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# PUBLIC-PRIVATE PARTNERSHIPS AGAINST CORRUPTION IN RUSSIA FINAL REPORT



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# PUBLIC-PRIVATE PARTNERSHIPS AGAINST CORRUPTION IN RUSSIA

## Final Report



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### **DISCLAIMER**

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## INTRODUCTION

This report documents the activities and accomplishments of the **Public-Private Partnerships Against Corruption Project** implemented for USAID/Russia by Management Systems International. The project began on June 20, 2001 and ended on December 18, 2006 and was conducted as Task Order 803 under the Governmental Integrity and Anti-Corruption Programs Indefinite Quantity Contract (IQC) (# AEP-I-00-00-00009-00) issued by USAID/DCHA/DG.

The project progressed through several phases, starting with a pilot study in two Russian regions and scaling up to five other regions as the accomplishments of the project became apparent. For the first two years, the project was conducted in the **Samara and Tomsk Oblasts**. The project worked with regional and municipal administrations, civil society organizations, the private sector, and the mass media to develop and implement practical and coordinated anti-corruption programs to enhance transparency, accountability and integrity of government.

The project was guided by four strategic principles:

- Develop the capacity of all sectors of society to fight against corruption by developing and implementing anti-corruption action plans and building cooperation across government, civil society, and the private sector.
- Build the sustainability of the anti-corruption program. This required an emphasis on corruption prevention and public education activities that reduce opportunities for corruption in the future, and an institutionalization strategy that emphasizes coalition-building and public-private partnerships.
- Concentrate efforts on several practical reform areas that are perceived by local stakeholders as critical corruption vulnerabilities. This approach produced visible results quickly.
- Ensure local ownership of the anti-corruption program by involving all sectors of society in all steps of implementing the program.

During the second phase of the project, from June 2003 onward, the objectives of the project were extended to include the following goals:

- To strengthen and expand the anti-corruption programs in the Samara and Tomsk Oblasts, with particular emphasis on building the capacity of civil society organizations to continue their anti-corruption activities with more diverse resources.
- To extend more active technical assistance and support to government administrations to achieve specific government reforms that will remedy critical corruption vulnerabilities.
- To develop a methodology and mechanism to rollout similar anti-corruption initiatives in other regions by developing appropriate materials and training local partners as effective anti-corruption consultants.

In addition, starting in June 2003, the project was expanded to include two additional regions – **Irkutsk Oblast and Primorsky Krai**. The objectives were to apply the best practices and lessons learned from our previous efforts in Samara and Tomsk and, in fact, employ the local civil society leaders from those two Oblasts, in addition to expatriate specialists, to disseminate their experiences and provide technical assistance in the new locations. Three new objectives were added:

- Facilitate the implementation of civil society anti-corruption coalitions and partnerships with governments in the two new Oblasts, including the development of anti-corruption action plans.

- Provide small grants to civil society members of the coalitions to help them implement their action plans.
- Work with the Oblast and city governments to promote reforms that reduce the opportunities for corruption.

In June 2005, under a new modification to the contract, the Program was expanded to three new regions in the Russian Far East -- **Khabarovskiy Krai, Sakhalin Oblast and Kamchatka Oblast**, with the following objectives:

- To provide continued technical assistance to anti-corruption programs in Samara, Tomsk and Irkutsk Oblasts, and Primorsky Krai;
- To extend the anti-corruption program substantially to other regions in the Russia Far East; and
- To forge interregional networking and joint projects across local anti-corruption activists in these regions.



The last modification to the project articulated the following targeted goals to be achieved:

- Public perceptions should indicate that corruption issues are higher on the public agenda.
- More people and business entities that are victims of corruption should be provided with legal support services and receive redress of their grievances.
- Transparency and accountability laws and reforms in key government functions, such as public procurement, budget processes, elected official responsiveness, housing services, etc, should be drafted, proposed and adopted.
- Public audit groups, in such areas as procurement, budget, and housing, should apply more pressure for transparency and accountability reforms in government bodies.
- Frequency of public awareness activities on anticorruption in the mass media should be increased.

This final report of the project provides an overview of activities accomplished, the results and impacts of the activities, lessons learned and best practices, and final recommendations for sustainability of the program objectives and achievements.

## 1. PROJECT OVERVIEW

The Public-Private Partnerships against Corruption Project facilitated establishment of civil society anti-corruption coalitions in seven Russian regions; strengthened the skills and capacity of CSOs, the media,

and the business sector to develop and implement effective anti-corruption activities; fostered public-private partnerships between civil society anti-corruption groups and local government to coordinate and jointly implement anti-corruption programs as equal partners; and facilitated interregional networking to share experience and reach out to the federal level.

