



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

AUG 12 1994

Mr. R. Bruce McColm
President
International Republican Institute
1212 New York Ave., N. W., Suite 900
Washington, D. C. 20005

Subject: Cooperative Agreement No. CCN-0007-A-00-4095-00

Dear Mr. McColm:

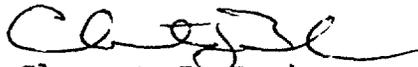
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, and the Federal Grants and Cooperative Agreement Act of 1977, the Agency for International Development (hereinafter referred to as "Grantor" or "USAID") hereby grants to the International Republican Institute (hereinafter referred to as "IRI" or "Recipient") \$12,000,000 U.S. Dollars in support of IRI's efforts in the New Independent States (NIS) of the Former Soviet Union, as more fully described in the Attachments to this Cooperative Agreement.

This Cooperative Agreement (also known as "Agreement") is effective on the date of this Agreement Cover Letter. However, pursuant to my letter dated August 1, 1994, the Recipient was, subject to two understandings, authorized to incur pre-Agreement expenses effective from August 1, 1994 until the date of this Agreement Cover Letter. Therefore, as more fully described in Paragraph C of Attachment 1 to this Agreement, the funds obligated by this Agreement shall apply to commitments made by the Recipient in furtherance of program objectives for the period from August 1, 1994 through the Agreement's estimated completion date.

This Agreement is made to the Recipient on the condition that the funds will be administered in accordance with the terms and conditions as set forth in this Cover Letter, Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description" and Attachment 3, entitled "Standard Provisions", which together constitute the entire Agreement.

Please acknowledge acceptance of this Cooperative Agreement and agreement to its terms by signing all copies of this Cover Letter in the space provided below. Please retain one copy and return the original and all remaining copies to me.

Sincerely,


Clement J. Bucher
Agreement Officer
FA/OP/CC/N
Office of Procurement

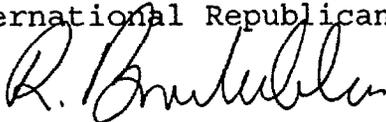
Attachments:

1. Schedule
2. Program Description
3. ~~Standard Provisions~~

ACKNOWLEDGED: The terms of this Agreement are accepted by the Recipient:

International Republican Institute

BY:



TYPED OR PRINTED NAME: R. Bruce McColm

TITLE: President

DATE: August 15, 1994

AGREEMENT FISCAL DATA

1. Total Estimated Amount :\$12,000,000
2. Total Obligated Amount :\$ 4,956,000
3. Project No. :110-0007
4. A.I.D. Project Office :ENI/DG/PSP
5. Funding Source :A.I.D./W
6. Paying Office Address :A.I.D./FA/FM/CMPD/LOC - Room 700 SA-2;
Washington, D.C. 0523-0209
7. T.I.N. No. :52-1340267
8. CEC No. :12752041K
9. PIO/T No. :110-0007-3-466-2593
10. Appropriation Symbol :72-11X1093
11. BPC :WNIX-94-36110-KG-12
(393-68-110-00-69-41)

Attachment 1

SCHEDULE

A. AGREEMENT PURPOSE

The purpose of this Cooperative Agreement is to support IRI's work in the NIS focusing on (1) strengthening political parties both within parliament and outside; (2) encouraging local government reform; and (3) developing civic groups. These activities will be implemented in the Russian Federation and the Ukraine. IRI will conduct political party work as opportunities arise in Belarus, Moldova, the five states of Central Asia (Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan) and the Caucasus (Armenia, Georgia and Azerbaijan).

B. PERIOD OF AGREEMENT

The effective date of this Cooperative Agreement is the date of the USAID Cover Letter and its estimated completion date is June 30, 1997.

C. AMOUNT OF AGREEMENT AND PAYMENT

1. The total estimated amount of this Agreement for the period shown in Paragraph B above is \$12,000,000 but subject to revision pursuant to subparagraph 3 below.

2. USAID hereby obligates the amount of \$4,956,000 (hereinafter known as "Total Obligated Amount") for program expenditures by the Recipient. In no event will USAID be liable for reimbursement to the Recipient for costs incurred by the Recipient which exceed the Total Obligated Amount.

3. The difference between the Total Estimated Amount of this Agreement and the Total Obligated Amount is \$7,044,000. Subject to satisfactory implementation by the Recipient and the availability of additional funds, A.I.D. intends to amend this Agreement to increase the Total Obligated Amount. Notwithstanding the figure shown in this Paragraph C.3, the amount of funds which may be made available is not firmly established on the effective date of this Agreement. The Recipient is presently receiving funds from USAID under Cooperative Agreement No. CCS-0007-A-00-2021-00 (known hereafter as "2021"). Agreement 2021 includes a project description similar to the project description shown in Attachment 2 to this Agreement CCN-0007-A-00-4095-00 (known hereafter as "4095"). Not later than ninety (90) days after the completion of Agreement 2021, the Recipient agrees to submit to USAID a revised cost estimate for the performance of this Agreement 4095. The parties to Agreement 4095 anticipate that such revised total estimated cost will be less than presently shown in paragraph C.1 above. When the parties have reached agreement on the revised total estimated cost of this Agreement 4095, such Agreement will be amended to revise its total estimated cost and to establish the amount of additional funds that will be required to fully fund it.

4. Payment shall be made to the Recipient in accordance with procedures set forth in the Standard Provision of this Agreement entitled "Payment--Letter of Credit." Funds disbursed by USAID but uncommitted by the Recipient at the expiration of this period shall be refunded to USAID.

D. AGREEMENT FINANCIAL PLAN

The following budget is the financial plan for this Agreement. This budget may be modified as specified in the Standard Provision of this Agreement entitled "Revision of Grant Budget".

Budget (in U.S. Dollars)

<u>Cost Element</u>	Year 1	Year 2	Year 3	TOTAL
Russia Program	2,659,381	2,505,788	2,168,512	7,333,681
Ukraine Program	1,161,517	1,150,197	1,150,197	3,461,911
Management	66,711	40,071	37,431	144,213
NIS Regional Program	353,398	353,398	353,399	1,060,195
TOTAL	4,241,007	4,049,454	3,709,539	12,000,000

E. SUBSTANTIAL INVOLVEMENT

1. The Project Officer will approve the selection of the in-country representatives. The Recipient shall receive no less than one-year commitments from the in-country representatives at the time of hiring. Where possible, two-year assignments shall be sought.

2. The Recipient agrees to consult frequently with the Project Manager while the Recipient is preparing the six-month, country-by-country detailed workplans required by Paragraph F.1. The workplans will be approved in writing by the Project Officer in Washington after consultation with USAID field missions. Changing realities over the life of this Agreement may be reflected in the workplans.

3. Changing circumstances in the NIS may demand a re-examination of the program and require USAID and IRI to agree upon modified objectives and/or approaches.

4. Events may occur that have significant impact upon the program prior to the required performance and/or financial reporting date. The Recipient shall inform the Agreement and Project Officer as soon as the following types 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 USAID 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.

(c) The need for change in the budget estimates in accordance with the criteria of the Standard Provision entitled, "Revision of Grant Budget." The Recipient shall submit a request for budget revision to the USAID Agreement Officer and Project Officer.

F. WORKPLANS AND REPORTING REQUIREMENTS

1. Workplans

The Recipient agrees to submit detailed six-month, country-by-country workplans to the Project Manager. Such workplans will clearly describe IRI' objectives in each country together with the budget and plans to achieve those objectives. Workplans shall include criteria (benchmark indicators) by which programs shall be evaluated and/or monitored. Workplans shall serve as the workplan for the in-country representatives as well and each shall contain a brief needs assessment on which the objectives for the coming year are based. Objectives and purpose of individual missions, and objectives and job description of the in-country representative shall also be included. Except for the first one, workplans and related budgets are due sixty (60) days prior to the workplan's period; however, if circumstances make this difficult, IRI will submit those plans thirty (30) days in advance.

2. Reporting Requirements

a. Financial Reporting

(1) Financial reporting requirements shall be in accordance with the Standard Provision of this Agreement entitled "Payment--Letter of Credit." Financial reports shall be submitted to USAID, M/FM/CMPD/LOC, Washington, D.C. 20523-0209, as well as one copy to the Project Officer.

(2) Quarterly, the Recipient shall submit two (2) copies of a cumulative expenditures report to the Project Officer. One (1) copy of this report shall be sent to the Agreement Officer. The cumulative expenditures report will include the following information:

<u>Line Item</u>	<u>Budget</u>	<u>Actual Expenses Prior Period</u>	<u>Actual Expenses This Period</u>	<u>Accrued Expenses This Period</u>	<u>Cumulative Expenses</u>	<u>Amount Remaining in Grant</u>
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b. Performance Reports

The Recipient shall submit two (2) copies of semi-annual performance reports (due in June and December of each agreement year) to the Project Officer as well as one (1) copy each to USAID Mission Representatives in Russia and

Ukraine. For each country in which the Recipient has undertaken Agreement-funded activities, the performance report will include at a minimum the following information:

- (1). Summary description of activities over the reporting period.
- (2). Progress toward achieving program purpose and objectives. Description must include a comparison of actual accomplishments with the goals established for the period, including identification of organizational weaknesses and approaches planned to strengthen capacity. It should also contain benchmark indicators identified in the six-month detailed, country-by-country workplan as measures of progress.
- (3). Reasons why established goals were not met (if applicable).
- (4). Description of implementation methodology.
- (5). Other pertinent information including:
 - issues and problems
 - status of actions scheduled last reporting period and
 - actions scheduled for next reporting period
 - designated action methods
 - updated program workplan
 - analysis and explanation of cost overruns or high costs.

c. Special Reports

The Project Officer may request special report(s) from the Recipient to assess impact or to update project work activities prior to required performance and/or financial reporting date(s). Such reports may be requested by USAID should events in a country have major significance upon the program (e.g., elections).

d. Annual and Final Reports

(1). Annual Reports

Not later than ninety (90) days following each year of this Agreement, the Recipient shall submit three (3) copies of an annual report to the Project Officer and one copy to the USAID/Representative (or the USAID Affairs Officer, Economic Section at the AmEmbassy) in the appropriate New Independent States (NIS) country.

(2). Final Reports

Within ninety (90) days following the estimated completion date of this Agreement, the Recipient shall submit three copies of a final report to the addressees noted in paragraph d(1) above. This report should include, country-by-country, the following:

- (a) an executive summary of the Recipient's accomplishments or failings;
- (b) a description of the Agreement activities from its inception;
- (c) significance of these activities;
- (d) comments and recommendations; and
- (e) fiscal report that describes in detail how the Agreement funds were used.

G. Election Monitoring

1. The recipient may submit proposals for discreet election monitoring activities, to be reviewed by the Project Officer and the field on a case-by-case basis. Election monitoring may be considered for all of the states of the former Soviet Union, but will be approved in accordance with U.S. Government foreign policy objectives. Depending on individual country needs and project resource availabilities, election monitoring activities may include: pre-election monitoring missions, international delegations to monitor election week, post-election monitoring missions and publication of monitoring results, and training and technical assistance to domestic monitoring groups.

2. No immediate funding will be made available for election monitoring under this Cooperative Agreement, and proposals from the Recipient for election monitoring assistance will be reviewed by the Project Officer on a case-by-case basis. Election monitoring activities may only be initiated following USAID review and approval of a specific proposal and following an amendment to this cooperative agreement specifying the approved level of effort and funding level. All election monitoring activities will be funded on an actual cost basis, and therefore any unused funds will not be reprogrammed.

H. INDIRECT COSTS

Pursuant to the Special Provision clause entitled "Negotiated Indirect Cost Rates - Provisional", an indirect cost rate shall be established for each of the Contractor's accounting periods which apply to this contract. Pending establishment of revised provisional or final indirect cost rates for each of the Contractor's accounting periods which will apply to this contract, payment on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate applied to the bases which are set forth below:

<u>Description</u>	<u>Rate</u>	<u>Base</u>	<u>Type</u>	<u>Period</u>
Overhead	32.0%	1/	1/	1/
Fringe Benefits	47.7%	2/	2/	2/

1/ Base of Application: Total direct cost less equipment procurements and sub-grants and sub-contracts
 Type of Rate: Provisional
 Period: Agreement Effective Date Until Amended

2/ Base of Application: Salaries of U.S. staff less compensated absences
 Type of Rate: Provisional
 Period: Agreement Effective Date Until Amended

I. AUTHORIZED GEOGRAPHIC CODE

The authorized source for procurement of all goods and services to be reimbursed under this Agreement is limited to the United States (USAID Geographic Code 000) and all countries of the NIS, except as the Agreement Officer may agree otherwise.

J. SPECIAL PROVISIONS

1. Cost Principles

The cost principles applicable to this Agreement are set forth in Office of Management and Budget (OMB) Circular A-110.

2. Audit Requirements

The Recipient agrees to arrange for a yearly independent audit of this Agreement as required by OMB Circular A-133.

3. Notices

For the delivery of notices and for general identification purposes, following names and addresses (or such other person and address as USAID may provide to the Grantee in writing) shall apply to this Agreement:

a. Agreement Officer:

- (1) Regular U.S. Postal Services
 Clement J. Bucher
 Agency for International Development
 FA/OP/CC/N
 Office of Procurement
 Room 1407, SA-14
 Washington, DC 20523-1415

(2) By Courier/Express Mail Only
Clement J. Bucher
Agency for International Development
FA/OP/CC/N
Office of Procurement
1100 Wilson Boulevard
14th Floor Reception Area
Arlington, VA 22209

b. Project Officer:

Gerald Hyman (or his Designee)
Chief, ENI/DG/PSP
Agency for International Development
Washington, DC 20523

4. Workers' Compensation Insurance

The Recipient is considering whether or not to obtain workers' compensation insurance appropriate for its U.S. citizen consultants and employees who are serving abroad. Should the Recipient decide to obtain such insurance, the cost thereof will be an allowable direct charge to this Agreement.

5. Dependent Travel

Pursuant to the terms of this Agreement, the Recipient will assign a number of Recipient employees abroad for periods of one year or longer. If the Project Officer approves a candidate with dependents and such dependents are proposed for travel to the project area with the approved candidate, approval for travel by such dependents will also be approved. Notwithstanding any approval by the Project Officer for dependent travel, such approval will not have the effect of increasing the Total Obligated Amount shown in Paragraph C.2.

6. Timing for Travel Plans

Additional Standard Provision Number 5 entitled "Air Travel and Transportation " (August 1992) will be interpreted as follows:

a. At least ten (10) days prior to international travel, the Recipient shall notify the Project Officer of the following for each traveler: name, date of birth, passport number and expiration date, purpose of the trip, country/travel origin/destination and intervening stops, purpose of traveler and logistic assistance required of the Mission and/or AmEmbassy.

b. The Recipient acknowledges that the Project Officer may be required to obtain clearance for the travel from the country of destination. If a need for travel arises which does not afford the advance notice called for in the Additional Standard Provision cited above, the Project Officer agrees to attempt to secure the appropriate clearance on an expedited basis. The Recipient agrees to keep such requests for expedited travel to a minimum.

K. ORDER OF PRECEDENCE

In the event of any inconsistencies in this Agreement, they shall be resolved by applying the following descending order of precedence:

1. Attachment 1 - Schedule
2. Cover Letter
3. Attachment 3 - Standard Provisions
4. Attachment 2 - Program Description

L. STANDARD PROVISIONS

The Standard Provisions set forth as Attachment 3 of this Grant consist of the following Standard Provisions denoted by an "X" which are attached hereto and made a part of this Grant:

1. Mandatory Standard Provisions For U.S., Nongovernmental Grantees

- (X) 1. Allowable Costs (November 1985)
- (X) 2. Accounting, Audit, and Records (August 1992)
- (X) 3. Refunds (September 1990)
- (X) 4. Revision of Grant Budget (November 1985)
- (X) 5. Termination and Suspension (August 1992)
- (X) 6. Disputes (August 1992)
- (X) 7. Ineligible Countries (May 1986)

- (X) 8. Debarment, Suspension, and related Matters (August 1992)
- (X) 9. Nondiscrimination (May 1986)
- (X) 10. U.S. Officials Not to Benefit (November 1985)
- (X) 11. Nonliability (November 1985)
- (X) 12. Amendment (November 1985)
- (X) 13. Notices (November 1985)
- (X) 14. Metric System of Measurement (August 1992)

2. Additional Standard Provisions For U.S., Nongovernmental Grantees

- (X) 1. OMB Approval Under the Paperwork Reduction Act (August 1992)
- (X) 2. Payment - Letter of Credit (August 1992)
- () 3. Payment - Periodic Advance (January 1988)
- () 4. Payment - Cost Reimbursement (August 1992)
- (X) 5. Air Travel and Transportation (August 1992)
- (X) 6. Ocean Shipment of Goods (August 1992)
- (X) 7. Procurement of Goods and Services (November 1985)
- (X) 8. AID Eligibility Rules for Goods and Services (August 1992)
- (X) 9. Subagreements (August 1992)
- (X) 10. Local Cost Financing (August 1992)
- (X) 11. Patent Rights (August 1992)
- (X) 12. Publications (August 1992)
- () 13. Negotiated Indirect Cost Rates - Predetermined (August 1992)
- (X) 14. Negotiated Indirect Cost Rates - Provisional (Nonprofits) (August 1992)

- () 15. Negotiated Indirect Cost Rates - Provisional (August 1992)
- (X) 16. Regulations Governing Employees (August 1992)
- () 17. Participant Training (August 1992)
- () 18. Voluntary Population Planning (August 1986)
- () 19. Protection of the Individual as a Research Subject (August 1992)
- () 20. Care of Laboratory Animals (November 1985)

- (X) 21. Title To and Use of Property (Grantee Title) (November 1985)
- () 22. Title To and Care of Property (U.S. Government Title) (November 1985)
- () 23. Title To and Care of Property (Cooperating Country Title) (November 1985)
- () 24. Cost Sharing (Matching) (August 1992)
- (X) 25. Use of Pouch Facilities (August 1992)
- (X) 26. Conversion of United States Dollars to Local Currency (November 1985)
- (X) 27. Public Notices (August 1992)
- (X) 28. Provision on Rights in Data (August 1992)

.....End of Attachment 1.....

Attachment 2

PROGRAM DESCRIPTION

A complete description of activities to be funded under this Cooperative Agreement is contained in the proposal from IRI for programs in the NIS (July 1994 - June 1997) submitted to USAID in June 1994. Such proposal was amended by the June 9, 1994 letter from Ms. Geraldine Donnelly to Dr. Lori Murray and the June 17, 1994 memorandum from from Dr. Murry to Ms. Illona Countryman.

All of the foregoing documents are incorporated into this Cooperative Agreement by reference. If there is any inconsistency between the foregoing documents and this Cooperative Agreement's Cover Page, Attachment 1 and Attachment 3, said Cover Page, Attachment 1 and Attachment 3 shall take precedence.

.....End of Attachment 2.....

**Commonwealth of Independent States
1994 - 1997 Proposal**

June 1994

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COMMONWEALTH OF INDEPENDENT STATES
1994-1997 Proposal
International Republican Institute

Executive Summary

Since 1991, the International Republican Institute (IRI) has been conducting programs in the Commonwealth of Independent States. The main objective of IRI's programs has been to help develop and strengthen democracy in the region. While tailoring its programs to meet the individual needs and demands of the country concerned, IRI programming has sought overall to improve the skills of individual participants in the political process, to develop institutions that support pluralistic societies, to strengthen democratic traditions, and to foster the inclusion of various segments of society in a competitive political process. To date, IRI programming under USAID funding has been conducted in the Russian Federation, Kazakhstan, Kyrgyzstan, Uzbekistan, and Turkmenistan. For the 1994-1997 period, IRI is proposing to continue its program scope in Russia and to initiate an AID funded program in Ukraine. IRI is also proposing to include a NIS regional account to respond to short term demands for technical assistance and activities.

Given that the next three years will be decisive in Russia's struggle to establish a democratic government, IRI is proposing to intensify its efforts and to expand their scope. The 1994-1997 proposal for Russia includes party building, parliamentary training and grassroots civic education. IRI has worked to construct an integrated program that seeks to match Russia's most important demands with IRI's strongest resources.

In Ukraine, IRI believes there is a very real opportunity over the next three years to begin to develop democracy successfully. Consequently, IRI is proposing to build on its pilot program funded by the National Endowment for Democracy and enhance its efforts to build stronger democratic parties.



**Russia Proposal
1994 - 1997**

THE RUSSIAN FEDERATION
1994-1997 Proposal
International Republican Institute

Executive Summary

Since September 1991, the International Republican Institute (IRI) has been conducting democracy programs in Russia. IRI has sought to build democracy from the bottom up, targeting assistance outside of Moscow and working with any organization, party or political group that is dedicated to a democratic system of government. The main objective of IRI's programs has been to help strengthen and sustain Russia's nascent democracy. IRI programming has sought and will continue to seek:

- 1) to reach a broad spectrum of democratic political activists on the local level to improve the skills of individual democrats in the political process as either candidates or activists;
- 2) to develop institutions that support pluralistic societies, in particular, to build democratic political parties that provide a broader and firmer base for democratic participation;
- 3) to strengthen democratic traditions with a main focus on the election process; and
- 4) to foster the inclusion of various segments of society in a competitive political process, particularly those groups such as women, which have been traditionally excluded from the process.

IRI also will seek in this grant period:

- 5) to help democratic parties confront the challenge of governance on the national and local levels.

IRI has worked to achieve these goals specifically through programs that have focused mainly on the development of political parties on the "grassroots" or local level, on integrating women in the political process, and on election assistance, including poll watcher training and election monitoring.

IRI has chosen this focus for its programs in Russia for two reasons. First, political parties with a broad-based constituency and operating in a free and fair elections environment are fundamental to the development of democratic government. Political parties provide the organizational framework for voter participation, candidate selection, and national debates on issues and ultimately help provide the means for achieving a national consensus. They also

serve as an extremely important organizational tool for governance in a democracy. In Russia, enduring political parties will only be formed through the growth of broad-based constituencies that cross the geographic, social and ethnic breadth of the Russian Federation.

The history of the Communist Party's monopolistic control of Russian civic society makes clear the need for these types of programs. In the aftermath of the Communist Party's demise, most Russians remain skeptical of the notion of party and the need for political organization. In Russia, democracy, first and foremost, is associated with the freedom from party structure and organization. This strongly-held skepticism towards political parties is most clearly reflected with President Boris Yeltsin's reluctance to build a presidential party or to endorse any one of the pro-reform parties prior to and since the December elections. The collapse of the Communist Party also initially resulted in a vacuum in Russian civic society with groups such as women and youth left unable or unaware of how to participate and with baseline democratic civic functions, such as election preparation and monitoring, left to *ad hoc* and last minute organization.

Second, IRI's strongest resources and proven expertise for democracy training are in the area of party building, political skill development, civic education and election monitoring. IRI has the demonstrated capability to draw on a broad range of talents of many political leaders and volunteers with expertise in party building, campaigning, and the responsibilities of government at the national, regional and local levels. These capabilities have allowed IRI to go beyond simple training programs and to work in partnership with Russian political activists and institutions.

IRI is sharply aware that the next two years will be decisive in Russia's efforts to build a democratic state. Toward the end of this period, elections are scheduled for both a new parliament and a new president. If stable democratic institutions, including a popularly elected presidency, a viable parliament and strong democratic parties, fail to develop during this period, the consequences will indeed be grave. The ability of a democratically elected government to govern effectively, and the peaceful transfer from one election to the next, are the central challenges facing the pro-democratic forces in Russia.

IRI believes it can best contribute to the effort to strengthen Russia's democracy during these next several years by building on its current programs to meet the new post-election challenge of strengthening democratic parties so that they can govern effectively and prepare for future elections. The political landscape in Russia has dramatically changed with the election of the first democratic parliament since the fall of communism. The new parliament now provides a national forum for the political parties in Russia.

In response to Russia's political development, IRI's 1994-1997 proposal aims to extend the reach of its program both horizontally and vertically. Vertically, IRI's proposal seeks to build on its work with local democratic parties and moves to integrate these parties and activists on the national, regional and local levels. The objective is to build strong national democratic

parties by leveraging IRI contacts and training on the local levels and integrating the local, regional and national leadership and party structures.

Similarly, IRI plans to vertically expand its efforts to strengthen the pro-democratic parties and help them face the challenge of governance through parliamentary training programs on the national and local levels. The objective of these programs is two-fold: to complement the party building efforts by strengthening the democratic parties' structures within a legislative environment and to help the democratic parties govern more effectively through better organization in a multi-party legislature.

Horizontally, IRI's proposal seeks to broaden its constituency outreach to include training programs for youth, similar to those conducted for women. The main objective of these programs will continue to be to strengthen the democratic parties by broadening their constituency base.

Each element of IRI's proposal is overlapping and reinforcing. The main goal is to develop strong, integrated, broad-based democratic political parties in the Russian Federation that can govern effectively and meet the challenge of elections in a multi-party democracy. Specifically, IRI believes it can do this best by:

(I.) continuing and building on its Grassroots Party Development program to include building lines of communication and decision making among party organizations at the local, regional and national levels, i.e. **Building Party Structures** program;

(II.) complementing the party building efforts by launching a **Parliamentary Training** program on the national and local levels that would focus on party organization, coalition building, personal skills development and constituency outreach; and

(III.) continuing and building on its **Women in Politics** program and initiating similar efforts to involve youth in the political process through a **Young Voters** program.

While broadening the reach of its programs horizontally and vertically, IRI plans initially to consolidate the bulk of its new program efforts in 5 major cities throughout Russia. The targeted cities, which are referenced in the proposal, have been chosen by IRI's in-country program officers in part for their geographic diversity.

IRI also intends in this new grant period to capitalize on its previous programming and to use Russian trainers as much as possible in its training seminars. Training experts from the United States and Europe will be brought in only after an assessment is made as to whether that training can be provided more effectively by Russian democracy trainers. In order to continue to enhance the sustainability of IRI's programs and to multiply the impact of IRI training missions, IRI also intends to continue its efforts to train trainers.

In order to ensure an effective program, IRI is also proposing to increase its Russia staff by two people, one to be based in Moscow, and the other to be based in St. Petersburg.

