.D./Washington) and ROSCON counterparts.
Planned starting date:	June 1993
Completion date:	August 1993
Duration:	2 months

4.4 SOLICITATION OF COMMERCIAL SPONSORSHIP

The development of the media plan will identify opportunities for the solicitation of commercial sponsorship to raise additional funds in support of ROSCON program broadcasts. As appropriate, such opportunities will be explored among both Russian and other sponsors to assist in expanding the outreach potential of disseminating ROSCON messages.

Expected outcomes:	Raising private funds for program broadcasting through the identification of commercial sponsors.
Responsible person:	AED/Malvinsky (plus Lediard and Scriabine) with ROSCON counterparts.
Planned starting date:	July 1993
Completion date:	On going
Duration:	Life of project

201

4.5 TRANSMISSION

Based on the plan and subsequent additions and revisions, regular transmission of the programs will be conducted for the life of the project.

4.6 MEDIA MONITORING

There are two dimensions to the monitoring: one is the oversight of the actual broadcasts, to assure that paid productions are aired as scheduled, and the second is the monitoring of audience reaction to ROSCON and other related programs, which will be scheduled as part of the plan within available resources.

Expected outcomes:	Feedback reports on the programs, and confirmation of actual broadcasts
Responsible person:	AED/Childress and ROSCON counterparts.
Planned starting date:	As per media plan
Completion date:	ongoing
Duration:	ongoing

5. EVALUATION

5.1 PROJECT IMPACT EVALUATION

Using the baseline survey as the guide, an impact evaluation of the program will be conducted in the final quarter of year 2.

Expected outcomes:	Changes in attitudes and knowledge measured among selected audience segments.
Responsible person:	AED/Evaluation specialist (Hernandez) and ROSCON counterparts.
Planned starting date:	November 1994
Completion date:	January 1995
Duration:	6 weeks

202

6. PROJECT MANAGEMENT

A wide array of activities will be necessary to start-up, manage, and monitor the ROSCON program. These activities range from establishing offices, banking and equipment procurement arrangements to establishing counterpart relationships, scopes of work for all activities and services, and maintaining information and reporting flows between A.I.D. (Washington) and USAID/Moscow. Given the urgency of launching the ROSCON program, many of these activities are already underway, beginning with the fielding of the long term team, supported by adequate administrative and informational support.

The following is the timetable for the principal activities:

1. Office rental: by April 30,1993
2. Briefing and fielding resident advisers: by April 30,1993
3. Equipment procurement: by April 20,1993
4. Establish banking arrangements: by April 1,1993
5. Engaging local consultant services: beginning March 22,1993
6. Registration of AED as Russian legal entity: begins May, 1993

Note: All of the above activities are underway; in order to maintain the schedule proposed here, all of the start-up activities must occur as planned. Of especial importance is the prompt clearance of the long-term advisers.

7. REPORTING

AED will provide three types of reporting. The first two respond to the reporting requirements of the Cooperative Agreement, (Performance and Financial) and the third is a range of technical reports, many of which are identified in this Detailed Implementation Plan. The reporting requirements for the Cooperating Agreement are the following:

7.1 PROGRAM PERFORMANCE AND FINANCIAL REPORTING:

Expected outcomes:

1. Detailed Implementation Plan
2. Quarterly Reviews (Washington and Moscow)
3. Quarterly Reports (including financial)
4. Annual Reports
5. Final Report (including financial)

203

Responsible person: (per 1-5, above)

1. Lediard/Scriabine
2. a) Washington: Lediard/Scriabine
   b) Moscow: COP
3. a) Washington: Lediard/Scriabine
   b) Moscow: COP
4. AED/COP
5. Lediard/Scriabine (with input by field team)

8. ADDITIONAL FUND RAISING

8.1 Leveraging the structure and availability of technical assistance to expand the funding base available for additional media programming is an integral component of the ROSCON project. ROSCON principals will discuss with other relevant donors their possible participation in additional ROSCON program opportunities that may be identified.

Expected outcomes: Expansion of the funding base for ROSCON media programming.

Responsible person: AED/Malvinsky, AED/Washington team and ROSCON counterparts.

Planned starting date: July 1993

Completion date: On-going

Duration: Life of project

9. LIAISON WITH RELATED PROJECTS

9.1 To ensure maximum impact resulting from both ROSCON research and dissemination activities, ROSCON data and experience will be actively shared with other related A.I.D. supported projects in the NIS. Close liaison, for example, will be maintained with A.I.D. projects such as privatization information programs currently underway through GKI and other A.I.D. educational efforts related to economic reform and democratization. Concrete examples of successful efforts in privatization, business development and other related areas will be identified and used in ROSCON information programs as suggested by Deputy Minister of Science, Technology Policy and Higher Education, Zurab Yakobashvili. Wherever possible, liaison will also be maintained with related programs supported by other donors.

204

Expected outcomes: Data dissemination and activity coordination as appropriate.

Responsible person: AED/Malvinsky, AED team and ROSCON counterpart.

Planned starting date: March 1993

Completion date: On-going.

Duration: Life of project.

10. TRAINING, MEETINGS AND WORKSHOPS

As part of in-service training of counterparts and as part of the dissemination of ROSCON project results, AED anticipates conducting a series of training activities, meetings and workshops. These are expected to include, but not be limited to, the following areas:

- o Social marketing workshops
- o Baseline study dissemination workshops
- o ROSCON project activity dissemination workshops
- o Dissemination of qualitative research findings
- o Proposal development workshops

At present, the ROSCON project only has limited funds for these activities. Nevertheless, AED anticipates being able to find resources for these activities. They are cited for general informational purposes. Once plans are defined, AED will issue a schedule of proposed workshops.

11. TECHNOLOGY TRANSFER

In addition to the direct execution of the activities described in this plan, a key aspect of the AED/ROSCON program is the institutional development of ROSCON. This was referred to in the proposal document and remains a priority activity and justification for the long and short-term technical assistance. Institutional development will occur through the acquisition of specific skills by key personnel, and through the capacity of ROSCON to manage, *inter alia*, workplans, funds, negotiations, accountability and evaluation. At the level of specific skills to be acquired by counterparts, AED proposes to develop an explicit "learning contract" between AED and ROSCON personnel. This contract would identify the specific skills which ROSCON personnel would acquire over the course of the program. As AED is among the institutions providing resident technical assistance early in the emerging aid program, AED will develop and monitor a measurable program of technology transfer.

Expected outcomes: ROSCON personnel will become proficient in an array of skill areas to be specified by the end of the first quarter of resident technical

205

assistance. These skills will focus on social marketing, including program management and evaluation. There will also be a set of skills developed in proposal preparation, contracting and subcontracting, and other aspects of development.

Responsible person: AED Officer-in-charge, COP, and short term consultants

Planned starting date: March 1993

Completion date: ongoing

Duration: life of project

12. OTHER RELATED PUBLIC EDUCATION ACTIVITIES

Once the ROSCON project is fully functional, it may represent an excellent mechanism for managing other types of social marketing and public education initiatives. Currently under discussion with A.I.D./Washington is the possibility of using ROSCON as the implementing agency for an environmental education initiative. As developing institutional capacity and a sustainable base for ROSCON is one of the goals of the institutional development dimension of AED's work, channeling related activities through ROSCON is a logical means to that end. Efforts would need to be made to avoid overloading the capacity of ROSCON, but the concept of programming other services through ROSCON is recorded in this plan to establish this possibility as part of the overall plan.

Expected outcomes: ROSCON will be called upon to manage at least two other education efforts in each of the first two years of implementation.

Responsible person: AED team and ROSCON counterparts

Planned starting date: July, 1993

Completion date: ongoing

Duration: ongoing

206

APPENDIX II

Academy for
Educational
Development

AED

May 6, 1993

Mr. Victor M. Konstantinov
CEMINTELL/ROSCON Division
32 Krasikova Street
Moscow 117418, Russia

Subject: Grant No. 212277-01 under A.I.D. Cooperative Agreement No. CCN-0009-A-00-3045-00 (ROSCON - Russian Social Conversion Project); AED No. 21-2277

Dear Mr. Konstantinov:

In accordance with the subject cooperative agreement between the Academy for Educational Development (hereinafter referred to as "Grantor") and the Agency for International Development, the Grantor hereby grants to CEMINTELL/ROSCON Division (hereinafter referred to as "Grantee"), the sum of R82,847,280 to provide technical and administrative services in support of the subject project, as described in Attachment 1, entitled "Schedule" and Attachment 2, entitled "Program Description."

This grant is effective and obligation is made according to the date in Section II of the Schedule and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning on March 31, 1993 and ending on February 28, 1995.

This grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by the Grantee.

Please sign both copies of this letter to acknowledge your receipt of the Grant, and return one copy to Grantor, AED/Washington.

Sincerely,

William Smith
Executive Vice President

Attachments:
1. Schedule
2. Program Description
3. Standard Provisions
4. OMB Circular No. A-133

Accepted by:

CEMINTELL/ROSCON Division

Name: _____

Title: _____

Date: _____

1255 23rd Street, N.W.
Washington, D.C. 20037
(202) 862-1900
Telex 197601 ACADED WSH
Fax (202) 862-1947

208

ATTACHMENT 1
SCHEDULE

I. Purpose of Grant

The purpose of this Grant is to provide support for the ROSCON - Russian Social Conversion Program, as more specifically described in Attachment 2 to this Grant entitled "Program Description."

II. Period of Grant

The effective date of this Grant is March 31, 1993. Unless otherwise agreed to by the Grantor in writing, the expiration date of this Grant is February 28, 1995, meaning that no Grantor funds under this Grant shall be applicable to goods not furnished or services not performed for the program by this date.

III. Amount of Grant and Payment

1. The Grantor hereby obligates the amount of R82,847,280 for purposes of this Grant.

2. Payment shall be made to the Grantee in Rubles in accordance with procedures as follows:

a. Upon signature of this Grant, the Grantee shall submit an invoice to Grantor for an initial advance of R3,451,970 which is equal to approximately one month's estimated expenditures. This advance will be subtracted from amounts otherwise due Grantee, in accordance with Section III.2.b. below.

b. Reimbursement for allowable costs shall be made:

1. on a monthly basis in accordance with procedures set forth in Attachment 3, Standard Provisions, entitled "Payment - Cost Reimbursement";

2. as close as possible to 30 days after Grantor's receipt of Grantee's invoice and;

3. following Grantor receipt of funds from USAID.

c. Invoices shall be addressed to:

ROSCON Project Director
Academy For Educational Development
1255 23rd Street, N.W.
Washington, D.C. 20037, U.S.A.

ATTACHMENT 1
SCHEDULE

IV. Financial Plan

The following is the Grant Budget, including local cost financing items, if authorized. Any line item deviation in excess of 15%, or any increase in the total Grant, must be approved in writing by the Grantor, and revisions to this budget shall be made in accordance with Standard Provision of this Grant, entitled "Revision of Grant Budget."

LINE ITEM BUDGET

Standard Cost Categories	Rubles
1. Personnel Costs	66,944,480
2. Travel and Other Direct Costs	8,371,380
3. Administrative Costs	7,531,420
Total	R82,847,280

V. Reporting and Evaluation

1. All reports should be directed to:

ROSCON Project Director
Academy For Educational Development
1255 23rd Street, N.W.
Washington, D.C. 20037
U.S.A.

2. Fiscal reporting requirement: The final invoice shall be in the form of the line item budget and shall show the budgeted amounts, amounts expended for each line of the budget, and the amount remaining, if any.

3. Technical reporting requirements and evaluation criteria and schedules are as outlined in the section entitled "Reports/Deliverables" in Attachment 2, "Program Description".

VI. Special Provision

1. Staff Recruitment: The Grantee agrees that all staff recruitment for positions funded by the Grantor will be carried our through an appropriate competitive process and the salary levels will be in accordance with community and professional standards.

ATTACHMENT 1
SCHEDULE

2. **Travel and Per Diem:** The Grantee will provide for the Grantor's approval a copy of its travel and per diem policy covering both domestic and international travel for any staff, program participants and technical assistance, not to exceed U.S. Government rates. In the event the Grantee does not establish a policy, U.S. Government regulations governing travel and per diem shall apply.

3. **Consultant Fees:** Compensation for consultants retained by the Grantee hereunder shall not exceed, without specific approval of the Grantor, either the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years; or the maximum rate of a Foreign Service Officer, Class 1 (FS-1) (as periodically amended), whichever is less. A daily rate is derived by dividing the annual compensation by 260.

VII. Title to Property

No purchase of property, plant or equipment is authorized under this Grant.

VIII. Authorized Geographic Code

The authorized geographic code for all procurement using funds provided by the Grantor under the Grant is the United States and Russia, meaning that all goods and services financed by this Grant shall have, with respect to goods, their source and origin and, with respect to the suppliers of services, their nationality in the United States or in Russia.

IX. Audit Requirement

This Grant is funded under Grantor's Cooperative Agreement No. CCN-0009-A-00-3045-00 with USAID. As such, the Grantor is a primary recipient of a Federal award and is subject to OMB Circular No. A-133 which establishes the audit requirements and responsibilities of recipients of Federal awards.

Under the provisions of the Circular, CEMINTELL/ROSCON Division, under this Grant, is defined as a sub-recipient of a Federal award and is subject to the same audit requirements and responsibilities outlined in OMB Circular No. A-133. If the Grantee conducts an annual organization-

wide A-133 audit, a copy of the auditor's report must be submitted to the Grantor for each year under which this Grant is in effect. If not, the Grantee is required to have an independent audit made of the grant received through this Grant and provide the Grantor with a copy of the auditor's report. The scope of the audit and audit objectives are stated in item 12 of OMB Circular A-133. A copy of the circular is found in Attachment 4 to this Grant.

X. Standard Provisions

The Standard Provisions applicable to this Grant are contained in Attachment 3, entitled "Standard Provisions".

ATTACHMENT 2
PROGRAM DESCRIPTION

I. Summary

Given the rapid pace of change in Russia, there is an urgent need for a program of "social conversion". To assist in meeting this need, the Academy for Educational Development (AED) has received a Cooperative Agreement from the U.S. Agency for International Development in support of AED's program entitled "ROSCON - Russian Social Conversion Project, A Proposal to Accelerate the Russian People's Understanding and Acceptance of the Transition to a Free Market Economy".

II. Problem

The accelerated pace of reform in Russia, including the transition to a market economy, has made it imperative to establish a program to assist the country's people understand and appreciate the principles of democracy, privatization, entrepreneurship and free market economy.

III. Purpose

The purpose of this Grant is to assist ROSCON, a new non-governmental institution created in 1992 as a training center and implementing institution for social conversion programs in Russia, reach its objectives of helping the people of the NIS to better understand and adapt to their countries' transition to a free market economy.

IV. Program Description

The CEMINTELL/ROSCON Division will provide a full range of technical and administrative services under this Grant agreement. Technical services will be delivered through personnel assigned both part and full-time to the CEMINTELL/ROSCON division activity. CEMINTELL/ROSCON division will provide services of a Project Director and Deputy Director at an approximate level of effort of four person months per year. The project director and deputy director will be responsible for managing this Grant for the implementation of the Roscon activity. The project director and deputy director will be supported by an administrative assistant who will work about four person months per year. In addition, CEMINTELL/ROSCON division will provide the services of two full-time technical specialists also supported by a full-time administrative assistant.

In addition to these core personnel, CEMINTELL/ROSCON

ATTACHMENT 2
PROGRAM DESCRIPTION

division will identify and provide consultant services on an as needed basis for work on the CEMINTELL/ROSCON division activity.

The specific tasks, to be performed by core personnel and consultants are organized according to the following clusters.

1. Understanding the audience
2. Message design and development
3. Media development and transmission and monitoring
4. Evaluation
5. Project management
6. Additional fund raising
7. Liaison with related projects
8. Training and workshops

The specific deliverables under this Grant are as follows:

1. Understanding the Audience

a. CEMINTELL/ROSCON division will provide expertise to assist Ron Childress, Research Director, in the development of a situational analysis which will include gathering guideline research data from selected audience segments and conducting focus group research with representative audience segments. A 10-20 page document on current knowledge and attitudes toward transition to market economy will be prepared by June 30, 1993. A preliminary sampling plan for the quantitative survey will also be developed.

b. A quantitative baseline study will be prepared by November 1993. CEMINTELL/ROSCON division consultants will assist Ron Childress, Research Director, and AED/Washington counterparts in the development and testing of a questionnaire in Moscow, in training interviewers, conducting and analyzing relevant studies. A report will be prepared in English and in Russian.

c. CEMINTELL/ROSCON division will assist Ron Childress with the necessary qualitative research and focus group testing for the production of an audience segment response to various approaches and content. This activity will be completed on or about June 30, 1993.

2. Message Design and Development

a. CEMINTELL/ROSCON division will assist de Malvinsky, in conducting a content analysis of the Russian media as

ATTACHMENT 2
PROGRAM DESCRIPTION

related to coverage of the economic liberalization. A preliminary report will be provided by June 15, 1993.

b. CEMINTELL/ROSCON division will assist de Malvinsky in the development of the first 10-20 message concepts and types for at least 4 priority audiences by July 30, 1993.

c. CEMINTELL/ROSCON division will assist de Malvinsky in drafting and distributing the initial message guideline, a 10-15 page catalogue of the core messages resulting from the first phase of the media program, by August 30, 1993.

d. A revised message guidance will be completed with evaluative feedback obtained through tracking studies with CEMINTELL/ROSCON division assistance to Ron Childress. The updated message guidance will be completed by May 1994.

3. Media Development and Transmission

a. CEMINTELL/ROSCON division will assist de Malvinsky and Scriabine in the drafting of a 40 page report analyzing the current Russian major market media environment to support the activities of the CEMINTELL/ROSCON division project. Completion is targeted for June 1, 1993.

b. CEMINTELL/ROSCON division will assist de Malvinsky with the organization of a select number of broadcast trials to determine audience reactions and receptivity to both messages and formats. About three radio and three television programs will be completed by September 1, 1993 and reviewed by focus groups.

c. CEMINTELL/ROSCON division will assist AED field staff and AED/Washington in constructing a detailed plan for the use of media in support of economic education. The target completion date will be August 1993.

d. CEMINTELL/ROSCON division, as necessary, will assist de Malvinsky, Scriabine and Lediard, during the life of the project, to raise private funds for program broadcasting through the identification of commercial sponsors.

e. In media monitoring activities, CEMINTELL/ROSCON division will assist Ron Childress in oversight of actual broadcast to ensure that programs are aired as scheduled and that appropriate audience reaction is monitored according to the media plan.

ATTACHMENT 2
PROGRAM DESCRIPTION

4. Evaluation

For conducting project impact evaluation, CEMINTELL/ROSCON division will assist an AED Evaluation specialist in using the baseline survey as the guide, to evaluate changes in attitudes and knowledge as measured among selected audience segments. This will occur on or about January 1995.

5. Project Management

CEMINTELL/ROSCON division counterparts will conduct such activities as deemed necessary to effectively initiate, manage and monitor the CEMINTELL/ROSCON division program. This will include but will not be limited to the establishment of offices, banking and equipment procurement arrangements, and maintaining information, and reporting flows.

6. Additional Fund Raising

CEMINTELL/ROSCON division will assist AED field and Washington counterparts in expanding the funding base for the CEMINTELL/ROSCON division media programming component during the life of the CEMINTELL/ROSCON division project, by discussing with other relevant donors their possible participation in additional CEMINTELL/ROSCON division program opportunities that may be identified.

7. Liaison with Related Projects

CEMINTELL/ROSCON division will assist AED counterparts in the field as well as in Washington in maintaining liaison with other related projects, including sharing research data and other relevant information.

8. Training and Wworkshops

CEMINTELL/ROSCON shall assist AED field staff in planning, preparing, and conducting training workshops and seminars as requested.

V. Reports/Deliverables

CEMINTELL/ROSCON shall assist AED in preparing the following Program Performance Reports:

1. Detailed Implementation Plan (DIP)

a. A brief description of the major activities,

indicating the expected outcomes, responsible person, planned starting and completion dates and duration of the activity (actual time required to complete the task, which may be less than the planned time between starting and completion dates).

b. A timeline showing the sequential and concurrent activities, indicating which activities depend on the successful completion of prior activities, and highlighting those activities which are critical, i.e. if delayed, the overall project results will be delayed.

2. Quarterly and Annual Report

Quarterly reports will include: a description of the Cooperative Agreement activities; significance of these activities; and a fiscal report that describes in detail how the Grant funds were used and other donor's financial contribution to the project. The fourth quarterly report will be the annual report.

3. Final Report

Prior to the estimated completion date of this Grant CEMINTELL/ROSCON shall submit the Final Report in the same number of copies as the above annual report. The Final Report shall include: (1) an executive summary of the Grant's accomplishments or failings; (2) a description of the activities from its inception; (3) significance of these activities; (4) comments and recommendations; (5) a fiscal report that describes in detail how the Grant funds were used. All work to be charged to this Grant, including the preparation of the Final Report, must be completed prior to the estimated completion date of this Agreement.

4. Interim Reports

Prior to the required final performance reporting date, events may occur that have significant impact upon the project. In such instances, the Recipient shall inform the Agreement and Project Officers as soon as the following type of conditions become known:

a. Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project work activities by the established time period. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any

assistance needed to resolve the situation.

b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work activities to be performed than originally projected.

APPENDIX III

RUSSIAN TELEVISION AND THE MARKET ECONOMY

Igor Malashenko

May 18, 1993

* Author is a former General Director of Russian TV *Ostankino*, currently the Chairman of Coordinative Council of the *Agency for TV Projects*

220

Executive Summary

1. The use of television to promote the market-oriented reforms should serve two major purposes:

- to help Russian citizens to acquire positive attitudes towards the market economy,
- to help them to learn practical skills to behave properly in the market environment.

2. Russian television has accumulated some experience in production of various programs intended to serve these purposes. This experience is mainly a negative one, as ratings of most of the programs are extremely low. However, it should be taken into account to work out a television strategy.

3. The main condition of effective uses of television is an elaborated organisational mechanism designed to achieve goals of television strategy. It is reasonable to establish a non-government organisation *Television Agency* (tentative name) to perform following functions:

- to define parameters of the programs needed;
- to organise their production;
- to promote their distribution;
- to maintain feedback with the audience and evaluate the results.

The main approach towards selection and production of TV programs should be competitiveness and equality of opportunities for all the participants, both government and non-government producers. It will ensure a broad menue of programs designed to achieve attitudinal change and to spread practical everyday skills. Such programs are to be designed for general audiences, differentiated along demographic, social and regional lines.

1. Problems and goals.

1.1. One of the main caueses for the obstacles impeding the development of market economy in Russia is a gap between attitudes, beliefs, practical experience and professional skills of the majority of ex-Soviet citizens and the new economic realities. There are two possible ways out of this situation of cognitive dissonance: to bring rules of the game in economics in line with dominant mentality, and to rollback the reforms, or to bring changes to popular mentality favorable for the development of the market.

1.2. There is quite a number of popular attitudes and beliefs that are fundamentally incompatible with the market economy:

- negative attitude towards personal initiative and entrepreneurship, passivity as a social norm, expectation of commands or instructions from the bosses;
- attitude towards private property and fortune as something suspicious, not entirely respectable, and, most probably, acquired in a dishonest way;
- deeply rooted egalitarianism, latent, or even open desire to bring down to an average level those, who achieved success, not to catch up or surpass them;
- perception of a competition as a despicable exercise, in which success can be achieved by deception, not by honest and hard work;
- attitudes towards an authority and bureaucracy as uncontrollable forces, distributors of awards and punishments, forces, which should be gratified and bribed.

This list is not exhaustive, but gives an idea of basic attitudes, from which other problems originate.