Activities and results in each of the project's components are described below. The main areas of intervention included:

- Mobilizing and building the capacity of civil society to fight against corruption.
- Establishing sustainable institutions to effectively address corruption.
- Drafting and promoting new laws and amendments to existing legislation to strengthen the legal framework and enforcement of law, and conduct risk assessments of draft laws and existing legislation to reduce opportunities for corruption.
- Promoting citizen watchdog activities to monitor government functions in such areas as: budgeting processes, public procurement, communal housing and services, school systems, local legislatures, and other areas.
- Providing legal services and support for citizens faced with alleged corruption or excessive bureaucracy and represent citizen interests in governmental institutions and in the court system.
- Eliminating administrative barriers in services provided by the government to citizens and businesses.
- Promoting ethics in government and businesses.
- Conducting public awareness and education activities among targeted groups (businesses, youth, disabled, pensioners, etc.) to promote greater intolerance to corruption, educate citizens of their rights and enhance their abilities to advocate on their own behalf.
- Fostering investigative reporting on corruption and professional journalism to promote anti-corruption goals and citizen rights.
- Involving youth in anti-corruption programs and activities, and introducing anti-corruption civic education programs in schools and universities.
- Monitoring corruption trends and the effectiveness of anti-corruption efforts.

The project relied on the active participation of local organizations and institutions to build local ownership and skills and to stimulate reform. Over 130 initiatives were implemented by local groups under the Small Grants Program. A majority of these initiatives were implemented by small groups of CSOs working in partnership with one another, fostering outreach to hundreds of dedicated organizations in the fight against corruption.

During the course of the project, many reforms at the regional and local levels were implemented. During the last year and a half alone, about 60 reforms were initiated, almost one-third of which were officially enacted.

Several **key documents and materials** were produced under the project, among them:

- **Public opinion reports** on the results of regional and city-wide household public opinion surveys conducted in 2002, 2004, 2005 and 2006
- ***Civil Society Fighting Corruption: Lessons Learned***. This workbook was printed in 2004 and summarized the practical experience of implementing anti-corruption projects in Samara and Tomsk. It served as an extremely valuable tool during the roll-out phase.
- ***Training Civil Society to Fight Corruption: Methods and Experience***. This training program was developed by local experts and included ten thematic modules on different types of anti-corruption actions, each of which included a section on theory and practical methodology, examples from practical experience on how these actions have performed, and step-by-step

approaches on how to implement them effectively and overcome obstacles. This training was used for rolling out the program.

- **Guidebooks, Textbooks and Training Videos.** Several materials were developed to provide practical, “how to” guidance on conducting training and outreach to civil society and governmental institutions. Among these were:
  - Guides for establishing watchdog activities to monitor public procurement, the legislature, and the budgeting process;
  - Guides for training municipal government officials to implement corruption prevention measures;
  - A textbook to train journalists in conducting investigative reporting on corruption;
  - Several texts and workbooks to train university and secondary school teachers and students on issues of corruption; and
  - A guidebook and training video on conducting school debates on corruption topics.
- **Video of Best Practices.** A video was created to highlight activities and accomplishments of the Tomsk and Samara Coalitions.
- **Newsletters.** Quarterly newsletters were written and distributed among the regional coalitions.

All of these documents were compiled onto a **CD and DVD** in coordination with the final program meeting which was held in Moscow in November 2006. The CD includes about 140 major documents produced during the course of the project. The DVD contains several video clips and news reports.

## 2. PROJECT ACTIVITIES AND RESULTS

### 2.1. Mobilizing and building the capacity of civil society to fight against corruption

- Extensive training on anti-corruption techniques and tools was provided to representatives of civil society, the media and businesses. Training topics consisted of: corruption and anti-corruption strategies, civil society’s role in fighting corruption, advocacy and lobbying in fighting corruption, citizen watchdog activities to keep government accountable, coalition and partnership building, public awareness campaigns, investigative reporting on corruption, and sustainability building.
- Specialized training sessions were conducted for a variety of the governmental agencies to enhance transparency and accountability and to implement best practices. Examples of training topics included the following: ethics in government, transparency in procurement, case management in financial audits, and municipal anti-corruption programs. Most trainings were followed by technical assistance to implement reforms.
- A team of local trainers was established and extensively trained. In 2003, the team of trainers developed an innovative Anti-Corruption Training program. This unique program consisted of 10 training modules of 1-3 days each that could be delivered in several appropriate combinations depending on audience needs. These training materials have been combined and placed on a CD that is now available. Training programs based on



these materials were conducted in 2004 and 2005 in the new regions to which the project was extended.

- Coalition member organizations conducted numerous trainings for their constituencies, beneficiaries, and local governments both inside and outside of their regions. Training ranged from legal awareness and education to strengthening skills and mobilizing for anticorruption actions. Between July 2005 and November 2006, about 90 training sessions were conducted for about 2,500 participants. In addition to training, 180 workshops were held with over 2,800 participants.
- The leaders of the regional coalitions drafted a practical handbook of civil society actions that can be taken against corruption. It is based on the practical experience of the authors and their colleagues. The handbook was used extensively during the project roll out phase.

√ **RESULTS:**

- Thousands of people were trained in anti-corruption techniques and involved in anti-corruption activities;
- A cadre of well-trained local trainers equipped with innovative training programs and practical personal experience are now in place and active in transferring their knowledge and skills;
- Training materials are developed and available to be used to train others in effective anti-corruption techniques; and
- Experience and skills are being transferred to neighboring regions that were not part of the Program.