I. Building Party Structures Program 1994-1997
Integrating Local, Regional and National Party Structures

Background

In September 1991, IRI launched its program to encourage the establishment of multi-party organizations at the local level with a political party training conference in Moscow. This conference brought together activists from various pro-democratic political and civic groups from Russia, five other republics of the former Soviet Union, and Mongolia. Building on this initial conference, IRI established a network of contacts in 18 to 20 different cities across the vast expanse of Russia.

Since then, IRI has mounted 20 training missions to these different cities to support the development of local pro-democratic parties. Approximately 800 party leaders have participated in the seminars. The program's training seminars have been conducted by pro-bono political experts from the United States and Europe chosen by IRI. The topics for the seminars have included party organization and political communication, campaign preparedness and candidate recruitment.

To reinforce the various ideas and techniques conveyed, IRI utilizes an interactive workshop format to engage the audience and to challenge them to find creative solutions. In order to enhance the value of the seminars for the participants, IRI developed its own political party training manual specific to the needs of the Russian political activists. Given the enthusiastic response to the IRI seminars and IRI's interest in expanding its reach, the Institute in 1993 launched a new effort to train Russians to become trainers themselves. IRI also opened its Moscow field office, which has been providing follow-up visits to cities where IRI trainer programs previously have been held, while also providing a valuable coordination function for training missions.

Since the December 1993 elections, the plurality of Russia's political landscape is no longer in question. These first democratic elections for a national parliament served as a catalyst to party development in Russia, with thirteen parties competing. The challenge now for the democrats in Russia is to move beyond their predisposition against party structures and strengthen those party organizations to ensure a stable democracy and one that can govern, particularly over the next two years. Training efforts in this area were one of the recommendations suggested by the IRI December election monitoring team.

The need for stronger democratic parties has become even more apparent given the move toward tightly organized political parties on the part of the anti-reform parties, including Zhirinovsky's Liberal Democratic Party and the Communist Party.

In order to help the democratic activists in their effort, IRI proposed in January 1994 to continue its local party training and to launch a new program, Building Party Structures, which seeks to assist parties from the "grassroots" level to integrate and coordinate with the regional and national levels. This vertical integration would allow parties to present a clear and coherent party agenda, use limited resources more efficiently, produce a full slate of party candidates in the elections, and provide more coherent and realistic alternative candidates to incumbents at the national level.

IRI has already received funding for the first part of this program, the National Party Leaders Seminar. This seminar, which took place in June, focused on strengthening ties among national, regional party, and local party structures, setting a party's agenda, getting the message out, building support for a national party, improving election techniques such as candidate selection, getting out the vote programs as well as improving communication and coordination among political parties with similar agendas, and coalition building among parties as well as constituent groups. The seminar brought to Russia national and regional political leaders from the United States and party leaders from Europe.

For the 1994-1997 period, IRI is proposing to continue its Grassroots Party Development program and to expand its Building Party Structures efforts. The main new initiative in the 1994-1997 proposal is the launching of party building seminars in 5 regional sites. While the emphasis of the seminars will be integration of the national, regional and local levels of party structure, IRI believes that holding these seminars in the regional sites, as opposed to in Moscow, will have the added benefit of contributing to the strengthening of democracy outside of Moscow. Throughout Russia, there has been a general move towards increased autonomy, which has led to the development of stronger democratic institutions in the regions. In its programming, IRI hopes to contribute to this trend towards strengthening regional democracy.

Project Objectives

The objective of the International Republican Institute's Party Development and Party Structures program is to help the Russians build national democratic political parties that are essential to a functioning democracy because they provide the organizational framework for voter participation, for candidate selection, for national debates on issues and ultimately help provide the means for achieving a national consensus.

Specifically IRI programming seeks:

- 1) to assist democratic party leaders develop cohesive, integrated national party structures that are able to promote a clear agenda, generate support among political activists and voters, select candidates that can garner local and regional support to mount effective campaigns, provide voter education programs, election monitoring activities and get out the vote drives;
- 2) to promote coalition building within a democratic party and also among parties with similar agendas at the local, regional and national levels;
- 3) to enhance communication within parties on the local, regional and national levels, as well as among democratic parties;
- 4) to develop campaign and organizational skills of democratic activists on the local, regional and national levels; and
- 5) to enhance the sustainability of IRI training and to expand the outreach of the program by providing activists with the training and materials that will enable them to institutionalize and conduct their own in-house training activities in practical political skills and democratic principles and ideology.

Project Activities

Local Party Training

For the 1994-1997 period, IRI is requesting continued funding for its local grassroots political training program. It is IRI's intention to focus all of its missions for party training and local legislative training as well as women and youth in the same five cities that have been chosen for the regional training missions (see below). The benefit of this approach is that IRI will be able to complement the impact of its range of democracy programs in the same five cities, while consolidating its resources.

IRI intends to conduct approximately 25 local party training missions a year. (For work plans see Appendix A.) The actual number of training missions will be dependent upon requests received from local party organizations for increased organizational and political development assistance. IRI believes that the proposed missions will allow the Institute to maintain its broad base of contacts while working to further consolidate and strengthen those local efforts. It is IRI's intention that each of the five cities will receive local party training 6 times a year. Ten of these missions will be conducted by IRI in-country staff and 15 will be conducted by a U.S.-based trainer.

The training programs will continue to focus on developing the political communication skills of participants as well as strengthening local party structures. Follow-up missions will target more narrow training areas that will be determined by the participants.

Regional Party Training

IRI is proposing to augment its Building Party Structures Program through a new training program, Regional Training Seminars, designed to facilitate the integration of local, regional, and national party organizations. IRI plans to conduct 25 regional party training seminars per year at the 5 selected regional sites across Russia. The result will be that each city will receive regional party training 6 times a year. Fifteen of these missions will be conducted by outside pro-bono trainers and 10 will be provided by IRI in-country staff.

As mentioned above the five cities selected for the regional seminars will also become the target of the full range of IRI training programs. Targeted cities are listed with back-up cities indicated in parenthesis.

- Seminar 1: Tomsk (Novosibirsk)
- Seminar 2: Rostov-na-Donu (Krasnodar)
- Seminar 3: Perm (Ekaterinburg)
- Seminar 4: Khabarovsk (Irkutsk)
- Seminar 5: Archangelsk (St. Petersburg)

As previously noted, these cities were chosen by IRI's in-country staff, in part to provide geographical diversity.

Seminars will focus on enhancing the ability of local and regional party organizations to coordinate with their national party organizations as well as with governing structures. The seminars will also enhance and refine the expertise of local and regional activists to maximize their effectiveness and improve their ability to work in consort.

As part of IRI's effort to link national leaders with regional and local leaders, IRI intends to include Russian national party officials as trainers, observers and/or participants in these regional seminars. IRI will also seek to utilize graduates from previous training programs as trainers in the seminars, thereby reinforcing the vertical integration of party structures and the local and regional networks.

A menu of IRI training topics will be provided to the local, regional and national activists, who will then make the final decisions concerning seminar agenda and themes. The training topics offered will include party organization, establishing national networks, setting political agendas, and political communication. A practical and interactive learning format will

be maintained. IRI will also continue to devote a portion of these seminars to teach attendees to conduct their own training activities.

Following is a suggested list of topics for the Regional Building Party Structures Seminars:

Building Integrated Political Party Structures
Suggested List of Training Topics

Conceptual Framework

- Basic tenets of democratic societies
- Roles and functions of political parties
- Relationship with other non-governmental organizations
- Responsible party to party relationships
- National headquarters and regional and local structures
- Party auxiliary organizations--establishment and organization
- Relations with auxiliary organizations

Principles of Organization and Management of National Party Structures

- Establishing organizational goals and priorities
- Establishing political goals and priorities
- Writing a plan of action
- Coordinating a consistent party agenda
- Identifying resources on the national, regional and local levels
- Resource allocation
- Using timelines as a management tool
- How and why to delegate responsibility
- Building coalitions as an organizational tool
- Assigning tasks and setting deadlines
- Creating a division of labor
- Monitoring progress
- Working with and rewarding volunteers
- Documenting the institutional memory
- Expanding resources by building membership

Internal Communication - A Key to Party Consolidation

- Why internal communication is important
- The mechanics of communication from the national, regional and local levels

Message consistency: from the different tiers of leadership
Communicating with the rank and file
Encouraging communications upwards

External Communication

Preparing a consistent and cohesive national party platform
Platform versus theme versus message
Gauging and focusing public opinion
How to generate and utilize earned media
Developing public speaking skills
Fundamentals of debating
Defending against criticism without appearing defensive
Fostering contacts within the media community
Social outreach: creating and maintaining links
Getting credit for legislative successes

Campaign Preparation and Management

Holding a party convention on the national and regional levels
Elements of a campaign environment
The role of survey research in election campaigns
How to target voters
Utilizing national, regional, local resources
Strategy development
Tactics
Using timelines
Management structure and division of labor
Writing a budget
Campaign financing
Principles of organization
Utilizing national leaders in local and regional campaigns and vice versa
Candidate preparation
Using volunteers
Developing poll watchers, get out the vote efforts
Operating a campaign headquarters
Conducting voter contact programs
Conducting voter education programs
Coalition development
Election day activities



IRI will continue to devote a portion of these seminars to the training of trainers.

National Party Training

As indicated in the regional party training section, the main focus of IRI's efforts with the democratic leadership on the national level will be to bring these leaders to the regions for training on party structure. Nevertheless, on the national level, IRI also intends to follow-up the National Party Seminar with consultations in Moscow with democratic leadership utilizing trainers coming for other IRI training missions (for example, the regional training seminars) as well as utilizing IRI in-country staff. IRI will continue to provide a suggested list of training topics for the national leadership to choose from as well as consider conducting customized training seminars for any specialized training request not on the list.

Evaluation

IRI intends to upgrade its evaluation efforts. The success of the project will be measured on three levels, the immediate, the intermediate and the long term.

Immediate indicators will include:

- written evaluations from participants covering the content of the seminar, written materials handed out, the trainers, staff and a section for seminar enhancement;

Intermediate indicators will include:

- the number of requests for follow-up seminars, in order to gauge the amount of enthusiasm generated by IRI initial training effort;
- the number of qualified trainers certified by IRI to conduct training activities and an assessment of their efforts.

Long term indicators will include:

- the number of democratic party structures established by participants in IRI seminars
- increased party membership in IRI host cities
- enhanced communications within party structures (party newsletters, communications infrastructure)

- written party programs developed and delivered
- strengthened structure on local/regional/national levels
- coordination among all three levels of party leadership, i.e., number of meetings held among these leaders
- party platforms, rules and organizational material completed
- voter outreach programs established
- publicity programs, events, forums for debate, media coverage, radio/television access
- number of IRI participants who run for office
- number of seats won by IRI participants
- leadership in campaign activities, i.e., number of IRI participants running campaigns, organizing poll watching, etc.
- get out the vote efforts

II. Parliamentary Training Program 1994-1997

National Parliamentary Training Program

Background

Perhaps the most important contribution IRI can make toward strengthening Russia's democracy over the next three years is a parliamentary training program. The December elections demonstrated that multi-party politics have taken root in Russia. The most clear-cut post-election challenge confronting the pro-democratic forces is showing that democratic parties can govern. If the new democratically elected parliament proves as ineffective and incapable of governing as the old parliament, democracy's credibility will be irreparably damaged throughout Russian society.

Central to the parliament's ability to govern is the pro-democratic parties' ability to organize a pro-reform agenda, to work with the Executive branch, and to form coalitions to implement a pro-reform legislative agenda. While the Russian Parliament has established procedures for conducting legislative business, most deputies have little experience in the political side of being a legislator. Helping the pro-democratic parties learn legislative organizational skills such as forming caucuses and building coalitions is a logical follow-on to IRI's party building programs on the local, regional and national levels. IRI brings to this project years of experience in conducting parliamentary programs in Eastern Europe.

IRI recently received AID funding to launch the first part of this program, a National Parliamentary Training Seminar in the summer of 1994. The conference will focus its training in four major areas: legislative strategy and coalition building, congressional-executive relations, constituency outreach and political skills development, i.e., communications, press relations.

The legislative strategy and coalition building portion of the seminar will focus on developing the infrastructure both within parties and among pro-democratic parties as well as developing political skills that will aid in organizing and orchestrating successful legislative efforts. The congressional-executive relations portion of the conference will seek to work with the pro-democracy deputies and President Yeltsin's representatives in the Parliament to teach skills and develop infrastructure to improve the flow of information and help establish better working relations between the executive and those legislators who are philosophically compatible with the President's agenda. The need for this type of training is most starkly evidenced by the complete deterioration of relations between the old Parliament and President Yeltsin, which led to the October confrontation.

Constituency outreach training will focus on those parliament members who represent local constituencies. The training will emphasize the skills required for communication with a local constituency and for building and ensuring public support for legislative programs. Finally, the political skills training will build on IRI's programs that have sought to teach skills required for public office and political activism, such as media relations, public speaking and debating techniques.

During the 1994-1997 period, it is IRI's intention to build on the work of the seminar to provide more in-depth and continued training for members of parliament.

Project Objectives

The objective of IRI's national parliamentary training program is to strengthen Russia's democracy by helping the pro-democratic parties govern effectively in the legislature. IRI intends to achieve this objective specifically by helping the pro-democratic forces to:

- 1) strengthen democratic party organization and infrastructure within a multi-party legislature; i.e., organize party leadership positions, organize caucuses, maintain party discipline;
- 2) develop clear legislative agendas and translate party themes into policy;
- 3) build coalitions within and among parties as well as with the executive branch;
- 4) provide deputies with the skills required for solid constituent relations and provide single mandate deputies the opportunity to participate in IRI seminars in their locality to build strong networks and ties with local activists; and
- 5) enhance the sustainability and expand the outreach of the program by providing activists with the training and materials that will enable them to institutionalize and conduct their own in-house training activities.

Project Activities

Following the National Parliamentary Seminar, IRI plans to continue the work begun with smaller, more in-depth seminars with the pro-democracy deputies. IRI plans to work directly with the deputies in formulating the focus of these seminars, tailoring them to the legislators' needs. IRI also plans to conduct smaller seminars for parliamentary staff in legislative strategy and coalition building, congressional-executive relations, constituency outreach and communication/political skills. These consultative seminars will be conducted by IRI in-country officers as requested, but will be conducted at least once per month.

Periodic intensive training seminars for the parliamentarians will be held every 3 months over the 3 year period of the grant. These intensive seminars will address a variety of issues relevant to the work of the Duma members. IRI anticipates that there will be 4 training missions a year with 2 pro bono trainers from the United States or Europe conducting the seminars.

To further complement the work of IRI's in-country officers, IRI plans to utilize pro-bono trainers passing through Moscow for IRI training programs to address specific needs of the parliamentarians. As parliamentarians or their staff request additional specialized political, communication, or constituency outreach training, IRI will keep a log of the requests and coordinate one-day or half-day specialized training sessions by political party and communication experts conducting training for other IRI programs.

IRI also plans to conduct follow-up workshops specifically on constituency outreach with the single mandate candidates who represent specific constituencies. IRI will extend an invitation to the Duma representatives of each constituency in which IRI local party training is conducted.

Following is a list of possible topics for the follow-up training seminars planned by IRI for the members of parliament:

Parliamentary Assistance
Suggested List of Training Topics

Legislative Strategy and Political Coalitions

Party structure
Party loyalty

Qualities of leadership
 Developing an inclusive legislative strategy
 Linkage between legislative strategy and electoral strategy
 Importance of coalitions
 Caucuses, interest groups and task forces
 Building coalitions from diverse groups
 Legislative procedures
 Legislative strategy -- offensive
 Legislative strategy -- defensive
 Activities (committee hearings, speeches, meeting, grassroots, etc.)
 Timeline
 Role of the whip and importance of vote counting
 Using parliamentary procedure to one's benefit
 Conflict and compromise
 Improving inter-party relations/communications
 Press strategy
 Promoting a consistent message
 Using parliamentary position to represent a party organization
 Campaign committees
 Opposition research through use of the public record
 Analysis of a successful strategy
 Analysis of an inter-party coalition

Congressional-Executive Relations

Forming coalitions with the executive branch
 Building structures for information flow between the two branches
 Devising a strategy for successful legislation
 Lobbying techniques
 Improving communication

Constituent Outreach

Defining constituent interests
 Constituent loyalty vs. party loyalty
 Running a district office
 Scheduling
 Managing staff and their role in Parliament
 Constituent services
 Contact with constituents
 Town hall meetings
 Publicizing work (legislative and constituent services)
 Newsletters

Importance of maintaining records
 Combating voter apathy
 Building party membership
 Strengthening local and national party relationships

Communications

Developing a media strategy
 Establishing and maintaining contacts with media
 Tools of mass communication
 Giving a good interview
 Publicizing constituent work and legislative work
 Handling negative press/criticism
 Targeting a message
 Public speaking skills
 Nonverbal communication
 Conducting political debate
 National press coverage vs. local press coverage

IRI plans to provide trainers who would include mainly former and current legislators from the United States and Europe and veteran staffers from Capitol Hill.

Local Legislative Training

Background

IRI is also proposing a legislative training program for pro-democracy officials on the local level. As on the national level, this is the logical next step for IRI programming now that the pro-democratic parties that IRI has helped to build are represented in the city councils. These parties are directly confronting the difficult challenges of governing in a multi-party system of government in the post-communist era.

The confusion in governing in a new democracy has been clearly apparent over the past two years. The impact of this confusion has directly affected not only civic life and municipal services, but also economic reform. It is IRI's objective to enhance the governing skills of local pro-democracy party officials in the legislature in order to enhance the credibility of democracy and the transition to a free market economy.

In implementing this program, IRI plans to tap the expertise it has been developing on local legislative training in cities around the globe.

Project Objectives

The objective of IRI's local legislative training program is to enhance the governing skills of local pro-democratic party officials in the local legislature to ensure the viability of democracy and the transition to free market economy. IRI intends to achieve this objective through programs that aim to:

- 1) strengthen democratic party organization and infrastructure within a multi-party legislature, i.e., organize party leadership positions, organize caucuses, maintain party discipline;
- 2) develop clear legislative agendas and translate party themes into policy;
- 3) build coalitions within and among parties as well as with the executive branch; and
- 4) provide city councilmen with skills required for solid constituent relations and for building public support for a legislative agenda.

Project Activities

Using its already well established contacts with pro-democracy activists on this level, IRI plans to assist those who are now in the local legislatures by offering seminar training sessions in areas including legislative strategy and coalition building, working with the executive, and constituency outreach. This program will build on the political skills development programs IRI has been conducting with local activists, some of whom are now legislators.

IRI intends to conduct these seminars in the same 5 cities that have been chosen for the regional party seminars over the period of the grant. Again, this consolidation is an effort to complement the effects of IRI's range of programming and to use resources efficiently. IRI intends to conduct 25 training missions to the 5 core cities so that each city receives legislative training 6 times a year. Ten of these will be conducted by IRI in-country staff and 15 will be conducted by a U.S.- based trainer.

IRI plans to adapt its suggested topics listed above for the national parliamentary training to the needs of the local legislatures.

Evaluation

Immediate indicators will include:

- written participant evaluations covering the content of the seminar, the written materials handed out, the trainers, staff, and a section for seminar enhancement;

Intermediate indicators will include:

- number of follow-up requests for training as a measure of the enthusiasm generated from the initial seminars; and
- number of qualified trainers certified by IRI to conduct training.

Long term indicators will include:

- the level of increased coordination between parliamentarians/local legislators and their affiliated parties;
- increased constituent outreach;
- increased cooperation among parliamentarians and new coalition development or increased unity among existing coalitions;
- structural and institutional development of democratic political parties in the legislatures, caucuses formed, and party leadership positions created;
- stronger party membership in the legislature;
- structure and quality of congressional-executive information exchange and coalition building;
- the ability of parties to set clear legislative agendas and the legislative successes, including coalitions formed to get legislation passed;
- IRI will also keep an ongoing database on the political activities of participants in the program and monitor political development and reelection results.

III. Women in Politics Program Young Voters Program

Developing a broad-based constituency

Background

Developing broad-based and active party constituencies is a critical component of a viable democracy. IRI has focused its efforts to help the pro-democratic parties build such a constituency with the launching of a training program targeted towards developing Russian women's political skills.

Due to the closed communist system of the past, women of the former Soviet Union were unable to play an active role in the political process. IRI began organizing local women's working groups in Russia to encourage constructive dialogue on issues affecting women in the post-communist era. Through its grassroots training experience, IRI found that Russian women were often prevented from assuming greater responsibility, advancing to leadership positions, and becoming political candidates.

IRI created the "Women in Politics Program" in Russia to prepare women of the former Soviet Union to become more active and involved in the increasingly open and competitive political process that is emerging. Consequently, the goal of IRI's "Women in Politics Program" is to help Russian women further develop those skills that will enable them to excel in the political process and attain elected office. The kick-off event for the program was the "Women Making a Difference....Today" conference held in Novgorod, Russia June 24-27, 1993. Over 200 women from 12 countries throughout the former Soviet Union attended the unique four-day conference.

The women were so enthusiastic that several of them returned to their cities and began to organize women's organizations. They quickly mobilized and requested assistance from IRI.

In an effort to build upon that success, in January 1994 IRI requested additional funding to hold practical roundtables in four secondary cities followed by a larger symposium in St. Petersburg.

Topics of discussion include public speaking, media relations, campaign management, political organization, coalition building, volunteerism, fundraising, polling, community organization and small business development. In addition, addressing key social and community issues facing the women of Russia is extremely important.

From its experience to date, IRI believes it has had and can continue to have an impact by helping women realize the importance of political participation. To help facilitate the "Women in Politics Program," IRI has opened a field office in St. Petersburg, Russia.

For the 1994-1997 period, IRI is proposing to continue its Women in Politics program. IRI anticipates that the St. Petersburg office will continue to coordinate and assist women's working groups throughout Russia, work with women members of the Duma, and coordinate on a regular basis with other women's organizations existing in Russia. To continually enhance the IRI Women's Program in Russia, both Moscow and St. Petersburg staff will coordinate programs and exchange information on the needs of Russian women on a regular basis.

Due to the success of the women's program, IRI plans to include an additional complementary grassroots component--a Young Voters program--in its 1994-1997 proposal. IRI also brings to this program useful experience gained in running youth programs in Central Asia. With the collapse of the Soviet Union, many programs for youth, which were subsidized by the government, were left by the wayside. This has created a vacuum in Russian society. It has also created the potential for the democratic parties to tap the enthusiasm and energy of Russia's youth in their efforts to promote change. IRI believes it is important over the duration of this grant to build on its efforts to help broaden the base of democracy by helping to develop and train young political activists.

In summary, IRI has based its programs on the belief that the political basis for democracy and an economic system allocating resources based on market forces can be expanded if youth and women participate more extensively and effectively in the process. In the 1994-1997 period, both the Women in Politics program and the Young Voters program will have a dual emphasis. These programs will continue to develop leadership and organizational skills, while also seeking to develop practical election skills and network the women and youth activists with the pro-democratic parties. IRI is planning to shift the emphasis of the program in this direction so that these two very important demographic groups can participate actively in the next parliamentary and presidential elections.

Women in Politics Program 1994-1997

Project Objectives

The main objectives of IRI's Women in Politics Program are:

- 1) to directly integrate women into the pro-democratic party movements through training programs conducted in part by democratic party leaders and which include overviews of pro-democratic party agendas;
- 2) to help the democratic parties structure and organize women's auxiliaries in order to ensure a volunteer base for their parties as well as women's participation in the democratic process;

- 3) to assist in the development of organizational and management skills of women with an emphasis on political participation in order to prepare women to take part in the next election cycle as political activists and candidates; and
- 4) to expand the outreach of the program by providing activists with the training and materials that will enable them to institutionalize and conduct their own in-house training activities.

Project Activities

IRI is proposing to conduct training seminars in the 5 cities chosen for its programming in Russia in its continuing effort to encourage Russian women to assume greater responsibility, advance to leadership positions, and become political candidates. Again, the 5 cities chosen for the regional party building seminars will be among the cities targeted for this programming, in order to consolidate IRI resources and to leverage the impact of IRI training.

IRI plans to conduct 15 training missions each year, so that the 5 core cities are visited 3 times each year. Ten of the training missions will be conducted by IRI in-country staff and 5 will be conducted by outside pro-bono trainers.

IRI also plans to leverage its experience training women by seeking to use as many Russian women trainers as possible in these training seminars. IRI has found that it is extremely effective for the women to hear first hand success stories from women in their own country or from other newly democratic countries.

The seminars in the first year will continue to focus on political organization and management, political communications, small business development and community outreach and development. The training will also continue to include those areas that the women activists determine as useful.

In the second year, IRI is also proposing that the Women in Politics Program shift to a more focused emphasis on development of practical election and campaign skills in preparation for the national elections that are scheduled. IRI also plans to include a direct effort to integrate and network the women leaders with the leadership of the pro-democratic parties.

In order to launch this effort, IRI is proposing to include in its programming for the summer, 1995, a national women's conference in Moscow that would invite women activists from the local and regional levels who have participated in IRI's training seminars.

The intent of the conference would be to integrate women activists on the local and regional level with pro-democratic leadership on the national level, to familiarize them with the national party agendas, and to train them in practical political skills. The training seminars at

the conference would focus on areas such as get out the vote efforts, voter registration, registering with a political party, and poll watching. It would also include the leadership and community development training that IRI has provided in its past programming.

IRI believes that holding this national conference six months before elections for a new parliament, and about one year before the presidential elections will enhance the active and concrete participation of women and allow sufficient organization time for women on the local and regional levels to work together with the national leadership of the pro-democratic parties.

IRI intends to utilize Russian trainers as much as possible at this conference. Of the 8 to 10 trainers required for such a conference, IRI intends that at least half will be Russian.

Throughout 1995, IRI plans to hold follow-up seminars in the 5 core cities throughout Russia with women who participated in the 1995 national conference in order to provide continued training and ensure active participation by the local and regional women activists. Again, IRI intends to draw, as much as possible, on the Russians it has trained as trainers to conduct these seminars in conjunction with IRI's in-country staff.

Young Voters Program 1994-1997

Background

Over the next three years, IRI is proposing to broaden its outreach programs aimed at building an active democratic constituency to include youth. Young people usually are most open to new ideas and often the most enthusiastic participants in political life. During the December 1993 election, however, the IRI observer mission was struck by the noticeable absence of young voters. The low youth voter turnout, compounded by the increased efforts of the ultranationalist parties to attract youth highlight the need for democracy programs that seek specifically to integrate youth into the democratic political process and to direct their enthusiasm and energy in a pro-democratic direction.