1.3. Even when people want to take part in the development of market economy, most of them do not have clear ideas what to do in practice. Even if they have such ideas, people normally do not have necessary skills to solve problems they experience in the market environment -- e.g., what to do if you have lost your job;

business, etc. Thus, major part of the population feels disoriented in new social environment.

1.4. Russian managers and public administration officials are to play a key role in transition to the market economy. However, they are used to solve problems within heavily centralised system. Thus, these professional groups face two problems at once: typically, they share non-market, or even anti-market popular attitudes, and do not possess know-how and technical skills to perform successfully in new circumstances (it is important to identify this problem, but its consideration goes beyond this particular paper, and blongs mostly to special training and distance learning areas).

1.5. The use of television to promote the market economy should serve two major purposes:

- to help people to acquire positive attitudes towards the market economy;
- to help majority of the population to learn practical skills how to behave in the market environment.

1.5.1. It is important to emphasize the interdependence of both the problems mentioned and ways to solve them. It would be meaningless to teach professional market skills to the managers, who are not aware of necessity to change anti-market attitudes and preconceptions. It may go also in a reverse order: spreading of practical everyday skills how to behave in the market environment may help many people to get rid of their fears and acquire new attitudes towards the market economy.

2. Role of Television.

2.1. Mass media, television in particular, have played a crucial role to bring changes to the Soviet society. Specifically, they sent a powerful message to the audience on necessity to dismantle centrally planned economy and transfer to the market one. The role of mass media was largely confined to criticism of the old system and dissemination of some positive

of the market economy. There was no clear understanding how to tranfer to the market economy, and it was not an issue at that time.

2.2. With the beginning of Gaidar's reforms Russian television started to experience entirely new problems:

- TV journalists, as well as their audience, have experienced shock of the reforms, and projected their embarrassment from TV screen;
- Russian TV does not have experience in coverage of complex economic processes, which need expert interpretation;
- old-style propaganda skills are often used to produce TV programs promoting ecomic reforms, however, such skills are ineffective or counterproductive;
- there is virtually no experience in TV programming to help people to learn practical skills in economics.

2.3. Russian TV has not yet found ways to solve these problems. It hardly encourages general public to speed up attitudinal change, and it does not provide sufficient help to people to learn practical skills how to live in the market environment.

2.3.1. At present, when criticism and rejection of the centrally planned economy already miss the point, Russian TV either exaggerates economic hardships and projects a sense of doom, or tries to embellish the situation and sounds hypocritically optimistic. Even acting with best intentions, television often lays grounds for future problems. Thus, television has been sending a message, that virtually everybody should become an entrepreneur. It reminds many people of old-style propaganda campaign to bring millions of Soviets to undeveloped areas, or virgin lands, and the like. However, unrealistic and unfulfillable slogans can only discredit the market philosophy.

2.4. At the same time, Russian TV has accumulated ome experience in programming to promote economic reforms, which should be taken into account to work out strategies for the

[illegible] and analytical programs, documentaries, game shows, educational and commercial programs on every major channel, from Channel 1 to Channel 5. However, the audience does not show much interest towards them. Ratings of most of these programs in Moscow is within the range of statistical error.

2.4.1. *NEP* program (*News of Economics and Politics, Ostankino TV - Channel 1,* 30 minutes program, used to be a weekly one, currently irregular). News and analytical program on problems and prospects of economic reform in Russia. It includes news pieces, interviews with members of Russian government and businessmen, evaluations of the situation by leading economists. Host of the program is Igor Potozky, one of a few Russian TV journalists who comprehend modern economics and economic processes. The program is too esoteric and hardly can be understood by general public (average rating 4%)*.

2.4.2. *Transrosefir* (*Channel 2, RTV,* 5 times a week, 45 minutes). TV magazine, with the main emphasis upon the issues of economic reform in different regions of Russia, including problems of privatisation, attraction of investments, emergence of new business structures, and some data on economic potential of regions. There are shortcomings, typical also for other programs in kind: uninspiring format, boring news pieces, undefined target audience -- there is too little usable information for businessmen and managers, and it is too dull for general public. Rating 2-5%.

2.4.3. *Peasants' Issues* (*Channel 2, RTV,* weekly program, 20 minutes). Program on agricultural reform and rural life in general. Program presents experience of starting up farms, cooperatives, other new ventures. There is some information on agricultural products exchanges, banks, investing companies, prices on agricultural products. To a large extent program continues traditions of Soviet TV programming on agriculture. Another typical problem is a fragmentation of economic issues.

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* Data on ratings is a courtesy of Sociological center of *Ostankino* (directed by V. Vilchek).

Authors of the program deal with the agriculture as a separate issue, almost unrelated to economic processes in general. Rating 1-2%.

2.4.4. *Let Us Look Into It (Channel 2, RTV,* weekly program, 15 minutes). News and educational program to explain new economic realities and to help people to adjust to them. Program is too abstract, dull and didactic to fulfil this task. Rating 1-2%.

2.4.5. *ABCD Ltd.* (fiction miniseries, twice a month, 30 minutes) and *Business College* (educational program, twice a month, 30 minutes, both programs *Ostankino*). Two programs are different in TV format, but both are intended to provide at least minimal understanding of economic processes for teenagers, and to educate them how to behave in typical economic situation in which they find themselves in everyday life. Rating of miniseries is 6-12%, educational program - 1-2%.

2.4.6. Some Westerm programs on the market economy have been broadcasted: *Adam Smith' Money World* (produced by *PBS*, broadcasted twice a month by *Ostankino*, 30 minutes), *Freedom of Choice* (5 programs with participation of Milton Freedman, supplied by *Freedom House*, were broadcasted once a week by *Ostankino*, 30 minutes each), *Business in the Making* (miniseries documentary on small business in the US, supplied by *USIA*, 30 minutes programs were broadcasted once a week by *Channel 2, RTV)*, *Making Dreams to Come True* (miniseries for the beginners in business, supplied by the US company *Comspan*, was broadcasted weekly for 30 minutes by *Moscow Channel*). US produced programs intended to help general audiences to learn basic language and concepts of the market econonomy and to provide useful hints for beginners in business. There are, however, perceptual problems caused by different culture and semantics, which make these programs not very attractive for Russian audience, and their ratings are only 2-4%.

2.4.7. *TV School for Farmers* (weekly program, *Channel 4,*

a educational program for would-be farmers, TV classes on agricultural technologies, accounting, and management. A typical Soviet-style educational program, ignoring real audience and serving no purpose. Rating 1-2%

2.4.8. There is also a large package of commercial programs on Russian TV: *Business* (once a week, 10 minutes; once a month, 40 minutes), *Telemix* (three times a week, 45 minutes), *Business Class* (once a week, 20 minutes), *Business News* (once a week, 15 minutes), *Bridge* (TV commodity exchange), *Blocknote* (five times a week, 5 minutes) *Saturday Morning of a Businessman* (once a week, 45 minutes) (all programs listed above are broadcasted by *Ostankino*); *Time of Business People* (five times a week, 30 minutes), *Business in Russia* (once a week, 25 minutes), *TV Commodity Exchange* (twice a week, 30 minutes), *Business: New Names* (twice a month, 15 minutes), *Algorythms* (once a month, 30 minutes)(all abovelisted - *Channel 2, RTV*), *The Guild* (twice a month, 30 minutes), *Business Card* (twice a month, 15 minutes), *Stimulus* (twice a month, 30 minutes) (the last three - *Channel 4, Russian Universities*).

Large parts of these programs are actually paid commercials, but usually are not marked as such. Programs of this kind normally include economic news and reviews, information on banks, stock and commodity exchanges, data on stock markets and on situation in credits and finances, changes in legislation, practical advises to entrepreneurs. There are specific proposals to cooperate in different spheres, invitations for possible partners, etc. Such programs are normally broadcasted in the mornings and afternoons, and mostly miss their target audiences. It is difficult to understand motivation of those who pay for the programs, their ratings are 1-4%.

2.4.9. *The Career* (monthly program on *Channel 2, RTV*, 60 minutes). TV competition of managers, the winners can spend three month to learn professional skills at German consortium *Tissen*. A person from the street is not eligible for the show, and the show itself is not terribly exciting for general public. It has 5% rating.

It is premature to conclude, to what extent *Northern Crown* programming will meet announced plans, up to now it has been broadcasting programs of general kind.

2.4.12. Some other items can, probably, be added to the list of programs related to the issues of market economy. However, they would hardly change an overall picture. To sum up, TV programs with specific economic content do not have much impact on the audience, as their ratings show. It does not mean, however, that TV in general has as little impact on people's attitudes towards economic processes. But popular mentality changes mostly under the influence of latent factors:

- positively or negatively tinged pieces of high-rating news programs on processes and problems caused by transition to the market economy (an attitude of the presenter may have stronger impact on the audience than information itself);
- TV magazines and documentaries deling with the economic situation and its prospects, which project optimistic attitude or a sense of doom at the same time, the programs to be perceived as official propaganda are basically counterproductive);
- entertainment programs to be associated by the audience with "spirit of capitalism", or nostalgy for the past;
- features and miniseries to bring psychological predisposition to accept or to reject new realities (in this sense an extreme popularity of Mexican soap opera *The Rich Also Weep* was a sign of social rehabilitation of the rich in Russia);
- TV game shows which bring to the audience a spirit of competition to be combined with commercialisation of the shows themselves.

Thus, attempting to use TV as a media to influence mentality of the audience in order to promote economic reforms, we should avoid abstract and straightforward schemes of action, and to pay more attention to nonrationality of popular mentality and indirect means of influencing it.

2.4.10. *Goryachev and Others* (26 30-minute series on *Channel 1, Ostankino*). It is an attempt to produce miniseries, whic characters in their everyday life try to solve problems caused by transition to the market economy and convert themselves int entrepreneurs. This attempt proved to be not very successful, first, because there is a lack of experience to produc Western-style miniseries, and secondly, because there are many unrealistic situations. Still, as the audience is fond of miniseries, it has ratings from 15 to 33%.

2.4.11. Since January 1993 package of TV programs *Northerl Crown* of *International TV Business University (ITVBU)* has been broadcasted on *Channel 6*. (Channel 6 has quite limitec accessibility for the audience because of deficiencies of TV reception technical system in Moscow. *ITVBU* and *Moscow Independent Broadcasting Corporation* are working out plans tc modernize reception network in Moscow).

ITVBU was established by a number of Russian and British institutions, and *Northern Crown* is declared to be an educational channel. One of its declared main tasks is contribute to emergence of a new economic mentality in Russia by following means:

- educational, documentary and feature programs focused on the market problems;
- "pragmatic" miniseries, designed to provide a basis for further studies in economics;
- teaching courses, intended to enhance and supplement *ITVBU* programs on distance learning.

Northern Crown has also announced plans to start specifically targeted programs for different social and demographic groups, including programs for people in rural areas, programs for retraining of military officers, package of programs for children and teenagers. *ITVBU* is going to organise distance learning courses, to maintain feedback with the regular audience, and to introduce licensing fee in some form, as *ITVBU* teaching courses should be paid for.

3. Television strategy.

3.1. The purposes of television strategy to promote the market economy in Russia can be divided in two parts:

- to change popular attitudes towards the market economy to more positive ones;
- to spread practical skills how to behave in the market environment among general public.

3.2. Means to solve the task falls into four parts:

- defining parameters of the TV programs addressing key issues (what kind of programs should be produced, how many, their timing);
- organising production of programs (how to ensure production of the high-quality programs needed);
- delivering programs to viewers (how to ensure delivery of a TV program to a target audience);
- maintaining feedback (interaction with the audience to evaluate impact of TV programs and to recommend corrections).

3.2.1. One of the main shortcomings of various TV projects and strategies is a preoccupation with the content of TV programs, i.g. lengthy description of the market mechanisms to be covered. Production stage is normally considered by outsiders as a "black box". It is assumed that if there is a high-quality input (a concept of TV program), an output (the program itself) is also going to be of high quality. Such an approach most often brings discouraging results, as the main problem is precisely the mechanism inside the "black box", the implementation of TV strategy.

3.2.1.1. To implement the TV strategy to promote economic reforms, it is reasonable to set up a non-government organisation <u>Television Agency</u> (tentative name). This Agency may become a division of the National Training Agency, or to be a separate institution in order not to overload the NTA. Still, the TV Agency should maintain close organisational links with the National Training Agency and its regional divisions. Structure of the TV Agency should match its functions.

adequately financed. Financing of specific TV projects should be provided by National Training Fund upon recomendations of the TV Agency. Alternative approach is to define an overall budget for TV projects to be used by TV Agency. It is essential to attract additional financing. There are at least two possible sources:

- contributions from non-government organisations to promote economic reforms in Russia;
- revenues from commercials, placed within TV programs, produced within project's framework.

3.2.1.3. There is an important problem of training TV journalists to provide them an opportunity, first, to acquire professional skills of a non-biased, non-partisan television, and secondly, to promote their understanding of the market economy, to help them to change their own attitudes and to learn practical skills of behaviour in the market environment. The TV Agency may also work out and implement a special program of training for TV journalists.

3.2.2. Defining parameters of TV programs.

3.2.2.1. Television programs are to be differentiated according to their formats and target audiences.

Along format lines:
- news programs and documentaries;
- educational;
- features and miniseries;
- game shows;
- entertainment

(in practice it may be more kinds of programs because of complex breeds).

According to target audiences TV programs may fall into a few categories:
- for children and teenagers;
- for retired persons and housekeepers;
- for economically active adult population

(The audiences can be differentiated into many more groups,

[illegible] audiences, not with abstract sociological categories).

Intersection of these two lines may define parameters for a specific program, e.g. an educational miniseries for teenagers, or a game show for retired people and housekeepers.

Categories and numbers of TV programs to be produced and broadcasted is to be defined by the TV Agency upon recommendations of an expert group.

To produce recommendations, an expert group interacts with a focus group, which is representative of the general TV audience. Regular focus group meetings is a part of the TV Agency activity.

3.2.2.1.1. Given development process of regional TV networks and specific demands of regional audiences, TV programs designed for particular regions may be produced. In such cases the expert group cooperate closely with representatives of a target region (ad hoc groups can be set up).

To define parameters of special programs working groups are to be set up. These groups should include both experts in a particular area and a few TV professionals and work under auspieces of the TV Agency.

3.2.3. Organising production of TV programs.

3.2.3.1. The key organisational principle of TV programs production is their competitive selection. Low quality of many TV programs on Russian TV to a large extent can be explained by monopoly of state-controlled TV companies. These institutions have a major built-in structural defect, as broadcasting and producing companies are not separated. Thus state-controlled companies cannot withstand pressures from their producing units and have to broadcast virtually any produced program, disregarding its quality.

3.2.2.2. To ensure production of television programs approved by the Television Agency, an open competition for best programs is to be announced. Both state-owned companies and commercial TV producers may take part in it. Competition is held in two stages, all the participants have equal opportunities.

During the first stage the jury of competition select two or three best proposals in each category. Then proposals are finalised and detailed to include formulation of a problem to address, purposes of a TV program, its format and timing, data on the producing team, sources of financing and overall budget, and which part of it to be granted by the Television Agency (the National Training Fund). At the second stage the winner is selected, and decision on amount of financing taken.

3.2.3.2.1. TV programs designed for a particular region may be also produced. In this case representatives of the region, namely of regional TV network and/or of regional division of the National Training Agency, are to take part in all the deliberations of a competition jury.

3.2.3.2.2. There are at least two alternative ways to promote production of the market-oriented TV programs: to provide direct financing, or to provide services in order to cut a cost of production.

The most expesive part of TV production in Russia is to rent TV equipment. To cut the expenses for rented equipment, and thus to decrease amounts of direct financing of TV producers, a pool of TV equipment (cameras and editing equipment) could be created under auspieces of the Television Agency. These equipment may be rented, at dumping prices or even free of charge, by the TV producers -- winners of the competion -- to produce their programs. It would also enhance control of the Television Agency over implementation of TV projects.

3.2.4. Delivering TV programs to audiences.

3.2.4.1. TV programs are to be broadcasted primatily by

existing state-controlled TV networks with the largest access to the audience. There should be special provisions in the agreement between the World Bank and Russian government with approval of the Supreme Soviet to guarantee distribution of programs by state-controlled networks, including an overall volume of broadcasting free-of charge. Specific timing (scheduling) should be defined by agreement signed by the National Training Agency (or the Television Agency) and the main state-controlled TV networks.

3.2.4.1.1. Separate agreements can be signed with regional TV networks, in case when TV programs with regional content are produced.

3.2.5. Feedback

3.2.5.1. To maintain a feedback with the audience and to monitor the impact of TV programs is a necessary condition for an effective TV strategy.

3.2.5.2. There is to be a monitoring group within the Television Agency which conducts public opinion polls, accumulates all available data on ratings and other statistics, and makes evaluations of TV programs. The monitoring group works on a permanent basis with the focus groups, and provides recommendations to be taken into account by other parts of the Television Agency.

Suggested structure of the
Television Agency

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                Coordinative Council
                        /
                Executive Committee
               /        /         \
Competition Juries--Expert Groups--Monitoring Group
(selection groups)      \         /
                        Focus Group
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BBC MPM

MARSHALL PLAN OF THE MIND

The problems of ordinary Russians grow as their country makes the transition to a free market economy. Signs of reaction against the painful new order grow too. There is an urgent need for guidance in the ways a market economy works.

It is to help meet that need that the BBC World Service in November 1992 launched the Marshall Plan of the Mind project to deliver a range of business education programmes. The first three series, produced with Russian partners, began broadcasting in January this year on several radio stations – one of which, Radio 1, claims 120 million listeners throughout the Commonwealth of Independent States.

These programmes are not paid for out of the World Service's existing Parliamentary grant. Instead, they are being funded jointly by the British Government's Know How Fund and the private sector. The BBC Marshall Plan of the Mind Trust has been set up, together with a separate trading company, to facilitate this arrangement.

The Know How Fund has initially committed £1.5 million, a sum which the Trust has set itself to match. So far it has raised half a million pounds. But it needs to raise another £1 million over the next year to meet its target. And while my thanks are due to those organisations which have so quickly and generously backed us, I want to urge others – companies, institutions and charitable bodies – to consider becoming financially involved. It is surely in the interests of the West that Russia establishes the mechanisms for a market society.

Our plans are modest yet hugely ambitious: to bring 'seed corn' knowledge to the Russian people. None of us can know how this knowledge will trickle down; my hunch is that it will cascade down because it meets a desperate need.

In Russia, people are ignorant of the way in which a free market does business, of how business is run, of the elements of doing business. Without that knowledge and without some hope for improvement in the economy, the other ingredients that may turn Russia from a centralised, authoritarian bureaucracy into something that we would recognise as a functioning, accountable civic society will never fall into place.

Marshall Plan of the Mind is still in its infancy but in the few weeks its programmes have been on Russian airwaves, the response from listeners has been quite amazing. On the first night of one of our programmes, *The Free Market Society*, Radio Russia's phonelines were jammed; in the hour after transmission 70 calls were taken from all over the Federation. Even BBC World Service Russian broadcasters, who have had 50 years to build listener loyalty, would have been delighted with that.

It is too early for us to be able to quantify what is happening – we are about to undertake that research. But it is already clear to me that MPM has a part to play in helping Russia determine its future. How big that part will be depends on the level of support we receive from the international business community.

JOHN TUSA

Chairman

BBC Marshall Plan of the Mind Trust

236

MPM establishes its lines of c

MPM Head Corinna Furse

The satellite phone and satellite fax machine in the Moscow office give Corinna Furse a sense of security.

Before they were installed she was reliant on Russian communications, with the ageing and overloaded telephone system taking days to get calls through. And that at a time when she was setting up the infrastructure of BBC MPM Ltd, discussing partnership deals with Russian radio stations, shipping everything from studio equipment to paperclips for the Moscow office and trying to get the computers and the printers to work in two languages.

'I was flying back and forth, but you can't do that on a daily basis,' says the Head of MPM who, when she was back in London, was persuading organisations to stump up funding. 'Looking back it was a complete nightmare. Getting anything done in Russia takes times and patience – the situation is deteriorating, bureaucracy is labyrinthine and there is frequently a paralysis of decision-making. Completing the legal negotiations on the premises in Moscow and getting them refurbished was a mammoth task.

'We started out feeling idealistic, but we had no idea of what we were facing; and I think, secretly, in the early stages, we didn't really believe we could achieve what we have. Then in the last four months we've gone from talking about ideas to having three programmes on Russian airwaves. It's been like getting from nought to sixty in 4.3 seconds!'

From the beginning, MPM's staff realised that the project's success ultimately depended on the Russian end of the operation and Corinna Furse is delighted with the relationships which have been forged. The Russian team now managing most of the production process of *House Seven, Entrance Four* – which is produced entirely in Moscow – have become highly proficient and the contributions made by the two producers assigned by Radio Russia to *How Business Works* and *The Free Market Society* are invaluable.

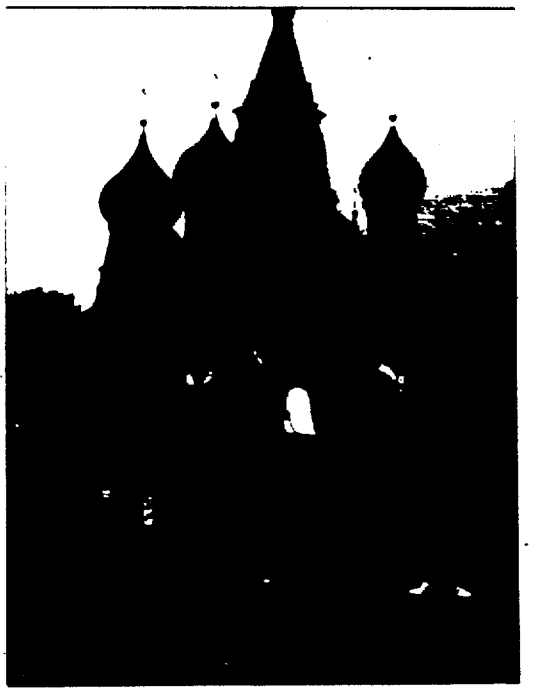
> ***'Since work on the soap started we have been much more attentive in our treatment of real life in other programmes. We are trying to look through the surface of economic and political problems into the interactions of people' –***
>
> **SERGEY BUNTMAN, ECHO MOSCOW**

'All our Russian partners have shown terrific enthusiasm and total commitment,' Corinna Furse says. 'I'd particularly like to thank Sergey Buntman, one of the founders of the FM station Echo Moscow. He knows everybody. Without him, we would have struggled to find the writers and actors for the soap.'

She is also grateful for the interest of Russian newspapers. An acute news print shortage has kept 'Izvestia' down to only six pages, but nonetheless it is carrying a weekly item trailing each *How Business Works* programme; and 'Arguments and Facts' – which has an astounding subscription of 20 million – has asked for a weekly article based on *The Free Market Society*.

'A number of other newspapers are eager to do deals. That is very encouraging and useful – advertising in the Russian press is very expensive and the more editorial coverage we get the better.'

Despite Russia's paper shortage, MPM has committed itself to printing in Russia the workbook that will accompany *In Business*, the small-business series planned for the autumn. It is important, Corinna Furse says, that MPM does not simply talk business to Russia but also does business there. Actually, the team is impressed with what the printers they have chosen can do. But now they have to solve the



***Above:** In the studio. Moscow-style **Centre:** The* House Seven, Entrance Four *team of writers in Red Square – where the MPM team (**right**) are also pictured*

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ommunication

problem of getting the books distributed – the old state system has broken down.

MPM is looking at ideas for other series – banking, law, accounting – but a remake of *The Free Market Society* for Ukraine is likely to be the next project. A series on food production for the republic is also under active consideration – Ukraine is an important agricultural producer.

'Any completely new series depends on us attracting new money,' says Corinna Furse.