## 2.2. Establishing sustainable institutions to effectively address corruption

- **Civil Society Anti-Corruption Coalitions** were formed in each region with strong teams of local professional activists. They were well-equipped with ideas and techniques for fighting corruption effectively and mobilizing civil society to call for practical anti-corruption reforms. Coalition members quickly developed a collaborative work style where each contributed to the common goal and at the same time benefited from joint activities and mutual support. Over 140 organizations and thousands of their members were united by regional anti-corruption coalitions that were established by the project:
  - Partnership Against Corruption in Samara Oblast
  - Coalition Against Corruption in Tomsk Oblast
  - Anticorruption Coalition in Primorskiy Krai
  - Coalition Against Corruption in Irkutsk Oblast
  - Anti-Corruption Coalition of Civil Society Organizations of Khabarovskiy Krai
  - Sakhalin Anti-Corruption Partnership
  - Coalition Against Corruption in Kamchatka Oblast.
- The **network** of regional coalitions – the **Russian Anti-Corruption Partnership (RAP)** – was established in 2005 and generated new opportunities and perspectives to broaden exchanges of experience and information, and to conduct joint interregional activities that strengthen RAP's influence over political processes on the regional and federal levels. RAP members regularly

exchange information and news, and share experience over the dedicated RAP website at <http://rap-anticorruption.ru/>. A RAP Newsletter, issued on a quarterly basis, contains information from all regions. The Newsletter is posted on the RAP website, e-mailed to over a hundred e-mail addresses and over 300 hard copies are distributed in each region, as well as outside the project regions. The RAP held 4 interregional meetings to discuss regional and federal issues, review policy documents, and outline and review joint activities. In addition, four specialized interregional meetings were conducted as part of the interregional projects initiated by groups involved in monitoring budgeting processes, public procurement, and the legislature, and in implementing programs targeted at youth.

- Government-Civil Society Partnerships were established in most of the regions to better coordinate efforts in fighting corruption. In Samara, a **Coordinating Council Against Corruption** was established by the Governor's order in 2002 and consists of representatives from CSOs, the media, the business sector and the government. The Council was tasked with developing strategy and plans, reviewing results and coordinating activities in the region to be implemented by all parties. In Tomsk, the Coalition coordinated its activities with the government on the basis of memorandums and other kinds of agreements. In 2005, the Governor of Tomsk Oblast initiated the establishment of an **Anti-Corruption Commission**. Representatives of the Tomsk Anti-Corruption Coalition are members of the Commission. In Vladivostok, the Primoriye Coalition coordinates with the Krai Administration and a number of governmental institutions on the basis of a Memorandum of Understanding.
- Regional coalitions and their members have been included in a number of government **working groups, commissions, oversight committees** and other dialogue groups through which they have new opportunities to directly participate and influence political processes and policies. For example, in Tomsk, Samara, and Irkutsk, coalition members are included in the procurement evaluation committees as independent observers that ensure greater transparency in procurement processes. In Tomsk, the Chamber of Commerce issued an internal order making Corruption Risk Assessments of draft laws a permanent function of the Chamber.
- **Anti-Corruption Citizen Advocate Offices (CAO)** have been established in each region. CAOs are independent civil society organizations staffed with professional lawyers that provide free-of-charge legal aid to citizens and businesses that are confronted with alleged corruption or excessive bureaucracy. These seven CAOs typically serve over 2,000 citizens annually all together. They provide legal advice, represent citizens in their disputes with government agencies, and protect citizen interests in court. Over the course of the project several CAOs expanded their activities and created out satellite offices within the same city or other cities.
- **Courses on corruption** have been developed and taught at some colleges and universities. For example, an investigative reporting course on corruption was developed and introduced in Irkutsk at the Journalism School of the University. At the Law Institute of the Far East State University, a textbook on corruption and anti-corruption was developed, and a course was implemented at



several universities in the Far East region. In Tomsk, several leading universities participated in the *Education Against Corruption* program co-sponsored by the Oblast Administration. Many of these universities introduced anti-corruption classes in their curricula (including, among others, the Medical School) and conducted extracurricular activities and contests.

- **Anti-corruption classes**, as a part of civic education in schools, were developed and implemented in Samara and Tomsk regions. The classes became a part of the official regional civic education component in the school curriculum. In addition, teachers were trained at Teacher Retraining Institutes to conduct these classes and were provided with training materials. Similar curricula are expected to be officially adopted in Primorskiy Krai and Irkutsk.
- In Samara, a special course on **Ethics for Police** was developed and implemented as part of the formal curriculum at the Samara Branch of the Saratov Police Academy. In addition, an ethics class was developed and implemented for the retraining course of mid- and high-level police officers.
- In 2002, the Foundation for Independent Journalists in Tomsk, operating under a small grant, conducted a series of **local budgeting workshops for journalists** led by Russian experts on the intricacies of the state budgetary process. The objectives of this project were to build the capacity of journalists to understand and ask knowledgeable questions of government authorities about budgetary planning and expenditures so they could conduct responsible investigative reporting. Without a clear understanding of how the state makes decisions to allocate public funds, journalists can easily be blindsided in their role as citizen watchdogs. More than 80 journalists from Tomsk city and Oblast, representing both the print and electronic media, were trained. A special **training textbook** was produced and published that included reference and methodological materials. As an immediate result of these workshops, the participants published 24 stories in the press about the region's budget within several months after training.
- In Samara, a **Municipal Anticorruption Training Guide** was completed as a resource and training manual for local administration officials. The Training Guide was implemented in the Oblast Public Administration School as a part of the formal curriculum for municipal governments and self-governmental institutions.