Political parties have a vital interest in recruiting and developing the next generation of leaders that will help their organizations become durable institutions over the long term. The development of youth party organizations in the political process and their participation at the local level are an integral component of a democratic system.

Project Objectives

The main objectives of IRI's Young Voters Program are to:

- 1) directly integrate pro-democratic youth into the pro-democratic party movements through training programs conducted in part by democratic party leaders and which include overviews of pro-democratic party agendas;
- 2) assist in the development of organizational and management skills of youth with an emphasis on political participation, and grassroots development of youth organizations;
- 3) prepare youth to take part in the next election cycle as political activists, voters and, if appropriate, as candidates;
- 4) help the democratic parties structure and organize youth auxiliaries in order to ensure a volunteer base for the parties as well as youth participation in the democratic process;
- 5) enhance the sustainability expand the outreach of IRI programming by providing activists with the training and materials that will enable them to institutionalize and conduct their own in-house training activities.

Project Activities

The IRI Young Voters Program will model the development of its very successful Women in Politics Program. IRI has already developed a network of youth organizations that have requested IRI assistance through their participation in IRI local party training seminars. IRI will use these initial contacts as a basis for developing its Youth in Politics Program.

IRI will target an audience of 18-25 year olds at the local and regional levels, given the fact that the voting age in Russia is 18 years old. At the outset of the program, IRI plans to conduct workshops with its youth contacts to develop a training program that will focus on developing leadership, management and organizational skills, and community activism, as well as teaching the fundamentals of democracy. As with the women's program, the first year of youth programming will focus on developing personal leadership skills and on increasing the organizational capabilities and the youth's responsiveness to community needs.

IRI plans to launch these training seminars in the 5 cities that have been chosen for the regional party conferences. In advance of each seminar, IRI will provide a list of possible training topics allowing participants to select the ones best suited for their current level of organization. IRI plans to conduct 15 training missions each year so that each of the 5 core cities is visited 3 times. Ten of these visits will be conducted by IRI in-country staff and 5 will be conducted by outside pro-bono trainers.

A list of suggested topics for these seminars follows:

**Young Voters Program
Suggested List of Training Topics**

Conceptual Framework

- Basic tenets of democratic societies
- Roles and functions of political parties
- Team Building--Model UN
- Party auxiliaries--roles and responsibilities
- Auxiliary establishment and organization
- Coordination and communication among auxiliary groups
- Relationships with other non-governmental organizations
- Auxiliary financing and generating community support

Local Structures - Principles of Organization and Management

- Establishing organizational goals and priorities
- Establishing political or community goals and priorities
- Writing an organization plan
- Identifying resources
- Resource allocation--time, money, equipment, and people
- Using timelines as a management tool
- How and why to delegate responsibility
- Assigning tasks and setting deadlines
- Creating a division of labor
- Use of committees as a management tool
- Building coalitions as an organizational tool
- Evaluating the progress of one's programs
- Documenting institutional memory

Generating and Sustaining Organization Support

- Recruiting volunteers and members
- Fundraising and resource donation
- Event planning
- Issue identification and resolution
- Working with and rewarding volunteers
- Using and promoting talent of volunteers
- Building membership and resources
- Community outreach

Effective Communication Skills

- Fundamentals of public speaking
- Fundamentals of debate
- Defining and defending one's argument
- Inter-personal and intra-organization communication
- How to run a meeting, when and why to have one
- Generating and utilizing earned media
- Communication through mass media-interviews, press conferences, writing effective press releases, radio actualities
- Encouraging bottom up communication and learning how to listen

Economics and Business

- Market economy
- Supply, demand and effective pricing
- Product identification
- Writing a business plan
- Role of small business in the community
- Fostering entrepreneurship
- Business and politics
- Role of the economy in political decisions
- The interrelationship between economics and politics

Community Organizations and Innovation

- Volunteerism
- The importance of youth organizations (YMCA, Boy Scouts, Girl Scouts, 4H, etc.)
- Problem identification
- Proactive issue resolution
- Writing a plan of action and a plausible timeline
- Building support for program
- Generating support through mass media, friends, family, schools, businesses
- Community activism, passive participation, and recruitment
- Fundraising
- Communicating with the local administration
- Lobbying techniques

IRI intends to utilize Russian trainers as much as possible in this programming. IRI will also draw on trainers from the United States and Europe.

At the beginning of 1995, IRI plans to launch a conference for approximately 200 young voters from various regions throughout Russia. IRI again will target an audience of 18-25 year olds.

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As with the Women in Politics Program, the conference will cover communication and leadership skills, political, business and community issues. IRI will also use this first conference to introduce local and regional youth leaders to the national leadership of the pro-democratic parties and integrate them into the pro-democratic party structures. A segment of the first conference will be dedicated to allowing the pro-democratic party leadership to speak about their parties' agenda and the importance of youth participation.

The conference will also provide training in more advanced political skills aimed at participation in the upcoming national elections as activists, and if age permits, candidates. Training seminars at the conference will focus on training in areas such as get out the vote efforts, voter registration, registering with a political party, and poll watching.

IRI, in seeking to utilize the infrastructure it has been developing in Russia, will rely as much as possible on Russian trainers for the conference. In order to increase the appeal of the conference, IRI will include as trainers and/or participants in the conference, Russian "role models" such as Russian Olympic medal winners, Russian rock stars and other young cultural heroes who have made a commitment to the democratic process or specifically have worked with the democratic parties. Similarly in constructing the delegation of trainers for the conference from the United States and Europe, IRI will work with similar western "role models," including government, media and the sports/entertainment figures.

IRI will also explore the possibilities of having parts of this conference broadcast on international media outlets accessible in Russia in order to increase the outreach and exposure to youth throughout Russia.

Again, as with the Women's Program, it is IRI's intention to hold this national conference one year before the elections for a new parliament and a new president to enhance the active and concrete participation of youth. This timing will also allow sufficient organization time for youth on the local and regional levels to work together with the national leadership of the pro-democratic parties to ensure the strengthening of the democratic process prior to and during the next national elections.

After the conference, IRI is proposing to conduct follow-up training seminars, returning to the 5 regional cities, and to coordinate with the youth leadership on new locations. Again, IRI will provide a list of possible training topics to be selected by the Russian participants and will work to ensure youth participation in the national elections.

Evaluation

Immediate indicators will include:

- written participant evaluations covering the content of the seminars and conferences, the written materials handed out, the trainers, staff and a section for seminar enhancement;

Intermediate indicators will include:

- the number of follow-up requests for training as an indicator of the enthusiasm generated from the initial seminars and conferences; and
- the number of qualified trainers certified by IRI to conduct training.

Long term indicators will include:

- political party membership;
- level of voter turnout;
- level of volunteerism;
- number of candidacies;
- number of participants who work as campaign staff;
- level of leadership provided in the election efforts by IRI participants in the five core cities; and
- new auxiliaries created in hosting and participating localities.

SUMMARY

IRI believes that its proposal presents an integrated, coordinated approach to democratic growth in Russia. The proposal aims to match IRI's resources with Russia's most important demands, which include party building, parliamentary training, and broadening democracy's constituency base. IRI's proposal carefully builds on its experience in both a horizontal and vertical direction in an effort to further strengthen democratic institutions and traditions in

Russia. The next several years will be vital and dynamic ones in Russia's effort to establish a solid foundation for democracy. The proposals outlined above are designed to assist the Russian democracy movement in this effort.

**Ukraine Proposal
1994 - 1997**

UKRAINE
1994-1997 Proposal
International Republican Institute

Executive Summary

Since Ukraine achieved independence in 1991, the country has experienced hyperinflation and hyper-depression. Living conditions have steadily eroded, industrial and agricultural output have fallen, communications and transportation networks have deteriorated, and unemployment has risen. Despite the fact that legislative bodies, both local and national, have been holdovers from the Soviet era, Ukrainians associate this decline with the post-independence political system. Recent polls suggest that trust in any component of government by Ukrainians is in the single-digit range.

Parliament, the most visible legislative body, has been unable to form defined or lasting coalitions. As a result, no consistent course of economic or political reform has been sustained within the Parliament. Ukrainians therefore frequently characterize the Parliament as an impotent body unable to address the problems of the nation.

Over 28 political parties are officially registered with the Ministry of Justice. None have a viable national membership but rather tend to have regional bases. Many existing parties find their origins in the independence movement of the late 1980s and have been unable to articulate a program addressing the problems of the new nation. Due to the inability of the independence leaders to agree on new common objectives, several parties have split as political figures have chosen to establish separate organizations. Rather than consolidating and strengthening, political parties have proliferated and become weaker.

Given these factors, IRI's pilot program in Ukraine, which was launched in 1993 under funding from the National Endowment for Democracy, has sought to achieve three goals:

- 1) to help develop and strengthen Ukraine's nascent pro-democratic party movements;
- 2) to further strengthen the democratic process through civic education aimed at educating political party representatives, community leaders, and the general public on the fundamental components of a democratic political system and to encourage broader participation in the electoral process; and
- 3) to support the election process through training programs aimed at developing election laws and preparing political parties and candidates for campaigns, followed by the deployment of an election observer mission.

IRI has sought to achieve these goals through a three-phased program. The first phase included hosting a training seminar at the Ukrainian Institute for Foreign Relations that drew over 85 representatives from six political parties, including three party chairmen. The seminar

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was followed by a series of training sessions in which the IRI Resident Program Officer met separately with a number of political parties to discuss how best to mobilize support for future elections.

The program's second phase consisted of a civic education series. IRI's Resident Program Officer carried out a number of small training sessions and consultations with parties, civic groups, student groups, and members of the intellectual and political community in Kiev and elsewhere in Ukraine. The Resident Program Officer travelled to Donetsk and Kharkiv to hold training seminars and consultations for groups interested in mobilizing support for the September 26, 1993 referendum, which was subsequently cancelled. The Resident Program Officer worked with a number of civic and student groups in both cities to train participants on how to educate the electorate on their rights and responsibilities as citizens in a democratic society and the importance of their participation within the system. Much of the discussions focused on how to mobilize support for participation in the referendum, particularly in a society that has become largely apathetic to the political process and to the often empty promises of politicians elected under the "democratic system."

When elections were scheduled for March 1994, IRI initiated the third phase of its program: an election preparation program designed to address many of the issues essential to effective campaigns. As part of this effort, IRI sponsored a conference on political campaigns in Kiev in late 1993. IRI brought over two hundred participants representing a number of pro-democratic parties from throughout Ukraine to Kiev to participate in the campaign conference. Representatives from the politically powerful independent trade unions also participated in the conference. In addition, IRI has also sponsored poll watcher training sessions in nine cities throughout the country, preparing poll watchers for their election day responsibilities.

IRI believes that the next three years will be important ones in Ukraine's ability to transition toward democracy and a free market economy, and is therefore proposing to expand its programs. IRI is particularly aware of the challenges ahead for Ukraine in democracy building, especially in the areas of party building and parliamentary training. The diminished role of political parties was further evidenced in the parliamentary elections held at the end of March, 1994. Only 11% of the candidates in that election were formally registered as party candidates and only 26% of the candidates chose to list a party affiliation in their formal biographies. The low esteem in which current political figures are held may explain the fact that only one-third of parliamentary incumbents chose to run for re-election; of those, about 10% chose to run in the district they had previously represented.

The law that governed the March elections further exacerbated the problems facing party development by failing to provide for a proportional component in the seating of the Parliament. In addition, relatively easy access to the ballot was provided for candidates who chose to run as independents. As a result, the average number of candidates in the 450 single mandate districts was thirteen. Some district ballots had up to 30 candidates. Widespread voter confusion and frustration regarding candidates' positions was prevalent in the pre-election period.

As political parties have become weaker, the country has experienced regionalization roughly along the lines of western Ukraine, eastern Ukraine, and the Republic of Crimea. This phenomenon is characterized by a divergence of opinion on the proper course of economic reform, the appropriate relationship with Russia and former Soviet Union countries, the legal treatment of Ukrainian and Russian languages, and the form of citizenship of different ethnic groups.

This geographical separation of political goals, ideals, and philosophies has made nation-building in this newly independent country even more difficult. New elections are set for June 26. These elections are scheduled to elect a new president, mayors, and local legislative bodies. If the June 26 elections are conducted as scheduled, Ukraine will experience a completely new set of political leaders within a period of 4 months.

In light of the developments over the past three years, future programs must be oriented towards reversing the trends that threaten the democratic growth of Ukraine: political parties that have become less viable political forces; geographical fragmentation of the country; and, disillusionment of the citizenry in a democratic form of government. IRI believes it can help Ukraine begin to tackle these very difficult challenges with the following programs for the 1994-1997 period:

- 1) Expanding local grassroots democratic party development program; and
- 2) Initiating a parliamentary training program on both the national and local levels that would focus on developing party structures and political skills within the legislatures.

The specific objectives of this post-election, two-tiered program would be:

- 1) to leverage IRI's initial contacts and training to reach out and to benefit a broader spectrum of democratic political activists on the local levels;
- 2) to build upon IRI's initial program to further strengthen democratic party structures on the local levels in order to help establish a broader and firmer base for democratic participation;
- 3) to acknowledge the significance of the first democratically elected national parliament and to help the democratic parties confront the challenge of governing on the national level; and
- 4) to help the democratically elected local legislatures learn the tools necessary to govern effectively in a multi-party system.

IRI believes this proposal will help foster democracy in Ukraine, while also having the added benefit of providing a valuable symbol of U.S. commitment to a free and democratic Ukraine.

I. Local Grassroots Party Development 1994-1997

Project Objectives

The objectives of the International Republican Institute's political party training program are:

- 1) to strengthen and develop political parties and coalitions in Ukraine; particularly at the local level, by providing practical training to party representatives in the areas of party building, organization and management, voter outreach, and communication techniques;
- 2) to improve intra-party/inter-coalition communication among the different players of the pro-democracy movement; and
- 3) to enhance the ability of the local political activists and parties to build effective coalitions.

Project Activities

To assist in the effective and successful implementation of the program, IRI proposes to place an additional In-Country Officer in the office in Kiev.

IRI believes that the additional in-country staff will provide the necessary resources required to expand and build on its current program. Not only will "hands on" outreach be greatly enhanced, but such an approach will also improve the effectiveness of the program and IRI's ability to provide continuous follow-up training and expertise in response to the growing needs of the various players of pro-democratic movements.

IRI's programming in Ukraine will target six cities in order to concentrate its resources and enhance the impact of its training. A tentative list of cities under consideration for this programming includes:

- 1) Kharkiv -- the second largest city in Ukraine and a regional center;
- 2) Donetsk -- the base of the Liberal Party which has good potential as a reform center, and where IRI already has established good contacts;
- 3) Cherkassy -- a fairly progressive center where IRI has already established good contacts;
- 4) Odesa -- an important regional center;

- 5) Lviv -- an important regional center; and
- 6) Khmelnytski -- a fairly progressive city.

Other alternatives include Rivne, which is also a fairly progressive city, and Simferopol, depending on the situation in Crimea. A key factor in determining the 6 cities that will receive IRI training missions will be geographical diversity.

Over the three-year period of the grant, IRI intends to field nine training missions from the United States. Each mission will cover two cities, which will result in each city being visited three times a year by an American training mission with U.S. based trainers. Each of these missions will have two trainers, one a local political party expert and the other an expert on local legislature. IRI intends to complement these nine missions with 18 trips by in-country staff, which will also cover two cities per trip. Consequently, each of the 6 cities will be visited nine times a year (every 1.3 months), trained one-third of the time by U.S.- based trainers and two-thirds of the time by in-country staff. On each of these missions they will receive local party and local legislature training.

Specific themes to be covered in the seminars will be determined after a preliminary assessment mission conducted at the outset of the program. The training missions will take the format of a series of seminars to be administered by specialized experts in the field from the United States. General themes to be covered in the seminars will include:

- Political Party and Coalition Building
- Party Message, Theme and Strategy Development
- Voter Contact and Social Outreach
- Principles of Party Organization and Management
- Developing Political Leadership Skills
- Intra-Party/Inter-Coalition and Mass Communication
- Functions of Democratic Government
- Campaign Management and Election Preparation

IRI will utilize its already established base of democratic contacts to help prepare invitation lists to members of various democratic movements and parties as well as members of various civic groups and trade organizations.

A key component of the program will be to maintain contact lists of the different political parties and coalitions in Ukraine and to help facilitate contact among the groups. The IRI program officers will also aim to help facilitate contacts among local groups and national party representatives elected to Parliament in Ukraine.

Evaluation Plan

As with its other programs, IRI intends to upgrade its evaluation efforts. The success of the Ukraine effort will be measured on three levels. Immediate indicators will include written evaluation from all participants in IRI seminars.

Intermediate indicators will include:

- the number of follow-up requests IRI receives from participants; and
- the number of qualified trainers certified by IRI to conduct training activities and an assessment of their efforts.

Long term indicators will include:

- Political organizations initiated by IRI participants
- Stronger party membership lists
- Written party programs developed and delivered
- Enhanced communication plans (district offices), party newsletters started, communication infrastructure established
- Local/national leader coordination
- Pro-active party leaders
- Multi-party meetings for coordination
- Voter outreach programs established
- Party platforms, rules and organization materials completed
- Publicity programs, events, forums for debate, media coverage, radio/television access
- Number of IRI participants who have run for office
- Number of seats won by IRI participants
- Campaign activities of IRI participants, i.e., numbers of participants who worked as campaign staff, pollwatchers, etc.

II. National and Local Parliamentary Training: 1994-1997

Project Objectives

On both the national and the local level, the objectives of the International Republican Institute's parliamentary training program are:

- 1) to enhance the ability of the multi-party democratic parliaments to govern and avoid gridlock through training programs for elected representatives in areas including party structure, coalition building, congressional-executive relations and constituency outreach; and, more specifically,
- 2) to improve communication, organization and coalition building within pro-democratic parties and among parties in the legislative bodies;
- 3) to enhance communication and coordination between the executive and the legislative bodies in order to avoid the failures of the past several years since Ukraine's independence; and
- 4) to strengthen the democratic representatives' constituency base through improved communication and outreach skills.

National Parliamentary Training Project Activities

IRI plans to conduct three national parliamentary training seminars a year, each with two U.S.-based trainers. All of the pro-democratic parties will be invited to participate. IRI intends to provide training in areas including the following:

- improving party structure within a parliament, i.e., establishing caucuses and party leadership positions, setting party agendas;
- improving coalition building skills among parties;
- improving executive-congressional relations;
- improving constituency outreach, i.e., working with the media, setting up constituency mail systems, working effectively with the local community;
- improving political leadership skills, i.e., speech making, conducting press conferences.

IRI intends to follow up these seminars with smaller and more specifically focused roundtables, the nature of which will be determined by the IRI program officers and the interested Ukrainian representatives. These missions will be conducted by the IRI program officers in-country.

Local Legislative Training Project Activities

After the local elections in June, IRI's Program Officers in Ukraine plan to target 6 cities throughout the country for local legislative training missions. In selecting the cities, IRI will include areas where democracy is well established as well as areas having more difficulties. IRI will coordinate the cities it chooses for its local legislative training with the cities it has chosen for its party building program. In this way, IRI can work to consolidate resources and leverage contacts.

IRI plans nine missions per year with U.S.-based trainers. Each mission will conduct training in two cities. IRI in-country staff will complement these nine missions with eighteen trips covering two cities. This will ensure that each of the six cities will be visited nine times a year and receive training in local governance.

As the program progresses, IRI also hopes to include members of the pro-democratic parties in the national Parliament as trainers. This would have the dual benefit of providing indigenous expertise as well as networking the national and local party legislative leaders. It will also serve as an initial base for improving communication between the national and local governing structures.

Evaluation

IRI will conduct its evaluation on three levels.

Immediate indicators will include:

- written evaluation from participants in the conferences and training seminars.

Intermediate indicators will include:

- the number of follow-up requests for training, and
- the number of qualified trainers certified by IRI to conduct training activities.

Long term indicators include:

- Stronger party membership in the legislature
- Clear party agendas
- Numbers and quality of coalitions formed on key legislative votes

- The structure and quality of congressional-executive information exchange
- Number of caucuses formed and meetings held
- Communication flow among parties
- Quality of constituency outreach, i.e., mail services provided, numbers of trips to local areas
- Number of party leadership positions established.

PROPOSAL BUDGETS
1994 - 1997

International Republican Institute

CIS Proposal 1994-1997

Budget Summary

Classification	Year 1	Year 2	Year 3	Total
Russia	\$2,659,381	\$2,505,788	\$2,168,512	\$7,333,681
Ukraine	\$1,161,517	\$1,150,197	\$1,150,197	\$3,461,909
Management	\$ 66,711	\$ 40,071	\$ 37,431	\$ 144,215
CIS Contingency	\$ 353,398	\$ 353,398	\$ 353,399	\$1,060,195
Total	\$4,241,007	\$4,049,454	\$3,709,539	\$12,000,000

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**Management Budget
1994 - 1997**

International Republican Institute
Management 1994-97 Budget

	Rate	Unit	Year One		Year Two		Year Three		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
I. Salaries										
Washington Based Staff										
CIS Director	250 day		40	\$10,000	40	\$10,000	40	\$10,000	120	\$30,000
Senior IRI Staff	300 day		5	\$1,500	5	\$1,500	5	\$1,500	15	\$4,500
Deputy Director	192 day		20	\$3,840	20	\$3,840	20	\$3,840	60	\$11,520
Total Personnel			65	15340	65	15340	65	15340	195	46020
II. Fringe Benefits (U.S.) *	0.477			\$7,317		\$7,317		\$7,317		\$21,952
III. Supplies and Equipment										
Office Equipment/DC										
Laptops & printer	\$2,000 ea		4	\$8,000		\$0				\$8,000
Desktop Computer	\$2,000 ea		4	\$8,000						\$8,000
Software	\$2,000 ea		4	\$8,000						\$8,000
Furniture	\$1,000 ea		4	\$4,000	2	\$2,000				\$6,000
Supplies	\$50 mo		12	\$600	12	\$600	12	\$600	36	\$1,800
Total Supplies & Equip.				\$28,600		\$2,600	\$12	\$600	\$36	\$31,800
IV. Communications										
Telephone and Fax	\$200 mo		12	\$2,400	12	\$2,400	12	\$2,400	36	\$7,200
Postage & Delivery	\$50 mo		12	\$600	12	\$600	12	\$600	36	\$1,800
Total Communications				\$3,000		\$3,000		\$3,000		\$9,000
V. Travel										
Domestic Travel	\$600 year			\$600		\$600		600		\$1,800
Total Travel & Per Diem				\$600		\$600		\$600		\$1,800
VI. Research, Mtgs., ODC										
Meeting Costs (general)	\$50 mo		12	\$600	12	\$600	12	\$600	36	\$1,800
Printing	\$75 mo		12	\$900	12	\$900	12	\$900	36	\$2,700
Total Research, Mtgs., ODC				\$1,500		\$1,500		\$1,500		\$4,500
Subtotal Before Overhead				\$56,357		\$30,357		\$28,357		\$115,072
Exclusions from Overhead				\$24,000						\$24,000
Overhead @ 32.00%				\$10,354		\$9,714		\$9,074		\$29,143
TOTAL				\$66,711		\$40,071		\$37,431		\$144,215

**Russia Budget
1994 -1997**

International Republican Institute
Russia--Year One

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
I. Salaries										
Washington Based Staff										
CIS Director	\$250	day	30	\$7,500	40	\$10,000	30	\$7,500	100	\$25,000
Senior IRI Staff	\$300	day	20	\$6,000	20	\$6,000	10	\$3,000	50	\$15,000
Deputy	\$192	day	40	\$7,680	30	\$5,760	30	\$5,760	100	\$19,200
Senior Program Officer	\$192	day	120	\$23,040	120	\$23,040		\$0	240	\$46,080
Asst. Program Officer	\$127	day		\$0		\$0	240	\$30,480	240	\$30,480
Asst. Program Officer	\$127	day	120	\$15,240	120	\$15,240		\$0	240	\$30,480
Program Assistant	\$96	day	40	\$3,840	40	\$3,840	40	\$3,840	120	\$11,520
Research Assistant	\$40	day	80	\$3,200	80	\$3,200	80	\$3,200	240	\$9,600
Support Division (includes.. logistics, trainer division, and program resources)	\$156	day	40	\$6,240	20	\$3,120	55	\$8,580	115	\$17,940
Subtotal *			490	\$72,740	470	\$70,200	485	\$62,360	1445	\$205,300
Russia Based Staff										
In-Country Director	\$202	day	40	\$8,080	180	\$36,360	20	\$4,040	240	\$48,480
Resident Program Officer	\$185	day	240	\$44,400		\$0		\$0	240	\$44,400
Resident Program Officer	\$185	day	100	\$18,500	100	\$18,500	40	\$7,400	240	\$44,400
Assistant Program Officer	\$127	day	20	\$2,540	40	\$5,080	180	\$22,860	240	\$30,480
RPO St. Petersburg	\$185	day				\$0	240	\$44,400	240	\$44,400
St. Petersburg Program Director	\$185	day	60	\$11,100		\$0	180	\$33,300	240	\$44,400
Subtotal *				\$84,620		\$59,940		\$112,000		\$256,560
Local Hires										
Program Coordinator - Moscow	\$56	day	120	\$6,720	0	\$0	120	\$6,720	240	\$13,440
Facilitator/Translator - Moscow	\$50	day	180	\$9,000	60	\$3,000	0	\$0	240	\$12,000
Researcher/Translator - Moscow	\$40	day	40	\$1,600	200	\$8,000	0	\$0	240	\$9,600
Program Assistant - Moscow	\$30	day	80	\$2,400	80	\$2,400	80	\$2,400	240	\$7,200
Driver - Moscow	\$25	day	80	\$2,000	120	\$3,000	40	\$1,000	240	\$6,000
Facilitator - St. Petersburg	\$50	day	20	\$1,000	20	\$1,000	200	\$10,000	240	\$12,000
Office Asst. - St. Petersburg	\$25	day	20	\$500	40	\$1,000	180	\$4,500	240	\$6,000
Driver - St. Petersburg	\$14	day	20	\$280	40	\$560	180	\$2,520	240	\$3,360
Subtotal				\$23,500		\$18,960		\$27,140		\$69,600
Total Personnel				\$180,860		\$149,100		\$201,500		\$531,460
II. Fringe Benefits (U.S.)	0.477			\$75,061		\$62,077		\$83,170		\$220,307
III. Allowances										
Post Differential	0.15			\$12,693	1	\$8,991	3	\$16,800	6	\$38,484
Shipping Allowance	\$3,000	person	2	\$6,000	1	\$3,000	3	\$9,000	6	\$18,000
Total Allowances				\$18,693		\$11,991		\$25,800		\$56,484