The Marshall Plan of the Mind is a British initiative (she is not aware of any other country doing anything like it) but its subject is international and she is now casting her net wide, seeking the support of the American foundations and multi-national companies.

'What we've raised so far has come as donations from charitable trusts and foundations. I am hopeful of attracting sponsorship from the wide business community for individual programme series and would be happy to discuss what such a package could offer, including on-air acknowledgements.

'Britain is still struggling out of the recession – but a new financial year is about to begin.'

She is determined that the MPM initiative will succeed. 'In the beginning, every time we left Moscow, people would say to us "We don't believe you will come back." And we did come back, again and again and that, someone said, was a bit like a fairytale. It brought home to me just how genuinely important what we're trying to do really is.'

'The lack of economic knowledge is our number one problem. So we have turned to the BBC. We can be sure of the quality: the right style, not too much instruction, not too much pressure. They should be perceived as "our" programmes' –

SERGEY DAVYDOV, RADIO RUSSIA

An idea which grew

It was in a speech made in October 1991 to the Prince of Wales Business Leaders' Forum at the Royal Society of Arts that John Tusa, then Managing Director of BBC World Service, first suggested that business and broadcasting should join forces.

Together, he said, business and broadcasting could provide the re-emerging former Soviet Bloc countries with some of the skills and knowledge to help them compete in the free market economy.

A handy title for such an enterprise, he suggested, would be a 'Marshall Plan of the Mind' – a Nineties version of the strategy, conceived by American Secretary of State George C Marshall, which put Europe back on its feet after the Second World War.

The response to the idea was so positive that a World Service working party was immediately formed to examine the viability. Subsequently, a development group drew up detailed proposals, targeting Russia in the first instance. Talks began with various Russian radio stations interested in helping to shape and to broadcast the programmes which the BBC planned.

In March 1992, a formal request for funding was made to the Government's Know How Fund. In September, the BBC Marshall Plan of the Mind Trust, and its trading subsidiary, were registered.

The project was officially launched on November 19, with a reception at Broadcasting House in London, attended by Mark Lennox-Boyd, Parliamentary Under-Secretary at the Foreign Office, and Russian Ambassador Boris Pankin. Fund-raising began and the Trust applied to the Charity Commissioners for charitable status, which carries tax advantages for organisations making donations.

BBC MPM's first series, *House Seven, Entrance Four*, went on air in Russia on January 4, 1993. Two more, *The Free Market Society* and *How Business Works*, started a fortnight later. A fourth will follow in six months.

At a reception at the British Embassy in Moscow on January 19, hosted by the British Ambassador Sir Brian Fall, the Russian Minister for Press and Information, Mikhail Fedotov, welcomed the MPM initiative. The phone-calls and letters received since transmission started, suggest that ordinary Russians feel that way too.

The initial output is relatively small – some three hours broadcasting a week. MPM believes this is the right way to begin because to achieve its aims it must deliver what it promises.

But to have a major impact it must continue to develop further series, update existing ones to reflect Russia's changing situation, extend into what has been referred to as 'the near abroad' – the former Soviet states which are now Russia's neighbours – and consider the possibilities of meeting the needs of countries in Eastern and Central Europe.

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Who's who at MPM

TRUSTEES

John Tusa
Chairman

Andrew Taussig
Controller European Services BBC World Service

Chris Beauman
Senior Banker European Bank for Reconstruction and Development

Ernest Newhouse
Chief Accountant BBC World Service

Alison Wright
Director General British Invisibles

John Mitchell
East European Director ICI

BBC MPM LTD

Corinna Furse Head
Kari Blackburn Editor
Liz Rigbey Consultant
House Seven, Entrance Four
Jenny Lo Series Producer
The Free Market Society
Tim Grout-Smith Executive Producer
How Business Works
Kathy Flower Senior Producer
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Entertainment

Perhaps the international business community blinked a little when MPM announced that the first programme it was making for Russia was a soap opera using BBC radio's *The Archers* as a role model. How was that supposed to help Russians see their way into the market economy?

The answer, says MPM Editor Kari Blackburn, is simple. *House Seven, Entrance Four*, which follows the lives of some families living in a typical Moscow apartment block, is essentially entertainment. But as the characters grapple with the ups and downs of earning a living in the new Russia, listeners will learn with them.

'The business elements are a natural part of the storylines, the informational messages are subliminal,' she says. Drama with a hidden message has a respectable pedigree in Britain. It's the format with which *The Archers* began in the Fifties, although the purpose then was to teach farmers new agricultural methods.'

House Seven is being heard on Radio 1 across Russia and the Confederation of Independent States – a combined population of over 280 million. The concept of soap opera is completely foreign to Russian listeners but, Kari Blackburn says, the phone-calls and letters that are coming in show the audience is quickly becoming familiar – and Baba Polya, the busybody grandmother, is on the way to becoming a national figure.

The value of *House Seven*, she adds, 'is that it is reaching people who would not dream of switching on an educational business programme.'

Russian businessmen and women, on the other hand, should be switching on MPM's international business news magazine, *How Business Works*, which is attempting to attract the wider, well-educated audience. This is the audience for which *The Free Market Society* documentary series is aiming. *In Business*, which starts in September, will be directed at those wanting to set up business for the first time.

The aim of all the programmes, Kari Blackburn says, is to

Listeners in deep discussion during the Moscow 'hall tests'

● *In January 1993, after the MPM soap opera had begun but before the start of the other two series now on air, Gallup and the Russian Public Opinion and Market Research agency (Romir) sought some listener response to the output. In three days of 'hall tests' co-ordinated by the BBC in Moscow, three groups of 50 people listened to programme extracts.*

The results showed that:

- *70% thought that they would be very or fairly likely to listen to* The Free Market Society
- *67% thought that* How Business Works *would be very or fairly helpful in coping with present economic changes*
- *62% said they would be interested in* House Seven, Entrance Four *(one in seven had already heard the programme on Echo Moscow or Radio 1).*

'The purpose of the tests was to get immediate reactions for the programme-makers, not to provide a definite picture of potential audience, but the outcome was very encouraging,' Allen Cooper, Manager of World Service International Broadcasting Audience Research (IBAR).

Russian audience research is not readily available. Data is woefully inadequate and where it does exist it is often inaccurate. But some work has been done separately by IBAR and by Gallup.

The BBC research, carried out last year in Moscow,

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useful to Russians who are not familiar with Western economies and business methods. We do look at some specialist items where they are relevant to the Russian people at large, but it does require a lightness of touch.'

It is important, she adds, to show the downside of capitalism – now, for example, stock markets can be volatile, irrational and harmful. We are not advocating the British way, or the American way or the Japanese way. What we're doing is showing how they all work. Let listeners make up their own minds.

'Russia is having to create a free market economy from scratch and there is an advantage in that: it is able to choose the bits it wants from other countries. Whatever happens in terms of the structure which finally emerges, it is going to be *Russian*.'

Russian r[illegible] does have its own programmes on economic affairs, but has no concept of long radio series with as many as 20 interviews in a structured half hour.

'We brought over two producers from Radio Russia to see the way we work and they were amazed that we plan three months ahead or discuss a particular programme before we make it to identify the major questions we want to get answered. They tend to give someone a microphone and let them talk at great length.'

MPM did not set out deliberately to train Russian broadcasters, but by working with them that is happening, Kari Blackburn says, a factor which has given the project added impetus. 'They are applying what they're learning and are passing it on. The ripple effect helps to improve the general standard of broadcasting – which in turn meets listeners' needs more effectively.'

'People in the drama face the same problems as the whole of our society faces. So they can help us solve them. We have never had a story of everyday life on our radio and we are learning from it as radio professionals' –

ALEKSANDER AKHTYRSKIY, RADIO 1.

Petersburg and Kiev, concluded that two-thirds of adults listened to Radio Russia and one-fifth to Radio 1 – a total of eight million people in the three cities. Conducted on a different basis, Gallup's Russia Media Monitor survey showed that nearly three out of five Russians (58%) listened to radio every day.

'Their figures and ours suggest we're in the same ballpark,' comments Allen Cooper. 'Despite the growth of cable and satellite television, radio is still a very powerful medium – the Russian people are a nation of radio listeners.'

This month (March) BBC World Service is beginning the first comprehensive audience research project ever attempted of the whole of Russia. Data should begin to emerge in the summer.

Official support from Russian Minister Mikhail Fedotov [illegible] and British Ambassador [illegible] Brian Fall at the Moscow launch. Far left: Editor Kari Blackburn

THE WAYS OF [redacted]

Organisations wishing to make a donation to MPM can do so in one of three categories: as 'Supporters' as 'Friends' or as 'Patrons.'

Companies, foundations or trusts which donate £5,000-£10,000 a year become Supporters; those donating £10,000-£50,000 become Friends; and those over £50,000, Patrons.

Supporters, Friends and Patrons will receive the quarterly MPM newsletter and an acknowledgement in the MPM annual report which, in addition, will detail the company activities of Friends and Patrons. Patrons will be invited to the launch of programmes which they help fund and will be invited annually to a Patrons' dinner hosted by Trust Chairman John Tusa.

MPM would like to attract company sponsorship for individual radio series, which would carry on-air credits. The level of financial support can be discussed but would take account of transmission frequency and audience profile.

The radio programmes are at the heart of the MPM project, but there is a range of possible opportunities for collaboration. MPM would be happy to work with companies on business seminars and with trade missions and conferences, linked to and promoted by the radio programmes. The media launch of new series could be sponsored by commercial companies offering facilities or venues.

MPM would welcome the opportunity of discussing these possibilities and any joint research projects which could be developed in association with its own audience research.

• BBC MPM Ltd has already raised two-thirds of the money it needs for the first two years. Against the Government Know How Fund's contribution of £1.5 million, over £450,000 has been raised from the private sector.

***This includes donations from Freshfield Foundation (belonging to the Moores family, owners of Littlewoods), the Headley Trust (a Sainsbury family trust), the Esmee Fairburn Charitable Trust, N M Rothschild and Sons Ltd, Save & Prosper, Shell and Sedgwick Group plc. The Cultural Initiative in Moscow (funded by George Soros) is covering the rouble costs of producing* House Seven, Entrance Four.**

The MPM project has also received help in kind from Baker & McKenzie, Clifford Chance, Arthur Andersen and Saatchi's.

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MPM can help bridge the gap

Why should an organisation bother to support Marshall Plan of the Mind? DAVID MORTON, Head of the BBC Russian Service and a director of BBC MPM Ltd, expresses some personal thoughts.

If I were thinking about donating money to the MPM project, one of the first questions I'd ask is: why aren't these programmes on the BBC World Service?

The answer is threefold. One, short wave, on which World Service transmits to Russia, has its limitations, and to reach the maximum number of people you have to be on the big national broadcasters in good quality. Two, the breadth of material which has to be gathered for the programmes to be meaningful – and the cost of mounting radio drama – are way beyond World Service budgets. Three, distance learning by radio is a specialised skill and needs a proper team management which, again, is beyond World Service resources.

MPM came into being because one man, John Tusa, had the vision to see its necessity. What is needed by people in the former Soviet Union more than any single thing is experience from outside – how other people lead their lives, how work is arranged, how families budget their wages. Russians still do not travel in significant numbers and have no first-hand knowledge of life in other countries. Many Russians don't understand the difference between a free market and their own black market. To many, brought up, after all, under communist thought, 'business' and 'profit' are dirty words.

MPM can help Russia become familiar with things from which it has been cut off for 70 years. Older people who have lived their entire lives under communism find the concept of the free market difficult or impossible. What has been apparent from the broadcasts we've already made is that the response from young people is terrific. It is the young who are going to have to bring change about.

So much of the news which comes out of Russia is gloomy – political turmoil, inflation at nearly 50% a month, rising unemployment, organised crime. Certainly there are still an uncomfortable few years ahead, but it would be a mistake for the West to assume Russia must inevitably fail.

What I think is significant is that, despite the dire predictions of the last few years, particularly since the failed coup against President Gorbachev, Russia has not collapsed. That testifies to the spirit that will hold the country together and help it take off at some point.

I have seen the findings of an authoritative survey not yet published which shows that 2% of Russian people feel they are better off in the new Russia. Now 2% may seem very few, but there are 148 million people in the Russian Federation. The survey also shows that around 10% feel they are relatively better off.

The first figure doesn't surprise me – it undoubtedly represents those who have gone into business and are actively trading. But the second figure does, and it indicates that, in spite of everything, a larger number of people than we might have supposed feel they are getting something out of the change. That, I think, is positive and very remarkable.

When Russia opened up, Western governments began to provide millions in aid and that continues. But a lot of people went in on many levels. There were hundreds of joint ventures, very few of which came to anything in terms of trade or manufacture. Now, I think, only the people who are determined to do business are left. Many large companies, particularly the American multi-nationals, have taken the strategic decision to be in Russia.

That is encouraging. But the scramble in the early days has left Russians suspicious of a lot of what the West has to offer. A small minority with a disproportionately loud voice in Parliament opposes any involvement of foreigners in their country, including joint broadcasting ventures with Western 'propagandists.' There is even some suspicion of the MPM project. Why are the BBC doing this? To promote themselves? Some find it difficult to believe that it is not to make money. Not all of this suspicion comes from the hardliners and it is a measure of Russia's hurt.

MPM can't crack the Russian problem in one go, but it can help bridge the gap. And if its programmes – which have the BBC World Service style about them that is recognised and trusted – give clues to the way things might go to create a stable society, then it will be worth every penny spent on it.

Somewhere in the next five to 10 years Russia is going to be a normal part of the business landscape and a few companies with foresight are spending substantial sums of money positioning themselves. But how many others would like to be involved, when the right signs come from Moscow?

I can only suggest that supporting MPM will help to put those things in place.

MPM MISSION STATEMENT

'To further the understanding of a pluralist society and market economy; to provide individuals with the knowledge and skills to enable them to determine their economic and political future; to foster greater understanding between East and West.'

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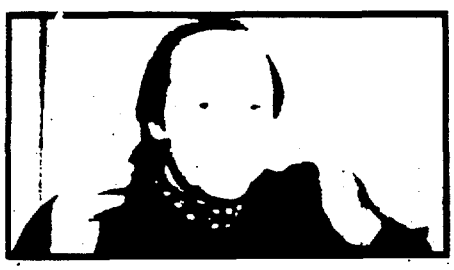
Russian television viewers have become hooked in the last couple of years on several imported soap operas, but Russian broadcasting itself has no tradition of the genre. The MPM radio serial *House Seven. Entrance Four* is breaking new ground.

House Seven is unashamedly entertaining, a fictional unravelling of the exploits of 10 characters who live off the same staircase in a typical Russian block of flats. They include an interfering babuska (grandmother) who knows everybody's business; the family who share her flat – a redundant academic, his scientist wife, their aspiring journalist son; a drunken plumber and his wife; and an entrepreneurial shopkeeper.

But the series does have a serious purpose. As listeners follow the characters' ups and downs – selling home-made goods, doing two or three jobs, getting involved in shady deals – they are also getting a simple but telling guide to the market economy which Russia is having to adopt.



Top: *Consultant Liz Rigbey* ***Above:*** *Actor Charles Collingwood* ***Centre right:*** *Producer Jenny Lo in Alaska*

Liz Rigbey, a former editor of BBC Radio 4's *The Archers* who is MPM's Consultant, has spent a year flying to and from Moscow working on the project. She found the writers between last March and and October and held monthly workshops. After she had recruited the actors, Charles Collingwood, *The Archers* Brian Aldridge, went over to introduce them to the style and techniques of a radio soap.

A competition was run in Russia to find a signature tune for *House Seven*. Training sessions for studio staff took place between October and December, while technical equipment, including a graphic equaliser, acoustic screens and CD players with sound effects discs, arrived from England.

In November, five 30-minute pilot episodes were broadcast on Echo Moscow as part of the learning curve for everyone involved. In December, production on the five 15-minute weekly episodes began and the team were in business as a working production company.

A business adviser joined the writers in February 1993.

It has been an extraordinary year for Liz Rigbey, which has left her exhausted and exhilarated.

'To start with, we did have to overcome some of the dramatic conventions – Russian drama tends towards fantasy. The writers found the idea that ordinary life could be dramatically interesting unbelievable, and they wanted a narrator to explain the action. And they were quite baffled by the cliffhanger at the end of episodes.

'But they learnt quickly. They are the most exciting group of people I have ever worked with, so clever, funny, sophisticated, volatile. I had never been to Russia and I see why anyone going for the first time can be depressed by conditions, or shocked. But it is getting to know the people that lifts the whole experience. It has made me aware that Russia is a massive untapped resource of talent.'

House Seven, Entrance Four:
5 x 15-minute episodes a week, from January 4, 1993, with weekly omnibus
Duration: *Indefinite*
Transmission: • *Echo Moscow, a popular FM station in Moscow Mondays-Fridays 1930 (repeated 1420 next day) One-hour omnibus Sundays 1430* • *Radio 1 (an Ostankino network) across the Confederation of Independent States Mondays-Fridays 2215 Omnibus Sundays 0700*

Now that Russia's command economy is being dismantled, the Russian people are finding the new economic jargon almost as difficult as the stark realities facing them. *The Free Market Society* offers a survival kit.

The nature of the material, which involves explaining such concepts as inflation and privatisation, restructuring and bankruptcy, means that the series is pitched at a relatively sophisticated level. Nonetheless, Producer Jenny Lo wants to attract as big a general audience as possible.

'We are talking to almost all the best-known economists in the field of transition economics, including Russia's Grigor Yavlinsky and Boris Federov, now the Deputy Premier for Finance and Economy. But we're doing that in a sharp and accessible way – people learning to grapple every day of their lives with economic forces don't want pontification.

'They want something they can identify with. So we're also talking to a lot of ordinary people inside and outside Russia – from entrepreneurs in China and the former Czechoslovakia to miners and car workers in Britain and Germany.'

To encourage listeners to stay with the series there are regular competitions on air, with prizes of BBC pens and T-shirts.

Produced in London, *The Free Market Society* puts Russia into a global context. All over the world – China, India, Spain, Vietnam, Mexico – the move is away from centrally planned economies. The series is pro-market, Jenny Lo says, but it is trying to get across that there are many variations in different countries. It does not avoid the negative side of the free market system. There are redundant defence workers in the US as well as in Russia – and we speak to them in both.

Radio Russia has provided extra telephone lines in Moscow for listeners' calls. As many as 2[illegible] calls and letters are being received daily from all over the Federation.

One of the items in the first programme was on Alaska, which 25 years ago had no market economy. Today Alaska is a highly successful business centre. And that is a good lesson for Russia, says Jenny Lo. 'Alaska is only a hop away from the Russian far east.

'It's a lesson that wasn't lost on listeners. We got three calls from people in Siberia wanting to do business with the Alaskan businessman we featured.'

The Free Market Society
26 x 30-minute editions from January 18, 1993, with 3 x 45-minute studio specials in Moscow, Nizhni-Novgorod and St Petersburg
Transmission: *Radio Russia across the Russian Federation, Thursdays 2010*
Support: *Articles in 'Arguments and Facts' and regional newspapers subscribing to the EuroAsian News Agency.*

In the days of an artificial exchange rate between the rouble and the rupee, Russian tea buyers kept Indian tea prices high. When the old Soviet Union collapsed, so did Indian tea prices – and the rupee had to be devalued to make tea saleable.

'Of all the stories we've done so far,' says Tim Grout-Smith, Executive Producer of *How Business Works*, 'that is the one which I think best illustrates why a command economy ultimately fails.'

How Business Works is a business news and current affairs magazine which concentrates on the relevance to Russia of the main international financial stories: the environmental dilemmas – in the wake of the Shetland oil disaster – for Western oil and gas companies working in Russia; the implications of President Clinton's inauguration; President Yeltsin's visit to India to discuss business ties between the two countries.

The programme has set up a global network of Russian and non-Russian-speaking journalists and economists to track the movements of the markets and it reports regularly from the world's main trading centres; it also analyses Russia's integration into international commercial life.

'We're obviously the most directly topical programme in the MPM output,' says Tim Grout-Smith. 'What we're doing is providing essential information for those Russians already in business. But we're also trying to give guidance for everyone on what a free market is all about and we include one overtly educative feature each week.'

One problem which *How Business Works* has identified is that Western businessmen find that their Russian counterparts are frequently not, in a business sense, speaking the same language. Many words to ideologically-trained Russians have quite a different meaning and, says Tim Grout-Smith, it leads to frustration all round. The programme is addressing itself to ironing out linguistic misunderstanding.

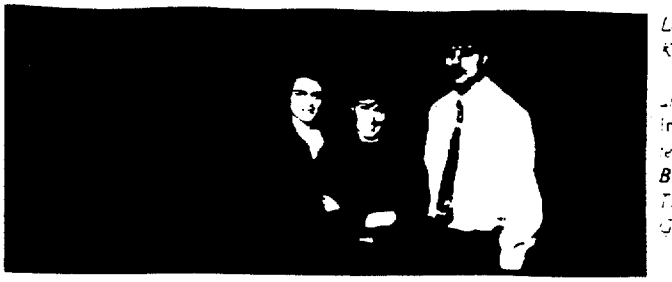
Sixty per cent of the stories which *How Business Works* is carrying deal with what is happening inside Russia. 'A little investigation made it clear that Russian listeners have had enough explanations from Russian politicians. What they want are Russian stories with Western comment.

'We received numerous requests about the voucher system which the Russian Government has introduced so that every citizen can buy a small stake in whatever former state industry they like. Many people simply don't understand. Indeed, many people stand on the street corners and sell their vouchers because they don't comprehend their worth. We not only explained the system but were able to make a useful comparison with a similar privatisation scheme that occurred in the former Czechoslovakia.

'Above all, we are looking for the positive news – such as the story about the Russian divers who won a contract in Mexico that could have been expected to go to the Americans.'

How Business Works is satellited to Radio Russia weekly, only hours before transmission.

How Business Works:
1 x 16-minute edition a week from January 21, 1993
Duration: *Indefinite*
Transmission: *Radio Russia across the Russian Federation, Thursdays 08.40*
Support: *Weekly article in 'Izvestia' trailing each edition two days before transmission*
A monthly fact sheet to provide detailed information and contact numbers



Left: Kathy Flower centre and her In Business team
Below: Tim Grout-Smith

After the attempted coup of August 1991, Irina Razumnova, a 50-year-old Moscow economist, decided she had to do something to help her country out of its intractable problems.

She set up Guildia, a small business development centre. Within a few months she received thousands of letters, most of them from women who wanted to start up little enterprises – cafes, sewing shops, launderettes, hairdressers – but did not know where to begin.

'*In Business*, which comes to Radio Russia in September, is the 'something' which MPM is doing for the untold others who want, or are being forced by circumstances, to go it alone. The series will cover such topics as the business plan, managing finance, registering a company, marketing and customer care – and it will address a desperate need, says Senior Producer Kathy Flower.

'There are thousands of small businesses across Russia, no-one knows how many, and quite a few of them are succeeding despite the byzantine bureaucracy and banks that charge three months' income for the privilege of opening a business account. But the Gorbachev Foundation estimates that five million more people would set up a business if they had the know-how and the start-up capital.'

In Business speaks to a number of Russians who are making it on their own – Kathy Flower's favourite is a man in St Petersburg who runs a pizza delivery business working night and day and employing 40 people. Another is a former woman teacher who now has an organic market garden supplying hospitals and orphanages, which have trouble in getting regular quality produce.

Even the appalling difficulties put in the way of small business is a source for Russian inventiveness. Kathy Flower observes: 'A lot of little companies have been set up to help set up others for a fee. And still others make company stamps – in Russia you don't exist until you have a company stamp.'