#### √ RESULTS:

- Anti-corruption institutions have been established – both in civil society and in government -- to ensure the sustainability of the program's anti-corruption efforts.
- Regional civil society coalitions have demonstrated their effectiveness and professionalism and proved that by joining efforts they can achieve better results and gain legitimacy from the public and the government. The Coalitions are a strong voice in each region and are involved in a constructive dialogue with the government on the basis of partnership.
- CAOs have become instrumental in improving the legal literacy of citizens and business people and addressing their grievances concerning corruption by producing results.

## 2.3. Improving the legal framework

Improving the legal and regulatory framework was a key goal in each region. It included two major approaches: drafting new laws and regulations and advocating for their enactment, and reviewing draft laws and existing laws to identify vulnerabilities for corruption and advocating for amendments to these laws. Some major activities and results in this area are described below.

- Several regional laws were drafted, passed and adopted to promote governmental transparency, accountability and ethics. Among the most significant were: the Law on Access to Information (Primorskiy Krai), Regulations on Ethics of Deputies ( Tomsk), Regulations on Ethics of Oblast and Municipal Officials (Samara Oblast), the Law on Public Hearings (Tomsk), and the Law on Citizen Inquiries (Tomsk). Other implemented regulations include the following: the regulation on funding activities to support youth employment (Samara), the regulation to support youth tourist associations (Samara), the regulation on support to organizations that provide social services (Samara), the regulation on establishing an expert commission under the public council of the Samara Oblast legislature (Samara), amendments to the Oblast Law on the Budgeting Process of Irkutsk Oblast, the regulation on procedures of the Bid Evaluation Commissions (Primoriye), amendments to the regulation on capital renovation expenditures of premises at the expense of leasing cost (Primoriye), the regulation on citizen participation in the budgeting process in the city of Artem, the regulation on establishing coefficients for Unified Tax (EHBД), and several others. During the period between July 2005 and November 2006, (the last contract modification period), participant organizations in the project initiated about 60 legal reforms (regional laws and amendments to laws and regional and city regulations), 27% of which were adopted by the end of the project while others are still being lobbied.



Other legal initiatives conducted by the project included the following:

- In all regions, coalition member organizations conducted reviews of existing legislation and draft laws to identify embedded, though unintended, opportunities for corruption. Based on their review, they recommended alternative wording that would eliminate these opportunities and prevent corrupt practices.
- In Khabarovsk, with input from the Coalition, the City Administration made positive steps toward reforming municipal budget management. Future changes to budgeting procedures will be developed with the further involvement of civil society organizations.

- In several regions, coalition member organizations drafted and promoted recommendations to improve municipal procurement procedures to strengthen transparency and accountability, thus reducing opportunities for corruption.
- In Vladivostok, Khabarovsk, Tomsk, Samara and Irkutsk, the anti-corruption coalitions actively participated in and contributed to discussions to improve their city charters. In Vladivostok, the Primoriye Anti-Corruption Coalition prevented the city government from passing a new charter behind closed doors and initiated a major public discussion involving the media.

#### √ RESULTS:

- Numerous regional laws and regional and municipal regulations targeted at improving transparency and accountability in government were initiated under the Program and many of them were enacted. Between 2005 and 2006 alone, there were 60 legal drafting initiatives and about one-third of them were implemented. Enactment of these laws and regulations ensures the sustainability of anti-corruption efforts.
- Civil society organizations developed practical skills in legal drafting and advocating for reforms that they will continue to use in the future.
- Precedents were established to include civil society groups in initiating or being actively involved in the legal drafting and legal reviewing process. These new practices promote the rights of citizen participation in policy development activities.

## 2.4. Reforming governmental institutions to remove opportunities for corruption

The project worked with local governments and a variety of institutions to assist them in developing anti-corruption strategies and establishing policies, procedures and mechanisms to prevent corruption from occurring. While much cooperation and coordination with the government was accomplished through coalition member organizations' activities and grants projects, MSI experts worked directly with several governmental institutions to implement concrete reforms, as well. Among these institutions were the Samara Anti-Corruption Coordinating Council, Tomsk Chamber of Accounts, Samara and Tomsk Procurement Agencies, and the Samara Oblast Administration.