International Republican Institute
Russia--Year One

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
IV. Consultants										
										\$0
V. Contractual										
1 Translators/Loc. Train(15) @ 5 days	\$100	day	75	\$7,500		\$0		\$0		\$7,500
1 Translators/Reg. Train (15)@ 5 days	\$100	day	75	\$7,500		\$0		\$0		\$7,500
2 Translators/Leg. Training (4)@ 4days	\$100	day			32	\$3,200		\$0		\$3,200
1 Translators/Local Leg. (15)@ 5 days	\$100	day			75	\$7,500		\$0		\$7,500
3 Translators/Women's Conf. @4 days	\$100	day				\$0	12	\$1,200		\$1,200
4 Translators/ Youth Conf.@ 4 days	\$100	day				\$0	16	\$1,600		\$1,600
1 Translators/Women Sem (5) @ 5 days	\$100	day				\$0	25	\$2,500		\$2,500
1 Translator/ Youth Sem (5) @ 5 days	\$100	day				\$0	25	\$2,500		\$2,500
2 Temporary conference staff (2) @ 5 days	\$50	day				\$0	20	\$1,000		\$1,000
Translation of Materials	\$20,000	year		\$6,000		\$7,000		\$7,000		\$20,000
Computer Assistance	\$3,000	year		\$1,000		\$1,000		\$1,000		\$3,000
Other Temporary Help	\$3,000	year		\$1,000		\$1,000		\$1,000		\$3,000
Total Contractual				\$23,000		\$19,700		\$17,800		\$60,500
VI. Space and Utilities										
Office Rent/Moscow	\$1,800	mo	6	\$10,800	6	\$10,800				\$21,600
Office Rent/St. Petersburg	\$1,600	mo					12	\$19,200		\$19,200
House Rent/5 persons	\$1,300	mo	18	\$23,400	18	\$23,400	24	\$31,200		\$78,000
Storage Fees @ 6 people/\$100/mo	\$100	mo	24	\$2,400	24	\$2,400	24	\$2,400		\$7,200
+(1000 pack-up and Move fee)	\$1,000	person	2	\$2,000	1	\$1,000	3	\$3,000		\$6,000
Total Space & Utilities				\$38,600		\$37,600		\$55,800		\$132,000
VII. Supplies and Equipment										
Office Equipment/Moscow										
Laptops & printer	\$2,000		1	\$2,000	1	\$2,000		\$0		\$4,000
Desktop computers	\$2,000		1	\$2,000	1	\$2,000		\$0		\$4,000
Office desks/files	\$1,000		0.5	\$500	0.5	\$500		\$0		\$1,000
Copier Rental	\$500	month	6	\$3,000	6	\$3,000		\$0		\$6,000
Printer	\$2,000		0.5	\$1,000	0.5	\$1,000		\$0		\$2,000
Software				\$500		\$500				\$1,000
Office Equipment/St. Petersburg										
Laptop & printer	\$2,000	1.00					1	\$2,000		\$2,000
Desktop computer	\$2,000	1.00					1	\$2,000		\$2,000
Office desks/files	\$1,000	1.00					1	\$1,000		\$1,000
Apartment Renovation (3 Staff)										
Equipment Maintenance	\$1,500	year		\$500	1	\$1,500	2	\$3,000	3	\$4,500
Supplies	\$3,000	mo	6	\$18,000	3	\$9,000	3	\$9,000		\$36,000
Conference Supplies	\$2,000	ea					2	\$6,000		\$6,000
Total Supplies & Equip.				\$27,500		\$20,000		\$23,500		\$71,000

International Republican Institute
Russia--Year One

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
VIII. Communications										
Telephone and Fax	\$3,500	mo	5	\$17,500	2	\$7,000	5	\$17,500	12	\$42,000
Electronic Mail	\$600	mo	4	\$2,400	4	\$2,400	4	\$2,400	12	\$7,200
Postage & Delivery	\$600	mo	4	\$2,400	4	\$2,400	4	\$2,400	12	\$7,200
Shipping Costs/Training Missions	\$450	training	10	\$4,500	9	\$4,050	10	\$4,500	29	\$13,050
Shipping Costs/Conferences	\$1,000	confere					2	\$2,000	2	\$2,000
Total Communications				\$26,800		\$15,850		\$28,800		\$71,450
IX. Travel and Per Diem										
Airfare										
1 Trainers ea. local training(15)	\$3,280	RT	15	\$49,200					15	\$49,200
1 Trainers ea reg. training (15)	\$3,280	RT	15	\$49,200					15	\$49,200
2 Trainers/Legislative Training (4)	\$2,479	RT			8	\$19,832			8	\$19,832
1 Trainers/Loc. Leg. Training (15)	\$2,479	RT			15	\$37,185			15	\$37,185
3 Trainers/Women Conf. (1)	\$3,280	RT					3	\$9,840	3	\$9,840
3 IRI Staff/Women Conf. (1)	\$2,479	RT					3	\$7,437	3	\$7,437
4 Trainers/ Youth Conf. (1)	\$3,280	RT					4	\$13,120	4	\$13,120
3 IRI Staff/ Youth Conf.(1)	\$2,479	RT					3	\$7,437	3	\$7,437
1 Trainer/Women Seminar (5)	\$3,280	RT					5	\$16,400	5	\$16,400
1 Trainer/Youth Seminar (5)	\$3,280	RT					5	\$16,400	5	\$16,400
1 IRI DC Staff/Monitor/Train (5)	\$2,479	RT	2		2		1	\$2,479	5	\$2,479
8 IRI Staff/spouse -Relocation	\$3,280	RT	3	\$9,840	2	\$6,560	3	\$9,840	8	\$26,240
6 Consultative visits	\$2,479	RT	2	\$4,958	1	\$2,479	3	\$7,437	6	\$14,874
Total Airfare				\$113,198		\$66,056		\$90,390		\$269,644
Per Diem										
Party Structures										
Moscow (2 persons * 15 trips * 5 days)	\$270	per day	150	\$40,500					150	\$40,500
St. Petersburg	\$261	per day	0	\$0					0	\$0
Other (2 persons *15 trips* 6 days)	\$112	per day	180	\$20,160					180	\$20,160
In-Country/Russian Staff(2/30 trips/6 day	\$112	per day	360	\$40,320					360	\$40,320
Parliamentary Training										
Moscow(2 persons* 4 trips* 10 days)& (1 person * 15 trips * 5 days)	\$270	per day			155	\$41,850			155	\$41,850
Other (1 persons*15 trips * 6 days)	\$112	per day			90	\$10,080			90	\$10,080
In-Country/Russian Staff (2/15 trips/6 da	\$112	per day			180	\$20,160			180	\$20,160
Building Active Constituency										
Moscow(13 pers./10 days/Conferences)	\$270	per day					130	\$35,100	130	\$35,100
St. Petersburg(2 pers.*5 trips*5 days)	\$261	per day					50	\$13,050	50	\$13,050
Other (2 pers.*5 trips * 6 days)	\$112	per day					60	\$6,720	60	\$6,720
In-Country Rep (2/25 trips/6 days)	\$112	per day					300	\$33,600	300	\$33,600
1 Moscow (IRI DC Staff 5/12 days)	270	day	30	\$8,100	30	\$8,100			84	\$16,200
1 St. Peters. (IRI DC Staff 1/10 day)	261	day					10	\$2,610	10	\$2,610
Washington D.C./Consultation (6 persons * 1 trip * 7 days)	148	day	14	\$2,072	7	\$1,036	21	\$3,108	42	\$6,216
Total Per Diem				\$111,152		\$81,226		\$94,188	1791	\$286,566
Total Airfare & Per Diem				\$224,350		\$147,282		\$184,578		\$556,210

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\$269,644

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International Republican Institute
Russia--Year One

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount		
			#	Amount	#	Amount	#	Amount	#	Amount	
Other Travel Related Costs											
Seminar Related Travel	\$2,000	event	10	\$20,000	9	\$18,000	10	\$20,000	29	\$58,000	
Conference Related Travel	\$6,000	event					2	\$12,000	2	\$12,000	
In-Country Travel	\$1,000	mo	5	\$5,000	2	\$2,000	5	\$5,000		\$12,000	
Travel for Russian Trainers	\$10,000	year		\$5,000				\$5,000		\$10,000	
Visas	\$60	person	45	\$2,700	35	\$2,100	30	\$1,800	110	\$6,600	
Domestic Travel	\$5,000	year		\$2,000		\$1,000		\$2,000		\$5,000	
Total Other Travel Costs				\$34,700		\$23,100		\$45,800		\$103,600	
Total Travel & Per Diem				\$259,050		\$170,382		\$230,378		\$659,810	\$659,810
X. Research, Mtgs., ODC											
General Meeting Costs	\$1,000	mo	4	\$4,000	4	\$4,000	4	\$4,000	12	\$12,000	
Seminars, Meetings	\$3,000	Event	10	\$30,000	9	\$27,000	10	\$30,000	29	\$87,000	
Conferences	\$10,000	Event		\$0		\$0	2	\$20,000		\$20,000	
Research	\$5,000	year		\$1,000		\$2,000		\$2,000		\$5,000	
Periodicals, Publications	\$2,000	year		\$500		\$500		\$1,000		\$2,000	
Banking and Other Fees	\$3,000	year		\$1,000		\$1,000		\$1,000		\$3,000	
Printing (Conferences)	\$8,000	Event					2	\$16,000		\$16,000	
Printing	\$2,000	Event	10	\$20,000	9	\$18,000	10	\$20,000		\$58,000	
Printing (general)	\$400	mo	4	\$1,600	4	\$1,600	4	\$1,600		\$4,800	
Miscellaneous Cost	\$1,500			\$500		\$500		\$500		\$1,500	
Medical Evacuation Insurance	\$50	mission	10	\$500	9	\$450	10	\$500		\$1,450	
Med. Evac (Full-time Staff)	\$200	person	5	\$1,000	2	\$400	4	\$800		\$2,200	
Membership Fees	\$2,600	year		\$1,000		\$1,000		\$600		\$2,600	
Total Research, Mtgs., ODC				\$61,100		\$56,450		\$98,000		\$215,550	\$215,550
Subtotal Before Overhead				\$710,664		\$543,150		\$764,748		\$2,018,561	\$2,018,562
Exclusions from Overhead Equipment				\$5,500		\$5,500		\$5,000		\$16,000	
Overhead @ 32%				\$225,652		\$172,048		\$243,119		\$640,820	
Total Amount				\$936,316		\$715,198		\$1,007,867		\$2,659,381	\$2,659,381

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International Republican Institute
Russia--Year Two

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
I. Salaries										
Washington Based Staff										
CIS Director	\$250	day	30	\$7,500	40	\$10,000	30	\$7,500	100	\$25,000
Senior IRI Staff	\$300	day	20	\$6,000	20	\$6,000	10	\$3,000	50	\$15,000
Deputy Director	\$192	day	40	\$7,680	30	\$5,760	30	\$5,760	100	\$19,200
Senior Program Officer	\$192	day	120	\$23,040	120	\$23,040		\$0	240	\$46,080
Asst. Program Officer	\$127	day		\$0		\$0	240	\$30,480	240	\$30,480
Asst. Program Officer	\$127	day	120	\$15,240	120	\$15,240		\$0	240	\$30,480
Program Assistant	\$96	day	40	\$3,840	40	\$3,840	40	\$3,840	120	\$11,520
Research Assistant	\$40	day	80	\$3,200	80	\$3,200	80	\$3,200	240	\$9,600
Support Division (includes .. logistics, trainer division, and program resources)	\$156	day	40	\$6,240	25	\$3,900	20	\$3,120	85	\$13,260
Subtotal *			490	\$72,740	475	\$70,980	450	\$56,900	1415	\$200,620
U.S. Staff Based in Russia										
In-Country Director	\$202	day	40	\$8,080	180	\$36,360	20	\$4,040	240	\$48,480
Resident Program Officer	\$185	day	240	\$44,400		\$0		\$0	240	\$44,400
Resident Program Officer	\$185	day	100	\$18,500	100	\$18,500	40	\$7,400	240	\$44,400
Assistant Program Officer	\$127	day	20	\$2,540	40	\$5,080	180	\$22,860	240	\$30,480
RPO St. Petersburg	\$185	day					240	\$44,400	240	\$44,400
St. Petersburg Program Director	\$185	day	60	\$11,100		\$0	180	\$33,300	240	\$44,400
Subtotal *				\$84,620		\$59,940		\$112,000		\$256,560
Local Hires										
Program Coordinator - Moscow	\$56	day	120	\$6,720	0	\$0	120	\$6,720	240	\$13,440
Facilitator/Translator - Moscow	\$50	day	180	\$9,000	60	\$3,000	0	\$0	240	\$12,000
Researcher/Translator - Moscow	\$40	day	40	\$1,600	200	\$8,000	0	\$0	240	\$9,600
Program Assistant - Moscow	\$30	day	80	\$2,400	80	\$2,400	80	\$2,400	240	\$7,200
Driver - Moscow	\$25	day	80	\$2,000	120	\$3,000	40	\$1,000	240	\$6,000
Facilitator - St. Petersburg	\$35	day	20	\$700	20	\$700	200	\$7,000	240	\$8,400
Office Asst. - St. Petersburg	\$25	day	20	\$500	40	\$1,000	180	\$4,500	240	\$6,000
Driver - St. Petersburg	\$14	day	20	\$280	40	\$560	180	\$2,520	240	\$3,360
Subtotal				\$23,200		\$18,660		\$24,140		\$66,000
Total Personnel				\$180,560		\$149,580		\$193,040		\$523,180
II. Fringe Benefits (U.S.) *	0.477			\$75,061		\$62,449		\$80,565		\$218,075
III. Allowances										
Post Differential	0.15			\$12,693	1	\$8,991	3	\$16,800	6	\$38,484
Shipping Allowance	\$3,000	person	2	\$6,000	1	\$3,000	3	\$9,000	6	\$18,000
Total Allowances				\$18,693		\$11,991		\$25,800		\$56,484

International Republican Institute
Russia--Year Two

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
IV. Consultants										
0										
V. Contractual										
1 Translators/Loc. Train (15) @ 5 days	\$100	day	75	\$7,500		\$0		\$0	75	\$7,500
1 Translators/Reg. Train (15) @ 5 days	\$100	day	75	\$7,500		\$0		\$0	75	\$7,500
2 Translators/Leg. Training (4) @ 4 days	\$100	day		\$0	32	\$3,200		\$0	32	\$3,200
1 Translators/Loc. Leg. Train (15) @ 5 days	\$100	day		\$0	75	\$7,500		\$0	75	\$7,500
1 Translator/Women Sem. (5) @ 5 days	\$100	day					25	\$2,500	25	\$2,500
1 Translator/Youth Sem. (5) @ 5days	\$100	day					25	\$2,500	25	\$2,500
Translation of Materials	\$20,000	year		\$6,000		\$7,000		\$7,000		\$20,000
Computer Assistance	\$2,000	year		\$500		\$1,000		\$500		\$2,000
Temporary help	\$2,000	year		\$1,000		\$1,000				\$2,000
Total Contractual				\$22,500		\$19,700		\$12,500		\$54,700
VI. Space and Utilities										
Office Rent/Moscow	\$2,000	mo	6	\$12,000	6	\$12,000				\$24,000
Office Rent/St. Petersburg	\$1,700	mo					12	\$20,400		\$20,400
House Rent/5 persons	\$1,400	mo	18	\$25,200	18	\$25,200	24	\$33,600		\$84,000
Storage Fees @ 6 people/\$100/mo	\$100	mo	24	\$2,400	24	\$2,400	24	\$2,400		\$7,200
+(1000 pack-up and move fee)	\$1,000	person	2	\$2,000	1	\$1,000	3	\$3,000		\$6,000
Total Space & Utilities				\$41,600		\$40,600		\$59,400		\$141,600
VII. Supplies and Equipment										
Office Equipment/Moscow										
Laptops & printer	\$2,000	1.00		\$0	1	\$2,000		\$0		\$2,000
Desktop computers	\$2,000	0.00		\$0		\$0		\$0		\$0
Office desks/files	\$1,000	1.00	0.5	\$500	0.5	\$500		\$0		\$1,000
Copier Rental	\$650	month	6	\$3,900	6	\$3,900		\$0		\$7,800
Printer	\$2,000	0.00		\$0		\$0		\$0		\$0
Software				\$500		\$500				\$1,000
Office Equipment/St. Petersburg										
Laptop & printer	\$2,000	1					1	\$2,000		\$2,000
Desktop computer	\$2,000	0						\$0		\$0
Office desks/files	\$1,000	1					1	\$1,000		\$1,000
Security/lease improvements										
Apartment Renovation (5)	\$1,500	p/person	2	\$3,000	1	\$1,500	2	\$3,000	5	\$7,500
Equipment Maintenance	\$2,000	year		\$1,000		\$500		\$500		\$2,000
Supplies	\$3,000	mo	6	\$18,000	3	\$9,000	3	\$9,000		\$36,000
Total Supplies & Equip.				\$26,900		\$17,900		\$15,500		\$60,300

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International Republican Institute
Russia--Year Two

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
VIII. Communications										
Telephone and Fax	\$3,500	mo	5	\$17,500	2	\$7,000	5	\$17,500	12	\$42,000
Electronic Mail	\$600	mo	4	\$2,400	4	\$2,400	4	\$2,400	12	\$7,200
Postage & Delivery	\$400	mo	4	\$1,600	4	\$1,600	4	\$1,600	12	\$4,800
Shipping Costs/Training Missions	\$450	training	10	\$4,500	9	\$4,050	10	\$4,500	29	\$13,050
Total Communications				\$26,000		\$15,050		\$26,000		\$67,050
IX. Travel and Per Diem										
Airfare										
1 Trainers/Local Training (15)	\$3,280	RT	15	\$49,200					15	\$49,200
1 Trainers/Reg. Train (15)	\$3,280	RT	15	\$49,200					15	\$49,200
2 Trainers/Legislative Training (4)	\$2,479	RT			8	\$19,832			8	\$19,832
1 Trainers/Loc. Leg. Training (15)	\$2,479	RT			15	\$37,185			15	\$37,185
1 Trainers/Women Sem. (5)	\$3,280	RT					5	\$16,400	5	\$16,400
1 Trainer/Youth Sem. (5)	\$3,280	RT					5	\$16,400	5	\$16,400
1 IRI DC Staff/monitor/train (5)	\$2,479	RT			2	\$4,958	1	\$2,479	5	\$12,395
8 IRI Staff/Spouse Relocation	\$3,280	RT	3	\$9,840	2	\$6,560	3	\$9,840	8	\$26,240
6 Consultative Visits	\$2,479	RT	2	\$4,958	1	\$2,479	3	\$7,437	6	\$14,874
Total Airfare				\$118,156		\$71,014		\$52,556		\$241,726
Per Diem										
Party Structures										
Moscow (2 persons * 15 trips * 5 days)	\$270	per day	150	\$40,500					150	\$40,500
St. Petersburg	\$261	per day	0	\$0					0	\$0
Other (2 persons *15 trips * 6 days)	\$112	per day	180	\$20,160					180	\$20,160
In-Country Rep (30 trips/6 days)	\$112	per day	180	\$20,160					180	\$20,160
Russian Staff (30 trips/6days)	\$112	per day	180	\$20,160					180	\$20,160
Parliamentary Training										
Moscow(2 persons* 4 trips* 10 days) & (1 person * 15 trips * 5 days)	\$270	per day			155	\$41,850			155	\$41,850
Other (1 person *15 trips * 6 days)	\$112	per day			90	\$10,080			90	\$10,080
In-country/Russian Staff (2/15 trips/6 day)	\$112	per day			180	\$20,160			180	\$20,160
Building Active Constituency										
St. Petersburg (2 Persons*5 Trips*5 days)	\$261	per day					50	\$13,050	50	\$13,050
Other (2 persons *5trips*6 days)	\$112	per day					60	\$6,720	60	\$6,720
In-country/Russian Staff (2/25 trips/6 day)	\$112	per day					300	\$33,600	300	\$33,600
IRI DC Staff										
1 Moscow (5 trip/12 days)	270	day	30	\$8,100	30	\$8,100				\$16,200
Washington DC (6 persons * 1 trip * 7 days)	148	day	14	\$2,072	7	\$1,036	21	\$3,108		\$6,216
Total Per Diem				\$111,152		\$81,226		\$56,478	1525	\$248,856
Total Airfare & Per Diem				\$229,308		\$152,240		\$109,034		\$490,582

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International Republican Institute
Russia--Year Two

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount		
			#	Amount	#	Amount	#	Amount	#	Amount	
Other Travel Related Costs											
Seminar related travel	\$3,000	event	10	\$30,000	9	\$27,000	10	\$30,000	29	\$87,000	
In-country travel	\$1,000	mo	5	\$5,000	2	\$2,000	5	\$5,000	12	\$12,000	
Visas	\$60	person	45	\$2,700	35	\$2,100	25	\$1,500	105	\$6,300	
Domestic Travel	\$5,000	year		\$2,000		\$1,000		\$2,000		\$5,000	
Total Other Travel Costs				\$39,700		\$32,100		\$38,500		\$110,300	
Total Travel & Per Diem				\$269,008		\$184,340		\$147,534		\$600,882	600882
X. Research, Mtgs., ODC											
General Meeting Costs	1000	month	4	\$4,000	4	\$4,000	4	\$4,000		\$12,000	
Seminars, Meetings	\$3,000	Event	10	\$30,000	9	\$27,000	10	\$30,000	29	\$87,000	
Research	\$4,000	year		\$1,000		\$1,500		\$1,500		\$4,000	
Periodicals, Publications	\$1,000	year		\$500		\$300		\$200		\$1,000	
Banking and Other Fees	\$2,000	year		\$500		\$500		\$1,000		\$2,000	
Printing (General)	\$500	mo	4	\$2,000	4	\$2,000	4	\$2,000		\$6,000	
Printing	\$2,000	Event	10	\$20,000	9	\$18,000	10	\$20,000		\$58,000	
Miscellaneous Cost	\$1,500			\$500		\$500		\$500		\$1,500	
Medical Evacuation Insurance	\$50	mission	10	\$500	9	\$450	10	\$500		\$1,450	
Med. Evac (Full-time Staff)	\$200	person	4	\$800	3	\$600	4	\$800		\$2,200	
Membership Fees	\$2,600	year		\$1,000		\$1,000		\$600		\$2,600	
Total Research, Mtgs., ODC				\$60,800		\$55,850		\$61,100		\$177,750	\$177,750
Subtotal Before Overhead				\$721,122		\$557,460		\$621,439		\$1,900,021	1900021
Exclusions from Overhead Equipment				\$1,000		\$3,000		\$3,000		\$7,000	
Overhead @ 32%				\$230,439		\$177,427		\$197,900		\$605,767	
Total Amount				\$951,561		\$734,887		\$819,339		\$2,505,788	\$2,505,787

International Republican Institute
Russia--Year Three

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
I. Salaries										
Washington Based Staff										
CIS Director	\$250	day	30	\$7,500	40	\$10,000	30	\$7,500	100	\$25,000
Senior IRI Staff	\$300	day	20	\$6,000	20	\$6,000	10	\$3,000	50	\$15,000
Deputy Director	\$192	day	40	\$7,680	30	\$5,760	30	\$5,760	100	\$19,200
Senior Program Officer	\$192	day	120	\$23,040	120	\$23,040		\$0	240	\$46,080
Asst. Program Officer	\$127	day		\$0		\$0	240	\$30,480	240	\$30,480
Asst. Program Officer	\$127	day	120	\$15,240	120	\$15,240		\$0	240	\$30,480
Program Assistant	\$96	day	40	\$3,840	40	\$3,840	40	\$3,840	120	\$11,520
Research Assistant	\$40	day	80	\$3,200	80	\$3,200	80	\$3,200	240	\$9,600
Support Division (includes .. logistics, trainer division, and program resources)	\$156	day	40	\$6,240	25	\$3,900	20	\$3,120	85	\$13,260
Subtotal *			490	\$72,740	475	\$70,980	450	\$56,900	1415	\$200,620
U.S. Staff Based in Russia										
In-Country Director	\$202	day	40	\$8,080	180	\$36,360	20	\$4,040	240	\$48,480
Resident Program Officer	\$185	day	240	\$44,400		\$0		\$0	240	\$44,400
Resident Program Officer	\$185	day	100	\$18,500	100	\$18,500	40	\$7,400	240	\$44,400
Assistant Program Officer	\$127	day	20	\$2,540	40	\$5,080	180	\$22,860	240	\$30,480
St. Petersburg Program Director	\$185	day	60	\$11,100		\$0	180	\$33,300	240	\$44,400
Subtotal *				\$84,620		\$59,940		\$67,600		\$212,160
Local Hires										
Program Coordinator - Moscow	\$56	day	120	\$6,720	0	\$0	120	\$6,720	240	\$13,440
Facilitator/Translator - Moscow	\$50	day	180	\$9,000	60	\$3,000	0	\$0	240	\$12,000
Researcher/Translator - Moscow	\$40	day	40	\$1,600	200	\$8,000	0	\$0	240	\$9,600
Program Assistant - Moscow	\$30	day	80	\$2,400	80	\$2,400	80	\$2,400	240	\$7,200
Driver - Moscow	\$25	day	80	\$2,000	120	\$3,000	40	\$1,000	240	\$6,000
Facilitator - St. Petersburg	\$35	day	20	\$700	20	\$700	200	\$7,000	240	\$8,400
Office Asst. - St. Petersburg	\$25	day	20	\$500	40	\$1,000	180	\$4,500	240	\$6,000
Driver - St. Petersburg	\$14	day	20	\$280	40	\$560	180	\$2,520	240	\$3,360
Subtotal				\$23,200		\$18,660		\$24,140		\$66,000
Total Personnel				\$180,560		\$149,580		\$148,640		\$478,780
II. Fringe Benefits (U.S.) *	0.477			\$75,061		\$62,449		\$59,387		\$196,896
III. Allowances										
Post Differential	0.15			\$12,693	1	\$8,991		\$10,140		\$31,824
Shipping Allowance	\$3,000	person	2	\$6,000	1	\$3,000	2	\$6,000	5	\$15,000
Total Allowances				\$18,693		\$11,991		\$16,140		\$46,824