She draws parallels with China, where she has worked as a broadcaster. 'Ten years ago China was totally state controlled with a demotivated workforce sitting around all day doing literally nothing. Now it is booming with 60% of Chinese industry in private hands and an economic growth of 20% that outstrips every country in the world.

'And the growth of small business is extraordinary.

'I know China still has its problems but what has happened there has to paint an optimistic picture for Russia. In the short term the realities are harsh. But Russian youth has just as much energy as China's and more awareness of the need for originality. And Russia has space and many natural resources, advantages which China doesn't.'

In Business:
23 x 30-minute editions (including three audience 'clinics')
Transmission: *Radio Russia across the Russian Federation, Mondays 2010 from autumn 1993*
Support: *150,000 copies of workbook, edited by series consultant Lawrence Hibbert*
- *A series of rolling seminars*
- *Cassettes and associated editorial material being developed for use in universities and business schools and by individuals*

In Business *has formed a partnership with Britain's Training and Enterprise Council. Also backed by the Government's Know How Fund, the Council aims to open premises in cities across Russia during the next two years*

Public Opinion Research Service VP
President -Prof.B.A.Grushin

MASS MEDIA AS REGARDS TRANSITION TO A MARKET ECONOMY: SOCIOLOGICAL SUPPORT

Paper presented to the working group on mass media of the Russian Market-oriented Training Project (the World Bank, Economic Development Institute)

Boris GRUSHIN, Professor
President of Public Opinion Research Service
Vox Populi (Moscow)

Introduction

The main objective of the present paper consists in reviewing a range of issues pertaining to the role of sociological support of Russia's mass media (newspapers, television, radio) intended to help the Russian population adapt more effectively to the market-oriented economy.

The sufficiently obvious importance of the abovesaid is connected with: first, a truly gigantic role the Russian media is called to play in teaching Russians how to live, work and prosper in the new political economic conditions; second, the necessity for social science to participate in this process that is capable, on the one hand, to highlight the development of new information programs, and, on the other, to assess the latter's effectiveness.

The paper is composed of two parts: 1. description of characteristics of today's mass media, population, and sociology of the media and public opinion (at a certain angle); and 2.discussion of certain proposals concerning the strategy of media's behavior in the lives under observation, as well as a series of sociological surveys capable of ensuring successful implementation of this strategy.

244

Section 1. Assessment of existing mass media, the population's attitudes to economic reforms and social science capability of generating such knowledge

1.1. Mass media characteristics as regards their potential influence on the public

The general picture is derived from the traditional measuring of the audience of the most influential media acting in today's Russia - newspapers, magazines, television, radio - which (meaasuring) was realized by the VP Service in 1992-1993 by means of national representative polls (based on random weeding of the voters' lists totaling 2000 respondents in 18 areas of the country, 35 polling sites (18 urban and 17 rural) employing "face-to-face" interviews. In line with the adopted practice, that measuring considered primarily such parameters as the respondents' actual contact with the corresponding media and channel of information (subscription to newspapers, listening to broadcasts, etc.), as well as frequency and volume of these contacts.

The main results are given below in Tables 1 - 5.

Table 1. Subscription to newspapers and magazines (percent of the total number of respondents)

Date of survey	Not subscr.	Subsribed								
		Total	1 publ.	2-3	4 plus	Arg.& Facts	Koms. Prav.	Trud	Iz-vest.	Mag.
92.II-III	19.2	80.8	9.4	41.4	27.9	32.0	24.1	16.1	-	43.1
92.VI-VII	19.7	80.3	11.9	42.4	26.0	32.2	24.4	17.1	4.3	40.7
92.XI-XII	28.9	71.1	16.7	42.2	12.2	29.2	14.3	13.4	4.5	23.5
93.II-III	32.5	67.5	21.7	35.1	9.1	21.0	8.8	7.8	3.3	13.7

245

Table 2. Use of various radio and TV channels
(1992, April; percent of total number of respondents)

A. Television	Ostank.	Russ.	Moscow (2:2)	4 Educ.	Cab./Sat.
Have technical possibility to view	98.5	92.5	5.5	10.2	6.2
View not less often than once a week	91.2	72.6	4.5	3.7	4.9

B. Radio	Radio of Russia	Mayak	Local stat.	Uncertain
Listen not less often than once a week	43.9	33.9	15.8	20.0

Table 3. Frequency of viewing television and listening to radio
(1992, April; percent of total number of respondents)

	Every day	3-5 days a week	1-2 days a week	Less often than once a week	Practic. never
A. Television	80.0	10.0	4.3	1.5	4.2
B. Radio	67.3	10.3	6.0	3.2	13.2

Table 4. Frequency of viewing television of Russian channel
(percent to total number of respondents)

Date of survey	Every day	More than once a week	Once a week and less often	Practically never
92. Feb. & March	48.8	26.1	10.8	14.3
92. Nov. & Decem.	45.4	27.2	11.1	16.3

Table 5. Time spent daily on viewing television
(1992, February; percent to total number of respondents)

	Do not view at all	Up to 1 hour	1-2 hrs.	3-4 hrs.	More than 4 hrs.
On week days	4.6	13.8	40.6	26.1	6.9
At weekends	3.5	5.9	22.7	38.9	29.0

Summing up all the above information, one can state:

a) By all formal parameters, television is the most powerful media in modern Russian society. First, from the standpoint of the absolute number of its viewers: only 4-5 % of Russia's adults are out of permanent contact with the blue screen, whereas 13-15% practically never listen to the radio. About one third of the population are not subscribed to newspapers, and more than four fifths - to magazines. Second,(and more important), from the point of view of the unprecedented attention given to it by practically all the layers and groups of population.

From the viewpoint of formal logic, "the most common" does not necessarily mean "the most influential". However, as is well-known from practice, including special sociological research, the formal ("quantitative") power of television is simultaneously its actual ("qualitative") power. Therefore the information programs being formulated should make the main accent on television proper (which, naturally, does not rule out any other mass media, especially printed matter that is best perceived by the recipients).

b) As to the television channels operating in Russia, the 1st channel ("Ostankino") has the highest "penetrative capability". It has gone ahead of not only the 4th (educational) channel and all kinds of local channels but is increasingly (especially in the latest period) winning over the audience of the Russian television (which, by the way, is losing not only to the studios of Ostankino but also to the radio).

At the same time, speaking of television capabilities, one cannot but emphasize the need to include in the program being formulated the local television systems due to their two important advantages. The first is their extended contacts with the population (e.g. the St.Petersburg television is viewed by 19.7 % of Russia's population

living in the European part of the country), and the second, which is most important, is actual possibility of using the local information and "tailoring" the televised shows to the measurements of the local audience.

c) The surveys of the abovesaid media's audience made largely in 1992, bear a limited character and therefore need a follow-up. Of special importance here is not so much the updating of the available material (in this case one cannot expect anything radically different), as its considerable extension, as well as inclusion in the analysis of a wider range of mass media. In addition to the newspapers, television and radio, analysed should be independent advertisement, documentary and video films, non-periodical publications, etc. The surveys should give a more detailed consideration of individual channels within each type of mass media (some or other newspapers or magazines, tele- and broadcasts deemed more important). And, finally, they should cover numerous new phenomena arising in the process of generating the mass information in Russian society lately, primarily, various non-governmental (including private) forms of tele- and broadcasting.

The importance of the latter is convincingly confirmed by the recent (January 1993) poll realized by the VP Service among the so called opinion-makers. Answering the question "What mass media would you trust more - those run by the government or private?" 25% of Russia's establishment (deputies, ministers, high-rank military, leaders of political parties, businessmen, heads of mass media) preferred private companies (with 32 percent saying "both of them in equal measure").

1.2. Characteristics of population as regards their attitude to economic reforms

As to the objectives and content of the mass media activity aimed at facilitating Russia's transition to a market economy, only seven

characteristics in some or other way related to this side of societal life seem essential.

a) Adherence to various traditional values - both "classically Russian ones" and "acquired" during the 70-year totalitarian rule of communists

Trying to understand whether mass consciousness is in favor or against the cardinal change started in society, we must consider people's attitude to the institute of private property as the main criterion. According to the VP Service, it is characterised by the dynamics of the following indicators:

Table 6. Consent to private property of land, small, medium-size and large enterprises
(percent of total number of respondents)

		90.VII VIII	91.II-IV	92.II-	92.VI-VII	92.XI-XII	93.II-III
A.Land	yes	92.5	63.3	-	-	55.8	-
	no	2.6	25.1	-	-	28.1	-
	do not know	4.9	11.6	-	-	16.1	-
B. Small & medium enterpr.	yes	-	61.2	-	55.2	-	-
	no	-	28.8	-	32.1	-	-
	do not know	-	10.0	-	12.7	-	-
C. Large enterpr.	yes	-	45.8	39.0	24.7	-	20.8
	no	-	38.4	42.1	55.6	-	67.5
	do not know	-	15.8	18.9	19.7	-	11.7

As we can see, despite the seeming optimistic meaning of the majority of indicators, their dynamics does not look as bright. It reflects the indisputable fact that the initial declarative enthusiasm

of 1990-1991 as regards all forms of private property visibly declined as people could see concrete examples of their materialization.

b) Involvement in the processes called reforms

This characteristic may seem superfluous as there does not seem to be a single person in society who in some or other way is not involved in the ongoing change, or, at least, does not feel its impact. In reality, however, various layers and groups of Russians differ substantially from one another by their actual status in relation to the reforms within the range from 0 ("passive sufferers" taking no part in the process) to ±1 (maximum involvement in the process on one or the other side of the economic "barricades"). From different standpoints, it is very important to have a precise picture of this differentiation of the population.

It seems that people's assessment of the general place of the reforms in the life of today's society, their "specific weight" and role in comparison with other aspects of life under perestroika may serve as its indirect indicator. The recent (February - March of the current year) answers of the Russian population to the question " Which of the given problems in Russia's life seems most significant to you?" helped make the following picture (percent of the total number of respondents):

low living standard of population	- 34.8
political instability	- 23.8
ineffectiveness of economic reforms	- 21.3
crime	- 14.0
interethnic conflicts (internal)	- 5.5
disastrous ecological situation	- 3.3

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c) Resulting attitude to reforms

33.9 % of Russians who gave a positive assessment of President's and his government's economic policy during the April referendum demonstrated the exact volume (which completely confirmed the VP's predictions, by the way) of active support given to the ongoing transformations. The figure indicating those who are not for the reforms in principle (28.8 %) is not likely to represent all the people who in principle do not support the President's policy, as President's opponents were far less active in coming to the polling sites than his supporters. In any case, by the results of the VP Service's numerous polls this figure is somewhere between 40 - 45 %.

d) Main points of constructive attention (in reforms)

The list of these points being quite long, it requires special studies, and, especially, ranking. On the basis of some fragmentary information available, one can assert that the population's greatest interest is displayed in such things as privatisation (in particular, the fate of vouchers); the financial (including tax) system, farming; prevention of mass unemployment.

e) Main points of tension (in reforms)

As regards the weaknesses of the reforms, sociologists possess a much larger volume of information than in the first case. However, this information also leaves much to be desired as to its extension and systematization by subject matter.

Here are the results of a series of monitoring surveys performed by the VP Service in the past year and continued this year, in order to get an idea of the main topical issues (that are not necessarily connected with the reforms) "causing people's greatest discontent and indignation" and "giving birth to sharp conflict situations":

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Table 7. Problems of life leading to greatest socio-political tension (in ranking and as percent of total number of respondents)*)

Problems	92.II-III		92.VI-VII		92.XI-XII		93.II-III	
dearness, prices	1.	57.1	1.	55.5	1.	59.0	1.	51.2
scarcity of food & goods	2.	22.9	4.	10.6	7.	5.2	8.	2.3
low income	3.	12.7	2.	26.0	3.	10.0	3.	13.8
other economic problems (inflation, recession)		-	3.	16.1	2.	20.9	2.	20.0
political problems	4.	3.4	5.	8.7	5.	7.2	5.	10.3
social and everyday life	5.	1.8	6.	5.2	6.	5.3	6.	5.0
ideology		-	8.	4.4	8.	3.5	7.	3.2
legal problems		-	7.	4.5	4.	9.4	4.	10.7
none		2.2		1.4		1.4		2.0
do not know		8.4		7.6		9.3		12.3

In this connection, mention should be made of another important aspect in implementing the reforms, which, though it does not give birth (so far) to direct conflicts in society, still arouses distinctly negative (on an emotional level, too) attitude on the part of the population and is occasionally employed by the political opponents of economic reforms to kindle passions among the masses. It is participation of foreign capital (or, in a wider sense, "West", "foreign countries") in building a market-oriented economic system.

For two and a half years the VP Service has been systematically probing the state of mass consciousness in relation to this issue. The major result of all these efforts is statement of deep-going dissidence in society.

"Is foreign investment useful for Russia, will it contribute to the

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*) In this case each respondent could give several answers, and as a result, the total sum of the latter exceeds 100 %.

252

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economic development of our country?" This is, in particular, how the question was put last year, and the answers to it were as follows: "yes" - 43.1 %, and "no" - 33.5 % of the respondents (with 23.4 % of those who did not know). When the respondents were asked 14 more specific questions concerning acceptable volumes of foreign investment in various sectors of the national economy, that time 36.1 % of the respondents (for the mining industries) and 54.4 % (for defence industries) considered any form of foreign investment impossible in principle.

f) Level of information about reforms: understanding what is going on

The last survey on the above issue was performed by the VP Service about a year ago. It was devoted to finding out how well the masses knew what market relations were. The results were truly stunning: only 3.5 % of the respondents demonstrated full and correct understanding of the concept; almost correct - another 9.6 %; 24.3 % were hopelessly lost in trying to formulate the notion, and still another 62.6 % (!) could not utter a single word on the subject at all.

The situation may have improved lately, but one cannot speak about it without a special survey providing the arguments. Moreover, it should not be a one-time effort but systematic measurement of the "cognitive potential" in mass consciousness, so that any moment one could have a precise idea of the "zones" where the public possesses less or more information, as well as their most common superstitions and misunderstandings.

g) Need for information on reforms

There seems to be no information on this, at least on a national population level. One may suppose, however, (using the involvement/non-invlovement in the reforms scale mentioned under "b") that it is necessary to look into the total set of possible needs, from purely

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"academic"-ones that imply getting the basic knowledge of market economics theory, to quite "instrumental" one similar to know-how.

1.3. Media's activity on explaining the meaning, process and results of reforms

The traditional sociological analysis of a similar subject implies solving three types of problems:

a) identification and assessment of the existing strategy (if any) of attaining by the aggregate and individual communicator the major and secondary objectives of the corresponding activity (in terms of "true - false", "strong - weak", "consistent - contradictory", etc);

b) quantitative and qualitative measurement of the communicator's real steps towards realization of the selected strategy, i.e. identification of the objective content of the texts generated by him.

c) assessment of the ultimate effectiveness of the activity under analysis, i.e. the actual (and not imagined) fate of the texts made b the communicator, primarily, from a pragmatic viewpoint - their perception and "employment" by the recipients.

Has any sociological center of Russia made all that analysis (o part thereof) as regards the economic reforms? Unfortunately, one canno answer this question without additional exploration of the situation.

1.4. Characteristics of the state of sociological knowledge with respect to mass media amd public opinion

a) Taking into account the total volume, contents and quality o the empirical information obtained by sociologists, one can assert tha on the whole, we possess enough to move further. At the same time, as was shown above, the situation is different from section to section. Th most comprehensive information can be found in Section 1.1, and there practically none - in 1.3.

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It means that within the framework of the program being formulated, special attention should be given to the blocks of information that are least full or have no information at all (see Sections 1.1 (c); 1.2 (b,d); 1.3 (a,b,c). In all other cases, however, when there seems to be a sufficient volume of information, it is necesary to provide for its further systematic accrual, taking into consideration the dynamic processes going on in society (compare the data in Tables 1,6 and 7).

b) As for the methodological aspect of the matter, major (if not exclusive) preference has been given so far to public opinion polls. However, these methods, though very effective in solving the problems connected with measuring mass media audiences, or identifying the population's positions with respect to economic reforms, turn out to be insufficient for assessing the media performance. And they are totally helpless if applied to analysis of the contents of the texts produced by the media.

Hence the conclusion that along with population polls called to continue leading the process, the program being formulated should include other instruments adopted in the world and domestic practice: discussion in focus-groups (when identifying the need for economic information on the part of various layers of the population), as well as (especially in measuring pragmatic characteristics of printed and audio-video information texts); content-analysis of the media texts; polls of the text-makers - media directors and reporters (in order to find out their professional and civil attitudes towards their own performance); and, finally, the so called expert polls (in fact, capable of solving any problem contained in the program).

Fortunately, sociology of our country has accumulated sufficient methodological and organizational experience in employing all these

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instruments on a large scale, which gives ground to hope for their fruitful application in the project under discussion.

Section 2. Proposals for the media's strategy of behavior and its sociological support

2.1. Basic elements of the strategy

Taking into account all the available data, partly including those mentioned above, one can formulate four most important characteristics of media's behavior in support of the country's transition to a market economy and capable of ensuring the greatest success of the enterprise.

a) Selection of general ideological angle optimizing the existing system of arguments for necessity (unavoidability), expedience ("harmlessness) and effectiveness (utility, profitability of market economy

In our opinion, such angle can hardly imply unpopular references to "capitalist experience of the West", poor attempts to tie market economy with poorly understood democracy; suspicios promises to make everybody "private proprietors", "well-to-do", etc.. Instead, it seems, good prospects are promised by the newly discovered phenomenon in the consciousness of modern Russian society: reluctance to have anything to do with any "ideology", their obvious shift towards positivism and pragmatism.

Here are the answers to the question "If everybody is engaged in some useful activity, what role can it play in Russia's destiny?" obtained in the latest all-Russia poll (1993, February - March; percent of the total number of respondents): distinctly positive - 77.1 %, more positive - 16.4 %, more negative - 0.6 %, distinctly negative - 0.4 % and non - 1.0 %. For comparison, we wish to point out that the first answer ("distinctly positive") to a similar question concerning democracy was given by 29.3 % of the respondents, whereas to a question

256

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concerning "regeneration of Orthodoxy" - 23.2 %, and the one concerning "triumph of Russian nationalism" - 6.0 %...

b) Multiplicity of objectives (and addresses) of activity

The given principle stems directly from the abovesaid specifics of the objective and subjective position of various groups of the population with respect to the ongoing reforms. In accordance with it, the programs formulated by mass media should be strictly functional, i.e. aimed at solving certain problems, of the type:

- recruiting participation of today's absentees;
- conversion of opponents of the reforms into their proponents;
- extension of the range of people knowing and understanding the meaning of reforms;
- formation of requirements for information about reforms;
- etc.

c) Orientation towards most important (at any given moment of time) substantive elements of the reforms

Two aspects here seem most important:

1) generation of materials aimed at facilitating implementation of the economic programs being formulated;
2) generation of materials aimed at preventing or reducing various tensions and conflicts related to reforms : sociopolitical, ethnic and ideological/ psychological.

Among the reform contributors there are various subjects actively participating in advancement of reforms: the government and other management bodies, the corps of large and small entrepreneurs, masses of common shareholders, foreign capital, etc..In shaping the substantive part of the program, one should consider their interests first.

d) Employment of all the variety of information generation; influence on the public

This element of the media's strategy seems sufficiently obvious and does not require any special comment. The news, documentary genres,

discussions in studios and on the pages of common publications, textbooks and educational materials, teleshows and entertaining games - all should find their places in the general program of mass media.

As for the specific weight of each old and new form in the general flow of the texts produced, it must be in certain consistence with the deep-rooted traditions (habits, knacks) of consumption by the audience of printed, tele- and broadcast materials. And, finally, it must be specially oriented towards the existing schedule of receiving of tele- and broadcasting.

To this end, see two more tables throwing some light on the problem under discussion.

Table 8. Five television shows most preferred by Russians (percent of total number of respondents)

1992, February - March		1992, November - December	
1. Field of wonders (Ostankino)	- 40.5	1. Field of wonders (Ostankino)	- 46.9
2. News (Ostankino)	- 31.4	2. News (Ostankino)	- 26.6
3 News (Russ.channel).	- 30.2	3. Theme (Ostankino)	- 26.1
4. Feature films	- 26.3	4. Feature films	- 23.2
5. Sport shows	- 11.3	5. News (Russ. channel	- 21.7

Table 9. Time of the day when viewing and listening occur (percent of total number of televiewers and listeners of radio)

	06-08	08-12	12-17	17-20	20-22	22.01	01-06
A. Television	18.2	7.5	6.7	31.0	83.8	22. 6	1.6
B. Radio	62.1	24.3	26.3	29.7	28.5	10.0	0.7

258

2.2. Program of the proposed surveys

The proposed program is called to provide sociological support - development and adjustment of a strategy - of mass media activity. It includes:

a) basic representative poll of the Russian population on a wide range of problems relating to the basic characteristics of the population's attitude to mass media, economic reforms, and their coverage by the press, television, radio;

b) All-Russia quarterly monitoring by means of public opinion polls intended to trace change/invariability of the above characteristics and get feedback to measure "aggregate effectiveness of the programs implemented by mass media";

c) assessment of the actual content of some programs and the totalities of media's programs implemented as content-analysis;

d) assessment of the "perceptive" (on a level of perception and understanding) and "instrumental" (on a utility level) effectiveness of some media programs effected through discussion in focus-groups;

e) polls of media program-makers intended to fix the attitudes of editors and reporters to their own performance, degree of their understanding the problems to be handled, their perception of the audience, etc.;

f) polls of experts in politics, economics, mass media, social psychology aimed at obtaining indirect assessments of the effectiveness of some media programs, as well as a set of recommendations for improving the performance.

2.3. Premises for inmplementing the proposed program

It is obvious that in order to effect the program successfully and give benefit to society, it is necessary to provide certain conditions, four of which are "sine qua non":

a) First of all, the entire program shall be presented as a thoroughly elaborated substantive whole, a system of issues aimed at coverage of all the most significant subject matters, on the one hand, and their sequential arrangement in time, on the other;

b) Elaboration of the program per se and its further realization shall imply a certain organizational structure that could unite representatives of various sociological centers (possibly, not only from Moscow). Due consideration shall be given to their professional specialization (public and expert polls, content-analysis, focus-group discussion, etc.). The organizational structure will help coordinate joint efforts of the contributors;

c) Before elaboration of the program, its clients and contributors should determine will all responsibility such important "external" parameters of implementing the entire enterprise, as its resources of time and funding.

How long does the proposed campaign promise to last - half a year? a year? two years? longer? How much do they intend to spend on sociological support proper?

It is clear that the volume of the proposed effort will entirely depend on the answers to these questions. From this point of view, the list of topics in 2.2 may be characterized as a maximum, while items a)b) and d) may be regarded as its minimum;

d) Taking into account the fact that in Russia's society as a whole, and mass media, in particular, there is not the slightest interest in scientific knowledge as an organic element of decision-

making (to say nothing about total inability to apply the data of sociological surveys), within the framework of the proposed program a special gear of utilizing the knowledge that will be obtained as a result of the proposed surveys shall be developed. Otherwise this knowledge, as always, will only have purely "academic" significance.

5th May, 1993 B.Grushin

261

APPENDIX IV

Academy for
Educational
Development

AED

July 9, 1993

Mrs. Yu. Ia. Yakovleva
Director General
Business Wave
Kazakova Street 16
Moscow, Russia

Subject: Agreement No. 212277-02 under A.I.D. Cooperative Agreement No. CCN-0009-A-00-3045-00 (ROSCON - Russian Social Conversion Project); AED No. 21-2277

Dear Mrs. Yakovleva:

In accordance with the subject cooperative agreement between the Agency for International Development and the Academy for Educational Development (hereinafter referred to as "Grantor"), the Grantor hereby grants to Business Wave (hereinafter referred to as "Recipient"), the sum of $12,825.00 to provide technical services in support of the subject project, as described in Attachment 1, entitled "Schedule" and Attachment 2, entitled "Program Description."