- The project assisted the governments of Samara, Tomsk, Irkutsk Oblasts and Primorskiy Krai in identifying priority areas to be addressed through anti-corruption programs and in developing **anti-corruption strategies and action plans**. The strategies and the action plans called for cross-sectoral cooperation among different governmental institutions, civil society organizations, the mass media and the business community. While in different regions initial cooperation and coordination with the government varied from a full embrace of the program, as in Samara, to initial suspicion and lack of cooperation as in Tomsk and Irkutsk, the attitude and cooperation improved significantly over time as the professionalism and effectiveness of the project activities and participating organizations were demonstrated.
- MSI consultants conducted training and provided technical assistance to strengthen anti-corruption practices for the **Public Procurement Offices** in Tomsk and Samara. In Tomsk, a three-day workshop was conducted for 18 professionals representing the Department of Public Procurement and Logistics in the Oblast administration, the Public Procurement Center, the office of the Mayor of the city of Tomsk and local NGOs. Participants made a serious commitment to take well-defined actions to implement anti-corruption strategies learned during the workshop. Specifically, the Department of Public Procurement, which is responsible for procurement policy

in the Oblast administration, and the Public Procurement Center, which is the central procuring agency in the Oblast, presented their action plans to implement anti-corruption efforts in their programs. In Samara, a one-day workshop was conducted for 25 professionals representing several offices and agencies within the Oblast administration including the Department of Economic Development and Investment, the newly created central procuring office, as well as municipalities within the Oblast including Samara and Togliatti. During the workshop and subsequent technical consultations, members of the Samara region procurement community were introduced to several new ideas for increasing the effectiveness and efficiency of the public procurement system in Samara.

- A workshop to strengthen anti-corruption practices was conducted by MSI consultants and former staff of the US State Department Inspector General's office for the **Accounts Chamber in Tomsk**. The purpose of this assignment was to coordinate with the Tomsk Oblast Accounts Chamber to conduct training, share experiences from the United States, engage in dialogue, identify priorities, and design and implement a set of actions that would strengthen the capacity of the Accounts Chamber to fight corruption effectively. The training consisted of a number of sessions targeted at different Chamber functions implemented by different divisions and professionals. Staff members of the Accounts Chamber attended the appropriate training sessions. In addition, several hands-on consultations were provided to Chamber management and professional staff. MSI consultants also assessed the concept of a computerized tracking database system proposed by the Chamber. MSI provided technical assistance to develop and implement the database tracking system that was highly appreciated by the Chamber's leadership. This system facilitates audit investigations of regional government bodies and supports follow-up when allegations of corruption or abuse are detected. Since each Russian region has a similar auditing body, this system can be easily transferred to other Russian regions.
- In Samara, MSI and the U.S. Office of Government Ethics (OGE) assisted the Oblast Government in developing a **Professional Code of Ethics for Samara Oblast Officials**. Specifically, US experts shared U.S. Government experience developing, implementing, and enforcing the Standards of Ethical Conduct for Employees of the Executive Branch, as well as other relevant country approaches to codes of conduct. The US experts conducted training followed by extensive technical assistance in developing the Samara Code. The Code was developed by working groups consisting of representatives of the government and civil society, and was broadly discussed among Oblast Government officials. The Government published the resulting Code and is currently discussing the most appropriate mechanism for its implementation.
- In Samara, **ethics training for traffic police** was developed and conducted for representatives from 26 regions of Russia. In addition, two workshops on police ethics were conducted for senior criminal police officers and officers that investigate organized crime. This training was accomplished by a grantee

√ **RESULTS:**

- Policy and procedural reforms to ensure transparency and accountability were implemented to improve the public procurement system and audit and control functions in two oblasts.
- Ethics standards and programs were implemented in several governmental institutions and are in the process of being implemented in others. Introducing these standards improves integrity and service delivery and prevents corruption and potential conflicts of interest.

## 2.5. Promoting transparency and accountability in government through active citizen watchdog and advocacy activities

Citizen watchdog and advocacy activities were conducted by several organizations in most of the regions. The objectives of the watchdog activities were to monitor governmental institutions and functions to detect wrongdoings, abuse of power or corruption; to publicize the results of the monitoring; and to promote reforms. Watchdog activities were focused on the budgeting process, public procurement, the legislature, school budgeting, communal services, and policy reforms.

- In Samara, Tomsk, Irkutsk, Khabarovsk, and Artem, citizen watchdog groups regularly monitor the **public budgeting process**. They oversee budgeting thoroughly and systematically, starting from budget formulation to adoption, implementation and execution. When violations or misuse are observed, they bring it to the attention of the authorities – the supervising or oversight agencies – to eliminate the violations. In all regions, coalition members participate in public budget hearings and budget review processes. In Irkutsk, the local government requested that a coalition member organization train officials on budgeting processes. In Samara and Tomsk, local newspapers serve as public watchdogs and, in addition to monitoring the budget, they also educate their readers on budget processes and execution.
- In Tomsk, Samara, Irkutsk, Khabarovsk, and Vladivostok, coalition member organizations conducted **watchdog activities for municipal and regional public procurements**. In each region, detailed monitoring methodologies and indicators were developed and applied. As a result of these activities, authorities canceled bids due to the detection of violations of the law and procedures. In Tomsk, representatives of the watchdog group are now included in procurement evaluation commissions as official observers. Also in Tomsk, local government asked our citizen watchdog groups to assist them in conducting several procurements in rayons. In each region where monitoring of public procurement was conducted, our watchdog groups drafted recommendations to improve systems and procedures for reformed implementation.
- In Tomsk, Yuzhno-Sakhalinsk, Bratsk, Samara, and Irkutsk, citizen watchdog groups regularly conducted