International Republican Institute
Russia—Year Three

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
IV. Consultants										
0										
V. Contractual										
1 Translators/Loc. Train (15) @ 5 days	\$100	day	75	\$7,500		\$0		\$0	75	\$7,500
1 Translators/Reg. Train (15) @ 5 days	\$100	day	75	\$7,500		\$0		\$0	75	\$7,500
2 Translators/Leg. Training (4) @ 4 days	\$100	day		\$0	32	\$3,200		\$0	32	\$3,200
1 Translators/Loc. Leg. Train (15) @ 5 days	\$100	day		\$0	75	\$7,500		\$0	75	\$7,500
Translation of Materials	\$20,000	year		\$6,000				\$7,000		\$20,000
Computer Assistance	\$2,000	year		\$500		\$1,000		\$500		\$2,000
Temporary help	\$2,000	year		\$1,000		\$1,000				\$2,000
Total Contractual				\$22,500		\$19,700		\$7,500		\$49,700
VI. Space and Utilities										
Office Rent/Moscow	\$2,000	mo	6	\$12,000	6	\$12,000				\$24,000
Office Rent/St. Petersburg	\$1,700	mo					12	\$20,400		\$20,400
House Rent/Moscow/4 persons	\$1,400	mo	18	\$25,200	18	\$25,200	12	\$16,800		\$67,200
Storage Fees @ 5 people/\$100/mo	\$100	mo	24	\$2,400	24	\$2,400	12	\$1,200		\$6,000
+(1000 pack-up and move fee)	\$1,000	person	2	\$2,000	1	\$1,000	2	\$2,000		\$5,000
Total Space & Utilities				\$41,600		\$40,600		\$40,400		\$122,600
VII. Supplies and Equipment										
Office Equipment/Moscow										
Laptops & printer	\$2,000	1.00		\$0		\$0		\$0		\$0
Desktop computers	\$2,000	0.00		\$0		\$0		\$0		\$0
Office desks/files	\$1,000	1.00	0.5	\$500	0.5	\$500		\$0		\$1,000
Copier Rental	\$650	month	6	\$3,900	6	\$3,900		\$0		\$7,800
Printer	\$2,000	0.00		\$0		\$0		\$0		\$0
Software				\$500		\$500				\$1,000
Office Equipment/St. Petersburg										
Laptop & printer	\$2,000	1						\$0		\$0
Desktop computer	\$2,000	0						\$0		\$0
Office desks/files	\$1,000	1						\$0		\$0
Security/lease improvements										
Apartment Renovation (5)	\$1,500	p/person	2	\$3,000	1	\$1,500	2	\$3,000	5	\$7,500
Equipment Maintenance	\$2,000	year		\$1,000		\$500		\$500		\$2,000
Supplies	\$3,000	mo	6	\$18,000	3	\$9,000	3	\$9,000		\$36,000
Total Supplies & Equip.				\$26,900		\$15,900		\$12,500		\$55,300

International Republican Institute
Russia—Year Three

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
VIII. Communications										
Telephone and Fax	\$3,500	mo	5	\$17,500	2	\$7,000	5	\$17,500	12	\$42,000
Electronic Mail	\$600	mo	4	\$2,400	4	\$2,400	4	\$2,400	12	\$7,200
Postage & Delivery	\$400	mo	4	\$1,600	4	\$1,600	4	\$1,600	12	\$4,800
Shipping Costs/Training Missions	\$450	training	10	\$4,500	9	\$4,050		\$0	19	\$8,550
Total Communications				\$26,000		\$15,050		\$21,500		\$62,550
IX. Travel and Per Diem										
Airfare										
1 Trainers/Local Training (15)	\$3,280	RT	15	\$49,200					15	\$49,200
1 Trainers/Reg. Train (15)	\$3,280	RT	15	\$49,200					15	\$49,200
2 Trainers/Legislative Training (4)	\$2,479	RT			8	\$19,832			8	\$19,832
1 Trainers/Loc. Leg. Training (15)	\$2,479	RT			15	\$37,185			15	\$37,185
1 IRI DC Staff/monitor/train (5)	\$2,479	RT	2	\$4,958	2	\$4,958	1	\$2,479	5	\$12,395
7 IRI Staff/Spouse Relocation	\$3,280	RT	3	\$9,840	2	\$6,560	2	\$6,560	7	\$22,960
5 Consultative Visits	\$2,479	RT	2	\$4,958	1	\$2,479	2	\$4,958	5	\$12,395
Total Airfare				\$118,156		\$71,014		\$13,997		\$203,167
Per Diem										
Party Structures										
Moscow (2 persons * 15 trips * 5 days)	\$270	per day	150	\$40,500					150	\$40,500
St. Petersburg	\$261	per day	0	\$0					0	\$0
Other (2 persons * 15 trips * 6 days)	\$112	per day	180	\$20,160					180	\$20,160
In-Country Rep (30 trips/6 days)	\$112	per day	180	\$20,160					180	\$20,160
Russian Staff (30 trips/6days)	\$112	per day	180	\$20,160					180	\$20,160
Parliamentary Training										
Moscow(2 persons* 4 trips* 10 days) & (1 person * 15 trips * 5 days)	\$270	per day			155	\$41,850			155	\$41,850
Other (1 person * 15 trips * 6 days)	\$112	per day			90	\$10,080			90	\$10,080
In-country/Russian Staff (2/15 trips/6 day)	\$112	per day			180	\$20,160			180	\$20,160
Building Active Constituency										
In-country/Russian Staff (2/20 trips/6 day)	\$112	per day					240	\$26,880	240	\$26,880
IRI DC Staff										
1 Moscow (5/12 days)	270	day	30	\$8,100	30	\$8,100				\$16,200
Washington DC (5 persons * 1 trip * 7 days)	148	day	14	\$2,072	7	\$1,036	14	\$2,072		\$5,180
Total Per Diem				\$111,152		\$81,226		\$28,952	1355	\$221,330
Total Airfare & Per Diem				\$229,308		\$152,240		\$42,949		\$424,497

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International Republican Institute
Russia--Year Three

	Rate	Unit	Party Structures		Parliamentary Training		Building Active Constituency		Total Amount		
			#	Amount	#	Amount	#	Amount	#	Amount	
Other Travel Related Costs											
Seminar related travel	\$3,000	event	10	\$30,000	9	\$27,000		\$0	19	\$57,000	
In-country travel	\$1,000	mo	5	\$5,000	2	\$2,000	5	\$5,000		\$12,000	
Visas	\$60	person	45	\$2,700	35	\$2,100	5	\$300	85	\$5,100	
Domestic Travel	\$5,000	year		\$2,000		\$1,000		\$2,000		\$5,000	
Total Other Travel Costs				\$39,700		\$32,100		\$7,300		\$79,100	
Total Travel & Per Diem				\$269,008		\$184,340		\$50,249		\$503,597	503597
X. Research, Mtgs., ODC											
General Meeting Costs	1000	month	4	\$4,000	4	\$4,000	4	\$4,000		\$12,000	
Seminars, Meetings	\$3,000	Event	10	\$30,000	9	\$27,000		\$0	19	\$57,000	
Research	\$4,000	year		\$1,000		\$1,500		\$1,500		\$4,000	
Periodicals, Publications	\$1,000	year		\$500		\$300		\$200		\$1,000	
Banking and Other Fees	\$2,000	year		\$500		\$500		\$1,000		\$2,000	
Printing (General)	\$500	mo	4	\$2,000	4	\$2,000	4	\$2,000		\$6,000	
Printing	\$2,000	Event	10	\$20,000	9	\$18,000		\$0		\$38,000	
Miscellaneous Cost	\$1,500			\$500		\$500		\$500		\$1,500	
Medical Evacuation Insurance	\$50	mission	10	\$500	9	\$450		\$0		\$950	
Med. Evac (Full-time Staff)	\$200	person	4	\$800	3	\$600	3	\$600		\$2,000	
Membership Fees	\$2,600	year		\$1,000		\$1,000		\$600		\$2,600	
Total Research, Mtgs., ODC				\$60,800		\$55,850		\$10,400		\$127,050	\$127,050
Subtotal Before Overhead				\$721,122		\$555,460		\$366,716		\$1,643,297	1643298
Exclusions from Overhead Equipment				\$1,000		\$1,000		\$0		\$2,000	
Overhead @ 32%				\$230,439		\$177,427		\$117,349		\$525,215	
Total Amount				\$951,561		\$732,887		\$484,065		\$2,168,512	\$2,168,513

**Russia Budget Narrative
1994 - 1997**

Budget Narrative Russia

I. Salaries

The following is a list of job descriptions corresponding to the IRI Russia Democratic Assistance Proposal for 1994-97.

Senior IRI Staff

Senior IRI Staff is an average rate for the following personnel and their functions for the duration of the Russia Program:

The President will review and approve overall strategy of the project on an on-going basis. The President will ensure interorganizational collaboration in order to maximize resources, share lessons learned and monitor and evaluate the progress of the program.

The Vice President for Programs will provide overall project management, ensure IRI trainers and consultants fulfill their commitments to the project, monitor progress and ensure compliance with the terms of the IRI/AID agreement.

The Vice President for Program Support will ensure that requests from organizations and persons inquiring about the Russia Program are forwarded to the appropriate program staff and that those requests are acted upon in a timely fashion.

CIS Director and Deputy Director

The CIS Director and Deputy Director will provide general oversight of the project including reviewing the comprehensive program and financial reports for submission to the USAID Project Officer, monitoring implementation progress, ensuring appropriate personnel are recruited and assigned to each activity, designating (or serving as) Team Leader for each activity, and overseeing documentation and evaluation of each activity.

Support Division

The Trainer Division maintains an institute-wide database of trainers with various fields of expertise. Through the database, the division will select pro-bono trainers with the specified training and expertise requested by IRI seminar participants. This division has increased the institute's trainer base and has provided an additional evaluation mechanism for trainers, staff, and IRI programs.

The logistics division will prepare and organize all items for shipment to Russia, initiate medical evacuation and emergency contingency plans, and make all logistical arrangements in Washington and in-country for conferences and large seminars.

Program resources will issue press releases concerning the project and conduct outreach with members of Congress, international organizations, the European Community and NGO's, academic institutions, and other interested parties. Program resources will also develop and manage a program information system to aid in routine responses to the public's basic information needs.

Washington Based Project Staff

The **Senior Program Officer** will have primary oversight and management responsibility of the Party Structures and Parliamentary Training programs and will have programmatic and budgetary oversight responsibility of the Moscow Office. The Senior PO will set program goals and coordinate task assignments between the Washington and Moscow Offices as well as among the junior staff charged with the daily management and implementation of the Party and Parliamentary programs. The Senior Program Officer will provide all necessary project briefings and comprehensive program and financial reports for submission to USAID.

The **Assistant Program Officers** be responsible for daily management of the Building an Active Constituency "Women in Politics" and "Youth in Politics" programs as well as supporting management roles on the Party Structures and Parliamentary Training Programs. The APOs will be responsible for trainer and consultant pre-departure briefings, making necessary travel arrangements, and organizing proper travel documentation for staff, trainers, and consultants. The APOs will coordinate communication and have budgetary oversight responsibility of the St. Petersburg office.

The **Program Assistant** will provide each trainer, consultant or IRI staff member with an information packet containing background information on the country, project, and assignment. The PA will assist the rest of the program staff with the logistical arrangements, pre-departure briefings, perform office filing and help with daily program functions for the Party Structures, Parliamentary Training, and Building an Active Constituency Programs.

The **Research Assistant** will conduct research projects for inclusions in briefing materials, and provide general programmatic assistance.

All project staff will ensure all team members have a clear understanding of the following:

- the purpose of the assignment;
- the proposed implementation strategy;
- the specific scope of work for the team;
- individual roles and responsibilities;
- the political environment;
- basic USAID Mission and US Embassy policies and regulations concerning the project;
- in-country protocol and procedural requirements;

- key local individuals and organizations expected to be involved in the activity; and
- USAID regulations regarding travel and per diem.

Russia Based Project Staff

The **In-Country Officers** will have overall responsibility for coordination of all in-country activities and will be the primary liaison with the USAID Mission and the US Embassy. The representatives will also maintain contacts with political parties, parliamentarians, local NGOs and other US NGOs such as NDI and IFES, as well as international NGOs. The in-country officers will also conduct training, assessment and evaluation missions in the field. In addition, the In-Country Officers will have the following duties:

- Maintain close relations with USAID, the Embassy, and Consulate in Moscow and St. Petersburg, assess and report on the political environment and events in parliament, and monitor the print and broadcast media for the files and for inclusion in appropriate reports.
- Conduct meetings with the political parties, women and youth groups, and independent parliamentarians on a regular basis, keep extensive contact lists, maintain a log of meetings held and events attended, and evaluate draft recommendations regarding the strengths and weaknesses of the program.
- Fulfill reporting requirements, including bi-weekly reports on the political environment, monthly financial reports, and a log of training activities as well as assessment and evaluation reports conducted in the field.

Local Hires

The **Program Coordinator** in Moscow will handle all logistical arrangements for seminars and conferences, including working with the contact in the host city to organize meeting rooms and meals, arranging transportation and hotels for seminar participants, IRI staff and trainers.

The **Facilitator/Translator** in Moscow will handle logistical arrangements in the city where seminars, meetings and conferences are held. This person also will translate for IRI staff and trainers.

The **Researcher/Translator** in Moscow will conduct research on background information for the Parliamentary and Building Party Structures programs. This person translates written materials and is an interpreter for training missions.

The **Program Assistant** in Moscow will provide additional support to the program coordinator and the researcher in their daily functions.

The **Driver** will drive IRI staff to meetings and other business-related activities in Moscow.

The **Facilitator** in St. Petersburg will handle all logistical arrangements for Active Constituency meetings, seminars and conferences including working with the contact in the host city to organize meeting rooms and meals, arranging transportation and hotels for seminar participants, IRI staff and trainers. This person will also translate for IRI staff and trainers.

The **Office Assistant** in St. Petersburg will provide additional support to the facilitator in their daily functions.

The **Driver** will drive IRI staff to meetings and other business-related activities in St. Petersburg.

II. Benefits

IRI's fringe benefits rate of 47.7% is IRI's current negotiated provisional rate. Fringe benefits are paid to U.S. staff members only.

III. Allowances

Post Differential Allowance of 15% for in-country personnel is lower than the standard USAID and government rate of 25%, but IRI feels it is sufficient to attract qualified staff. The shipping allowance allows the in-country Officers to ship their personal belongings to Russia and then back to the U.S.

IV. Consultants

IRI will not have paid consultants on its Russia project.

V. Contractual

Contractual services provides translators/interpreters for 31 IRI training missions and conferences in year one, 29 in year two, and 19 in year three. The average rate for interpreters in Moscow is \$100/day. IRI utilizes one interpreter/translator per consultant to run simultaneous discussions during each training mission.

The \$50/day rate for two temporary conference staff will meet the additional staffing needs for the two conferences. There is also an temporary staff allowance of \$3,000 in year one, \$2,000 for year two, and \$2,000 for year three to meet the periodic needs of the Moscow and St. Petersburg offices. Facilitators assist in making seminar arrangements in the cities and regions where IRI training is conducted.

IRI Moscow and St. Petersburg offices will be in need of periodic computer assistance and routine maintenance of its computer and information systems.

Translation of written materials is \$20,000/year and will cover the translation costs of new training materials and training kits for the parliamentary, active constituency, and building party structures programs as well as any reports resulting from those programs.

VI. Space and Utilities

Office rent for year one in St. Petersburg and Moscow is based on current charges. Year two has a built in increase based on the previous yearly increases and year three is the same as year two.

House rent is for four U.S. staff persons in Moscow and two staff persons in St. Petersburg (the St. Petersburg office will double as an apartment for the second in-country officer).

Storage fees of \$100/month and a \$1,000 pack-up and move fee per person will be paid for six persons stationed in Russia.

VII. Supplies and Equipment

The monthly supplies line-item includes supplies directly related to the project such as small desk items (under \$500), and other miscellaneous office supplies for IRI's DC, Moscow, and St. Petersburg offices as well as supplies for training missions conducted each month. Extra supplies associated with conducting a national conference are estimated at \$2,000 per conference.

Additional computers will be purchased for additional in-country personnel and local staff use.

Apartment renovation costs are those costs related to apartment repair and bathroom renovation which are necessary to make the new apartments meet US standards.

VIII. Communication

Based on IRI's previous experience in the region with telephone and fax rates, the estimated increase associated with the costs of running an additional office in Russia and the significant increase in the number of training missions to be conducted, IRI projects telephone and fax costs of \$3,500 a month. E-mail is approximately \$600 per month. Shipping costs include shipping supplies to Russia for each training mission and conference and are based on last year's expenditures. Postage and delivery includes regular mailings to the public, mail and Federal Express Packages sent to consultants prior to each trip, and DHL expenses for important documents to the Moscow and St. Petersburg offices.

IX. Travel and Per Diem

Travel

IRI will send U.S. and European trainers on 31 training missions or conferences in year one, 29 missions in year two, and 19 in year three. The round trip flights for the Party Structures and Women and Youth Programs are an average rate based on the round trip fare from three U.S. locations. The round trip rate for the Parliamentary Training Program has been derived from the U.S. average and the average rate for flights originating in Europe which is approximately equal to the round trip airfare from Washington DC.

IRI has allowed for 5 U.S. based staff trips per year, not related to conferences, to Russia to provide support for training missions, office support, or program and office evaluation.

IRI has allowed for spouse travel for married in-country representatives. Six months after the project officers have been stationed in Russia they will return to the United States for a five-day period (seven days per diem includes transit days) for intensive debriefing and program planning sessions with IRI Washington project staff and for briefings with interested members of Congress and their staff, USAID, and other interested parties in Washington on the project and political environment in Russia.

Per Diem

The per diem rates are based on the standard U.S. government rates. The training teams for the party structures and local legislative programs will fly in and out of Moscow. The per diem was calculated by the number of trainers times the number of missions times the number of days. A normal mission is 9-11 days travel and training with 4-5 days spent in Moscow or St. Petersburg and 5-6 days in the region.

Per diem for one in-country representative and one local hire will be 6 days per training mission conducted in the 5 core cities by US based trainers (15). Additional training missions in the Party Structures, Local Legislative, and Building an Active Constituency programs will be conducted by IRI in-country staff traveling with a full-time interpreter; at least three of these missions will be made to each of the 5 core cities and will serve for assessment, evaluation, and training.

National Parliamentary Training will be conducted in Moscow and will average 10 days per trip.

An additional 70 days per diem for each year has been allocated for IRI DC staff travel to Russia to provide support for training missions, conference preparation, additional office assistance, and to evaluate the performance of the in-country offices and the programs.

Other Travel Related Costs

Seminar and Conference related travel includes participant travel as well as transportation for trainers and staff to and from the training city, to and from the airport or train station and van rental in the training city.

In-country travel includes travel costs for in-country personnel for training missions conducted independently, assessment and evaluation missions. Travel for Russian trainers includes all travel related expenses for Russian trainers who accompany IRI staff on training missions. Russian trainers are different than full-time interpreters/facilitators which accompany IRI staff on training missions, evaluations, and assessments.

Visas average \$60 per person and must be issued for each trainer and staff person traveling to Russia. Domestic travel includes transportation to and from the airport as well as taxi and metro costs for staff to attend meetings and conduct research in Washington.

X. Research, Meetings, and Other Direct Costs

Monthly meeting costs include meetings conducted in Moscow and St. Petersburg, room rental and participant hotel and meal costs for independent training missions conducted by IRI staff in the field. Meeting costs calculated on an event basis include participant hotel and meal costs and room rental for large training seminars or conferences conducted by IRI Staff and U.S. or European trainers.

Fees such as medical evacuation and IRI in-country registration with the American Medical Center are included for staff, trainers, and In-country representatives. Banking charges are for the imprest account. Research and subscription costs include relevant newspapers, academic journals, and publications which report on Russia on a regular basis. Printing costs include costs associated with the reproduction of training materials for mass distribution at seminars and conferences as well as daily copying needs of the program.

**Ukraine Budget
1994 - 1997**

International Republican Institute
Ukraine 1994-97 Budget

	Rate	Unit	Year One		Year Two		Year Three		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
I. Salaries										
Washington Based Staff										
CIS Director	250 day		100	\$25,000	100	\$25,000	100	\$25,000	300	\$75,000
Senior IRI Staff	300 day		25	\$7,500	25	\$7,500	25	\$7,500	75	\$22,500
Deputy Director	192 day		120	\$23,040	120	\$23,040	120	\$23,040	360	\$69,120
Program Officer	135 day		240	\$32,400	240	\$32,400	240	\$32,400	720	\$97,200
Assistant Program Officer	120 day		240	\$28,800	240	\$28,800	240	\$28,800	720	\$86,400
Research Assistant	40 day		240	\$9,600	240	\$9,600	240	\$9,600	720	\$28,800
Program Assistant	96 day		120	\$11,520	120	\$11,520	120	\$11,520	360	\$34,560
Support Division (includes.. logistics, trainer division, and program resources)	156 day		50	\$7,800	50	\$7,800	50	\$7,800	150	\$23,400
Subtotal *			1135	\$145,660	1135	\$145,660	1135	\$145,660	3405	\$436,980
U.S. Staff in Kiev										
In-Country Director	200 day		240	\$48,000	240	\$48,000	240	\$48,000	720	\$144,000
Resident Program Officer	135 day		240	\$32,400	240	\$32,400	240	\$32,400	720	\$97,200
Subtotal *			480	\$80,400	480	\$80,400	480	\$80,400	1440	\$241,200
Local Hires										
Program Coordinator - Kiev	56 day		240	\$13,440	240	\$13,440	240	\$13,440	720	\$40,320
Facilitator/Translator - Kiev	50 day		240	\$12,000	240	\$12,000	240	\$12,000	720	\$36,000
Admin. Assistant - Kiev	25 day		240	\$6,000	240	\$6,000	240	\$6,000	720	\$18,000
Driver - Kiev	30 day		240	\$7,200	240	\$7,200	240	\$7,200	720	\$21,600
Subtotal			960	\$38,640	960	\$38,640	960	\$38,640	2880	\$115,920
Total Personnel				\$264,700		\$264,700		\$264,700		\$794,100
II. Fringe Benefits (U.S.) *	0.477			\$107,831		\$107,831		\$107,831		\$323,492
III. Allowances										
Post Differential	0.15			\$12,060		\$12,060		\$12,060		\$36,180
Shipping Allowance	\$3,000 person		2	\$6,000	2	\$6,000	2	\$6,000	6	\$18,000
Total Allowances				\$18,060		\$18,060		\$18,060		\$54,180

International Republican Institute
Ukraine 1994-97 Budget

	Rate	Unit	Year One		Year Two		Year Three		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
IV. Consultants										
V. Contractual										
1 Translators/Party Sem.(9) @ 6	100 day		54	\$5,400	54	\$5,400	54	\$5,400		\$16,200
2 Translators/ Leg. Sem.(3) @ 6	100 day		12	\$2,400	12	\$2,400	12	\$2,400		\$7,200
1 Translators/Local Leg. (9) @ 6	100 day		54	\$5,400	54	\$5,400	54	\$5,400		\$16,200
Temporary staff	50 day		10	\$500	10	\$500	10	\$500		\$1,500
Seminar Facilitators	100 day		20	\$2,000	20	\$2,000	20	\$2,000		\$6,000
Translation of Materials	8000 year			\$8,000		\$8,000		\$8,000		\$24,000
Other Temporary Help				\$300		\$300		\$300		\$900
Total Contractual				\$24,000		\$24,000		\$24,000		\$72,000
VI. Space and Utilities										
Office Rent/Kiev	1300 mo		12	\$15,600	12	\$15,600	12	\$15,600		\$46,800
House Rent/Kiev (2)	1100 mo		24	\$26,400	24	\$26,400	24	\$26,400		\$79,200
Storage Fees @ \$100/mo	100 mo		24	\$2,400	24	\$2,400	24	\$2,400		\$7,200
+(1000 pack-up/move fee)	1000 person		2	\$2,000	2	\$2,000	2	\$2,000		\$6,000
Total Space & Utilities				\$46,400		\$46,400		\$46,400		\$139,200
VII. Supplies and Equipment										
Office Equipment/Kiev										
Laptops & printer	\$2,000		1	\$2,000						\$2,000
Desktop Computer	\$2,000		1	\$2,000						\$2,000
Printer	\$1,000		1	\$1,000						\$1,000
Personal Copier	\$5,000		1	\$5,000						\$5,000
Office desks/files	\$1,000		1	\$1,000						\$1,000
Security/lease improvements										
Apartment Renovation	\$1,500 p/person		2	\$3,000	2	\$3,000	2	\$3,000	6	\$9,000
Equipment Maintenance	\$500 year			\$500		\$500		\$500		\$1,500
Supplies	\$2,000 mo		12	\$24,000	12	\$24,000	12	\$24,000	36	\$72,000
Total Supplies & Equip.				\$38,500		\$27,500		\$27,500		\$93,500
VIII. Communications										
Telephone and Fax	\$1,700 mo		12	\$20,400	12	\$20,400	12	\$20,400	36	\$61,200
Electronic Mail	\$500 mo		12	\$6,000	12	\$6,000	12	\$6,000	36	\$18,000
Postage & Delivery	\$500 mo		12	\$6,000	12	\$6,000	12	\$6,000	36	\$18,000
Shipping Costs/Training Missio	\$450 training		12	\$5,400	12	\$5,400	12	\$5,400	36	\$16,200
Total Communications				\$37,800		\$37,800		\$37,800		\$113,400

International Republican Institute
Ukraine 1994-97 Budget

	Rate	Unit	Year One		Year Two		Year Three		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
IX. Travel and Per Diem										
Airfare										
2 Trainers ea. local party / local legislative training (9)	\$3,280	RT	18	\$59,040	18	\$59,040	18	\$59,040	54	\$177,120
2 Trainers/Leg. Sem. (3)	\$3,280	RT	6	\$19,680	6	\$19,680	6	\$19,680	18	\$59,040
1 IRI Staff/DC Office (4)	\$2,479	RT	4	\$9,916	4	\$9,916	4	\$9,916	12	\$29,748
2 In-Country Officers - Relocatio	\$3,280	RT	2	\$6,560	2	\$6,560	2	\$6,560	6	\$19,680
1 Consultative Trips (2 persons)	\$2,479	RT	2	\$4,958	2	\$4,958	2	\$4,958	6	\$14,874
Total Airfare				\$100,154		\$100,154		\$100,154		\$300,462
Per Diem										
Local Party/Legislative Training (2 Persons*9 trips*12 days)	241	per day	216	\$52,056	216	\$52,056	216	\$52,056	648	\$156,168
Parliamentary Training (2 persons*3 trips* 7 days)	241	per day	42	\$10,122	42	\$10,122	42	\$10,122	126	\$30,366
IRI DC Staff (4 trips* 12 days)	241	per day	48	\$11,568	48	\$11,568	48	\$11,568	144	\$34,704
In-country w/Ukrainian Staff (2*27 trips * 7 days)	241	per day	378	\$91,098	378	\$91,098	378	\$91,098	1134	\$273,294
Washington DC Consultation (2 persons * 1 trip * 7 days)	148	day	14	\$2,072	14	\$2,072	14	\$2,072	42	\$6,216
Total Per Diem				\$166,916		\$166,916		\$166,916		\$500,748
Total Airfare & Per Diem				\$267,070		\$267,070		\$267,070		\$801,210

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International Republican Institute
Ukraine 1994-97 Budget

	Rate	Unit	Year One		Year Two		Year Three		Total Amount	
			#	Amount	#	Amount	#	Amount	#	Amount
Other Travel Related Costs										
Participant Travel	\$1,500	event	12	\$18,000	12	\$18,000	12	\$18,000	36	\$54,000
In-country Travel	\$8,000	year		\$8,000		\$8,000		8000		\$24,000
Visas	\$100	person	35	\$3,500	35	\$3,500	35	\$3,500	105	\$10,500
Domestic Travel	\$2,000	year		\$2,000		\$2,000		\$2,000		\$6,000
Total Other Travel Costs				\$31,500		\$31,500		\$31,500		\$94,500
Total Travel & Per Diem				\$298,570		\$298,570		\$298,570		\$895,710
X. Research, Mtgs., ODC										
Seminars, Meetings	\$2,000	event	12	\$24,000	12	\$24,000	12	\$24,000	36	\$72,000
Meeting Costs (general)	\$500	mo	12	\$6,000	12	\$6,000	12	\$6,000	36	\$18,000
Research	\$1,000	year		\$1,000		\$1,000		\$1,000		\$3,000
Periodicals, Publications	\$500	year		\$500		\$500		\$500		\$1,500
Banking and Other Fees	\$1,000	year		\$1,000		\$1,000		\$1,000		\$3,000
Printing	\$1,000	month	12	\$12,000	12	\$12,000	12	\$12,000		\$36,000
Miscellaneous Cost	\$1,000	year		\$1,000		\$1,000		\$1,000		\$3,000
Medical Evacuation Insurance	\$50	mission	12	\$600	12	\$600	12	\$600		\$1,800
Med. Evac (Full-time Staff)	\$200	person	2	\$400	2	\$400	2	\$400		\$1,200
Total Research, Mtgs., ODC				\$46,500		\$46,500		\$46,500		\$139,500
Subtotal Before Overhead				\$882,361		\$871,361		\$871,361		\$2,625,082
Exclusions from Overhead				\$10,000						\$10,000
Overhead @ 32%				\$279,156		\$278,836		\$278,836		\$836,827
TOTAL				\$1,161,517		\$1,150,197		\$1,150,197		\$3,461,909



**Ukraine Budget Narrative
1994 - 1997**

Budget Narrative Ukraine

I. Salaries

The following is a list of job descriptions corresponding to the IRI Ukraine Democratic Assistance Proposal for 1994-97.