This Agreement is effective and obligation is made according to the date in Section II of the Schedule and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date of this Agreement and ending on December 31, 1993.

This Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by the Recipient.

1255 23rd Street, N.W.
Washington, D.C. 20037
(202) 862-1900
Telex 197601 ACADED WSH
Fax (202) 862-1947

ATTACHMENT 1 - SCHEDULE

I. Purpose of Agreement

The purpose of this Agreement is to provide support for the ROSCON - Russian Social Conversion Program, as more specifically described in Attachment 2 to this Agreement entitled "Program Description." Specifically, this Agreement is for the production and broadcasting on television of a series of three programs on entrepreneurship.

II. Period of Agreement

This Agreement is effective from the date of signature of both the Grantor and the Recipient. Unless otherwise agreed to by the Grantor in writing, the expiration date of this Agreement is December 31, 1993, meaning that no Grantor funds under this Agreement shall be applicable to goods not furnished or services not performed for the program by this date.

III. Responsibilities of Parties

1. The Recipient assumes the follow responsibilities:

   a. Production of three (3) television broadcasts, each fifteen (15) minutes in length. The subject for the production of these programs will be determined based on the plan which is included in Attachment 2 to this Agreement. Ownership rights, including copyrights, will be held by Recipient to the extent provided for in the clauses entitled "Patent Rights" and "Publications" in the Standard Provisions found in Attachment 3 to this Agreement.

   b. Placement of the programs identified in III.1.a. above on the program "Russian Entrepreneur" which is broadcast on Channel 4 (Russian University) not later than two weeks after the signing of an agreement by both parties certifying that production work has been completed. The text of this agreement appears as "Appendix II" in Attachment 2.

2. The Grantor assumes the following responsibilities:

   a. Provision of the benefits of its research experience in the script development, pretesting and necessary revision in the preparation of the programs cited in III.1.a.

264

b. Under its Cooperative Agreement with USAID, provision of financial assistance and support for the production and broadcasting of the programs cited in III.1.a. A payment totalling $12,825 will be made according to the financial terms specified below to cover expenses related to the production of programs, air time, audience testing and the presentation of the programs on 50 VHS videocassettes.

IV. Amount of Agreement and Payment

1. The Grantor hereby obligates the amount of $12,825.00 for purposes of this Agreement.

2. Payment shall be made to the Recipient in accordance with procedures as follows:

a. An advance of $6,413 (50%) will be transferred upon final execution of the Agreement and within ten (10) working days of AED/Washington's receipt of an invoice by Recipient;

b. $3,206 (25%) will be transferred upon certification that all work prior to actual broadcast has been completed (as indicated in III.1.a. above) and within ten (10) working days of AED/Washington's receipt of an invoice by Recipient;

c. $3,206 (25%) will be transferred upon completion of the last broadcast and within ten (10) working days of AED/Washington's receipt of an invoice by Recipient.

d. Invoices shall be addressed to:

ROSCON Project Director
Academy For Educational Development
1255 23rd Street, N.W.
Washington, D.C. 20037, U.S.A.

V. Unforeseen Circumstances

1. Neither side will be liable in whole or in part for not carrying out its responsibilities if such is the result of circumstance above and beyond their control such as flood, fire, earthquake or other natural disasters, war or military activities and also for acts or decrees by one or the other government which may come into force after the conclusion of this agreement.

2. If any of such circumstances directly impact on the

265

ability of fulfilling responsibilities on time as indicated in the Agreement, including its Attachments, then the parties will either (1) negotiate an appropriate time table for fulfillment of their responsibilities or (2) will negotiate an equitable fee for the work that has been completed. In the case of the latter, the Recipient will return the appropriate amount of the sum advanced if the negotiated amount is less than the advance.

VI. Dispute Resolution

All disputes that arise in relation to this Agreement will be resolved in accordance with the following procedures:

1. First, an effort will be made to resolve all disputes based on decisions of the USAID Agreement Officer for the Grantor's Cooperative Agreement with the Agency for International Development;

2. When decisions of the USAID Agreement Officer are not binding on the parties to this Agreement and are not acceptable to either or both of the parties, disputes will be resolved in accordance with the laws of the International Court in The Hague.

VII. Special Provision

1. **Staff Recruitment:** The Recipient agrees that all staff recruitment for positions funded by the Grantor will be carried our through an appropriate competitive process and the salary levels will be in accordance with community and professional standards.

2. **Travel and Per Diem:** The Recipient will provide for the Grantor's approval a copy of its travel and per diem policy covering both domestic and international travel for any staff, program participants and technical assistance, not to exceed U.S. Government rates. In the event the Recipient does not establish a policy, U.S. Government regulations governing travel and per diem shall apply.

3. **Consultant Fees:** Compensation for consultants retained by the Recipient hereunder shall not exceed, without specific approval of the Grantor, either the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years; or the maximum rate of a Foreign Service Officer, Class 1 (FS-1) (as periodically amended) for U.S. consultants, whichever is less. Compensation for consultants who are Cooperating Country Nationals shall not exceed the prevailing

266

compensation paid to the personnel performing comparable work in the cooperating country as determined by the A.I.D. Mission. A daily rate is derived by dividing the annual compensation by 260.

VIII. Authorized Geographic Code

The authorized geographic code for all procurement using funds provided by the Grantor under the Agreement is the United States and Russia, meaning that all goods and services financed by this Agreement shall have, with respect to goods, their source and origin and, with respect to the suppliers of services, their nationality in the United States or in Russia.

IX. Standard Provisions

The Standard Provisions applicable to this Agreement are contained in Attachment 3, entitled "Standard Provisions".

267

ATTACHMENT 2

PROGRAM DESCRIPTION

APPENDIX I

SCOPE OF WORK

The following scope of work and timetable applies to the three pilot programs identified in point 2.1.1 of the attached agreement.

Business Wave shall complete the production and broadcast of the three pilot programs focused on (1) entrepreneurship and what it means in Russia today (2) traditions of Russian entrepreneurship and (3) business ethics as follows:

Phase I. AED/ROSCON provides advance payment. BW completes treatments for programs. AED/ROSCON reviews treatment for approval.

Phase II. Upon approval by AED/ROSCON, BW shoots footage and prepares rough edits for programs.

Phase III. Programs previewed by AED/ROSCON staff and suggestions for needed revisions are presented to BW. BW revises programs in accordance with pretest feedback and finalizes production.

Phase IV. One or more focus groups will be held to provide feedback on the completed production. Participants in the focus groups will be jointly selected by AED/ROSCON and BW. BW will revise the programs based on focus group feedback. A statement certifying that production work has been completed is signed. AED/ROSCON provides second payment to cover broadcast cost.

Phase V. Programs are broadcast. BW will forward any audience feedback to AED/ROSCON.

Phase VI. 50 cassette copies of the programs are provided to AED/ROSCON. AED/ROSCON provides BW final payment. Use of the videocassettes will be mutually agreed upon by both parties in a separate agreement.

APPENDIX II

Both parties, Business Wave (BW) on one side and the Academy for Educational Development(AED)/ROSCON on the other conclude that production work for three television programs specified in this agreement has been successfully concluded to mutual satisfaction.

AED/ROSCON agrees to provide payment as specified in the Agreement 3.1.2 to cover broadcast costs.

APPENDIX V

RUSSIA: MARKET-ORIENTED TRAINING PROJECT

REPORT OF THE MASS MEDIA WORKING GROUP

1. Analysis of Problems and Needs for Mass Media Support for the Transition to a Market Economy

1.1 The attitudes of Russians toward economic reforms may be viewed as a social and psychological context for mass media operations. Recent sociological research indicates that public attitudes towards economic reform can be broadly characterized as follows:

a) Traditional values and mindsets that go back as far as the pre-revolutionary past (egalitarianism, paternalism) as well as to seventy years of Communist totalitarianism (critical attitude toward private property and to western experience and assistance) remain powerful. It is these attitudes rather than loyalty to yesterday's party and administrative structures that are the major obstacles in the path of economic reform.

b) According to the actual participation of people in the processes called the transition to the market economy, and also to the common demonstration of popular attitudes towards reforms, three major segments of the population are clearly distinguishable:

- pro-reform (approximately one third of the population);
- anti-reform (approximately two fifths of the population); and
- un-defined position, that is people not holding clearly defined positions towards the market economy (one forth to one third of the population).

c) The population as a whole, as well as selected strata and groups, significantly differ in their attitudes to different aspects of economic reforms ranging from active or passive support (for example for the privatization process), and cautiousness, mistrust (privatization of agricultural production) to outright opposition and aggressive protest (liberalization of prices, inflation).

d) Various positive and negative positions toward reform, and also actual participation/non-participation in the process, occur in a situation of economic and legal ignorance of the population as well as the level of knowledge about current developments regarding the reforms. The second major negative factor inhibiting more successful development of the reforms is the complete lack of understanding of the general strategy and specific mechanisms of the transition to the market in Russia.

1.2 The mass media have the potential to teach the population how to live, work, and prosper in a market economy. From the point of view of the general role of

the mass media in providing information to society that potential can be characterized as follows:

a) Despite distinctive negative trends in the Russian mass media over recent years (a sharp fall in the runs of printed publications, an increase in the mosaic-like diversity in information provided, a fall in the confidence of the population, etc.) the mass media continue to retain their position as the key means to provide information services to society and remain an extremely strong lever to affect the mentality of not only the public at large, but also management structures.

b) TV remains the most powerful means among other mass media. Firstly, because it has the largest audience (only 4-5 percent of adult Russians lack regular contact with TV), whereas an estimated 13-15% do not listen regularly to radio, and almost a third do not read newspapers, with the proportion rising to 80% for magazines); secondly, as the frequency of viewing, one third of the adult population watch it for some three hours a day on week days and more than two thirds do so on weekends.

c) As for TV broadcasting per se, the first channel (Ostankino) and local TV taken as a whole have the greatest "penetration power". The latter is essential to provide information about what is going on locally and for local audiences.

d) Radio remains a massive and centralized media. For achieving the goals of the present project it presents considerable appeal, especially two central radio stations (Radio Russia and/or Lighthouse [Mayak] and/or Radio 1), and also local radio stations. The attractiveness of radio, and its accessibility, operationality, and the relatively low cost of producing and broadcasting radio programs is an important factor. It is unlikely that radio is a method for instilling long-term skills, however it possesses good potential to influence attitudes.

e) Second to audio and audio-visual mass media in terms of audience, the print media, and above all traditional daily newspapers remain the most reliable, substantive, and politically important sources of information in mass consciousness. Hence, their effect on fostering a market-oriented mentality.

1.3 There are major obstacles for mass media to overcome in order to support the transition to a market economy. The most important of these in descending order of importance are the following:

- there is an absence of planning, programming, and forecasting in covering economic reforms;

- programs and publications directed to the man in the street are almost non-existent;

- programs and publications are poorly targeted, and often counterproductive (in particular the side effect of creating a false image of the businessman);

- journalists lack the skills and knowledge required to cover economic issues, especially to present positive experiences;

- too many programs and publications are in fact paid for by businesses for advertising purposes;

- propagandistic articles and programs are more common than substantive analytical reporting;

- state-owned media, rewarded for political loyalty, operate under more favorable conditions than independent state or privately-owned media;

1.4 The aforementioned problems have several causes.

- Journalists lack of understanding of social and economic processes.

- Journalists lack expertise in economics as well as the professional skills required to produce high-quality programs and publications.

- Journalists are also subjected to the influence of current distortions in the Russian market environment which prevents practicing unbiased reporting.

- Russian mass media lack up-to-date equipment.

- Russian mass media do not obtain regular feedback from audiences and hence they have inadequate perception of impact of their activities.

1.5 If these problems are not solved promptly and their causes are not eliminated there may be several negative consequences.

- A delay in Russia's transition toward a market economy and a slowdown in the reform process;

- exacerbated social tensions;

- protracted economic and political ignorance and hence feelings of helplessness on the part of the population;

- further decline of popular confidence in the mass media and consequently use of the mass media as a source of reliable information;

1.6 For the mass media to successfully resolve these problems, a non-governmental organization, a "Coordinating Council for Mass Media" should be established. It should

- coordinate activities of mass media to support the transition to a market economy;
- define specific types of programs and publications for this purpose;
- organize a system of competitive selection of mass media projects;
- provide financial and/or technical support for projects selected in these competitions;
- assist in dissemination of programs/publications throughout the territory of the Russian Federation;
- measure the effectiveness of mass media projects in achieving their objectives;
- establish a pool of equipment to support the realization of mass media projects selected in the abovementioned competitions;
- create a unified data base for organizations or individuals carrying out mass media projects; and
- implement a program for training in basic market economics for journalists covering economic activities.

It is advisable to establish the Coordinating Council on Mass Media outside the Russian Training Foundation for two reasons.

- Mass media activities are of a fundamentally different nature from training programs for the labor force.
- There is a need for an institution which may coordinate effectively with similar or related activities being carried out with support from other sources.

2. Survey of Current Programs

2.1 At present the Government criticizes the media for providing insufficient support for reforms. However, the Government lacks a strategy to encourage the mass media to provide such support. The private sector is too weak and divided to undertake a concerted effort to achieve this goal. Uncoordinated efforts are being undertaken both by state-owned and private mass media. For example, there

are programs on economic matters of different types, from mini-series to educational programs, on every major Russian television channel. Ratings of these programs, however, are typically extremely low. Private businesses demonstrate their interest to support business programs on television and radio. Such programs, however, too often turn out to be disguised commercials. In recent years, in particular with advent of the Gaidar Government, all the media paid considerable attention to economic problems. But those problems were covered in a very chaotic manner.

2.2 There are an increasing number of foreign initiatives to support the use of mass media to assist the transition to a market economy, but at present Russia lacks any body with an overview of these initiatives and the technical expertise to evaluate them. Such initiatives often include supplying free foreign-produced television programs. However, these programs are poorly adapted to the Russian audience. There is also some foreign technical assistance being offered to produce Russian programs, but the recipients of this kind of assistance are often on the basis of very limited familiarity with potential Russian partners. Still, there are positive examples of projects with Western partners in television, radio, and the print media. There is still a problem, however, and this is lack of coordination, which in turn leads to wasteful duplication of efforts.

3. Mass Media Strategy

3.1 Objectives	3.2 Phases
• Improve the system of information and education of the population to provide economic agents with better economic information and understanding of market mechanisms • Contribute to emergence of positive attitudes toward the market economy in public opinion. • Help the population to acquire the practical skills necessary for operating in the market environment. • Contribute to formation of a competent managerial elite with appropriate skills for operating in the market economy.	A. Short-Term (two years) • Reduce negative attitudes of the population toward the market. • Achieve greater participation of the population in market-oriented economic activities. • Help the population adapt to the everyday impact of the market. • Speed up the renovation of economic elites.
	B. Medium-Term (Seven years) • Substantial increase in the percentage of the population which considers the market economy normal. • Formation of a sizeable social strata which able to operate successfully in the market economy. • Bring market-oriented people to leadership positions in regional government and middle management levels of the federal governmental structures.

The above mass media strategy can be implemented successfully if relatively stable economic and social conditions prevail. This means the cessation of the decline in industrial production and prevention of mass unemployment and hyperinflation.

3.3 Action Plan

Phase A

1. Coordination of the Mass Media	• Establish a consultative council on mass media. • Monitor the needs of the audience.	• Work out a program of public opinion research for the mass media. • Develop a program for training journalists in basic market economics.	• Create a pool of equipment to implement mass media projects.	• Conduct publicity campaigns and public affairs programs on critical issues at strategic points in the reform process
2. Television and Radio	• Produce a package of information programs. a.news program b.information-analytical program c.issue-oriented programs	• Package of game show programs. a.For beginning entrepreneurs b.For children and teenagers c.For families	• Package of educational programs. a. Programs oriented toward different professional groups b. Educational programs for the general audience.	• Miniseries a. documentaries a. dramatic, acted b. cartoons
3. Periodical and Non-Periodical Press	• Produce brief materials on key market mechanisms.	• Publish a series of articles on economic rights of citizens and their opportunities under market-oriented reforms.	• Hold a competition for newspapers and journalists covering problems of the transition to the market. • Hold seminars for improving the economic literacy of journalists from metropolitan, regional, and local newspapers.	• Seminars for managers of advertising and financial units of newspapers and magazines

Phase B.

1. Coordination of the Mass Media	• Set up a unified data base and electronic mail network	• Conduct publicity campaigns and public affairs programs	• Coordination of economic programs to assure coverage of major issues and avoid duplication of effort	• Establishment of a public media corporation as distinguished from both a state owned corporation and a private commercially-oriented corporation
2. Television and Radio	• Produce a programs in a broad rage of formats on economic issues	• Hold national competitions for TV and radio programs on economic issues	• National competition for title of businessperson of the year with free radio and television coverage	• Establishment of a public broadcasting corporation
3. Periodical and Non-Periodical Press	• Produce educational comic books and economic textbooks	• Competition for best series of articles and best book on an economic topic	• Competition for newspaper comic strips and cartoons on economic themes	• Establishment of a public news agency

4. List of Priority Mass Media Programs to Financed

4.1 In the opinion of the mass media working group, the specification of priorities is a prerogative of the Coordinating Council on Mass Media, which will use the recommendations of an expert group and findings of public opinion research (including focus groups and audience surveys). The Coordinating Council will then organize competitions to select the best programs/publications in each category.

4.2 Still, the Mass Media Working Group made a number of suggestions for series of programs/publications of different types to promote the development of the market economy in Russia. A very brief summary of the different proposals developed by the group follows, more detailed if somewhat unevenly developed proposals are attached as annexes to this paper.

- *"Baker's Dozen" Weekly Comedy Serial.* A sitcom intended to help the general viewer understand small-business problems and learn skills that will help him overcome them. The setting is a family bakery. This program

would be broadcast on Monday evenings at 8:00 PM. $150,000 for the first four pilot programs, and $20,000 for each additional thirty minute episode. Overall costs for 26 weeks US$600,000.

- *Russia: Problems of Transition in the Light of World Experience -- Miniseries*. Each miniseries in this format will seek to inform the general public, with emphasis on adult working-age voters, on a major problem/issue of the transition to a market-oriented economy. Possible topics include hyperinflation and stabilization, privatization, conversion of defense industries to civilian production, and the protection of poor and vulnerable groups during the transition. Each series will include one international one-hour space bridge, 3-6 one-hour documentaries on the experiences of selected foreign countries, and a final domestic spacebridge in town meeting format involving 3-6 Russian cities where Russian political and economic leaders answer questions from groups around the country who have viewed the previous programs. The programs would be show on prime time on weekday evenings at 8:00 PM. Supporting radio programs, newspaper and magazine articles, and a book make this a multimedia event. Maximum financing of $1,000,000 per series with preference to consortia mobilizing external and domestic cofinancing.

- *"A Thousand Little Things" Television Magazine*. A weekly 50-minute program for Saturday afternoons which includes a number of pieces, including useful economic information for household and business decision-makers, some hints for coping with the problems posed by the market environment, comments from economic experts, and mini game shows. $200,000 for a 52-program year.

- *"Success Story"*. The objective of this television series is to portray the lives and achievements of "self-made" business people. This series of 25-minute programs would be shown on Sunday afternoons at 5:00 PM. Each program will show three portraits, of which at least one will be a of a woman. Each portrait includes a concise documentary and an interview. Annual cost is $150,000 for a 52 program series.

- *TV Series "Reform Club"*. This is an interactive talk show to establish direct contacts between public opinion leaders in a Moscow studio and audiences in various Russian cities using satellite or microwave relay links. Each program also includes some documentary pieces to highlight the issues to be discussed, using the spacebridge technique. This is a monthly one-hour program. $180,000 for twelve programs.

- *Economic News Radio Series*. This daily half-hour program will select information of interest to adults in a wide range of ages and statuses contain elements of analysis ("hints"), and have a recognizable musical theme to identify it. Information programs have the largest radio audiences.

It will be broadcast at 7:30 AM or 1:00 PM by a nationwide association of radio stations. $200,000 per year.

- *Program of Audience Survey Research.* This program of research is designed for the development and correction of the mass media strategy for supporting the transition to a market economy. It includes a large-scale baseline survey on a wide range of problems concerning the relations of people to the mass media, economic reforms, and the description of these reforms in the media; quarterly monitoring of public opinion on these matters to provide dynamic feedback on changes taking place; evaluation of specific mass media programs using focus groups; reviews of mass media program producers to evaluate their perceptions of their own activities; and reviews of experts to evaluate the impact of mass media programs/publications and make recommendations for improving the same. $442,000 for a two year program.

5. Recommendations for the Russian Training Foundation and/or Coordinating Council on Mass Media

5.1 Criteria for Appraising Proposals

Conditions

- Russian producers of audio-visual and print materials (with or without Western partners) are eligible to take part in competitions.
- Contenders should submit a proposal meeting the requirements to announced by the Foundation/Council.

Recommended Criteria

- Inclusion in the proposal of clearly defined goals, objectives, and target audience of a program/publication to contribute to the transition to the market economy.
- Well developed audio/visual treatment or publication outline.
- Inclusion of resumes of key personnel involved (producers, directors, scriptwriters, actors, hosts, authors, etc.)
- Detailed budget, including data on proposed or already firm sources of financing, and budget share requested. Cofinancing is encouraged.

Evaluation Procedures

- Evaluation by expert groups for small projects ($10,000 - $25,000).

- Evaluation by expert groups and surveys of sociologists and media experts to evaluate projects costing more than $25,000 and up to $100,000.

- Appraisal on the basis of expert groups, surveys of sociologists and media experts and focus groups for projects costing more than $100,000.

5.2 Evaluation Guidelines

- Annual number of mass media sub-projects, at least 20, with total annual financing of at least $5 million.

- Minimum financing for a sub-project should be $10,000, maximum $1,000,000.

- At least 50 percent of financing should go to non-state producers of electronic and print materials.

- At least 30 percent of financing should go to producers based outside of Moscow and Saint Petersburg.
- Priority should be given to multimedia projects (those involving coordinated production of television, radio, and/or various kinds of print materials).

5.3 Recommendations for Implementation of projects.

- Information on competitions and the requirements for proposals and evaluation criteria should be widely disseminated through the mass media in order to attract the maximum number of participants.

- Large-scale projects should be implemented and financed in stages, starting with pilot programs/publications.

- Those implementing projects should present a full final report, copies of programs and publications, and their own evaluations of project results, including information on how these evaluations were obtained.

- For large-scale projects involving multiple programs/publications, there should be evaluation of pilot programs/publications by audience surveys and focus groups, and periodic evaluation by the same methods over the course of implementation to provide feedback on audience impact.

- The staff of the Foundation/Coordinating Council for mass media projects should be on the order of eight to ten people in addition to expert panels to be paid on a consultantcy basis when needed.

6. Pilot Projects

A limited number of pilot projects were chosen by the working group with a view to achieving fast project startup and demonstrating the ability of the different mass media to have a positive impact on public opinion.

6.1 Television Program Competition. Public opinion poll results are have shown that most of the Russians (up to 65%) are either opposed to or have no definite attitudes toward the reforms. This portion of the population as voters will presumably decide the future of the country. It appears exceedingly important to use TV programs to address this audience. Demographically, this group is made up of people age from 35 to 50, living mostly in the smaller cities or in rural areas.

Objective. To produce a number of pilot projects to promote attitudes conducive to the market economy and private business.

Implementation. To achieve success both in terms of artistic performance and economic impact, a competition of TV projects on the theme "Private Ownership and Private Initiative" will be held. Any TV producers (state owned companies, independent TV studios and free-lance journalists) will be able to take part. The non-government organization Agency of TV projects (ATVP) will be in charge of organization and implementation. Among ATVP's founders being some organizations supporting reforms in Russia and a number of well known public figures and experts in the mass media and business.