### **TOMSK CITY BUDGET BECOMES TRANSPARENT**

The public manner in which results of the budget monitoring project in Tomsk were broadcasted demonstrates a strong demand for government transparency and accountability. The project had far reaching impacts. City Hall and the City Council for the first time had to explain publicly how the budget was drafted and how they control budget spending. The Mayor of Tomsk publicly announced: "... transparency in budgeting requires not only making information public about the budget, but also the participation of citizens in the budgeting process." He requested his press service to issue monthly press releases with all information regarding the budget, including information on the findings of budget audits conducted by controlling agencies. This was a direct achievement of the Tomsk Coalition. The City Press Service now issues these press releases and distributes them to media outlets throughout the city.

### **BUSINESS ORGANIZATION BRINGS ORDER TO ARTEM CITY BUDGET**

**Watchdog results in dismissal of official.** The Artem City Council of Entrepreneurs, while monitoring the City administration, realized that the Mayor unlawfully hired his Deputy. The Council appealed to the City Duma and the Prosecutor. The Prosecutor supported the complaints and ordered the Mayor to comply with the law. As a result, the Deputy Mayor was dismissed.

**Detection of budget violations.** This same business Council analyzed the budget expenditures of the Mayor's Fund and came across violations that involved misappropriations to the city Prosecutor's office and city court. The Council appealed to the Krai Prosecutor. As a result, all resources were returned to the budget and the city Prosecutor was reprimanded.

**Municipal procurement abuse.** During 4 months of monitoring municipal procurements, the Council detected clear violations that involved the Chairman of the Artem City Duma. The results of the Council's analysis were passed to the Duma and to the Prosecutor. At an extraordinary session, the Chairman was forced to resign.

**monitoring of the local legislature.** This oversight started with the election campaigns through the deputies' terms in office. Members of our watchdog groups attended legislature sessions and committee meetings, assessed activity levels of deputies and what reforms they initiated, analyzed voting records, compared election campaign promises of deputies with their positions while in office, and assessed deputies' accessibility and accountability to their constituencies. All monitoring reports are publicized through media and other channels to reach out to a broad public. The groups developed, published and widely distributed a number of brochures and flyers with information about citizen rights, the legislature and deputies, and rating of deputies based on a variety of criteria. Among the most popular recent publications were the book, "Irkutsk Parliament Profile" (the book is now used as a textbook at local universities and was reprinted by the Irkutsk State University), and the brochure, "Open Parliament: Public Monitoring of the Tomsk Oblast State Duma," that provides detailed information about the Tomsk Oblast Duma and its deputies.

- In each region, coalitions and their members voice their active position with regard to **public issues and policy decisions** that are of significant public interest. For example, in Vladivostok, the Coalition prevented the city government from passing a new city charter without public hearings. It became one of the key advocates for reducing customs fees, regulating parking in the city, and reporting on the collection and spending of charitable contributions to the Fire Department Fund and other initiatives. In Irkutsk, members of the Coalition were among civil society leaders who protested against laying an oil pipeline near Lake Baikal.
- In Samara and Tomsk, CSOs monitored the establishment of **extra-budgetary school funds**. Although numerous violations and abuses were detected, the group found that teachers, school administrators and parents were not aware of legitimate mechanisms of fundraising. The monitoring group developed a guide on establishing Parent-Teacher Foundations to legitimize fundraising in schools and to develop transparent financial management systems. The Guide was very much appreciated by the Oblast Administration of Education and recommended to schools throughout the Oblast. In addition, neighboring Oblasts were informed of the Foundation approach and implemented it.
- CSOs in Samara and a local newspaper in Tomsk conducted watchdog activities and public awareness campaigns in the area of **communal services**. In Samara, watchdog groups mobilized and trained apartment building tenants how to monitor services (utilities, repairs, building maintenance) provided by communal service agencies and compared their findings with the communal services budget and collected utility fees from tenants. As a result, there were a number of cases where tenants successfully demanded improved service delivery or the return of payments for non-delivered services. In addition, the watchdog groups ensured that all housing and utility payment receipts issued by the government disclosed detailed information of payment breakdowns for particular services. Service delivery became more transparent and accountable.

**Public Budget in Irkutsk is now "for the People" and "by the People"**

The Anti-Corruption Coalition of Irkutsk succeeded in promoting transparency in the public budget and increasing citizen participation in and monitoring of the budgeting process. The culmination of the project was a public budget hearing in October 2005 where over 200 people attended with overflow standing and listening outside through a loudspeaker.