Senior IRI Staff

Senior IRI Staff is an average rate for the following personnel and their functions for the duration of the Ukraine Program:

The President will review and approve overall strategy of the project on an on-going basis. The President will ensure inter-organizational collaboration in order to maximize resources, share lessons learned and monitor and evaluate the progress of the program.

The Vice President for Programs will provide overall project management, ensure IRI trainers and consultants fulfill their commitments to the project, monitor progress and ensure compliance with the terms of the IRI/AID agreement.

The Vice President for Program Support will ensure that requests from organizations and persons inquiring about the Russia Program are forwarded to the appropriate program staff and that those requests are acted upon in a timely fashion.

CIS Director and Deputy Director

The CIS Director and Deputy Director will provide general oversight of the project including reviewing the comprehensive program and financial reports for submission to the USAID Project Officer, monitoring implementation progress, ensuring appropriate personnel are recruited and assigned to each activity, designating (or serving as) Team Leader for each activity, and overseeing documentation and evaluation of each activity.

Support Division

The Trainer Division maintains an institute-wide database of trainers with various fields of expertise. Through the database, the division will select pro-bono trainers with the specified training and expertise requested by IRI seminar participants. This division has increased the institute's trainer base and has provided an additional evaluation mechanism for trainers, staff, and IRI programs.

The logistics division will prepare and organize all items for shipment to Russia, initiate medical evacuation and emergency contingency plans, and make all logistical arrangements in Washington and in-country for conferences and large seminars.

Program resources will issue press releases concerning the project and conduct outreach with members of Congress, international organizations, the European Community and NGO's, academic institutions, and other interested parties. Program resources will also develop and manage a program information system to aid in routine responses to the public's basic information needs.

Washington Based Project Staff

The **Program Officer (PO)** will have primary oversight responsibility of the Party Structures and Parliamentary Training Program and will have programmatic and budgetary oversight responsibility of the Kiev Office. The Program Officer will have primary management and supervisory responsibility of the Party Training and Parliamentary Programs. The PO will set program goals and coordinate task assignments with Assistant Program Officer charged with the daily management and implementation of the Party and Parliamentary Programs. The Program Officer will provide all necessary project briefings and comprehensive program and financial reports for submission to USAID.

The **Assistant Program Officer (PO)** will be responsible for daily management of the Party and Parliamentary Programs. The APO will be responsible for trainer and consultant pre-departure briefings, making necessary travel arrangements, and organizing proper travel documentation for staff, trainers, and consultants. The APO will assist the Program Officer with the daily program backstopping functions for the Party and Parliamentary Training Programs.

The **Program Assistant** will provide each trainer, consultant or IRI staff member with an information packet containing background information on the country, project, and assignment. The PA will assist the rest of the program staff with the logistical arrangements, pre-departure briefings, perform office filing and help with daily program functions for the Party Structures, Parliamentary Training, and Building an Active Constituency Programs.

The **Research Assistant** will conduct research projects for inclusions in briefing materials, and provide general programmatic assistance.

All project staff will ensure all team members have a clear understanding of the following:

- the purpose of the assignment;
- the proposed implementation strategy;
- the specific scope of work for the team;
- individual roles and responsibilities;
- the political environment;
- basic USAID Mission and US Embassy policies and regulations concerning the project;
- in-country protocol and procedural requirements;

- key local individuals and organizations expected to be involved in the activity; and
- USAID regulations regarding travel and per diem.

Ukraine Based Project Staff

The **In-Country Officers** will have overall responsibility for coordination of all in-country activities and will be the primary liaisons with the USAID Mission and US Embassy. The representatives will also maintain contacts with political parties, parliamentarians, local NGOs and other US NGOs such as NDI and IFES, as well as international NGOs. The in-country officers will also conduct training, assessment and evaluation missions in the field. In addition, the In-Country Officers will have the following duties:

- Maintain close relations with USAID and the Embassy in Kiev, assess and report on the political environment and events in parliament, and monitor the print and broadcast media for the files and for inclusion in appropriate reports.
- Conduct meetings with the political parties, women and youth groups, and independent parliamentarians on a regular basis, keep extensive contact lists, maintain a log of meetings held and events attended, and evaluate draft recommendations regarding the strengths and weaknesses of the program.
- Fulfill reporting requirements, including bi-weekly reports on the political environment, monthly financial reports, and a log of training activities as well as assessment and evaluation reports conducted in the field.

Local Hires

The **Program Coordinator** in Kiev will handle all logistical arrangements for seminars and conferences, including working with the contact in the host city to organize meeting rooms and meals, arranging transportation and hotels for seminar participants, IRI staff and trainers.

The **Facilitator/Translator** in Kiev will handle logistical arrangements in the city where seminars, meetings and conferences are held. This person also will translate for IRI staff and trainers.

The **Administrative Assistant** in Kiev will provide additional support to the program coordinator and the facilitator in their daily functions.

The **Driver** will drive IRI staff to meetings and other business-related activities in Kiev.

II. Benefits

IRI's fringe benefits rate of 47.7% is IRI's current negotiated provisional rate. Fringe benefits are paid to US staff only.

III. Allowances

Post Differential Allowance of 15% for in-country personnel is less than the standard USAID and government rate of 25%, but IRI feels it is sufficient to attract qualified staff. The shipping allowance allows the In-country Officers to ship their personal belongings to Ukraine and then back to the U.S.

IV. Consultants

IRI will not have paid consultants on its Ukraine project.

V. Contractual

Contractual services provides translators/interpreters for 12 IRI training missions. The average rate for interpreters in Kiev is \$100/day. IRI utilizes one interpreter/translator per consultant to run simultaneous seminars during each training mission.

The \$50/day rate and the \$300/yr rate for temporary staff will meet the additional staffing needs for the to meet the periodic needs of the Kiev office. Seminar facilitators arrange training seminars in the cities and regions where IRI training is conducted.

Translation of written materials is \$8,000/year and will cover the translation costs of new training materials and training kits for the parliamentary and party programs as well as any reports resulting from those programs.

VI. Space and Utilities

IRI will rent an office and pay utilities for 24 months in Kiev. IRI will also rent apartments for its two in-country representatives.

Storage fees of \$100/month and a \$1000 pack-up and move fee per person will be paid for two persons stationed in Ukraine.

VII. Supplies and Equipment

The monthly supplies line item includes supplies directly related to the project such as small desk items (under \$500), and other miscellaneous office supplies for IRI's DC and Kiev offices as well as supplies for training missions conducted each month.

Additional computers will be purchased for additional in-country personnel and local staff use. IRI will also purchase a personal copier for use in the IRI Kiev office.

Apartment renovation costs are those costs related to apartment repair and bathroom renovation which are necessary to make the new apartments meet US standards.

VIII. Communication

Based on IRI's previous experience in the region with the telephone and fax rates, and estimating an increase associated with the costs of conducting additional training programs run by IRI, IRI projects telephone and fax costs of \$1,700 a month. E-mail is approximately \$500 per month. Shipping costs include shipping supplies to Ukraine for each training mission and conference and are based on last years expenditures. Postage and delivery includes regular mailings to the public, mail and Federal Express Packages sent to consultants prior to each trip, and DHL expenses for important documents sent to and received from the Kiev office.

IX. Travel and Per Diem

Travel

IRI will send U.S. based trainers on 12 training missions per year. The round trip flights for the Party and Parliamentary Training Programs are an average rate based on the round trip fare from three US locations.

Six months after the project officers have been stationed in Ukraine they will return to the United States for a five-day period for intensive debriefing (seven days per diem includes transit days) and program planning sessions with IRI Washington project staff and for briefings with interested members of Congress and their staff, USAID, and other interested parties in Washington on the project and political environment in Ukraine.

Per Diem

The per diem rates are based on the standard US government rates. The training teams will average between 7 and 12 days per training mission. The per diem was calculated by the number of trainers times the number of missions times the number of days.

Per diem for In-country representatives will be 7 days for 9 missions conducted with US based consultants outside of Kiev. An additional 9 trips at 7 days has been budgeted to allow each in-country officer to travel to the core cities to conduct assessments, evaluations, and or training missions. The in-country staff will be accompanied by an interpreter/facilitator on each trip outside of Kiev.

48 days per diem has been allocated for IRI DC staff for trip preparation, additional office assistance, and evaluation of the in-country offices.

Other Travel Related Costs

Seminar related travel includes participant travel as well as transportation for trainers and staff to and from the training city, to and from the airport or train station and van rental in the training city.

In-country travel includes travel costs for In-country personnel for training missions conducted independently, assessment and evaluation missions.

Visas average \$60 per person and must be issued for each trainer and staff person traveling to Ukraine. Domestic travel includes transportation to and from the airport as well as taxi and metro costs for staff to attend meetings and conduct research in Washington.

X. Research, Meetings, and Other Direct Costs

Monthly meeting costs include meetings conducted in Kiev, room rental and participant hotel and meal costs for independent training missions conducted by IRI staff in the field. Meeting costs calculated on an event basis include participant hotel and meal costs and room rental for large training seminars or conferences conducted by IRI Staff and U.S. or European trainers.

Fees such as medical evacuation are paid for staff, trainers, and In-country representatives. Banking charges are for the imprest account. Research and subscription costs include relevant newspapers, academic journals, and publications which report on Russia on a regular basis. Printing costs include costs associated with the reproduction of training materials for mass distribution at seminars and conferences as well as daily copying needs of the program.

APPENDICES

APPENDIX A

RUSSIA WORKPLAN

I. Local Party Training Regional Party Training Local Legislative Training

US based trainers

- 15 missions are scheduled per year with US based trainers
- One US based trainer per program, therefore 3 US based trainers will be traveling on each of the 15 missions
- Training will be conducted throughout the year in 5 core cities
- 1 IRI in-country trainer will accompany the US based trainers on each trip

◆◆ **Result: 5 core cities visited 3 times a year by US based trainer missions (accompanied by an IRI in-country trainer).**

Russia based trainers

- Moscow based IRI in-country trainers will conduct 15 additional training missions per year. 1 IRI in-country party/legislative trainer will travel with an interpreter/facilitator to each of the five core cities to conduct training three times a year.

◆◆ **Result: 5 core cities are visited 3 times per year by IRI in-country trainers.**

TOTAL TRAINING: Each of the 5 core cities receives party/legislative training 6 times per year.

**II. Women in Politics
Young Voter Program**

US based trainers

- 10 missions, 5 missions in each program area, are scheduled with U.S. based trainers
 - One US based women's trainer and one US based young voter trainer will accompany the first five US based legislative and party training missions.
 - 1 IRI in-country trainer managing the women or young voter program will accompany the US trainers on each trip.
- ◆ ◆ **Result: Each of the 5 core cities visited once a year by US based trainers for women's programming and young voter programming.**

Russia based trainers

- 1 IRI in-country women or young voter trainer will accompany the remaining 10 US based legislative/party training missions.
 - Each IRI in-country women/young voter trainer will travel to each of the five core cities once.
- ◆ ◆ **Result: Each of the 5 core cities receive two training visits by IRI in-country trainers on women/young voter issues.**

TOTAL TRAINING: Each of the 5 core cities receives women in politics training 3 times a year and young voter training 3 times a year.

III. Workplan for Local Party/Regional Party/Local Legislative/Women in Politics/Young Voter Programs

	*Rostov-na-Donu	*St. Petersburg	*Archangelsk	*Ekaterinburg	*Perm
Jul	US (5)		RUS (1)		RUS (2)
Aug		US (5)		RUS (1)	
Sep	RUS (2)		US(5)		RUS (1)
Oct		RUS (2)		US (5)	
Nov	US(3) + RUS W (1)		RUS (2)		US (5)
Dec		US(3)+RUS Y		RUS (2)	
Jan	RUS (2)		US(3)+RUS W (1)		RUS (2)
Feb		RUS (2)		US(3)+RUS Y (1)	
Mar	US(3)+ RUS Y (1)		RUS (2)		US (3) + RUS W (1)
Apr		US(3)+RUS W (1)		RUS (2)	
May	RUS (1)		US(3)+RUS Y (1)		RUS (1)
Jun				US(3)+RUS W (1)	US (3) + RUS Y (1)

Key:

* Cities are tentative and will not be fully confirmed until IRI in-country trainers conduct assessment missions.

US (5) US based trainers for all 5 programs (local party/ regional party/ local legislative/women/young voters/ plus 1 IRI in-country legislative/party trainer & 1 IRI in-country women or young voter trainer)

US(3) + RUS W/Y 3 US based trainers (local party/ regional party/local legislative) accompanied by 1 IRI in-country legislative/party trainer & 1 IRI in-country women (W) or young voter (y) trainer

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RUS (2) one in-country party/legislative trainer & one in-country women/young voter trainer

RUS (1) one in-country party/legislative trainer

IV. Workplan: National Parliamentary Training (last column of chart)

	*Rostov-na-Donu	*St. Petersburg	*Archangelsk	*Ekaterinburg	*Perm	**Moscow NATIONAL PARLIAMENT
Jul	US (5)		RUS (1)		RUS (2)	X
Aug		US (5)		RUS (1)		
Sep	RUS (2)		US(5)		RUS (1)	
Oct		RUS (2)		US (5)		X
Nov	US(3) + RUS W (1)		RUS (2)		US (5)	
Dec		US(3)+RUS Y (1)		RUS (2)		
Jan	RUS (2)		US(3)+RUS W (1)		RUS (2)	
Feb		RUS (2)		US(3)+RUS Y (1)		X
Mar	US(3)+ RUS Y (1)		RUS (2)		US(3) +RUS W (1)	
Apr		US(3)+RUS W (1)		RUS (2)		
May	RUS (1)		US(3)+RUS Y (1)		RUS (1)	
Jun				US(3)+RUS W (1)	US(3) +RUS Y (1)	X

Key:

*Cities are tentative and will not be fully confirmed until IRI in-country trainers conduct assessment missions.

**Parliamentary workplan does not include training that will be provided by IRI in-country staff trainers. These sessions will be determined in consultation with the parliamentarians, as follow-ups to U.S. based trainer missions.

X 2 US or European trainers to conduct National Parliamentary training 4 times a year.

US (5) US based trainers for all 5 programs (local party/ regional party/ local legislative/women/young voters/ plus 1 IRI Moscow based in-country legislative/party trainer & 1 women or young voter trainer)

US(3) + RUS W/Y 3 US based trainers (local party/ regional party/local legislative) accompanied by 1 IRI in-country legislative/party trainer & 1 IRI in-country women (W) or young voter (y) trainer

RUS (2) one IRI in-country party/legislative trainer & one IRI in-country women/young trainer

RUS (1) one IRI in-country party/legislative trainer

APPENDIX B

UKRAINE WORKPLAN

I. Local Party Training Local Legislative Training

US based trainers

- 9 missions per year are scheduled with 2 US trainers, one in each program area.
 - Training will be conducted throughout the year in 6 cities.
 - Each U.S. based training will cover 2 cities per trip.
 - 1 IRI in-country trainer will accompany the US based trainers on each mission.
- ◆ ◆ **Result: 6 core cities, each visited 3 times a year by U.S. based trainers (accompanied by an IRI in-country trainer.)**

Ukraine based trainers

- 18 training missions per year with one IRI in-country trainer per trip. Each trip covers 2 cities.
- ◆ ◆ **Result: 6 core cities, each visited 6 times per year by IRI in country trainers.**

TOTAL TRAINING: Each of the 6 core cities will receive 9 training sessions on local legislature and local party development.

II. Workplan: Local Party/Legislative Training

	*Kharkiv/ Donetsk	*Cherkassy/ Odesa	*Lviv/ Kmelnytski
Jul	US (2)	KIEV (1)	KIEV (1)
Aug	KIEV (1)	US (2)	KIEV (1)
Sep	KIEV (1)	KIEV (1)	US (2)
Oct	US (2)	KIEV (1)	KIEV (1)
Nov	KIEV (1)	US (2)	KIEV (1)
Dec			
Jan			
Feb			
Mar	KIEV (1)	KIEV (1)	US (2)
Apr	US (2)	KIEV (1)	KIEV (1)
May	KIEV (1)	US (2)	KIEV (1)
June	KIEV (1)	KIEV (1)	US (2)

Key:

* Actual cities will be selected after an assessment mission is conducted by IRI in-country trainers.

US (2) U.S. based trainers, one local party expert and one local legislative expert, will be accompanied by 1 IRI in-country trainer and will conduct training in both of the paired cities.

KIEV (1) one IRI in-country trainer will conduct training on both local party and local legislative issues.

III. National Parliamentary Training

- 3 National Parliamentary training seminars are scheduled in Kiev each year.
 - 2 US or European trainers will conduct the training.
 - Follow-up seminars will be conducted by IRI in-country trainers in consultation with the new parliamentarians.
- ◆ ◆ **Result: US and European based trainers will conduct three parliamentary training seminars at the national level. Follow-up consultations will be scheduled by IRI in-country trainers.**

IV. Workplan: National Parliamentary Training (last column of chart)

	*Kharkiv/ Donetsk	*Cherkassy/ Odesa	*Lviv/ Kmelnytski	**Kiev National Parliament
Jul	US (2)	KIEV (1)	KIEV (1)	
Aug	KIEV (1)	US (2)	KIEV (1)	
Sep	KIEV (1)	KIEV (1)	US (2)	X
Oct	US (2)	KIEV (1)	KIEV (1)	
Nov	KIEV (1)	US (2)	KIEV (1)	
Dec				
Jan				
Feb				X
Mar	KIEV (1)	KIEV (1)	US (2)	
Apr	US (2)	KIEV (1)	KIEV (1)	
May	KIEV (1)	US (2)	KIEV (1)	
June	KIEV (1)	KIEV (1)	US (2)	X

Key:

* Actual cities will be selected after an assessment mission is conducted by IRI in-country trainers.

** Chart does not reflect training provided by in-country resident trainers as follow-ups to U.S. based trainer missions. These will be determined in consultation with parliamentarians.

X 2 US or European trainers to conduct national parliamentary training 3 times a year, current dates are tentative.

US (2) US based trainers, one local party expert and one local legislative expert, will be accompanied by 1 IRI in-country trainer and will conduct training in two cities.

KIEV (1) one in-country trainer will conduct training on both local party and local legislative issues.

APPENDIX C

IRI Budget Revisions

1994-1997 CIS Proposal

Following is a detailed review of the budget changes included in the International Republican Institute's revised three year proposal for the Commonwealth of Independent States.

1. Cut the following positions entirely:

DC Office

- Executive Assistant
- Director of Russian Analysis
- Program Officer - Russia
- Program Assistant - Russia
- Program Officer - Northern Tier
- Program Officer - Southern Tier

Field Offices

- In-country Director - Kazakhstan
- Program Assistant - Kazakhstan
- Program Officer - Uzbekistan

2. Changed Program Responsibilities

- Program Assistant - Central Asia => splits time between Russia and Ukraine

3. Management Budget

- Initial two year budget = \$ 141,409
- Three year revised budget = \$ 144,215

4. Russia Program

- Initial two year budget = \$ 5,339,894
- Three year revised budget = \$ 7,333,682

I. Salaries

Revised DC Staff List - Position/Days Spent on Project

CIS Director 100 days/yr	= 300 days/3 yrs
Deputy Director 100 days/yr	= 300 days/3 yrs
Senior IRI Staff 50 days/yr	= 150 days/3 yrs
Sen. Program Officer 240 days/yr	= 720 days/3 yrs
APO 240 days/yr	= 720 days/3 yrs
APO 240 days/yr	= 720 days/3 yrs
PA 120 days/yr	= 360 days/3 yrs
Research Asst. 240 days/yr	= 720 days/3 yrs
Support Div. (includes logistics, trainer division, & program resources) 115 yr1; 85 days/yr2; 85 days/yr3	= 285 days/3 yrs

In-Country Staff & Local Hires

- IRI has added a Resident Program Officer in the St. Petersburg Office. The changes are reflected in the chart for total personnel costs.
- No changes have been made to the composition, salary, or days spent on the project for local hires remains the same. The only change is the funding requested for those positions in year three.

Change in Projected Total Personnel Costs

Draft	YR 1	YR2	YR3
1 st	\$ 579,360	\$ 568,560	N/A
2 nd	\$ 531,460	\$ 523,180	\$ 478,780
Change	- \$ 47,900	- \$ 45,380	N/A

II. Fringe Benefits

- The change in the number of staff positions in Washington affected the fringe benefits section.

Change in Projected Fringe Benefits Cost for U.S. Personnel

Draft	YR 1	YR2	YR3
1 st	\$ 243,156	\$ 239,721	N/A
2 nd	\$ 220,307	\$ 218,075	\$ 196,896
Change	- \$ 22,849	- \$ 21,646	N/A

III. Allowances

- The allowance costs have changed to accommodate the additional staff person in St. Petersburg.

Change in Projected Allowance Costs for U.S. Personnel

Draft	YR 1	YR2	YR3
1 st	\$ 46,824	\$ 46,824	N/A
2 nd	\$ 56,484	\$ 56,484	\$ 46,824
Change	+ \$ 9,660	+ \$ 9,660	N/A

IV. Consultants

- IRI has not requested consultant fees in either proposal submission.

V. Contractual

- Due to a restructuring of the program, the contractual section has changed to meet the interpreter needs of the modified training schedule.

Change in Projected Contractual Costs

Draft	YR 1	YR2	YR3
1 st	\$ 59,400	\$ 50,100	N/A
2 nd	\$ 60,500	\$ 54,700	\$ 49,700
Change	+ \$ 1,100	+ \$ 4,600	N/A

VI. Space and Utilities

- The space and utilities line item has been modified to accommodate the additional staff person in St. Petersburg.

Change in Projected Space and Utilities Costs

Draft	YR 1	YR2	YR3
1 st	\$ 114,200	\$ 122,600	N/A
2 nd	\$ 132,000	\$ 141,600	\$ 122,600
Change	+ \$ 17,800	+ \$ 19,000	N/A

VII. Supplies and Equipment

- Due to a restructuring of the program, the supplies and equipment section has been changed.

Change in Projected Supplies and Equipment Costs

Draft	YR 1	YR2	YR3
1 st	\$ 72,500	\$ 66,300	N/A
2 nd	\$ 71,000	\$ 60,300	\$ 55,300
Change	- \$ 1,500	- \$ 6,000	N/A

VIII. Communications

- The communications line item has been reduced.