Besides the theme, the terms of the competitions include:

- the target audience: 30 to 50 years of age;
- format: 30 to 60 min daily, or in batches not less than 6 minutes;
- possible styles: magazine, game, talk-show, comedy serial, soap-opera, documentary.

Programs ideas, script outlines, scripts and pilot projects will be accepted. Expert juries for each of the categories of programs will be being formed to do the selection. Some of the projects will be put on air as part of the selection in cooperation with Ostankino company and Russian Television. Focus groups or other forms of public opinion analysis will be used in evaluating proposals. Winners will get prizes and chances to finance their project with World Bank funds.

Cofinancing. The competition's organizers will help attract other sources (international foundations, sponsors, TV producer's own funds).

Deadlines. The competition will be held within 3 to 4 months, as soon as funding is available.

6.2 Pool of Television Equipment. The working group believes it worth considering, within the framework of the pilot project for television programming, the creation of a technological base (a pool of TV hardware) at the ATVP, which could be used for running programs funded by the World Bank when the pilot period is over.

Objective and Justification. The project seeks to expand the range of high quality TV programs helping Russia move toward a market economy faster. There seem two ways of doing so: through funding producers submitting the most attractive and well substantiated applications or through providing an equivalent value of services to them. Lease of hardware (cameras and editing equipment) will take the largest part of the costs of the production of TV programs. A pool of such hardware at a non-governmental agency support broadcasts strengthening popular support for the market economy is expected to cut the costs dramatically.

Content and Management. Donors will give money to create a pool of TV and audio hardware for journalists to use on a non-commercial basis for the purpose of producing programs and broadcasts promoting the market economy. The pool will be created under ATVP as non-commercial, non-government agency capable of putting the equipment to work producing competitively selected programs. A competition for the best project of how the pool could be made and applied, with non-government, non-commercial agencies participating, may also be announced. These agencies are expected to present their foundation documents, technical and economic reasons for the pool, and a procedure of monitoring, while the donor are expected to exercise overall control over the use of the hardware.

Filming and/or editing hardware may be given free or at favorable prices in order to pay off running and maintenance costs. Such a form of support of TV producers will also help ensure a certain degree of control over how the projects are being implemented at the stage of TV production a broadcast's production. Obviously, technical services are to be rendered to those producers whose applications won in the competition of economy-targeted programs and thus meet all the criteria.

General Specification of TV Equipment. During the first stage of the pool, TV hardware may include four sets of "Betacam-SP" cameras, two rooms for simple editing and one room for composite editing, and a set of equipment for computer graphics. At the second stage, the pool could possibly be enlarged to install a full production cycle, even a full-scale air complex.

Costs. Tentative costs at the first stage are US$ 1 000.000. If this part of the project is not accepted, it will probably take around US$ 600,000 to produce the competition programs and US$ 200,000 to organize the competition and give prizes to winners. It appears that the project will cost from US$ 800,000 to 1 000,000 in all, depending on the version selected.

6.2. "Pilot Project for the "Economic News for All" Radio Project. News programs are most popular and attract widest audiences, as opinion polls show. The current economic news programs were conceived "to lure businessmen', often ignoring interests of ordinary news consumers. Most of the programs of this type are just playing for the moment, often with some commercial implication.

Objective. To educate the masses in economic matters; relieve stresses and negative emotions often caused by lack of useful and instant information; to help develop positive attitudes and behavioral norms in a changing socio-economic environment. Another object of the project may be not to fund a single broadcast but create conditions for production of many quality programs in which the radio station itself could be interested.

Content. A body of information, written in accessible form and useful for everyone, about changes in the economy, developments at the stock market, at voucher auctions, as well about changes in consumer-goods' prices and about new opportunities for saving at a time of inflation. The audience's needs for information of this kind could be measured by opinion pools. Major requirements for the content: do not overload with figures and names.

The program is to be placed at general-format radio stations having a record of similar work and addressing diverse audience in terms of coverage and age.

Parameters of the program:

- Maximum duration of one information material: one minute.
- Time taken by the whole program to be on air: up to ten minutes.
- A fixed air time for each radio station, coordination of the timing of the program among different radio stations to cover the largest possible audience.
- Permanent announcers and recognizable music identification signals.

Ways to implement the program include:

- an information network with a databank "Useful Business Information for Everybody";
- selection of announcers at each station competitively, selection of music, preferably the same for different stations, also competitively;
- interfacing with the databank of the country's news agencies (ITAR-TASS, Interfax, Postfactum, Economic News Agency, as preferred by the journalist)

- test recording and discussion by focus-teams to keep improving the broadcast (paying due regard to journalists' rights); and
- permanent monitoring of the audience's needs.

Recommended period of the pilot project. 6 months. Since the program is not long and it will not and must not stand out conspicuously in the general information stream, it may take a few months of air time to have its impact evaluated.

Likely audience. Up to 50,000,000 people.

Costs of the project. Tentative cost of one working station: US$ 3,500 news agency subscription cost: up to US$ 700 a month independent information search: up to US$ 100 a month. Communications services: up to US$ 200 a month other costs: up to US$ 300 a month. With ten radio stations (10 working stations) planned, the overall costs of the project are expected to amount to US$113,000.

6.3. System of Competitions for Periodicals, Non-Periodical Publications, and Radio Broadcasting. There is a need for concerted efforts to help and encourage large sections of the population to accept the reforms and market ideas. The portion of the audience that appears most important and most likely to change shares either neutral or moderate anti-market attitudes. A system of competitions will probably be one of the most acceptable ways of affecting the audience in terms of understanding and organization.

Objective. A system of competitions is here used to mean a set of steps, coordinated in terms of time and direction, which are to do the following within the shortest possible time:

(1) to attract most competent workers from periodicals and non-periodicals and from radio stations to prepare market-oriented publications

(2) to boost interest of wider audiences in market problems. Also, a system of competitions may help

(3) to provide indirect support for market-oriented publications, radio stations and authors and avoid being accused of being "engages".

Organization. Competitions are to be held on a series-parallel basis or as continuous waves. An expert team with the jury will set terms and principles of participation for non-specialized periodicals, non-periodicals, and radio stations, publishing the results on a regular basis.

Competition terms:

6.3.1 Competition among periodicals, radio broadcasting stations and journalists. This competition shall envisage the following:

- individualized study of publications in (a) news papers, magazines and radio broadcasts and (b) journalists;
- grading of contenders: (a) all-Russian newspapers, magazines and broadcasting stations and journalists for these media and (b) regional and local media and local journalists;
- the winners shall be determined through (a) monitoring and (b) judgment by an independent expert group
- the participants of the monitoring shall receive encouraging awards;
- intervals between competitions: 6 months for periodicals and radio broadcasting stations and 6 months for journalists;
- the prize fund for the competition among newspapers and radio broadcasting stations: US$ 300,000 annually; among journalists; US$ 150,000 annually; cost of competition (monitoring, expertise and advertisement): US$ 150,000 annually.

Cost. The total cost of the project is estimated at US$ 600,000 annually.

6.3.2. Competitions among non-periodicals with active involvement of mass media.

6.3.2.1. "*Book of the Year*" Competition

This competition will select the best non-periodical of the year (book, series, collected works, etc.).

Organization. The competition is to implemented out at two levels: (a) opinion of readers and (b) opinion of experts. The prizes envisaged will go to those readers whose opinion complies to a great extent with that of experts. Individual awards are envisaged for content, new ideas, originality of materials, compliance with world requirements, design, etc.

Options. "The best book in the opinion of small-town residents", "The best book in the opinion of country folk", etc. However, the competitions of this sort shall also be carried out with a strict observation of a per curiam principle and accompanied by a respective reflection in the mass media.

Dates: 3 months; August 1 - September 15, November 15 - December 31, 1993.

285

Cost. US$ 18,000. Further promotion to be financed out of advertisement activities.

6.3.2.2. "*What do you know about the market economy?* Competition (Know-How, Know What, Know Why).

Objectives (1) To encourage self-education in the field of economy and business; (2) to spread information about the available literature. The competition will be announced through mass media (newspapers, TV, etc.)

Organization. The mass media will publish questions and lists of literature sources (this is a way to inform the participants about what to read) in which one can find the answers. So, read and get your award. The answers are supposed to be extensive ones (like mini-reports). The results of the competition will be evaluated with maximum objectivity and widely disseminated through the mass media.

Dates. 2 months, August 15 - September 15, November 1 - December 1, 1993.

Cost. US$ 12,000

6.3.2.3. "*Library*" Competition

Rationale. As the preliminary survey shows, Russian libraries are not practically supplied with materials on business and economics.

Organization. The competition shall be conducted in two stages.

Stage 1.

Each library shall have a "theoretical" stock of books required as a minimum for an average library. The mass media will publish lists of books issued. The above stock, the so-called "books for library", will be determined by two categories of experts: the public (monitoring) whose opinion becomes known from letters, on the one hand, and an expert panel, on the other hand. The prizes are envisaged for those readers whose opinion complies to a great extent with that of experts (or vice versa).

Stage 2.

Stocks of 25-30 books are actually formed and distributed to libraries located in the provinces. The first one hundred parcels are financed on a grant basis; further on the program is supposed to be supported by local businessmen and international individual sponsors.

Dates. Nearly 4 months. September 15 - October 15, 1993, November 1 - December 1, 1993, January 15 - March 15, 1994 and further on according to finances available at the moment.
Cost: US$ 23,000

6.3.2.4. *Competition among teachers in economics at higher schools, tearer specialized schools and, probably, high schools* (Deformed Transformed)

Rationale. Most trainers at universities and other institutions of higher education who studied and taught economics for the whole of their life (within the framework of Marxist-Leninist philosophy) are till unaware of what and how to teach.

Objective. The objective is similar to that of "What do you know..." competitions and is distinguished only according to the kind of audience involved in the competition, i.e. 1) promote self-education in economics and business and 2) publish the lists of books and other sources available.

Organization. The competition shall be carried out in accordance with the principle scheme of "What do you know..." subproject, with the only difference that it is announced additionally through specialized higher school media and through the Higher School Committee and the Ministry of Education. Besides, this competition shall cover more serious assignments, particularly, preparation of reports (60 to 70 typewritten pages) on several subjects. The prizes will be encouraging enough. So, the first prize shall envisage sabbatical year in the Western/American University, etc., or other reward.

Dates. 3 months. October 15 - December 1, 1993, February 15 - March 31, 1994.

Cost. US$ 36,000

6.4. Pilot Project "Comic Books for Economics". Russia needs badly children's and teaching materials on basic principles of economics and entrepreneurship for schools, specialized institutions of higher education, and other teaching institutions. The Nachala Press publishers has accumulated experience in publishing and circulating comic books which seek to provide education in basic market economics. The first series "Entering the Market", composed of six issues, each of which had a circulation of 200,000 copies ("What is money", "What is inflation", etc.), was in fact an adaptation of Federal Reserve Bank of New York's comic books, has been published and successfully distributed both centrally (e.g. the Moscow Department of education has purchased 79,800 sets for Moscow schools) and in small wholesale lots (for business schools and lyceums of Moscow and other cities of Russia and CIS) and also through retail sales. The second series "Entering the market. Privatization principles" is being prepared with the participation of the State Committee of Property of the Russian Federation and will be published this autumn. These materials are to be distributed through channels

of State Committee of Property and Nachala Press. The experience gained through "Entering the market" series has shown that comic books and cartoons are very attractive for users over a wide range of ages and educational levels.

Objective. Explanation of market ideas and notions in most simple ways Raising public awareness about market ideas and notions

Organization. Even the capacity of such a small publishing house as "Nachala-Press" could be sufficient to start the publication of up to four series of 32 pages and 70*100 1/16 format. In order to involve the maximum member authors, artists, etc. into economic education, to raise a new generation, so to say, and create conditions for emergence of other "comic book centers" oriented to the tasks of economic education a system of competitions is proposed in the following:

- ideas
- texts
- a constant hero - a sort of market-conscious economically smart, Russian guy
- ready made original designs

Dates.

- competition: September - December 1993
- publication of four series: 1994

Cost.

- competition: US$ 24,000

- publication of four series in six issues of the former format - US$ 600,000

6.5. "Russian population's attitude to mass media and the market economy" social survey

Objective and rationale. The proposed research should precede activities on programming mass media participation in Russia's transition to a market economy and is expected to provide all designers of this program with the necessary information and basic facts on the population relevant to the task. Data and analysis to be provided may be divided into three parts:

- real position of the population in the existing system of mass media (TV, radio, periodic and non-periodic press);

- its objective conditions in nascent reforms and subjective attitude to these reforms and to the market economy in general;

- its attitude to mass media as the source of information on the essence, course and impact of economic reforms which are underway in the country.

Content.

(1) The first segment of the research, describing the population, should answer a series of questions such as: What is the objective role of various mass media in the informational system? Why people use mass media? How do they evaluate them? Trust them?, etc. The more specific form of such questions will look as follows:

- Audiences of various information channels
- Contacts with various information channels
- Regularity of contacts
- Extent of contacts
- Conditions of contacts (time, etc.)
- Alteration of contacts with time
- Evaluation of various media and information channels
- Objectives, and reasons of using mass media
- Most preferred media and channels
- Argumentation of such preferences (reliability, new ideas, topics of interest, etc.)
- Preferences (ratings) of various headings, genres, trends, etc.)
- Preferences (ratings) of individual journalists (program designers, etc.)

(2) The second segment of research describing the population will include questions like this: What is the involvement of people in the processes under consideration? What is the attitude towards the market and various aspects of the reforms? What do they actually know about the market and reforms? What do they understand? What are their intentions, plans? etc. The more specific form of such questions will look as follows:

- Objective status of people in a market economy
- Type of relations with market economy
- Intensity of those relations
- Willingness to work under new conditions
- Problems of the market economy in conscience of people
- Level of knowledge
- Level of understanding
- General attitude to the market economy and reforms
- Main reasons for stresses and disappointments
- Main interests
- Attitude to problem "Russian market and West"
- Expectations and plans for future

(3) The third segment of research describing the population will include questions like: What particular media and information channels may have a decisive role in providing transition of Russia to the market economy? What are most efficient forms? etc. The more specific form of such questions will look as follows:

- Volume and nature of needs in information relevant to market - ideas on best ways to meet them.
  a) media and channels
  b) forms of using the information
  c) conditions for using the information
- Reasons for using the information
- Reasons for rejecting the information

Methods of Implementation. The proposed research shall be carried out in 2 stages:

- the all-Russian representative review including three segments (extent of sampling: 2,000-3,000 respondents)
- representative review in three or four regions of Russia with a profound analysis of the first and third segments (extent of sampling: 3,000-4,000 respondents).

Dates.

- Development of program: one month since signing the program
- Development of instrument: one month
- Field work: one month
- Data processing and analysis: one month

Cost.

The total cost of the project: US$ 50,000.

ANNEX

Possible Projects in the Mass Media

Project 1. "Bakers Dozen" Weekly Comedy Serial

Objectives and rationale. The objective of the serial is to help the general viewer understand small-business problems and learn skills useful for solving them. The serial has been conceived as a comedy because the idea is to attract the audience's attention and avoid tedium of the kind conventional education broadcasts have usually produced.

Content and script outline. The serial may be written on a pattern of about this type (application for a script will in fact be selected competitively, as in the other projects). One evening three friends, who believe they are good cooks, make up their minds to open a business of their own. None of them has had any experience in entrepreneurship before. In each episode they will face new problems, finding premises for the bakery they are going to set up, hiring new workers, getting credits, dealing with advertising matters, setting prices, and so on. Despite their friendship, they find themselves always at loggerheads with each other.

Members of their families keep popping into the bakery, sometimes being a nuisance, sometime causing a new problem. It may be that the friend will turn out lucky enough and they will decide to open another bakery, but they are bound to face more problems. Mistakes they make in doing so are to be typical enough for any small business or any group trying to work together in a difficult situation, though motivated by great expectations. These people will get angry with each other and with customers, but every scene must make the audience laugh. One of the sons of the friends may join the business, and he may always quarrel with his father, arguing about the advantages of new approaches to market as compared with traditional approaches. Everything viewer will hear and see on the screen should be recognizable; only on rare occasion should there be some unmistakingly grotesque elements.

The serial should be set in the bakery and in the "behind-the-curtains" room where supplies are kept. The actors gather at the table in this room from time to time, chatting, arguing, gossiping, discussing money matters and so on. At the start of each series the viewers will see the entrance of the bakery and its show-window whose appearance keep changing because the friends always think up something new to advertise their products better.

There should be three main and some nine auxiliary characters in the serial, but only some of them should appear in each series. The three main characters should be clearly-delineated personalities, but should be in a constant process of development. There should nothing trite or stereotyped about them, the audience

should perceive them just as members of their own families, lifelike enough for their actions and utterings to be discussed in the home.

Cost. US$150,000 for the first four pilot episodes, and later US$20,000 for each 30-minute episode (taking into account the settings, light effects, etc. used for production of the pilot programs); the overall costs of the project (given there will be 26 series) are expected to be US$600,000.

Project 2: Series of Miniseries - Problems of Transition in the Light of World Experience

Objective and Rationale. Each miniseries of six to eight programs will seek to inform the general public, with emphasis on adult working-age voters, on a major problem/issue of the transition to a more market-oriented economy. Some possible topics for individual series are: hyperinflation and stabilization, privatization, conversion of defense industries to civilian production, protection of poor and vulnerable groups during the transition (social safety net), improving housing, educational reform, etc. The objectives will be to help the viewer understand:

(1) the nature of the problem in Russia;
(2) relevant experience in other countries which have dealt with the problem (successfully or unsuccessfully, but with an emphasis on success and understanding the reasons for success or failure;
(3) the options for solving the problem in Russia; and
(4) the way the solution will affect various groups in the population.

Content. Each miniseries will include one international space bridge hosted by a Russian anchor and involving direct interaction between leading Russian experts/politicians/officials and their counterparts in no less than three foreign countries. Powerful visual images must be included as well as talking heads. The format may include mini-documentaries inserted between segments of the discussion or voice-over of discussion, with images depicting concepts being discussed between Russians and foreigners. There should be no less than four fast-paced documentaries covering foreign and domestic experiences and the final program in each series should be a domestic space bridge in a town meeting format. The domestic space bridge should include Moscow and at least two other Russian cities. The audience in each city should include "ordinary people" (pensioners, workers, youth, etc.) as well as experts, politicians, and government officials. The basic question to be posed in this final program of each series, which will be hosted by an anchor, is "what is to be done?" in Russia, in the light of worldwide experience, to solve the problem. Each program in the series will last one hour, including commercial breaks. Each series will be supported by multimedia advertising and supporting articles/programs in the periodical press and on radio.

Eligible applicants. Russian TV production companies, with or without foreign partners may submit proposals. Funding will cover up to 50 percent of ruble production costs plus all foreign exchange costs of travel, production, and transmission abroad. Applicants must produce credible guarantees that the program will be broadcast on a network reaching all of Russia (Channels 1 or 2) in prime time. Projects must include evaluation of each broadcast by a reputable public opinion research firm to be selected by competitive bid by the funding Agency/Foundation. The evaluations, which will involve the use of telephone surveys plus focus groups, should provide useful feedback to the producers to help improve the remaining programs in the series as well as to guide producers of future miniseries. The evaluations will be published and made available to all interested parties.

Proposal Content. Proposals must include a rationale; video treatment for each program in the series; a budget (including for press and radio support and evaluation); and names of foreign partners, names and c.v.s of producers, directors, executive directors, anchors and other major figures, including the Russian and foreign experts/politicians/officials to be interviewed.

Project 3. The "A Thousand Little Things" Program

Objective and rationale. That wide sections of the population lack stable behavioral patterns is largely due to insufficiency and incoordination of current business information usable by individual market agents. It is essential to create a TV program to bridge this information gap.

Content. A competition of writers' applications for a TV magazine whose purpose would be to deal with such problems. The winner will gain access to the pool of TV hardware (see below), the information and academic base of the mass media steering committee and to resources to make possible the funding of the preparatory period (development of the script, development of style, administration services, development of technologies): and the production process itself (technical and technological operations, staff).

Requirements to the program:

- dynamic development
- information compactness
- ease, credibility, academic and social soundness, and usefulness of the information
- attractiveness
- definite segments.

The following parameters of the programs are to be set:

- Working title: "A Thousand Little Things"
- Running time: 50 min.
- Cycle: once a week
- Number of segments: 5 to 7.

Tentative style - theme menu:

- "News you can use"
- Reprocessed "official" business news adapted to everyday market needs.
- "Newcomer's school"

  An example: A stage theme was one or several tragicomical permanent characters who find themselves in situations calling for basic knowledge of the rules of the market, and of their rights and responsibilities.

- Short commentaries by specialists, updated regularly.
- Talk show

  An example: between a law-maker and market agents.

- A quiz for budding businessmen, including a short essay about the winner.

Cost. For a full annual cycle of programs: US$ 200,000

Project 4. TV program of the "Success Stories" type

Objective and rationale. The object of the program is to help the viewers overcome the feelings of confusion with which most of the Russian citizens are entering a market economy as actors. This is largely because they misunderstand the mechanism by which a market economy is usually launched and, as a result, look on themselves as people in the street inherently different from prospering businessmen. So far there have been no TV programs showing examples of market success among people who never did business in the past and ways of achieving such success.

Contents. Announcement of a competition among applications for setting-up a program which shall occupy this themematic niche

The initial data:

- tentative title: "Starting on Monday"
- duration: 25 minutes
- periodicity: once a week, on Sundays
- contents: 3 surveys on existing persons living and working in Russia who were able to change their lives for the better through entrepreneurship.

Cost. For 52 weekly programs: US$ 150,000

Project 5. TV-program "Reform-Club"

Objective and Rationale. To establish immediate and regular contacts between public opinion leaders and population inadequately identifying the essence of economic reforms in Russia. The program will also contribute to realization of a the powerful intellectual potential of leading economists, policy-makers, and businessmen in overcoming subconscious negative attitude of Russians to market reforms.

Content. Announcement of a competition with the purpose to set up a program providing periodical immediate contacts of public opinion leaders with residents of various Russian cities through TV-spacebridges.

Initial Data.

- proposed title: Reform-Club Interaction
- duration: 90 minutes
- periodicity: once a month
- content: topical TV-spacebridges: studio - Russian cities, focused on one issue relevant to transition to a market economy, discussed earlier.

Cost. Year of twelve monthly programs: US$ 150,000

Project 6. Radio News Broadcasts on Economic Topics

Objective and rationale. News is the most popular genre of radio programs. The presently broadcast economic news programs are designed for businessmen only and ignore ordinary news eaters. These programs have now a commercial bias. The new broadcasting program is perhaps easiest since it may use the existing news broadcasting infrastructure of common format radio stations. However, there is a real danger of repeating the mistakes of the previous unsuccessful attempts. Such programs are proposed to be broadcast from common format radio stations capable of making news programs designed for a

wide range of ages and statuses of the population, and carefully scheduled to reach each target group at a time they normally listen to radio. It is important to keep to the schedule of broadcasts.

Requirements to be met by the program:

- information shall be selected on the basis of interests of ordinary users,
- information shall contain elements of analysis, "hints"
- information shall be radiophonic, not overloaded with figures and names
- the program shall recognizable by a musical prelude.

To bring the above into effect it is necessary:

- to select on a competitive base the journalists (of the selected radio station), choose the musical theme perhaps common for all stations,
- to make a computerized station place for journalists
- to connect to databank of news agencies (Economic News Agencies, ITAR-TASS, Interfax, Postfactum at the choice of a journalist).
- to create own information network with data bank "business-information role", to monitor information broadcasting programs and discussed them during focus groups meetings.