During the preparation stage, about 80 representatives from NGOs, think-tank groups, concerned citizens and youth participated in reviewing the draft budget. During the hearing, CSOs were the most vocal and articulate in their comments and arguments about the upcoming year's budget. The most active were members of the Anti-Corruption Coalition of the Irkutsk Oblast who made six presentations during the hearing. In addition, they distributed a guide for citizen participation in the budgeting process and a hard copy of the draft budget to all attendees.

All recommendations and comments from the hearing were documented, summarized and submitted to the Oblast Legislature for further consideration. The public hearing was given significant attention in the media – practically all media outlets reported on the event for many days to follow.

✓ **RESULTS:**

- Professional citizen watchdog groups were well trained and established in the regions. They developed practical experience by monitoring governmental institutions and achieved success not only by identifying corruption problems but by recommending and advocating for reforms to fix those problems.
- Governmental institutions and functions, such as public procurement agencies, local legislatures, and budgeting processes are now closely monitored by citizen watchdog groups that ensure government accountability and prevent abuses, corruption, and misconduct from occurring or going unpunished.
- Many reforms were implemented at the initiative of these watchdog and advocacy groups, among them: transparency procedures in public procurement, accountability of local legislature members to their constituencies, legitimizing extra-budgetary funding in schools, and public participation in the budgeting process, among others.

## 2.6. Legal support to alleged victims of corruption and excessive bureaucracy

### LEGAL PROTECTION OF CITIZENS' RIGHTS

CAO lawyers have succeeded in coordinating with local government, higher governmental institutions, citizen advocacy groups, as well as local citizens. They have succeeded in:

- Preventing illegal land allocation for construction
- Blocking the signing of a public procurement contract that was awarded in breach of procurement regulations
- Appealing to government entities for restored citizen rights for housing that was unlawfully taken from them.
- Disciplinary actions taken against corrupt civil servants

Anti-Corruption Citizen Advocate Offices (CAO) have been established in each region. CAOs are independent civil society organizations staffed with professional lawyers that provide free-of-charge legal aid to citizens and businesses that are confronted with alleged corruption or excessive bureaucracy. Across the seven CAOs, over 2,000 citizens are typically served annually. They provide legal advice, represent citizens in their

disputes with government agencies, and protect citizen interests in court.

CAO lawyers have conducted extensive legal education and awareness campaigns for various targeted groups to explain the legal rights of citizens and businesses, and the responsibility of government officials. Legal awareness activities were conducted via workshops, the development of various public awareness materials, as well as through the mass media.

CAOs in several regions also provided legal support to journalists that were conducting investigations into corruption. CAO lawyers assisted journalists in developing investigative strategies and using legitimate approaches to collect information, provided legal advice on issues under investigation, provided legal review of the reports

### Tomsk CAO Statistical Summary

The CAO in Tomsk responded to 1,044 citizen grievances during the period between June 2005 and November 2006. Out of the total number, 915 cases were related to abuse of power by public officials, excessive bureaucracy and corruption. Most of the complaints were against controlling and inspecting agencies (177) and permit issuing agencies (134). This is followed by corrupt communal services (95) and law enforcement agencies (83). In 572 cases, citizens required legal consultation only. In the remaining 343 cases, CAO lawyers protected citizen interests by visiting the offending governmental institutions (300) and through legal representation in court (43). All these cases were solved in favor of citizens.

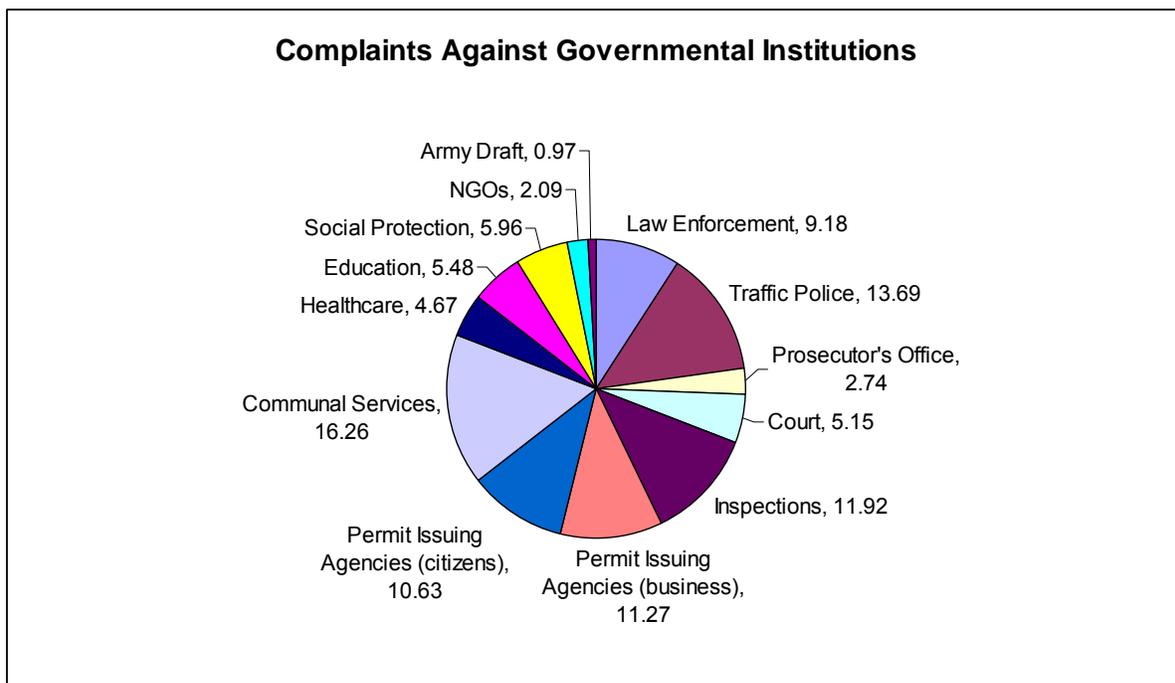
Lawyers of the Tomsk CAO conducted extensive legal awareness activities: during the last year and a half they conducted 6 workshops and 2 training workshops, published 12 flyers and 8 brochures on legal issues, and developed 5 legal rights videos.