Change in Projected Communications Costs

Draft	YR 1	YR2	YR3
1 st	\$ 73,850	\$ 69,900	N/A
2 nd	\$ 71,450	\$ 67,050	\$ 62,550
Change	- \$ 2,400	- \$ 2,850	N/A

IX. Travel and Per Diem

- Due to a restructuring of the program which included a significant cut in the number of US based trainer and US based staff travel, the travel and per diem section has changed to meet the travel and per diem costs associated with the modified training schedule. IRI lessened it's reliance on outside trainers and staff by increasing the number of training missions conducted by in-country staff.

Change in Projected Total Travel and Per Diem Costs

Draft	YR 1	YR2	YR3
1 st	\$ 691,939	\$ 609,715	N/A
2 nd	\$ 659,810	\$ 600,882	\$ 503,597
Change	- \$ 32,129	- \$ 8,833	N/A

X. Research, Meetings, and Other Direct Costs

- The research, meetings, and other direct costs has been reduced.

Change in Projected Research, Mtgs, and ODC Costs

Draft	YR 1	YR2	YR3
1 st	\$ 216,950	\$ 179,050	N/A
2 nd	\$ 215,550	\$ 177,750	\$ 127,050
Change	- \$ 1,400	- \$ 1,300	N/A

Subtotal Before Overhead

Change in Subtotal Before Overhead

Draft	YR 1	YR2	YR3
1 st	\$2,098,179	\$1,952,770	N/A
2 nd	\$2,018,561	\$1,900,021	\$1,643,298
Change	- \$ 79,618	- \$ 52,749	N/A

Overhead @ 32%

Change in Overhead

Draft	YR 1	YR2	YR3
1st	\$ 666,297	\$ 622,646	N/A
2nd	\$ 640,820	\$ 605,767	\$ 525,215
Change	- \$ 25,477	- \$ 16,879	N/A

TOTAL PROJECTED COSTS

Change in Total

Draft	YR 1	YR2	YR3
1st	\$2,764,476	\$2,575,418	N/A
2nd	\$2,659,381	\$2,505,787	\$2,168,513
Change	- \$ 105,095	- \$ 69,631	N/A

5. Ukraine Program

- Initial two year budget = \$ 2,276,460
- Three year revised budget = \$ 3,461,909

I. Salaries

Revised DC Staff List - Position/Days Spent on Project

- * CIS Director 100 days/yr = 300 days/3 yrs
- * Deputy Director 120 days/yr = 360 days/3 yrs
- Senior IRI 25 days/yr = 75 days/3 yrs
- Program Officer 240/yr = 720 days/3 yrs
- APO 240/yr = 720 days/3 yrs
- * PA 120/yr = 360 days/3 yrs
- * Research Assistant = 240 days/3 yrs
- Support Division (includes logistics, trainer division, program resources) 50/yr = 150 days/ 3 yrs

- Starred positions indicate an increase in days spent on project; the days were reapportioned from the Central Asia Programs. This increase in staff time is reflected in the revised budget.

Change in Projected DC Personnel Costs

Draft	YR 1	YR2	YR3
1 st	\$ 99,140	\$ 99,140	N/A
2 nd	\$ 145,660	\$ 145,660	\$ 145,660
Change	+ \$ 46,520	+ \$ 46,520	N/A

In-Country Staff & Local Hires

- No changes have been made to the composition, salary, or days spent on the project for in-country personnel. The number of Americans on staff and the number of local hires remains the same. The only change is the funding requested for those positions in year three.

II. Fringe Benefits

- The increase in the total number of staff days spent on the project affected the fringe benefits section.

Change in Projected Fringe Benefits Cost for U.S. Personnel

Draft	YR 1	YR2	YR3
1 st	\$ 85,641	\$ 85,641	N/A
2 nd	\$ 107,831	\$ 107,831	\$ 107,831
Change	+ \$ 22,190	+ \$ 22,190	N/A

III. Allowances

- The allowance costs have remained the same.

IV. Consultants

- IRI has not requested consultant fees in either proposal submission.

V. Contractual

- Due to a restructuring of the program, the contractual section has changed to meet the interpreter needs of the modified training schedule.

Change in Projected Contractual Costs

Draft	YR 1	YR2	YR3
1 st	\$ 29,100	\$ 26,600	N/A
2 nd	\$ 24,000	\$ 24,000	\$ 24,000
Change	- \$ 5,100	- \$ 2,600	N/A

VI. Space and Utilities

- No changes have been made that affect space and utility costs.

VII. Supplies and Equipment

- Due to a restructuring of the program, the supplies and equipment section has been changed.

Change in Projected Supplies and Equipment Costs

Draft	YR 1	YR2	YR3
1 st	\$ 39,500	\$ 27,500	N/A
2 nd	\$ 38,500	\$ 27,500	\$ 27,500
Change	- \$ 1,000	\$ 0	N/A

VIII. Communications

- The communications line item has been modified.

Change in Projected Communications Costs

Draft	YR 1	YR2	YR3
1 st	\$ 42,400	\$ 36,600	N/A
2 nd	\$ 37,800	\$ 37,800	\$ 37,800
Change	- \$ 4,600	+ \$ 1,200	N/A

IX. Travel and Per Diem

- Due to a restructuring of the program which included a significant cut in the number of US based trainer and US based staff travel, the travel and per diem section has changed to meet the travel and per diem costs associated with the modified training schedule. IRI lessened it's reliance on outside trainers and staff by increasing the number of training missions conducted by in-country staff.

Change in Projected Total Travel and Per Diem Costs

Draft	YR 1	YR2	YR3
1 st	\$ 332,667	\$ 302,421	N/A
2 nd	\$ 298,570	\$ 298,570	\$ 298,570
Change	- \$ 34,097	- \$ 3,851	N/A

X. Research, Meetings, and Other Direct Costs

- The research, meetings, and other direct costs has been reduced.

Change in Projected Research, Mtgs, and ODC Costs

Draft	YR 1	YR2	YR3
1 st	\$ 74,600	\$ 64,400	N/A
2 nd	\$ 46,500	\$ 46,500	\$ 46,500
Change	- \$ 28,100	- \$ 17,900	N/A

Subtotal Before Overhead

Change in Subtotal Before Overhead

Draft	YR 1	YR2	YR3
1 st	\$ 886,548	\$ 825,802	N/A
2 nd	\$ 882,361	\$ 871,361	\$ 871,361
Change	- \$ 4,187	+ \$ 45,559	N/A

Overhead @ 32%

Change in Overhead

Draft	YR 1	YR2	YR3
1st	\$ 280,415	(\$ 264,257) Adjusted figure due to miscalculation of overhead in 1 st draft	N/A
2nd	\$ 279,156	\$ 278,836	\$ 278,836
Change	- \$ 1,259	+ \$ 14,579	N/A

TOTAL PROJECTED COSTS

Change in Total

Draft	YR 1	YR2	YR3
1st	\$1,166,963	\$1,109,497	N/A
2nd	\$1,161,517	\$1,150,197	\$1,150,197
Change	- \$ 5,446	+ \$ 40,700	N/A

APPENDIX D

AN OVERVIEW OF IRI ACTIVITIES IN RUSSIA QUALITATIVE AND QUANTITATIVE RESULTS

The following information is an incomplete list of IRI's accomplishments. Assessing its programs is an on-going process, which is complicated by the geographic breadth of IRI's programs. (Seminars have been conducted in 15 cities from northern and western Russia to eastern Siberia).

Number of cities hosting IRI training	15
Activists participating in Seminars This includes campaign training seminars, pollwatching seminars, the Novgorod women's conference and women's seminars.	1,100 approx.
IRI-trained candidates elected to Parliament	12
IRI-trained candidates who ran for Parliament and lost At least one candidate ran in every region that IRI has conducted activities.	20 approx.
Number of seats available in regions where IRI trained	48 approx.
Candidates seeking local office	35 (incomplete)
Campaign workers A majority of those participating in the seminars joined political campaigns. An estimated 20-50 percent may not have joined because they lost interest in politics.	550-875 approx.
IRI-trained activists who strengthened, integrated or lead parties	9
Women's groups organized by IRI-trained activists	6

IRI's political contacts in Moscow include the key staff for Yegor Gaidar, Grigory Yavlinsky and Sergei Shakrai. In addition, IRI works with the Yeltsin liasons to political parties and to journalists. In its next phase of programming, IRI plans to concentrate its training efforts in 5 cities in Russia. This approach will not only allow IRI to consolidate its resources and increase its impact, but will also provide for more feasible assessments of its programs.

ACCOMPLISHMENTS

AN OVERVIEW OF IRI ACTIVITIES IN RUSSIA QUALITATIVE RESULTS

ARCHANGELSK

Activities

- IRI conducted a campaign skills and party building seminar in February 1993, a pollwatching seminar in October 1993 and sent election observation teams for the April 1993 referendum and the December 1993 parliamentary elections.

Candidates:

- Mikhail Danilov, a long-time IRI contact and participant in several seminars, waged a successful bid for the State Duma, winning under the Russia's Choice party list. A geologist and journalist by profession, Danilov told an AID sponsored evaluation team that his whole education in campaigns and the political process came from IRI.

Campaign workers

- In addition to running his own campaign, Danilov directed a winning campaign for a member of the Federation Council.
- All of the approximately 20 people that worked on Danilov's campaign were participants in the IRI campaign training seminar held in February 1993.
- The reformist parties performed much better in Archangelsk than they did nationally. Russia's Choice party list received 15.38 percent in Archangelsk compared to 7.83 percent nationally; Yabloko received 10.1 percent compared to 7.83 percent nationally.

Equipment

- The computer IRI provided to democrats in the regions is under the principle guardianship of Mikhail Danilov. It has been used to produce statements and newspaper articles for democratic organizations in the region.

Women

- Several key campaign staffers in the Archangelsk region were participants from the Novgorod Women's Conference.

NOVGOROD

Activities

- IRI conducted a party training program in March 1992 (under NED funding), a pollwatching seminar in October 1993, the women's conference in June 1993 and sent an election observation mission during the December 1993 parliamentary elections.

Campaign workers

- Irena Ochina and Irena Kuchurina, both participants in the women's conference in Novgorod, assisted in the successful campaign of Oleg Ochinnikov, deputy to the Duma.

Political party development

- Local activists said IRI's seminar prompted them to spend more time and resources on developing local parties. Among the specific steps taken was the drafting of the local party platforms to contain themes that were understandable to the electorate.
- The activists believed that they were able to broaden the party's support in the community because of their ability to communicate a consistent theme. The IRI seminar emphasized the importance of and outlined methods for theme and message development.

Women

- Irena Kuchurina began her own sociological research and polling firm to analyze public opinion polls for the government and political activists. One of the topics at the women's conference was polling, and a sample public opinion poll was conducted. Kuchurina said IRI's written materials on polling were especially helpful in starting her enterprise.
- Nadezhda Lisitsina, a participant in the women's conference and one of its local organizers, has established a women's crisis and support center. To open this center, Lisitsina lobbied the local government for office space and financial support. In addition to counseling women in crisis, she runs a 24-hour hotline and lobbies the local government on behalf of women's issues. IRI's training at the Novgorod Women's Conference included sessions on lobbying techniques.

ST. PETERSBURG

Activities

- IRI conducted a party training program in March 1992 (under NED funding) and a campaign skills training seminar in February 1994.

Candidates

- Virtually all reformist leaders in the city attended IRI's seminar in St. Petersburg in 1992.
- Twenty participants in the February seminar became candidates for local office.
- Vitally Savitsky, the chairman for the Christian Democratic Union and member of the State Duma, also attended the conference. Savitsky won his campaign for a single mandate seat through creative campaigning techniques, including an extensive voter contact program. He practiced voter contact techniques at an IRI seminar that went over voter contact programs.

Campaign workers

- Savitsky was also a leading force for organizing reform candidates for the local elections.
- Savitsky's press secretary was a participant in the Novgorod women's conference.

SMOLENSK

Activities

- IRI conducted a campaign training and party building seminar in February 1994.

Candidates

- Alexander Zhuravlev, a seminar participant, gathered the most votes for a local election bid, but the election was invalidated due to low voter turnout. Zhuravlev said the seminar was extremely useful in helping him organize his campaign, enlist the aid of volunteers and conduct a door-to-door voter contact initiative.
- Gennadi Golovnikh, a seminar participant, ran for local office. He felt the seminar taught him many basic skills, like door-to-door campaigning and volunteer recruitment. He came in 5th of 11 candidates, which he said was due to the fact that he was an intellectual running in a working class district.

- Anatoli Federovich also ran an unsuccessful campaign for local office. Like Golovnikh, Federovich thought the seminar taught him many basics.

MOSCOW

Activities

- IRI conducted regional seminars on building on the foundation of political pluralism and the fundamentals of democracy in September and December 1991. IRI held a pollwatching seminar in October 1993 and had election observers in Moscow for the April 1993 referendum and the December 1993 parliamentary election.

Candidates

- Gleb Yakunin, a participant in the Moscow seminars, was elected a deputy on the Russia's Choice list. Yakunin is a leader of Democratic Russia. Yakunin and others from Russia's Choice continue to work closely with IRI.
- Kirill Ignatiev, a participant in the Moscow seminars, was elected a deputy on the Russia's Choice list. He remains an IRI contact.
- Arkady Murashev, a participant in the Moscow seminars, was elected a deputy on the Russia's Choice list. He remains an IRI contact.
- Ilya Zaslavsky, a participant in the Moscow seminars, was elected a deputy on the Russia's Choice list. He remains an IRI contact.
- Ludmilla Stebankova, a participant in IRI's Moscow seminar in 1991 and the Novgorod Women's Conference, was elected to the Moscow City Duma and serves as a co-chair of the Democratic Russia Movement. She is one of 32 deputies. Ms. Stebankova sharpened her campaign skills at the Novgorod conference where she won the mock presidential election.

Campaign workers

- Anna Mayants, a participant in the IRI Archangelsk program, is a regional coordinator for the Russia's Choice coalition. She is responsible for maintaining the coalition's communications with activists in Russia's Northwest region. At the IRI seminar, Ms. Mayants participated alongside local party activists in training sessions on maintaining party communications.

Equipment

- Two computers were given to the Moscow headquarters of Democratic Russia. These are used by one reform coalition to disseminate information and maintain regional communication for the December elections. They are now being used to maintain membership lists and produce Democratic Russia position papers.

VLADIMIR

Activities

- IRI conducted a campaign skills seminar in Vladimir in September 1993, a pollwatching seminar in November 1993 and sent observers to the December 1993 elections.

Candidates

- Leonid Shergin, a candidate for the State Duma, said the seminar and materials were very useful. Shergin was widely acknowledged as having performed the best in the local televised debates. Despite his television performance, however, Shergin came in second.

Campaign workers

- Viktor Kruglov, a participant in the Vladimir seminar in 1993, helped run the campaign for the deputy that won the single mandate seat in the district, beating Shergin.
- Several seminar participants said that, at the encouragement of IRI trainers, they developed a campaign strategy for their candidates that took advantage of pre-scheduled civic events to get out and meet voters.

Women

- Women activists in Vladimir formed a group called Women for Democracy, shortly after the IRI Vladimir seminar. The group fielded a full slate of women candidates in the local elections. They attribute their organizational success to IRI's assistance. (The Vladimir seminar dedicated a session to women's issues, and getting women more involved in politics.)
- Women who participated in the Vladimir seminar helped organize a regional seminar on "Women in Politics." That seminar drew 80 women activists from 10 regional cities.

VORONEZH

Activities

- IRI conducted two party building and campaign skills seminars in May 1992 (under NED funding) and December 1992. In addition the Institute conducted a pollwatching seminar in November 1993 and sent observers to the April 1993 referendum and the December 1993 parliamentary election.

Candidates

- Viktor Davydkin, a participant in all IRI activities in Voronezh, won election to the State Duma.
- Olga Zastrozhnaya also participated in all IRI activities in Voronezh and won her election to the state Duma.

Campaign workers

Katya Morgunova:

- Katya Morgunova, another long-time IRI participant, was the campaign manager for Davydkin's winning campaign. In addition, she served as a Russian trainer for the IRI seminar in Archangelsk.
- Morgunova has successfully used IRI training in the areas of press relations and party building. For the December campaign, she organized 200 volunteers to canvas the district in support of her candidate. She used IRI materials to organize and implement a phone bank to build candidate recognition and get out the vote on election day. Morgunova required all campaign staff to read IRI campaign and party training kit.
- Morgunova has been extremely effective in coalition building, a major component of the IRI seminar. The political parties cooperate much more closely than do the leaders in Moscow, thanks in great part to Morgunova's efforts. A candidate from her own party decided to withdraw from the December election bid and endorse a competing candidate to prevent splitting the vote and allowing an anti-reform candidate to win.
- Morgunova was featured in a front-page Wall Street Journal article, describing her successful political efforts and her creative techniques in involving youth in politics.

ROSTOV-NA-DONU

Activities

- IRI conducted a campaign skills and party building seminar in October 1993 and sent an election observation team for the December 1993 election.

Candidates

- Boris Titenko, a participant in the Moscow 1991 and Rostov seminar, waged a successful campaign for deputy under the national party list in the December election. He credits IRI for being a key factor to his success in politics. Titenko was a trainer for the IRI seminar in Irkutsk.
- Alla Amelina, a participant in the Rostov seminar, won a single mandate seat. She said the IRI seminar was extremely useful in helping her win election.

Campaign Workers

- Titenko served as the campaign manager for Russia's Choice in the Rostov Oblast.
- Virtually all seminar participants worked in either the national or the local elections in some capacity.
- The press secretary to both Titenko and Amelina attended the IRI seminar, which emphasized press relations and media skills.
- Titenko and his brother Mikhail founded an independent, non-profit organization called the "Don Regional Center of Political Technology". The center makes available to democratic activists the computer IRI donated. It also houses a political science library, which includes IRI's training materials.

Equipment

- The computer, provided to Boris Titenko, is made available to democratic activists. A database of activists and campaign material and literature is maintained on the computer.

PERM

Activities

- IRI conducted a campaign skills and party training seminar in October 1993.

Candidates

- Vladimir Zolton ran for a single mandate seat in the State Duma and came in 2nd out of seven candidates. In the spring local elections, he then made a successful bid for seats in the City Duma and the Oblast Duma. Zolton said the IRI seminar was a big help in his campaigns and guided him in producing video and radio actualities and radio commercials. In addition, Zolton gathered the financial support of local businesses to produce a newsletter, which contained information about him, his campaign as well as TV listings and astrology readings.
- Zolton organized several short seminars using the IRI training kits to train volunteers on a variety of topics including pollwatching.

Campaign workers

- All of the former participants worked on the national and local elections in some capacity. A large percentage were campaign managers, press secretaries, volunteer coordinators and voter contact managers.

Women

- Two women who attended the Novgorod Women's Conference organized an international symposium in Perm to highlight women's issues. The seminar drew nearly 200 women. IRI was invited to attend the seminar, as it had been one of the driving forces of its conception.

BEREZNIKI

Activities

- IRI conducted a campaign skills and party building seminar in March 1993. Cultivating the reform movement in Berezniki is especially difficult because the anti-reform bosses of the factories in the city have fired people for supporting democratization efforts.

Candidates

- Eight participants of the IRI seminar ran for local office in March; two were elected.
- Another participant ran a successful campaign for local office in the city of Solikamsk. He said the IRI program was the key to his success, especially the information and work on voter contact efforts. Because he had little money, he devoted 90 percent of his time to going door-to-door, using the techniques he learned in the seminar. The materials on volunteers were useful in managing his campaign.

Campaign workers

- Most seminar participants worked on the national or local campaigns in some fashion.
- Alexander Popov, a long-time IRI contact, served as the oblast campaign manager on the successful election bid of Viktor Pokmelkin, a deputy in the State Duma.

Women

- The head of the campaign team for reform candidates in the local elections was a participant in the Novgorod Women's Conference. She credits IRI with providing her with the background to lead the effort.

KRASNODAR

Women

- Two participants from the Novgorod Women's Conference organized a women's group in Krasnodar to support reform policies. They received most of their political education from the IRI conference.

TOMSK

Candidates

- Stepan Sulakshin, a participant of the Moscow 1991 conference, won his race for a seat in the state Duma. Sulakshin has maintained a strong relationship with IRI and will organize a seminar in Tomsk in 1994.

Women

- Tatiana Dimitreeva, a participant in the Novgorod Women's Conference, is a leading democratic activist in the Tomsk region. She is Sulakshin's chief of staff and a campaign consultant for pro-reform candidates in Tomsk. In an IRI profile on her, Dimitreeva talks about the strong impact IRI has had on her involvement in politics.

NOVOSIBIRSK

Activities

- IRI conducted a women's seminar in February 1994.

Women

- Immediately after the seminar, women from each city represented organized a charter for an organization called Women and Career. This group will be dedicated to advancing women from the region of western Siberia in politics and business. The charter was signed by women's participants and was posted on electronic mail for wider distribution. Tatiana Dimitreeva (see Tomsk) was interviewed on a nationwide broadcast of All-Russian Radio about the organization and other efforts of the women to support reform.

KEMEROVO

Activities

- IRI conducted a seminar on campaign skills and party building in August 1993 and a seminar on pollwatching in November 1993. In addition, IRI sent observers to Kemerovo for the December 1993 elections. Kemerovo is among the most anti-reform regions in the nation. While seminars have been difficult to organize, there has been some success.

Candidates

- Larissa Idolenko, a participant in both the women's conference and the Kemerovo seminar, ran for the State Duma under the party list of KEDR, the environmental party that failed to reach the five percent threshold. She is a correspondent for the local newspaper.

Women

- Natalia Sobtsina, a participant in the Kemerovo seminar, is the director of an organization called Women's Initiative. The organization is a funding source for women-owned small businesses in the region. She is also a partner in a women's magazine called "You and Me -- The Women's Dialogue", which discusses such issues as women in politics, single motherhood, elderly women and rape.

IRKUTSK

Activities

- IRI conducted a political party building seminar in Irkutsk in August 1993, a pollwatching seminar in November 1993, and sent election observers for the December 1993 election.

Candidates

- Yuri Ten, a seminar participant, was elected to the State Duma as a single mandate representative. He is a member of the Unity and Accord fraction.

Campaign workers

- Leonid Mushkarnyov, IRI's contact in Irkutsk, used IRI's training on coalition building. He organized weekly meetings of all the reform groups in Irkutsk to coordinate strategy and merge resources.

Materials

- The pollwatching manual that IRI developed prior to the December elections was reproduced by the Irkutsk regional council and distributed to every polling station in the region to assist in administering the voting.

APPENDIX E

CHRONOLOGY OF IRI ACTIVITIES IN RUSSIA

1) **IRI Democratic and Political Education in Russia**
(Programs Funded by the National Endowment for Democracy, 1990-1992)

In 1990, consultations were undertaken in Washington, DC and in Moscow to assess the viability of reforms in the Soviet Union and to investigate the possibility of initiating democratic development programs in the region.

PURPOSE: Investigating the Potential of Democratic Development Initiatives
LOCATION: Moscow, Russia
DATES: September 16-21, 1990

A three member team visited Moscow to conduct meetings with representatives of political and civic organizations, the mass media, community opinion leaders, and elected officials for the purpose of evaluating the nature and pace of political reform as well as the potential of democratic development initiatives in the Soviet Union. Representatives of the Baltics and other republics in Moscow were also interviewed. On the basis of this trip, a follow-up mission was scheduled to explore, in greater detail, proposals for assistance and possibilities for cooperation.

PURPOSE: Program Development Consultations
LOCATION: Moscow, Russia
DATES: December 9-15, 1990

In December, a six person delegation, led by Congressman Robert Lagomarsino met with representatives of the Moscow City Council, the Congress of People's Deputies, the Supreme Soviet, the Democratic Russia Movement, the Democratic Russia Fund, the Democratic Party of Russia, the Republican Party of Russia, the Social Democratic Party, the Liberal Union, the Moscow Voter's Club, and various youth groups, journalists, and opinion leaders. Consultations were undertaken to develop a democratic and political education program designed to assist activists understand the roles, tasks, responsibilities, organizational requirements, and processes of political and civic organizations in pluralistic societies. On the basis of these consultations, a democratic development proposal for the Soviet Union was forwarded to the National Endowment for Democracy.

1991 Programming

Training activities were initiated in the Soviet Union in 1991 with the intent of exploring the basic components of democratic systems and defining the role of political parties and civic organization in transitional societies. The broad goal of the program was to prepare politically active organizations to meet future challenges in the areas of civic education, political mobilization, electoral competition, and governance.

PURPOSE: Program Planning Mission
LOCATION: Moscow, Russia
DATES: May 1991

Follow-up consultations were conducted with representatives of pro-democracy groups in Russia, the Baltics, and Ukraine, to solicit requests and recommendations for the upcoming conference. "Building Foundations of Political Pluralism." Needs assessment was undertaken to ensure the applicability of the conference and future training activities. Input on training topics, teaching methodologies, inter-cultural understanding, and goal establishment were later incorporated into planning for the conference.

CONFERENCE: Conference on "Building the Foundations of Political Pluralism"
LOCATION: Moscow, Russia
DATES: September 20-22, 1991

This international conference sought to enhance the organization, management, mobilization, and communication capacity of political organizations, as well as to promote a greater understanding of democratic institutions. This forum was also designed to foster communication and mutual understanding between American, Baltic, and Soviet people. Delegations representing political and civic organizations in Russia, Ukraine, the Republic of Georgia, Estonia, Latvia, Lithuania, and Mongolia attended. Plenary and break-out sessions addressed political party education, comparative electoral law, public speaking, mass communication, public opinion polling, volunteers, get out the vote, party financing, economics, organization and management, grass roots party development, campaign preparedness, party platform and rules, issues of elected officials, principles of governance, and coalition building. This practical conference featured a "hands-on," interactive approach designed to draw participants into actual processes.

SEMINAR: Regional Seminar on the Fundamentals of Democracy
LOCATION: Moscow, Russia
DATES: December 16-17, 1991

A regional seminar, which brought together activists from 77 electoral districts throughout the Russian Federation, highlighted the basic tenets of democratic societies and allowed participants to compare the political situations in their respective communities. While concepts and practices were elaborated upon and clarified by the IRI training team, experience sharing was encouraged to allow the participants to learn from each other's successes and failures. Significant portions of time were left open for general question and answer sessions, and the seminar took on a life of its own. Campaigns and elections, the separation of powers, and rule of law were of particular interest to this audience.