Project 7. Program of Sociological Audience Research

Objective and rationale. The program is designed for development and correction of the strategy to be used to support the transition to market-oriented economy through mass media.

Content. The proposed program of sociological audience research includes:

- an initial baseline survey of the Russian population on wide range of problems concerning relations of people to mass media, economic reforms and description of these reforms in periodicals, TV and radio broadcasting programs (cost: US$ 32,000).
- all-Russia quarterly monitoring in the form of public opinion reviews designed to reflect changes/stability in specified basic features of the population and to use a feed-back instrument for majoring "gross" efficiency of programs implemented in the field of mass media (cost of one quarterly review: US$ 25,000, the total cost of reviews in two years: US$ 200,000).

- evaluation of "perceptive" (sensing and understanding) and "instrumental" (applied) efficiency of individual mass media programs carried out in course of discussions in focus groups (cost of pilot and five following researches: US$ 140,000).

- surveys of mass media program makers to fix evaluations of editors and journalists in regard to their own activities, their ideas on audiences, etc. (the total cost of two reviews: US$ 35,000).

- surveys of experts in order to get indirect evaluations of efficiency of individual mass media programs, and recommendations on improving above activities (the cost of a two-year cycle of research: US$ 40,000).

Cost. The total cost of a two-year research program: US$ 442,000.

APPENDIX VI

5 July 1993

HYPERINFLATION, STABILIZATION AND ECONOMIC REFORM

An Eight-Program Television Mini-Series for Russia (With Supporting Multimedia Coverage)

Introduction

The Russian economy is now balancing on the verge of hyperinflation, which may have devastating consequences for the country, causing the disintegration of the Russian Federation. The catastrophic effects hyperinflation can have on a country's economic, political, and social structure are well known to historians and economists -- the experience of Germany between the two World Wars is only the most dramatic example. However, the majority of Russians have no personal experience of living under hyperinflation.

Decades of purposeful anti-market propaganda have resulted in concerns about the social costs of a tough monetary policy -- unemployment, bankruptcies, cuts in social expenditures and the like. But there is no awareness that economic stabilization is a precondition for successful execution of critical structural reforms, such as privatization, and for realizing the very tangible benefits of moving to a market-oriented economy. The persistence of such attitudes in society limits the political basis for responsible fiscal and monetary policies and prolongs the period of financial instability. As a result the population perceives the cost and pain of economic transition without receiving its benefits. Unfortunately, the major television broadcasters in Russia and the other states of the former Soviet Union are paying little attention to the problem of hyperinflation.

The general public in Russia still remains unaware of the real dangers of hyperinflation, as well as of the effective means to prevent it or to stop it in case it takes place. This is one of the major reasons why financial stabilization programs still fail to elicit nationwide support and "solutions" with hyperinflationary consequences still seem to be appealing to a significant part of the population.

Hyperinflation and Its Consequences

What is hyperinflation? According to Philip Cagan's classic definition, hyperinflation begins "the month the rate of price increases exceeds 50 percent," and stops "one month before the monthly rate of

price increases drops below that level, and remains there for at least one year."[1]

When economists find themselves in universal agreement, very serious attention is merited. With language borrowed from another maxim, their point of agreement is this: inflation destroys, but absolute inflation (hyperinflation) destroys absolutely. The destruction is not only economic, but social and political.

> Hyperinflation is a socially devastating experience. Institutions of organized economic life break down. Ordinary citizens are exposed to the violence of daily and hourly price increases, cutting deeply into the value of wages and pensions. Buying food and meeting other basic needs becomes a psychological and financial ordeal. The value of the national currency is drained, leading to a run on physical assets and foreign currencies. Hyperinflation destroys national monetary systems, abolishes contracts, wrecks financial structures and wipes out both personal savings and the capacity of governments to tax, borrow and spend to perform their normal functions. At the worst phases of these crises, taxes are worth less than the costs of collecting them and the value of paper money is less than the cost of paper and printing.[2]

Besides usurping jobs, plundering savings accounts, and eroding standards of living, hyperinflation can undermine whole societies by eating away at the political systems holding them together. For a political system as fragile as that now in Russia, the threat is real and immediate. At stake are democracy, market reforms, and perhaps the domestic and international peace dividend brought about by the end of the cold war.

In Russia, the stakes are intensified by the perception that reform and inflation are synonymous, and that more reform can only lead to a more blighted future. History teaches us that stabilization is

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[1] Philip Cagan, "The Monetary Dynamics of Hyperinflation," in Milton Friedman, editor, *Studies in the Quantity Theory of Money*. University of Chicago Press, 1956, page 25.

[2] Norman Gall, "The Threat of Hyperinflation in Brazil and Russia," paper presented to an international conference on hyperinflation organized by the Fernand Braudel Institute of World Economics, Sao Paulo and Joinville, Brazil, April 1993, Preliminary draft.

never painless, but that the costs of hyperinflation or even chronic high inflation are much higher than a decisive attack on this insidious enemy.

Russian Public Opinion, the Mass Media, and Economic Stabilization

A shift in public opinion in favor of strong anti-inflationary policy will not be achieved unless the Russian public is better informed. In a democratic setting, the probability that hyperinflation can be prevented, or stopped once it begins, can be greatly increased through use of the mass media. Using television, radio, newspapers, magazines, and the non-periodical press, it is possible to communicate with the Russian people in a manner that can be clearly understood, and explain:

- the nature of hyperinflation;
- what causes it;
- what its economic, social and political effects are;
- how it can be stopped; and
- how some "anti-inflationary policies" have failed to stop it and even feed it;
- why stopping it is a precondition for the successful pursuit of economic reforms leading to the renewed economic and social development of Russia.

In the words of Russian Deputy Prime Minister and Finance Minister Boris Fedorov,

> The Referendum has shown clearly that today television is playing a crucial role in forming Russian public opinion. Therefore, today the top political priority is to prepare television broadcasts about the struggle against inflation. These broadcasts can play an important role in achieving the success of the Russian reforms.[3]

[3] Letter to Mr. Strobe Talbott, Ambassador at Large and Special Advisor for Newly Independent States, United States Department of State, May 18, 1993.

Summary of the Television Mini-Series

The proposed television mini-series -- which would be supported by radio programs, newspaper and magazine articles, comic books, and a major book -- will present to a broad Russian audience (over 90 percent of Russian homes have television sets and in the major cities of Moscow and Saint Petersburg over 64 percent of adults watch at least two hours per day, concentrated in the prime evening viewing hours[4]) the most dramatic episodes of hyperinflation and financial stabilization in Germany, Hungary, Japan, and Russia (historical examples) as well as in Argentina, Bolivia, Brazil, Mexico, Israel, Poland, and Yugoslavia (recent examples). All programs would be produced by Russian production companies (Vid Television Company and Video International, Inc.) and shown at the prime evening viewing hours on Channel 1 (Ostankino) beginning after the evening news. They would be rebroadcast on Sunday afternoons. The first program is scheduled for late October 1993, and the mini-series will be completed by mid-December 1993.

According to historian and journalist Norman Gall, Executive Director of Brazil's Fernand Braudel Institute of World Economics and a consultant for this mini-series, human experience records only 19 hyperinflations, all in the 20th Century.

> Until the mid-1980s, all hyperinflations were institutional crises bred by war. Those in Austria, Hungary, Poland, Russia and Germany were byproducts of the First World War and those in China, Greece and Hungary (again) were fruits of the Second World War. Then came Bolivia in 1984-85, followed by Argentina, Nicaragua, Brazil, Poland, Yugoslavia, Russia, Serbia, Zaire, and the Ukraine. The 11 hyperinflations since 1984, mainly in Latin America and Eastern Europe, are less related to war than to decades of failed management of problems of scale arising from the process of modernization. Seven of these hyperinflations erupted in nations, like Brazil and Russia, with low population densities and extensive territorial commitments. Of the 19 hyperinflations so far, all occurred in countries in the

[4] Yelena Coneva and Vladimir Grodsky, *Mass Media Audience: Moscow-Saint Petersburg, 1993*. Comcon2, processed, 1993.

> midst of changes not merely of government, but of regime.[5]

The proposed mini-series would tap the experience of many of these countries for the benefit of Russia. The possibility of a parallel mini-series for Brazil is also being explored, with shared benefits for Brazil and Russia.

Direct television contact between leading Russian economists (tentatively Boris Fedorov, Yvgeny Yasin, and Grigory Yavlinsky) and economists and politicians of countries who have conducted or studied both successful and unsuccessful stabilization programs would be accomplished by an international spacebridge (satellite television hookup with dramatic visual inserts) which would introduce the series. It will be shown in a 90-minute edited version. The program will be moderated from a Moscow studio and studios in Brazil, Germany, and Japan. At each site there will be one or more experts/politicians in a panel and a live audience of 150-200 people. Translation into Russian from local languages or English will be provided at each site. Visual inserts will illustrate the points made in a sequential dialogue between experts/politicians at each location and their Russian counterparts. Some interaction with audiences will also be used. Pre-recorded interviews and visual inserts from Argentina, Mexico, Poland, and Israel will complement interaction with the live sites. If finances permit, additional live sites in Poland and Mexico will be added. Foreign experts/politicians already contacted and willing to participate include Domingo Cavallo (Minister of Finance, Argentina); Roberto Macedo (former Secretary of Planning, Brazil); Pedro Aspe (Minister of Finance, Mexico); and Michael Bruno (former Governor of the Central Bank of Israel and Chief Economist of the World Bank beginning September 1, 1993).

The effect of the mini-series will be particularly strong because this introductory program will be followed by six fast-paced documentaries. These 40 minute programs will illustrate both the vices of hyperinflation and the virtues of monetary stability by television chronicles, collected from the archives of the countries mentioned above and supplemented by freshly shot footage filmed by Russian television producers, who will travel to the countries in question for this purpose. Two of these programs would focus on historical experiences -- the Russian and German hyperinflations of the 1920s, the Hungarian hyperinflations of the 1920s and 1949, and the German and Japanese stabilization experience after World War II.

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[5] Ibid.

The purpose of these programs is to display -- with archival footage, statistics (in graphic form), and interviews -- the most dramatic consequences of "classical" hyperinflation and to give some basic ideas about the proper methods of financial stabilization, mainly from German and Japanese postwar experience. Then will come four programs based on modern hyperinflationary experiences. Two of these will be based on modern hyperinflationary experience of Latin American countries (Argentina and Brazil, with some references also to Bolivia). These programs will:

- depict the devastating effect of hyperinflation in Argentina, which has a number of similarities with Russia;

- provide a negative example Brazil, a country living with chronic high inflation verging on hyperinflation since 1986 despite repeated attempts at stabilization which failed to grapple with the underlying deficit problem; and

- demonstrate a positive example of successful exit from hyperinflation in Bolivia.

The fifth program, on Mexico from the 1980s to the present, will provide positive examples of how potential hyperinflation (this is where Russia currently stands) can be prevented by successful stabilization programs and accompanying economic reforms.

The sixth program, on Israel (1985-present) and Poland (1990 present) will look at how incipient hyperinflation was defeated in these two countries, and the impact of accompanying reforms. The case of Poland deals with a former communist country now having a democratic government and in transition to a market economy, and which has faced many of the same problems faced by Russia and other countries of the former Soviet Union.

The eighth and final program in the mini-series will be a 90-minute live domestic spacebridge between Moscow and two other Russian cities in town meeting format. It's purpose is to formulate Russian conclusions explicitly, drawing on the previous programs and the authority of leading foreign economists and politicians not involved in Russian affairs as well as of leading Russian economists. Audiences at each site will have viewed all seven previous programs, and will include "everyday people" (workers, housewives, pensioners) as well as politicians, business leaders, and economists.

The international spacebridge will be moderated by Vladimir Posner, a television personality well known in Russia, the United

States, and Europe. Mr. Pozner has hosted several international spacebridges and appears as co-host with Phil Donahue on the *Posner-Donahue Show* (Tuesday and Thursday evenings on CNBC, 9:00 PM EST). The domestic spacebridge will be moderated by Alexander Lubimov, host of the popular Friday evening political program *Krasni Quadrat* (Red Square) and member of the Supreme Soviet of the Russian Federation. Mr. Lubimov is one of the five most popular television personalities in Russia (along with the anchors of the main evening news programs).

Support for the non-Russian segments of the spacebridge, contacts with non-Russian television companies, and help in fundraising will be provided by Casals and Associates, a Washington-based production company with extensive international experience. Russian producers will be supported by consultants from the countries visited, and the international space bridge production will be advised by Helene Keyssar, Professor of Communications at the University of California at San Diego, who has wide experience with U.S.-Soviet spacebridges.

Throughout the mini-series a major message will be that stabilization is painful but necessary to restore economic growth and is a necessary condition for the successful implementation of other economic reforms leading to successful economic and social development. That international support can facilitate stabilization will also be highlighted, but it will be made clear that such support can only be effective when there is a coherent domestic stabilization program in place.

The World Bank, through its Economic Development Institute (EDI), will provide technical assistance to the Russian producers and make available two hours of free satellite time on the Intelsat network for the international space bridge. The Bank's interest in this project was initiated by a letter from Russian Deputy Prime Minister, Alexander Shokhin, requesting the Bank's technical assistance in the preparation of this mini-series.

What is unique about this mini-series is the credibility of its principals, and the fact that it is to be achieved entirely by Russia's own media, and not just television. Support for it is perhaps one of the most effective ways for the international community to help Russia at this critical juncture in its history.

The cost of the full eight-program television mini-series and supporting radio, newspaper, magazine, comic books, and book are estimated at $1 million. A full budget, broken down into costs

payable in rubles and those requiring foreign exchange, is available on request.

MDimitriev/PKnight/JCasey hyper.jhd 05/07/93

APPENDIX VII

PROPOSAL

TO

CENTER FOR INTERNATIONAL

PRIVATE ENTERPRISE

FOR

FOREIGN INVESTMENT TV PROGRAM

IN

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308

TABLE OF CONTENTS

I. Summary

II. Project Description

- Background
- Project Objectives
- Project Activities
- Anticipated Results and Method of Evaluation
- Schedule
- Program Personnel

III. Project Budget

IV. Business Organization Information Form

COVER PAGE

PROPOSAL-
Foreign Investment Television Program for St. Petersburg, Russia

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St. Petersburg University

Tom Wheelock
Chairman
Comspan, Inc.

Victor Konjashenkov
Project Director

Mikel Pippi
Project Director

PERIOD OF SUPPORT-
September - December, 1993

TOTAL PROJECT COSTS- $119,600

AMOUNT REQUESTED FROM CIPE- $ 87,200

OTHER SOURCES OF SUPPORT: In-kind contribution- $32,400

SUMMARY

The Association "St. Petersburg Business Education", a not-for-profit Russian organization, which reports to the International Action Commission for St. Petersburg co-chaired by Mayor Anatoly Sobchak and The Honorable Dr. Henry Kissinger, seeks to educate the populace of St. Petersburg on the benefits of foreign investment.

The Association will script, produce, and broadcast a one-hour program about foreign investment activity in St. Petersburg and how it benefits the region's economy and people. The script will be tailored to meet the Russian people's questions and concerns about foreign investment as determined by a public opinion survey to be conducted prior to preparation of the script. A follow-on poll will be conducted immediately after the broadcast to assess the program's impact. Radio and print media will contain interviews with joint venture officials and political leaders to reinforce the program's message about the benefits of foreign investment.

The Association "St. Petersburg Business Education" Joint Venture was co-founded specifically for this project. Founding members include St. Petersburg University; Business Link, a leading Russian marketing research and economics firm; and Comspan, Inc, the leading supplier of American TV programming to Russia Television.

The Association reports to the International Action Commission through three commission members: The Vice Chairman of American International Group; the Rector of St. Petersburg University and the Chairman of Comspan, Inc.

St. Petersburg University is one of the leading institutions of higher learning in Russia and the source of experienced economists and social scientists to participate in research for this project.

Business Link is a reknown Russian marketing firm, whose clients include Procter & Gamble, Coca Cola, and other Western companies operating in St. Petersburg.

Comspan, Inc. is the leading distributor of American programming in Russia and, as such, is expert on operating with Russian broadcast entities and in producing television and film programming in Russia.

PROJECT DESCRIPTION

BACKGROUND

The Cold War shaped an era of political and economic foreign policy. Policies were created out of mutual fear and suspicion. Misperceptions persist on both sides. Today, with the evolution of Russia to a democratic society and a free market economy, the West and Russia find themselves in a new position - the opportunity to work together in a mutually beneficial way in a relationship that can provide Russia the assistance it needs to complete its economic and political transition and can introduce the West to new markets and resources.

Statement of the Problem-

Russian and foreign businessmen are eager to work together in joint and cooperative ventures in the St. Petersburg region. The region offers accessibility to Western Europe, a highly skilled workforce, and traditions of excellence in business and commerce. Unfortunately, thus far, the beneficial role of foreign investment is not well understood by the Russian people, and Western companies may not be sensitive to local views about foreign companies. In short, business dealings have been hampered by misperceptions on both sides and culturally based misunderstandings.

The International Action Commission for St. Petersburg believes that cooperation between the Russians and the West needs to be improved. There is a need to explain to the people of St. Petersburg the methods and motives of Western investment and its ability to speed the economic growth of the community. There is a secondary need to educate both sides on the business etiquette of each culture.

A Working Group of the International Action Commission comprised of Western and Russian businessmen, political leaders, and educators has investigated this problem and analyzed alternative means of employing mass media to bring about solutions. The Working Group focussed on the need to explain to the Russian people the motives and methods of foreign investment in St. Petersburg.

This objective was specifically identified by the Mayor of St. Petersburg and major business leaders and educators as a priority concern. Without the people's understanding of and support for foreign investment, the task of attracting, incentivizing, and keeping Western investment in St. Petersburg would be very difficult. Moreover, business education is needed to forestall any political backlash against "too much" foreign involvement or charges of "selling Russian assets to unsavory Western companies."

PROJECT OBJECTIVES

The project's objectives are to educate the people of St. Petersburg and surrounding area (population 7 million), via mass media communications, on the benefits of foreign investment and to create a positive image for the private enterprise system.

This project supports CIPE's objectives:

- "To support the growing interest in market economics and private enterprise among government leaders and society in general."

The proposed television program will create greater awareness among viewers about the general benefits of foreign investments; which Western companies are already involved in St. Petersburg, how specific joint ventures have created new products, services, and jobs in St. Petersburg; and how ordinary people have benefitted. With greater awareness, people will be less susceptible to being swayed by political reaction against foreign investment.

- "To encourage interest in privatizing state-owned firms and deregulating economic systems."

The television program will have a positive aspect of generating goodwill toward joint ventures operating in a less regulated environment. The program will emphasize how greater autonomy at the company, managerial, and individual levels contributes to better products and services. Greater goodwill can also forestall reactionary attempts to stifle joint venture and foreign investment activity through more government regulation.

- "To increase public understanding and appreciation of the role of the entrepreneur in economic growth."

The program will illustrate its points with case studies of joint ventures in St. Petersburg. It will emphasize the role played by Russian managers freed from bureaucratic constraints and able to act with less constraints to fulfill market demands.

PROJECT ACTIVITIES

The project's principal activities are to script, produce and broadcast a program of four 15-minute segments covering the following subjects:

- Foreign investments in Russia: general profile preceded by introduction to this program series
- Russian employees of foreign companies
- Russian firms as partners of foreign companies
- Future projects of foreign investments in St. Petersburg

The project would begin in September, 1993 with a survey of public opinion in the Leningrad District (St. Petersburg City and surrounding area) to determine attitudes of the population about foreign investment.

Based on the survey data, a team of economists from St. Petersburg University, television script writers, and public opinion specialists would prepare the segment scripts. In all segments, examples from existing joint ventures in St. Petersburg would be cited; and interviews with workers and managers would be incorporated.

Local Russian and Western production personnel would film the production over a two-week period in October, 1993. St. Petersburg Television would broadcast the completed series of programming in November and December, 1993.

A follow-on public opinion poll would measure the program's influence in the public's attitudes toward foreign investment.

OUTLINE OF PROGRAM CONTENT

1. Foreign investments in Russia: general profile:

   -introduction to this program
   -scale and structure of foreign investments
   -economic efficiency of foreign investments for Russia and for Western businesses
   -public opinion about foreign investments (pros and cons)

2. Russian employees of foreign companies

   -selection criteria for Russian employees
   -incentive schemes at foreign companies
   -manager-worker relations at foreign companies
   -issues in business education concerning Russian employees of foreign companies (using examples from St. Petersburg joint ventures)

3. Russian firms as partners of foreign companies

   -manufacturing: Russian suppliers networks
   -distribution operations through Russian local networks
   -differences in business practices and ethics
   -the role of business education to eliminate problems in doing business together

4. Future projects of foreign investments in St. Petersburg

   -principal areas of potential interest for foreign investments
   -projects of direct investments and creation of new jobs
   -regional development outlook and foreign investments
   -social responsibility of foreign companies in Russia

The program will be broadcast on St. Petersburg TV. The primary viewing audience is 14 million people in Northwest Russia including the City of St. Petersburg and the Leningrad District. However, St. Petersburg TV is relayed across Russia and covers a population of about 70 million. Thus, the program and its message will be viewed by a Russian audience much larger than the targeted one in St. Petersburg.

ANTICIPATED RESULTS AND METHOD OF EVALUATION

The project should produce a measurable change in public understanding and attitudes about the role of foreign investment in St. Petersburg.

Public opinion surveys to be conducted in September, 1993 will provide information about the prevailing set of popular attitudes about foreign investments. This set of attitudes will form the baseline against which to measure the success of the project.

The program's script will be tailored to address any misconceptions or negative attitudes that emerge from the initial survey. During the broadcast period, follow-on surveys will be conducted to measure the changes in popular attitudes about foreign investment.

SCHEDULE

September, 1993:	Public Opinion Survey
	Script Research and Preparation
October, 1993:	Approval of Script
	Program Production
	Program Post Production
November/ December, 1993:	Broadcast on St. Petersburg TV
	Follow-on Public Opinion Surveys

PROJECT PERSONNEL

Executive Producers:

Yuri Molchanov	Vice Rector, St. Petersburg University
Thomas R. Wheelock	Chairman, Comspan, Inc.

Project Directors:

Victor Konjashenkov	Business Link
Mikel Pippi	Comspan, Inc.

Producer:

Gerry MacCarthy	Independent Producer

Head, Economics Team:

Valeri Katalko	Deputy Dean, Facility of Economics St. Petersburg University

St. Petersburg Television-

Valentin Soshnikov	Director of Programming
Sergei Karataev	International Department

Office of the Mayor, St. Petersburg-

Yuri Romanov	Senior Officer, International Relations Department

THOMAS R. WHEELOCK

EDUCATION

UCLA: Graduate School of Management - Executive Program, 1984
Harvard University: Masters of Public Administration (Economics and Government), 1977
United States Military Academy: Bachelor of Science with Highest Honors, 1969

PROFESSIONAL EXPERIENCE

COMSPAN, INC.
1989-Present

Founder and Chairman of firm providing marketing services--television advertising, promotions, distribution--to Western companies in the former Soviet Union. Established first distribution of U.S. programming for regularly scheduled broadcast on Russia Television (240 million people) and St. Petersburg TV (70 million) and sold associated advertising minutes to U.S. companies. Conducted first-ever TV promotion of consumer goods in Soviet market--Levi Strauss. Russian partners and contacts include: Central Television, Russian Television and Radio (RTR), St. Petersburg TV, Russian Information Agency (Novosti), Russian Academy of Sciences, various defense industries. Expertise in ruble/dollar transactions, countertrade, long-term investment strategies.

MELLERT HANKIN, INC.
1986-1989

Partner for management consulting and crisis management services.