1992 Programming

This program was conducted in coordination with the Democratic Russia Movement, its group members, and affiliated organizations in the interests of promoting a better understanding of democracy and the grass-roots approach to political organization. The IRI conducted a series of seminars which focussed on basic democracy education and the fundamentals of political and organization development of political parties. Particular emphasis was placed on creating party structures, organization and management techniques, office operations, leadership responsibilities, and internal communication.

While a consistent thematic framework was utilized during each seminar to encourage the development of a common language of basic political and organization skills among Democratic Russia activists in various regions, minor adjustments were made to take into account local peculiarities. National representatives of the movement were invited to attend local seminars to encourage improved vertical networking and communication as well as clarify the identity of the movement in an increasingly cluttered field of political contenders. In addition, the inclusion of national representatives allowed the Coordinating Council to better assess the strengths, weaknesses, and needs of its organization at the local level.

Some technical assistance, in the form of typewriters and a printing press, was also implemented to enhance internal and external communication. Written materials were also provided to supplement training activities. By the close of 1992, nearly 10,000 Russian language civic education and political training manuals were distributed throughout the Russian Federation.

EQUIPMENT: Smith-Corona Typewriters
RECIPIENT: Democratic Russia Movement
DATE: February 1992

SEMINAR: Civic Education, Party Organization, and Internal Communication
LOCATION: St. Petersburg, Russia
DATES: March 16-17, 1992

Seminar discussions revolved around the basic institutions and traditions in democratic societies, how to organize a political party and manage its resources, the relationship between effective communication and organizational cohesiveness, as well as political tactics and strategy. National representatives of the Democratic Russia Movement conducted a meeting during the seminar to announce important events and developments as well as to respond to the comments and inquiries of local activists. The effectiveness of the meeting was critiqued by IRI consultants with suggestions of utilizing an agenda, stating the purpose of the meeting, and incorporating goal orientation and task assignment into future meetings. As this seminar was conducted immediately following a meeting of representatives of the Democratic Russia Movement, activists from various regions ranging from Archangelsk to Barnaul participated in the seminar.

SEMINAR: Civic Education, Party Structures, Internal Communication
LOCATION: Novgorod, Russia
DATES: March 20-21, 1992

The Novgorod seminar also addressed the issues of basic institutions and traditions in democratic societies, how to organize a political party and manage its resources, the relationship between effective communication and organizational cohesiveness, as well as political tactics and strategy. However, due to the large number of city council members attending, break-out sessions were utilized to consider how each of these issues affected parties in government and the party organizations outside of government. The parliamentary group was also interested in the problem of executive-legislative relations and constituency relations, which were incorporated into the training schedule. Again, national representatives of the Democratic Russia Movement conducted a meeting during the seminar to announce important events and developments as well as to respond to the comments and inquiries of local activists. Suggestions made during the St. Petersburg seminar were incorporated with the result of a more focussed meeting at which decisions were made and tasks assigned.

SEMINAR: Civic Education, Party Organization, and Communication
LOCATION: Saransk, Russia
DATES: May 4-5, 1992

In Saransk, the President of the Mordovian ASSR participated in a discussion of the basic institutions and traditions in democratic societies. Following this discussion, the seminar turned to the issues of how to organize a political party and manage its resources, the relationship between effective communication and organizational cohesiveness, as well as political tactics and strategy. Role-playing exercises were introduced to clarify, in a practical way, the concepts taught during the seminar. Role-playing exercises included the development of slogans and themes, issue identification, public speaking, and candidate presentations. At the close of the seminar, national representatives of the Democratic Russia Movement conducted a meeting with local activists to improve communication with the Saransk organizations.

SEMINAR: Civic Education, Party Organization and Communication, and Campaign Preparation
LOCATION: Voronezh, Russia
DATES: May 7-8, 1992

The Voronezh seminar again visited the topics of institutions and traditions in democratic societies, political party organization, the relationship between effective communication and organizational cohesiveness, and political tactics and strategy. Due to the relative sophistication of the Voronezh activists, as well as requests from the participants, campaign preparation was also incorporated into the schedule. During the seminar, a mock campaign was conducted whereby coalitions of various political parties forwarded candidates, identified priority issues, developed plans of action, and created slogans. Candidates were paired off and asked to make a speech at a public forum and were later critiqued by the voters in the audience. At the close of the seminar, Democratic Russia conducted a meeting, the main purpose of which was to fill a vacant seat on the Coordinating Council for a regional representative from Voronezh.

SEMINAR: Civic Education, Party Organization, and Internal Communication and Coordination
LOCATION: Chelyabinsk, Russia
DATES: July 20-21, 1992

In Chelyabinsk, institutions and traditions in democratic societies were considered, as well as party organization, the relationship between effective communication and organizational cohesiveness, and political tactics and strategy. Break-out sessions and role-playing exercises were utilized to bring to a more practical level issue identification, theme and slogan development, public speaking, and writing political plans. National representatives of the Democratic Russia Movement were also present to enhance networking and communication with activists in Chelyabinsk.

SEMINAR: Civic Education, Party Organization, and Internal Communication and Coordination
LOCATION: Barnaul, Russia
DATES: July 24-25, 1992

As Barnaul exhibited a comparatively low level of political sophistication, considerable time was spent on discussions of the basic components of democratic societies as well as the functions of political parties in pluralistic systems. Party organization and internal communication and coordination were also highlighted. Experience sharing was undertaken to help the audience identify important issues, communicate the positions on these issues, and find solutions to the obstacles facing local activists.

EQUIPMENT: Printing Press (with the National Democratic Institute)
RECIPIENT: Democratic Russia
DATE: August 1992

SEMINAR: Civic Education, Party Organization, and Internal Communication and Coordination
LOCATION: Khabarovsk, Russia
DATES: September 15-16, 1992

The Khabarovsk seminar continued with the themes of basic institutions and traditions in democratic societies, party organization and management, internal communication and coordination, and political strategies and tactics. Brain-storming sessions were conducted during the seminar to address such challenges as fundraising, membership drives, candidate recruitment, political apathy, poor organization, and lack of resources. Role-playing was also utilized to improve public speaking skills and bring to a more practical level, issue identification, theme and slogan development, and position statements.

2) **IRI POLITICAL PARTY TRAINING IN RUSSIA**
(Programs Funded by the Agency for International Development, 1993)

This project was designed to develop and consolidate grass roots institutions which support pluralistic societies, such as political parties, through practical training and infrastructure assistance; to strengthen democratic traditions through civic education activities; and to foster the inclusion and constructive involvement of various segments of society, particularly women and youth, in increasingly open and competitive political processes.

To reinforce the themes communicated during training, the IRI utilizes an interactive workshop format to engage the audience by challenging them to find creative solutions to local problems. In 1993, the IRI added a new dimension to its traditional method of political training by teaching a corps of activists to conduct their own training activities. This two-tiered approach is designed to have a multiplier effect which allows the IRI to reach more political activists throughout the Russian Federation. In order to further enhance the applicability of IRI initiatives at the local level, all missions conducted as part of this project will include Russian trainers who have completed the training program.

In 1993, the IRI will field ten formal training seminars throughout Russia, in addition to informal training sessions and consultations by the In-Country Officer. Local party activists who participated in the "training of trainers" portion of the program will also continue their activities within their local communities. IRI events to activities to are outlined on the next page.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Voronezh, Russia
DATES: December 4-6, 1992

During three days of training, seminar participants learned fundamentals of communicating with the electorate, enhancing media relations, public speaking and debate, conducting voter contact programs, building issue coalitions within the electorate, and preparing for elections. Mock press conferences, impromptu television interviews, voter contact scenarios, and coalition building exercises were undertaken to reinforce concepts and practice skills. Informal discussions were also held to assess recent elections in the United States as well as elections in Lithuania, the Republic of Georgia, Ukraine, Romania, and Bulgaria. Seminar participants represented the Democratic Russia Movement, the Democratic Party, the Republican Party, the Social Democratic Party, and the Greens, as well as independents and community opinion leaders.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits. Volunteers from the small group session were recruited to participate as trainers in the next IRI mission to Archangelsk.

The Voronezh women's working group explored the issues of volunteerism, social outreach, human relations, party membership recruitment, time management, the Russian "glass ceiling," positive female role models, standards of professionalism, and merit based evaluation.

FIELD OFFICE: IRI Moscow Office Opened
DATE: January 7, 1993
ADDRESS: 27/4 Bolshaya Bronnaya, Apt 5
Moscow, Russia 103104

SEMINAR: Party Organization, Political Communication, and Campaign Preparation
LOCATION: Archangelsk, Russia
DATES: February 12-14, 1993

The Archangelsk seminar addressed issues of organizing local party structures, communicating with the electorate, enhancing media relations, preparing for elections, campaign strategy and tactics, and election day activities. In addition, two Russian trainers, representing the Democratic and Republican parties of Voronezh, elaborated on their approaches to social outreach, civic education, voter contact, media relations, fundraising, party organization, and campaign preparation. Mock press conferences, impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Russia Movement, The Social Democratic Party, the Democratic Party, the Republican Party, the People's Party of Free Russia, the Archangelsk Student Union, and the Center for the Revival of Pomyr culture, as well as community opinion leaders.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits. Volunteers from the small group session were recruited to participate as trainers in the next IRI mission to Berezniki.

The Archangelsk women's working group engaged in a discussion of community building, social support structures, volunteerism, time management, issues affecting youth, activism and individual initiative, and personal goal development. The chairmen of several local political parties also attended the working group.

EQUIPMENT: Computers, Printers, Typewriters, and Supplies
RECIPIENT: Democratic Russia Regional Communication Centers
DATE: March 1993

Practical support to local party structures will be further enhanced by a technical assistance projects to allow democratic coalitions to establish regional communication centers equipped with typewriters, computers, printers, fax machines, and other supplies vital to the daily operations of political organizations.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Berezniki, Russia
DATES: March 21 - 30, 1993

The Berezniki seminar addressed issues of organizing local party structures, communicating with the electorate, enhancing media relations, preparing for elections, campaign strategy and

tactics, and election day activities. Mock press conferences, impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Russia Movement, the Memorial Society, the Social Democratic Party, the Democratic Party, the Republican Party, the People's Party of Free Russia, the Peasant Party, as well as independents and community opinion leaders.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits. Volunteers from the small group session were recruited to participate as trainers in the next IRI mission to be conducted this summer. The Berezniki women's working group engaged in a discussion of community building, social support structures, volunteerism, time management, issues affecting pensioners, activism and individual initiative, and personal goal development.

CONFERENCE: "Women Making a Difference.... Today!" [AID Funded]
LOCATION: Novgorod, Russia
DATES: June 25-27, 1993

The IRI hosted an International Conference for Women in Novgorod, Russia which was attended by nearly 200 political activists, entrepreneurs, teachers, housewives, students and volunteers. Participants came from such diverse countries as Estonia, Kazakhstan, Kyrgyzstan, Russia, Turkmenistan, Ukraine and Uzbekistan. Four Central and East European activists also participated in the conference, giving insight to their neighbors on successful methods of integrating women into the democratic transitions. The project was inspired by the contributions of women to grass-roots political mobilization in Russia and was designed to foster the continued involvement of women in more open and competitive political processes.

Conference trainers and speakers, drawn from the IRI's extensive cadre of political, economic, and organizational experts from the United States, gave practical presentations on such topics as principles of organization and management, coalition-building, media relations, public speaking, campaign platform and speech writing, interaction of politics and business, informal surveys, community outreach, and management of volunteers. The format of the conference was marked by general presentations with question and answer periods, as well as a significant amount of time for small workshops. In addition to informal settings which provided an arena for networking, role-playing, work assignments and video-coaching also lent breadth and depth to the conference.

The IRI implemented a mock campaign and election throughout the conference. Five women representing different communities became candidates. Each candidate was paired with two trainers who acted as campaign and deputy campaign managers. Candidates were responsible for recruiting volunteers, developing themes and slogans, seeking support from issue groups, as well as for creating posters and preparing speeches. Election day was replete with four voting booths, a central election committee, national and international observers and poll watchers.

The IRI also administered a poll in which participants were given an opportunity to express their views about women's roles in growing democratic societies. Many of the women had participated in IRI-sponsored political party training seminars and conferences since 1991 and had been active in the IRI women's working groups throughout Russia and Central Asia.

SEMINAR:
LOCATION:
DATES:

Political Communication and Campaign Preparedness
Kemerovo, Russia
15-24 August 1993

The Kemerovo seminar addressed issues of organizing local party structures, communicating with the electorate and intra-party communication, enhancing media relations, preparing for elections, campaign strategy and tactics, and the nexus between business and politics. In addition, two Russian trainers, graduates of the IRI's trainer preparation seminar in Chelyabinsk, elaborated on their approaches to social outreach, civic education, and techniques they used in order to get reform minded candidates elected to the city council. Impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Russia Movement, The Social Democratic Party, the Republican Party, the Russian Communist Workers Party, the Democratic Party, the Movement of Kuzbass Labor, the Independent Trade Union of Miners, the Federation of Trade Unions of the Kuzbass, the Union of Veterans of the War and Labor, the Siberian Council of Parents of Servicemen, the Movement for Democratic Reform, the Association of the Shor People, the Regional National Center for Tatar Culture "Duslik," the Union of Women of the Kuzbass, the Association of Families of Killed Miners, the "Nezdi" Association for the support of women's initiatives, the Kemerovo branch of the Children's Fund, the Writer's Union, the Russian Orthodox Church and representatives of the Kemerovo City Soviet.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits. Volunteers from the small group session were recruited to participate as trainers for future IRI training missions.

The Kemerovo women's working group met with female reformers in the Kemerovo region and addressed the effective contributions women have made in the area of democratic political reform.

SEMINAR:
LOCATION:
DATES:

Political Communication and Campaign Preparedness
Irkutsk, Russia
15-24 August 1993

The Irkutsk seminar addressed numerous issues including the basic elements of a democratic society, grass roots political organization, coalition building, and general campaign skills. In addition, two Russian trainers, head of the Tomsk Region Republican Party and head of the Rostov Republican Party, elaborated on their approaches to coalition building in Tomsk and Rostov. Mock press conferences, impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Choice, Christian Democratic Union, Republican Party, People's Party Free Russia, Democratic Russia Movement, the Party of Liberal Women, the Irkutsk Cossack Movement, the Independent Farmers Association, and the Social Union as well as representatives from the local Journalist and Business Clubs.

SEMINAR: Political Communication and Campaign Preparedness, Vladimir
LOCATION: Candidates School in cooperation with Russia's Choice, Moscow
DATES: Moscow and Vladimir, Russia
17-27 September 1993

The IRI conducted a combined training mission in the cities of Moscow and Vladimir, Russia. This mission represented the IRI's commitment to assist the development of indigenous training of democratic activists in Russia, as well as a continuation of IRI's traditional training seminars in regional cities of the Russian Federation. From 20-22 September, the IRI trainers worked with Choice of Russia, the newest democratic coalition in Russia, in its first training program for campaign staff. For this program, the IRI provided the administrators of the school with copies of the IRI's training materials on computer disks to assist the coalition in the development of its own training materials. This training program brought together leading democratic activists from thirty of Russia's 88 regions and republics for intensive work on organization and campaign skills. This session was disrupted due to the events which took place in Moscow between President Yeltsin and the Parliament, but the participants at this program immediately began building upon the skills they learned in previous seminars as they devised campaign plans and strategies for possible elections.

The Vladimir seminar addressed numerous issues including the basic elements of a democratic society, grass roots political organization, coalition building, and general campaign skills. Mock press conferences, impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Choice, Christian Democratic Union, Republican Party, People's Party Free Russia, Democratic Russia Movement, and a number of other parties active in the region as well as community opinion leaders.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits. Volunteers from the small group session were recruited to participate as trainers for future IRI training missions.

The Vladimir women's working group engaged in a discussion of community building, social support structures, volunteerism, time management, issues affecting youth, activism and individual initiative, and personal goal development. The women decided to hold their first meeting immediately following the working group to set up a timetable and agendas for regular working group meetings.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Perm, Russia
DATES: 17-28 October 1993

With Parliamentary elections scheduled six weeks away, the Perm seminar focused on campaign preparation, voter contact programs, public speaking, message development and media relations. A number of interactive exercises were conducted including coalition building, mock press conferences and one-on-one interviews. Several exercises were taped and performances were evaluated by IRI staff. The majority of participants were from

Democratic Russia. Other parties represented included the Green Party, the Immigrant Party, the People's Labor Party and the Social Democratic Party of Russia.

A small group session was held to acquaint the star pupils with IRI's training techniques so that they may train other Russians. Ten political party training kits were distributed among five parties represented.

Perm women activists met to discuss how to resolve some problems they face regularly. Some issues of concern were equal pay for women, underemployment and the difficulties of working and raising children. Several women-oriented organizations already exist in Perm and can be better utilized to address the specific concerns of these women.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Rostov-Na-Donu, Russia
DATES: 24 October - 3 November 1993

The Rostov seminar addressed issues of organizing local party structures, communicating with the electorate, preparing for elections, and campaign strategy and tactics. Impromptu television interviews, voter contact scenarios, and civic education strategy development were utilized to reinforce concepts and practice skills. Seminar participants represented the Democratic Russia Movement, The Social Democratic Party, the Republican Party, the Choice of Russia, Choice of Don, Don Region League of Young Republicans, Chief Administrator of Volgodonsk, Civic Revival Movement, Association of Private Enterprise, as well as members of the media.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits.

The Rostov women's working group met with female reformers in the Rostov region and addressed the concerns women have today. Among the topics discussed were the role of women in the democratic movement, the double burden, and restrictions in the work place based on gender.

SEMINAR: Pollwatching and Ballot Integrity
LOCATIONS: Chelyabinsk, Irkutsk, Khabarovsk, Archangelsk, Novgorod, Moscow, Vladimir, Rostov-na-Donu, Kazan, Voronezh, Kemerovo and Tomsk
DATES: November 1993

These training seminars were designed to teach local residents about ballot integrity and pollwatching in preparation for the December 11-12 elections. Discussions focused on the importance of monitoring elections, the procedure for December's election, the duties of a pollwatcher and the procedures for reporting violations. Materials were distributed so that participants could teach other Russians to assist in pollwatching within their localities.

MISSION: Election Observation Mission, Russia's December Parliamentary Elections
LOCATIONS: Moscow, Vladimir, Archangelsk, Novgorod, Voronezh, Rostov-na-Donu, Kazan, Kemerovo, Chelyabinsk, Irkutsk and Khabarovsk
DATES: December 7-16, 1993

A 25-member delegation went to 11 cities across Russia to evaluate the electoral process. IRI has conducted training missions in all but one of these cities. The observers assess both the pre-election environment as well as the technical aspects of election administration. Their observations will be part of a detailed report that will make recommendations to Russian officials for improvements in future elections. The report will be distributed to interested parties in both Russia and the United States.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Samara, Russia
DATES: 16 - 25 January 1994

The Samara seminar addressed issues of campaign management, opposition research and polling, campaign tactics and strategy, the importance of pollwatching, fundamentals of public speaking, media relations, and mass communication tools. Impromptu television interviews, voter contact scenarios, and mock press conferences were utilized to reinforce concepts and practice skills. There were 120 participants at this seminar representing the media, various political parties, civic groups, and political coalitions.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focussed on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits.

IRI conducted small group discussion sessions with local women and youth interested in becoming more active in the community. The women's working group and the youth working group discusses community building, social support structures, volunteerism, time management, issues affecting youth, the role of youth in politics, the role of women in politics, activism and individual initiative and personal goal development.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Smolyensk, Russia
DATES: 30 January - 8 February, 1994

Two U.S. trainers worked with activists in this city where the communist presence still remains very strong. Participants spoke of cheating and intimidation during the December Parliamentary elections. Risk to personal safety can be a concern for those who seek greater democracy in the region. The trainers addressed elements of campaign organization and strategy, theme and message development, media relations, communications skills, voter contact, coalition building and youth involvement. Mock press conferences and one-on-one interviews were held to give participants practical experience in the skills discussed by the trainers.

A separate meeting was held with select participants to talk about organizing similar seminars on their own. Training kits were distributed to assist them in organizing, preparing, publicizing and conducting such seminars.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: St. Petersburg, Russia
DATES: 8-15 February 1994

The Christian Democratic Party helped host this seminar, which included a number of parties from Democratic Russia and other pro-reform groups. The sophistication of the audience allowed the two trainers to go into depth on the usual topics of management and organizing a campaign, development a media strategy, organizing volunteer, building coalitions and communication skills. During the practical exercises, especially the mock press conferences and the one-on-one interviews, the participants exhibited solid understanding of the techniques required. The trainers were able to work on refining the participants' skills. Twenty candidates for local office attended the seminar. Ten training kits were distributed

SEMINAR: Women's Program - Political, Business, and Community Issues
LOCATION: Novosibirsk, Russia
DATES: 13 - 24 February 1994

This was the first seminar after the Novgorod women's conference in June 1993 devoted to women's issues and increasing the involvement of in politics, business and community development. Four trainers worked with Russian women from all over the region on conducting campaigns, candidate skills, media relations, starting a small business, community involvement and volunteer organization. More than 100 women attended this three day seminar.

SEMINAR: Political Communication and Campaign Preparedness
LOCATION: Petrozavodsk, Russia
DATES: 27 February - 8 March 1994

The Petrozavodsk seminar addressed issues of campaign management, opposition research and polling, campaign tactics and strategy, the importance of pollwatching, fundamentals of public speaking, media relations, and mass communication tools. Impromptu television interviews, voter contact scenarios, and mock press conferences were utilized to reinforce concepts and practice skills.

A small group session was conducted to prepare party activists to conduct their own training activities. This session focused on organizing, preparing for, and promoting training activities; training and presentation techniques; motivation techniques and confidence building measures, and a review of the IRI training kits.

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SEMINAR: Women's Program - Political, Business, and Community Issues
LOCATION: Suzdal, Russia
DATES: 11 April - 20 April 1994

This was the second seminar dedicated to women in Russia and political, business and community issues. Four U.S. trainers worked with Russian women from all over the region on conducting campaigns, candidate skills, media relations, starting a small business, community involvement and volunteer organization. Russian trainers were also used both to improve their training skills and to bridge the gap between western practices and Russian realities.

3) OTHER PROJECTS

EXCHANGE: International Political Leaders Program [privately funded]
WHERE: Houston, Texas
WHO: Democratic Russia Delegation Participating
DATES: August 15-20, 1992

Russian party leaders were invited to participate in this exchange program designed to bring political activists from around to attend the Republican National Convention in Houston, Texas. Participants observed the convention proceedings, attended major speeches, and met with Republican party officials to gain a better understanding of the U.S. party system.

MISSION: Referendum Monitoring Mission [NED Funded]
LOCATIONS: Moscow, Archangelsk, Chelyabinsk, Khabarovsk, Voronezh
DATES: April 20-27, 1993

A referendum monitoring mission to five cities in Russia each representing a unique challenge in the Russian electoral process. The IRI monitors evaluated the overall electoral environment in addition to focusing on the technical aspect of voting and tabulation. The IRI coordinated the writing of final monitoring mission report which identified the positive and negative features of the process and made recommendation on those areas which needed to be strengthened and refined in anticipation of upcoming elections.

4) LIST OF NGO PARTICIPANTS IN IRI RUSSIA PROGRAMS

The following is a list of some of the registered nongovernmental organizations which have taken part in IRI training activities in the Russian Federation. This list is taken from the entries listed on IRI registration forms and should not be considered exhaustive. Both national headquarters and local chapters of these organizations have been a part of IRI programs. Representatives of other organizations such as outlets of the mass media, local universities and secondary schools, and informal women's, youth, and community groups have also participated. In addition, registration forms indicate that a substantial number of independent voters have also attended IRI activities.

Democratic Russia Movement
Committee for Russian Reforms
Democratic Party of Russia
Constitutional Democratic Party
Party of Free Labor
Liberal Union
Memorial Society
Russian American University
DATA Information Agency
Christian Democratic Union
Democratic Choice
Green Party
Worker's Union of Chelyabinsk
Chelyabinsk People's Front
Choice of Russia
Choice of Don
Voronezh Institute of Provincial Politics

Association of Funds, DR
Republican Party of Russia
Social Democratic Party of Russia
Christian Democratic Party
Moscow Voter's Association
Anti-Fascist Center
Military Reform Society "Shield"
Club of Voters of the Academy of Sciences
Free Democratic Party of Russia
Intl. Center for Emerging Leaders
Democratic Union
Free Urals Party
People's Party of Free Russia
The Peasant's Party of Russia
Civic Revival Movement
Don League of Young Republicans

**5) LIST OF GOVERNMENTAL BODIES SENDING REPRESENTATIVES
TO IRI PROGRAMS IN RUSSIA**

Supreme Soviet of the RSFSR
Moscow City Council
October District Council, Moscow
Voronezh City Administration
Novgorod City Council
Office of the Mayor of Archangelsk
Archangelsk City Council
Saransk City Council
Zheleznodorozhnt District Council
Khabarovsk Territorial Administration
Chelyabinsk City Council
Office of the Mayor of Miass
Krasnrpesnenskovo Rayon Council

Congress of People's Deputies of the RSFSR
St. Petersburg City Council
St. Petersburg Regional Council
Voronezh City Council
Novgorod Administration
Archangelsk Regional Council
Tomsk City Council
Office of the President of the Mordovian ASSR
Khabarovsk Territorial Council
Chelyabinsk Regional Administration
Chelyabinsk Regional Council
Altai Regional Administration
Office of the Voronezh Presidential Representative

**6) LIST OF HOST CITIES TO IRI PROGRAMS
IN RUSSIA**

Moscow
Novgorod
Voronezh

St. Petersburg
Saransk
Chelyabinsk

14/4

Barnaul
Archangelsk
Irkutsk
Vladimir
Rostov-na-Donu
Smolensk
Novosibirsk
Petrozavodsk

Khabarovsk
Berezniki
Kemerovo
Perm
Samara
Tomsk
Obninsk

**7) LIST OF ADDITIONAL RUSSIAN CITIES AND TOWNS
SENDING REPRESENTATIVES TO IRI PROGRAMS**

Murmansk
Pushkin
Soiktoivkar
Pskov
Petrozavodsk
Kursk
Tambov
Troitsk
Korkino
Dudinka
Omsk
Rostov-Na-Donu
Kazan

Miass
Tomsk
Pavlovsk
Krasnoyarsk
Belgorod
Lippitsk
Magnitogorsk
Karabash
Perm
Novokuznetsk
Blagoveshchensk
Vladivostok