PIONEER TAKE OUT CORP.
PRESIDENT

Managed successful turnaround of $65 million fast-food franchise business with 200 locations and 350 employees operating under Chapter 11 bankruptcy. Built positive cash flow by increasing sales 20% through major TV advertising campaign, directing cost reduction program, and rebuilding trust of franchisees. Brought company out of Chapter 11 through sale of assets.

ALPHA MICROSYSTEMS
EXECUTIVE VICE PRES.

For this $50 million manufacturer of computer systems, conducted strategic assessment and implemented corporate restructuring, leading to 15% cost reduction and return to profitability after eight previous quarterly losses.

INTERSCOPE INVESTMENTS
VICE PRESIDENT OF OPERATIONS
1985-1986

Supervised portfolio of four owned and operated companies in manufacturing and service industries with annual revenues of $100 million and 15 real estate partnerships with assets of $150 million. Member of the Board of Directors for each company.

Cont.

INTERSCOPE INVESTMENTS Cont.	Served as principal board-level interface with Senior Management in reviewing respective business plans and budgets, monitoring progress toward business objectives, hiring senior management and providing trouble-shooting managerial skills. Analyzed real estate investment propósals, negotiated agreements with developers, and provided trouble-shooting for projects covering land development and construction of homes, apartments, and commercial office buildings.
MCI COMMUNICATIONS 1982-1984	As Senior Operations Manager, directed 85% growth in annual revenues to $140 million in the Southern California telecommunications market. Supervised eight managers and 125 technical and administrative personnel. As Network Planning Manager, prepared for senior management key portions of business plan for $1.5 billion corporation: $450 million operations budget and $150 million capital budget.
CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE 1980-1981	As Executive Director of the Carnegie Panel on U.S. Security and Arms Control, directed staff for a bipartisan group of business and government leaders studying U.S. and Soviet national security and economic issues.
THE WHITE HOUSE MIDDLE EAST SPECIALIST NATIONAL SECURITY COUNCIL 1979	Analyzed, recommended, and coordinated political, economic, and military aspects of U.S. policy in the Middle East.
Officer, U.S. Army 1969-1981	United States Military Academy Assistant Professor, Economics 1977-1980

PROFESSIONAL ACTIVITIES AND HONORS

International Action Commission for St. Petersburg
Los Angeles Mayor's Sister City Committee for St. Petersburg
Board of Directors: Panavision, Inc.; FSC Corporation; Montage Computer Corporation (1985-86)
Phi Kappa Phi Honor Society (Engineering)
Los Angeles World Affairs Council
International Institute for Strategic Studies
Military Decorations including Bronze Star for Valor and Purple Heart

PERSONAL

Born	Excellent health and fitness. Russian language.

CURRICULAM VITAE

MARCH 1993

PERSONAL DETAILES:

NAME : Yuri Molchanov

ADDRESS : St.-Petersburg, V.O., 19 line, 2-62.
tel: 218 15 64
tel: 218 34 18 (office),
fax: 218 46 18

PERSONAL : Age 40, Married , 2 children

ACADEMIC AND PROFFESSIONAL STATUS

ACADEMIC QUALIFICATIONS: Physicist Dh.D

CURRENT POSITION : Vice Rector of St.-Petersburg University on International Cooperation

AREAS OF EXPERTISE : Managment in Public Administration
High Edication
International Cooperation and Consulting

UNIVERSITY RECORD

1975	Graduated from the University. Scientific researcher.
1975-1978	Post Graduate Curses Recieve Ph.D. in Physics
1978-1987	Scientific Reseacher of Institute of Physics St.Petersburg University.
1981-1985	Deputy Dean of Physics Faculty of St.-Petersburg University on International Scientific Cooperation.

1987- till now	Vice Rector of St.-Petersburg University on International Cooperation.
1989- till now	Member of the BOAD of Directors International Managment Institute of St.-Petersburg. Author of more than 80 publications and articles in the field of Physics and High Education.
1990-1991	Member of Executive Board of EAIE (European Association for International Education)
1991-till now	Partner of the Consultant Company Business-Link.

MIKEL PIPPI

International Television and Theatrical Producer
Arts' Administrator
Political Liaison

Mr. Pippi has worked extensively in Russia and the former Soviet Union since early 1987 initiating and supervising a variety of cultural and business joint ventures. He is the President of International Cultural Enterprises,(I.C.E.), a non-profit, special event and media producer with offices in Los Angeles and St. Petersburg,Russia. The company is the American partner of The Russian Festival Association in Moscow and The St. Petersburg State Art Center in St. Petersburg, both under the umbrella of the Russian Ministry of Culture. It also serves as joint venturer with numerous Russian television channels and U.S and Russian governmental ministries developing a variety of projects.

Mr. Pippi recently initiated and coordinated for the Cultural Affairs Department of the City of Los Angeles its award-winning "Salute to St. Petersburg" float in the 1992 Pasadena Tournament of Roses Parade. He concurrently produced the premiere satellite telecast of the Tournament for Russian Central Television,(Ostankino) on New Year's Day. (The parade was broadcast live for the first time to the USSR to an estimated 180 million Soviet viewers and made history as the first live satellite telecast of an entertainment special ever beamed into the USSR.) Among the other American programs he produced for Russian television in 1992 are the premiere telecasts of the annual Academy Awards on the Moscow Channel, and the annual Night Time Emmy Awards and MTV Video Music Awards on St. Petersburg Television.

He recently contracted with Public Television International for I.C.E to be their exclusive Russian/CIS distributor and media sales agent for Public Broadcasting programming. The company also serves as business consultant and agent for U.S. based film and television studios wishing to break into the Russian market. Clients include Cannon Pictures,Harmony Gold and the producers of "America's Most Wanted".

In 1992 Mikel also served as liaison between the Armand Hammer Museum and Cultural Center in Los Angeles and the State Hermitage Museum of St. Petersburg securing for Hammer the acquisition of the *Catherine The Great Exhibit* for its record-breaking four month stay in California.

In 1991 Mikel was appointed by the Los Angeles Mayor's Office as a representative on the Mayor's Council of Sister Cities and International Visitors and to the post of Vice-Chairman of the Cultural Affairs Committee for the Los Angeles-St. Petersburg Sister City Program with Caroline Ahmanson and Armand Deutsch. He presently holds both posts and also sits on the overall Committee's Board of Directors and administers the committees offices in St. Petersburg as the official representative of the City of Los Angeles.

Additionally, Mr. Pippi served for two years as appointed American liaison for the Russian Ministry of Culture in Moscow under former Vice-Minister Madame Nina Zhukova. He presently works directly with the governing agencies of the Republic as well as various departments of the Moscow and St. Petersburg City Councils.

Upcoming '93 joint projects he is coordinating with the support of the L.A.-St.Petersburg Sister City Committee include a photo exhibit donated to Russia by the L.A. Public Library System; a "Days of Los Angeles Festival" in St. Petersburg and a proposed "Days of St. Petersburg Festival" in Los Angeles. He has also secured a contract with the City of St. Petersburg Mayor's office to develop corporate funding and produce their future floats in the annual Tournament of Roses Parade.

Throughout the past six years, Mikel has worked with and/or represented numerous private Russian agencies and companies in the U.S. market such as: Lenfilm Studios, The Boyan Folk Orchestra, The Leningrad Music Hall, The Gorky Drama Theatre, The Mkhat Theatre and more. Before the dissolution of Communist central control, Mikel worked closely with State agencies such as Goskontsert, Roskontsert, Komsomol, the Soviet Culture Fund and the Soviet Peace Committee. He produced one of the first youth exchanges between the U.S. and the U.S.S.R when he hosted a group of 22 Russian students in Monterey, California who trained for one summer at The Frohman Academy with 130 American counterparts and produced the American-Soviet co-directed musical "PEACE CHILD".

CURRICULUM VITA

VALERI S. KATKALO

Adress

St.Petersburg University
School of Management
per.Dekabristov, 16
St.Petersburg, 199155
Russia

Telephone: (812) 350-0406; (812) 591-4711 (private)
FAX: (812) 218-1346
TELEX: + 064 121481 LSU SU

Personal Information

Born: in Leningrad (St.Petersburg)
Married, one son
Citizenship: Russia

Academic Positions (all at St.Petersburg University)

Assistant Professor, School of Management, 1993 - present

Faculty: Assistant Professor, Faculty of Econimcs, 1989 - 1993

Administrative: Associate Dean for Academic Affairs, School of Management, 1993 - present
Deputy Dean for International Relations, Faculty of Economics, 1991 - 1993

Professional Interests

Research: Comparative Institutional Analisys, Theory of the Firm, Economics of Joint Ventures

Teaching: Comparative Economic Systems, Corporate Strategy and Structure

Education

Undergraduate Program: Economics, Leningrad University, 1981 - 1986

Postgraduate Program: Economics, Doctoral Degree (candidate of economic sciencies), Leningrad University, 1986 - 1989

FROM : COMPANY ABC PHONE NO. : 315 4951

325

Summer School: Economics of Contracts: Theory and Applications, August 1992, University of Saarland, Germany

Knowledge of Foreign Languages

English: reading, writing, speaking - good
French: reading - good, writing & speaking - fair

Academic Awards

Diploma in Economics with distinction, Leningrad University, 1986
International Research and Exchange Commission (IREX) - Grant for Research, University of California, Berkeley, U.S.A., 1990-1991 (academic advisor - Professor Oliver E. Williamson)

Visiting Appointments

Guest Lecture - "Current Investment Opportunities in the Independent State of Russia", February 1992, Oldenburg Landesbank, Oldenburg, Germany.
Lecturing cycle - "Financial Markets and Foreign Investments in Russia", March 1992, University of Vaasa, Finland. (together with Professor Yuri V. Pashkus, St. Petersburg University)
Lecturing cycle - "Market Reforms and Institutional Changes in Russia", June 1992, ESSCA, Angers, France.

VICTOR M. KONJASHENKOV

198 371 St.Petersburg Koroleva str. 46/3 apt. 214 Phone: (812) 306 7777 Fax: (812) 315 4951

EXPERIENCE

BusinessLink *Director of Advertising and Public Relations*

As the founder of BusinessLink's Advertising, Marketing, and Public Relations department, gained invaluable experince in the perception of Western products and companies on the Russian market. Managing several promotion, advertising, and PR campaigns in conjunction with Western professionals have given both local insight and Western practices to BusinessLink managed campaigns.

Media expert

*Planned strategy and arranged media buying for the largest product promotion campaign to-date in Russia.
*Currently managing the advertising campaigns for 10 Procter & Gamble brands on sale in CIS
*Leading media consultant for Coca-Cola St. Petersburg Bottlers, currently advising Coca-Cola's Directors on campaign strategy for St. Petersburg and Northwestern Russia.
*Advised the St. Petersburg Television & Radio Company on norms for measuring audience response to foreign and local media advertising.

Marketing

*Supervised the market research for Procter & Gamble's *Wash & Go* (their first-released product in CIS) organized focus groups, managed the distribution of questionnaires, detailed progress of the on-going promotion campaign until 100% brand awareness.
*Analyzed the possibilities for a major personal electronics producers entrance onto the Russian electronic market through St. Petersburg.
-The current market situation, its rapid development since 1991, and profile of current importers and local producers .
-Included possible methods of distribution locally and nationally
-Proposed marketing strategy for different classes of Russians based on focus-group research

Public Relations

*Supervised joint projects with worldwide public relations firm
*Maintain contacts with journalists in St. Petersburg, Moscow, and the Baltic states to assist in successful press release campaigns.
*Constant media monitoring in relation to current consulting clients

Disk *Co-Founder* of small commercial agency engaged in trade with foreign and local companies. As the Director of Marketing increased volume of trade from several hundred dollars a month to tens of thousands of dollars a months.

EDUCATION

St. Petersburg State Electrical Engineering Institute, diploma 1993
Thesis: Automation and Use of Statistics for Mass Media Planning
G.P.A. 4.7/5
Student Leader, Intramural Swimming

The British Council / Rank Xerox Management Programme April-June 1992
Manchester Business School University of Manchester
Won fellowship to study in England in programme designed for young Russian managers.
Relevant courses: Accounting, Marketing, Retailing, Time Management,
Winner of Marketing Games SIMULEX and BISMARK
Term paper: Feasibility Study for the Franchise of Copy Centers in Major Urban Centers of Russia

SKILLS Fluent English, Computer Graphics
OTHER INTERESTS Football, Travelling, Bulgakov

BEST AVAILABLE COPY

Gerard Michael MacCarthy - Curriculum Vitae

Born in I was educated in Dublin, Ireland where I finished secondary school in 1984. I progressed to University College, Dublin where I read Pure English for my Bachelor of Arts degree. I then completed a first class scholarship Master of Arts degree in Anglo-Irish Literature and Drama in 1988 as both first in the year, and the youngest ever student to receive a full MA in this field.

Since leaving university, I have worked in various fields connected with the media in Ireland, Great Britain, Italy, Belgium, and Russia.

1988-89 Journalist, *THE IRISH INDEPENDENT* newspaper, Ireland.

1989-90 Literary Critic, *THE IRISH UNIVERSITY REVIEW*, Ireland.

1989 Established INTERCONS ECO, a cultural consultancy firm based in Brussels, financed in part by the European Commission. Projects included:

The GAIA Project (Carlo Ripa di Meana, Bob Geldof)
Rats, CCCP, and Litfiba in the USSR (TV documentary. Super Channel, Russkoye Video)
Nine Days in Leningrad (TV documentary. Windmill Lane Studios, Russkoye Video.)

1990 Closed INTERCONS ECO due to insufficient funding. Appointed PR consultant to Russkoye Video, USSR. Supplied Russkoye Video with media campaign prior to planned launch of their independent TV channel. Invited delegation from RV to Ireland where meetings were held with the Chairmen of Radio Teilifis Eireann (Irish TV), MTM Ardmore Film Studios, Windmill Lane Pictures, The Electricity Supply Board, Finance and Treasury International, and the Prime Minister's Press Officer.
Acted as Associate Producer on the feature film *CONTACT* (Ireland/USSR).
Acted as Script Consultant on the feature film *THE AFGHAN BREAKDOWN* (Italy/USSR).

1991 - winter/spring. Acted as Associate Producer on the television feature film *THE PRODIGAL SON* (BBC/Gosteleradio)
Summer - acted as project consultant on the feature film *GIRLS BOYS AND MOTORCYCLES* (Great Britain/USSR).

Autumn - join **Liquid Films Ltd.** and commence pre-production on the Russian language feature film *MICHA* (**Liquid Films/Lenfilm**) as writer/director.

1992 - winter/spring. Shoot *MICHA* on location St.Petersburg. Initiate *NICOTINE*, a Russian language b/w remake of Godard's *Breathless*. Too busy with *MICHA* to produce, I take the title of Creative Consultant.
Summer/autumn - complete post-production *MICHA*.
MICHA world premiere takes place in Ireland, December 1992.

1993 Russian Premiere *MICHA*, January.
Berlin Film Festival, February. Sales of *MICHA* commence. **Liquid Films Ltd.** awarded one of 15 **European Commission** *Scale* corporate awards for *MICHA* and two new projects.
Dublin Film Festival, February. Opens the *Young European Cinema* section of the festival.
Moscow Week of Irish Culture, March. Opens the week with performance of film attended by over 1000 people including the Ambasador of Ireland, the Irish Minister for the Environment, the Mayor of Moscow, the Chairman of the Moscow Committee of Culture.
Russian Premiere *NICOTINE*, March.
Madrid Film Festival, April.

As is evident from the above, much of my time is spent in Russia. My experience has brought me into close contact with all areas of the Arts and Media specifically in St.Petersburg where I work closely with **Lenfilm Studios, St.Petersburg Television, LenAuchfilm** (Documentary) and the **Kinofond** (Film Foundation) which invited me to become an honourary member resulting from the success of *MICHA*. I am associated with various independent film and video production companies, and both the St.Petersburg and Moscow Cultural Committees of the Mayor's Office. Finally, I conduct occassional consultancy studies for **Aer Rianta International** (Ireland), and **Saatchi and Saatchi Advertising** (Great Britain).

I speak fluent French and Russian, as well as having a literary knowledge of Spanish, Italian, Irish, Anglo-Saxon, and Latin.

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Dublin, Ireland
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PROJECT BUDGET

FOREIGN INVESTMENT
A Four Part TV Series

PROJECT BUDGET

CASH FLOW

	Jul/93	Aug/93	Sep/93	Oct/93	Nov/93	Dec/93	SERIES TOTAL
INCOME							
GRANTS			87,200				
IN-KIND	5,400	5,400	5,400	5,400	5,400	5,400	32,400
TOTAL	5,400	5,400	92,600	5,400	5,400	5,400	119,600
EXPENSES							
IN-KIND	5,400	5,400	5,400	5,400	5,400	5,400	32,400
SALARIES	0	0	10,410	14,880	0	2,970	28,260
SPACE AND UTILITIES	0	0	2,800	0	0	2,800	5,600
CONTRACT SERVICES	0	0	3,200	5,900	1,200	800	11,100
SUPPLIES	0	0	980	1,200	0	360	2,520
TRAVEL	0	0	760	4,700	3,900	360	9,720
OTHER DIRECT	0	0	0	0	20,000	10,000	30,000
PROJECT EXPENSE TOTAL	5,400	5,400	23,530	32,080	30,500	22,690	119,600
NET CASH FLOW	0	0	69,070	42,390	17,290	0	

FOREIGN INVESTMENT PROJECT BUDGET

A Four Part TV Series

	RATE	UNIT	NUMBER OF UNITS	SERIES TOTAL
SALARIES				
Project Development				
Economists (2)	500	SEGMENT	4	2,000
Scriptwriters	300	SEGMENT	4	1,200
Production Researcher	200	SEGMENT	4	800
Pre-Broadcast Researchers (10)	125	DAY	14	1,750
Post-Broadcast Researchers (10)	125	DAY	14	1,750
Computer Operators (2)	20	DAY	20	400
Typist	10	DAY	20	200
Business Manager	30	DAY	28	840
Survey Developer	35	DAY	20	700
Office Manager	15	DAY	20	300
Development Subtotal				9,940
Producing Staff Salaries				
Project Director (Russian & US)	2500	PROJECT	2	5,000
Producer	235	DAY	24	5,640
Administrator	20	DAY	12	240
Line Producer	200	DAY	12	2,400
Field Director	200	DAY	12	2,400
Post Production Director	200	DAY	12	2,400
Post Production Administrator	20	DAY	12	240
Production Subtotal				18,320
SALARY TOTAL				28,260

332

FOREIGN INVESTMENT PROJECT BUDGET
A Four Part TV Series

	RATE	UNIT	NUMBER OF UNITS	SERIES TOTAL
Space and Utilities				
Research Office w/Phones	200	DAY	28	5,600
Contract Services				
Admin. Services (Legal, Acct., Contracts	5%	PROJECT	1	4,200
Production and Post Services				
BetaCam SP Crew W/equipment	150	DAY	12	1,800
Edit Suite with staff	150	DAY	12	1,800
Studio Fee	275	DAY	12	3,300
Production & Post Services Subtotal				11,100
Supplies				
Supplies				
Video Cassettes, 20min. BetaSP	40	EACH	45	1,800
Copy paper and services	300	EACH	1	300
Misc.	420	EACH	1	420
Supplies Total				2,520
Travel				
Travel and Per Diem				
Air Fare	1400	TKT	2	2,800
Hotel & Food Per Diem	250	DAY	20	5,000
Location Transport	30	DAY	16	480
Crew Per Diem	60	DAY	12	720
Research Transportation	30	DAY	24	720
Transportation Total				9,720

333

FOREIGN INVESTMENT PROJECT BUDGET

A Four Part TV Series

	RATE	UNIT	NUMBER OF UNITS	SERIES TOTAL
In-Kind Contributions				
Personnel				
Executive Producers (2 @20%)	3500	MO	6	21,000
Secretary (10%)	300	MO	6	1,800
Subtotal				22,800
Other				
Office Rent (US)	500	MO	6	3,000
Office Rent (Russia)	500	MO	6	3,000
Phone/Fax	500	MO	6	3,000
Office Supplies	100	MO	6	600
Subtotal				9,600
In-Kind Total				32,400
Other Direct Costs				
Broadcast Fees				
St. Petersburg TV	10000	HR	3	30,000
PROJECT TOTAL				119,600

334

FOREIGN INVESTMENT
A Four Part TV Series

PROJECT BUDGET

SALARIES

	Jul/93	Aug/93	Sep/93	Oct/93	Nov/93	Dec/93	SERIES TOTAL
Project Development							
Economists (2)			667	1,333			2,000
Scriptwriters			400	800			1,200
Production Researcher			267	533			800
Pre-Broadcast Researchers (10)			1,750				1,750
Post-Broadcast Researchers (10)						1,750	1,750
Computer Operators (2)			200			200	400
Typist			100			100	200
Business Manager			420			420	840
Survey Developer			350			350	700
Office Manager			150			150	300
Development Subtotal	0	0	4,303	2,667	0	2,970	9,940
Producing Staff Salaries							
Project Directors (US & Russian)			1,667	3,333			5,000
Producer			1,880	3,760			5,640
Administrator			80	160			240
Line Producer			800	1,600			2,400
Field Director			800	1,600			2,400
Post Production Director			800	1,600			2,400
Post Production Administrator			80	160			240
Production Subtotal	0	0	6,107	12,213	0	0	18,320
SALARY TOTAL	0	0	10,410	14,880	0	2,970	28,260

Space and Utilities

FOREIGN INVESTMENT
A Four Part TV Series

PROJECT BUDGET

	Jul/93	Aug/93	Sep/93	Oct/93	Nov/93	Dec/93	SERIES TOTAL
Research Office w/Phones			2,800			2,800	5,600
Contract Services							
Administrative Services(Legal, Acct., Contracts)			900	1,300	1,200	800	4,200
Production and Post Services							
BetaCam SP Crew W/equipment			600	1,200			1,800
Edit Suite with staff			600	1,200			1,800
Studio Fee			1,100	2,200			3,300
Contract Services Total	0	0	3,200	5,900	1,200	800	11,100
Supplies							
Supplies							
Video Cassettes, 20min. BetaSP			600	1,200			1,800
Copy paper and services			150			150	300
Misc.			210			210	420
Supplies Total	0	0	960	1,200	0	360	2,520
Travel							
Travel and Per Diem							
Air Fare				1,400	1,400		2,800
Hotel & Food Per Diem				2,500	2,500		5,000
Location Transport			160	320			480
Crew Per Diem			240	480			720
Research Transportation			360			360	720
Transportation Total	0	0	760	4,700	3,900	360	9,720

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FOREIGN INVESTMENT
A Four Part TV Series

PROJECT BUDGET

	Jul/93	Aug/93	Sep/93	Oct/93	Nov/93	Dec/93	SERIES TOTAL
In-Kind Contributions							
Personnel							
Executive Producers (2 @20%)	3,500	3,500	3,500	3,500	3,500	3,500	21,000
Secretary (10%)	300	300	300	300	300	300	1,800
Subtotal	3,800	3,800	3,800	3,800	3,800	3,800	22,800
Other							
Office Rent (US)	500	500	500	500	500	500	3,000
Office Rent (Russia)	500	500	500	500	500	500	3,000
Phone/Fax	500	500	500	500	500	500	3,000
Office Supplies	100	100	100	100	100	100	600
Subtotal	1,600	1,600	1,600	1,600	1,600	1,600	9,600
In-Kind Total	5,400	5,400	5,400	5,400	5,400	5,400	32,400
Other Direct Costs							
Broadcast Fees							
St. Petersburg TV					20,000	10,000	30,000
PROJECT TOTAL	5,400	5,400	23,530	32,080	30,500	22,690	119,600