Tomsk CAO was awarded the Oblast-wide award in 2005 for the most informative website in the Oblast.

produced as a result of investigations, and protected journalist rights when they were wrongly accused or pressured by the government. The CAOs also consulted and provided legal support to Coalition member organizations conducting advocacy campaigns and provided legal training and education on a variety of topics. Such activities were coordinated with government representatives from the Office of Human Rights, the Prosecutor’s Office, and various police offices.

The following graphs represent some a statistical analysis of the nature of complaints, services provided by CAO lawyers, and CAO results.<sup>1</sup> Most citizen complaints dealt with problems concerning communal services, the traffic police, inspections, the permit system, and law enforcement (police).

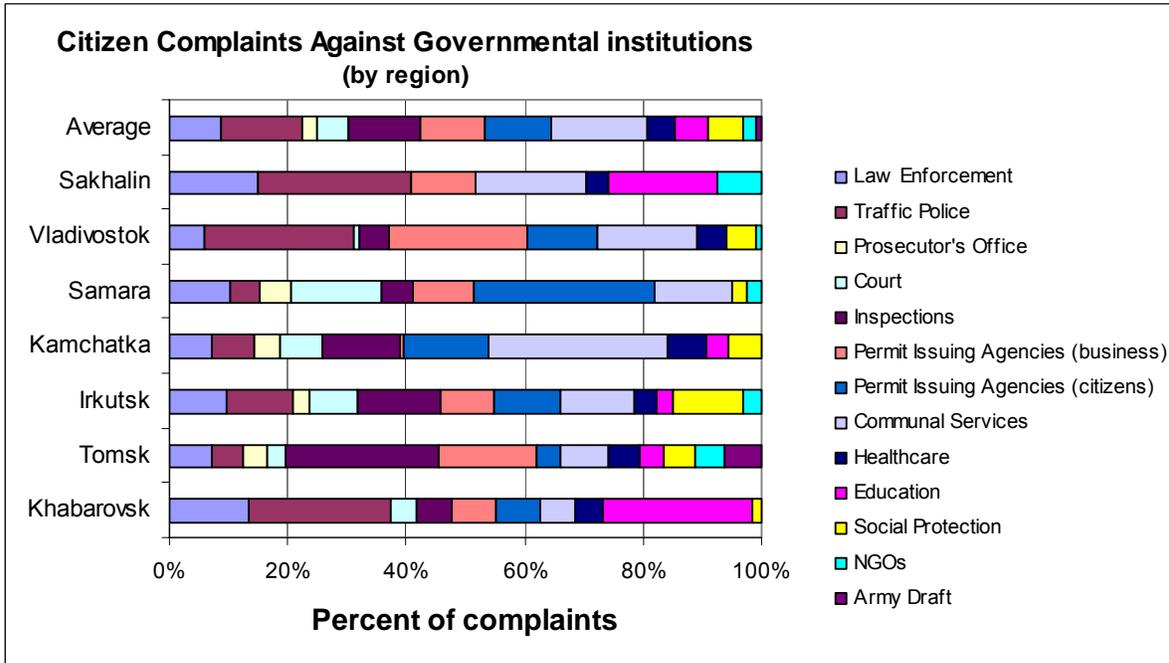
**Graph 1. Complaints Against Governmental Institutions**



Complaints often varied across the regions, but can be explained to some extent by the organizations that serve as the CAO. For example, in Khabarovsk where the CAO was based at the University, about 30% of complaints were about the education system, although many complaints were also about the police and traffic police. A significant number of complaints against the traffic police were collected in Sakhalin and Vladivostok too. In Tomsk, where the CAO is based in a law firm that works primarily on business issues, 25% of complaints were collected against inspecting agencies and about 20% against business permitting systems. In Samara, many complaints were lodged against the permitting system outside of the business area. In Kamchatka, about 30% of complaints were registered against communal services. In Sakhalin and Vladivostok, communal services were also often the target of citizen complaints.

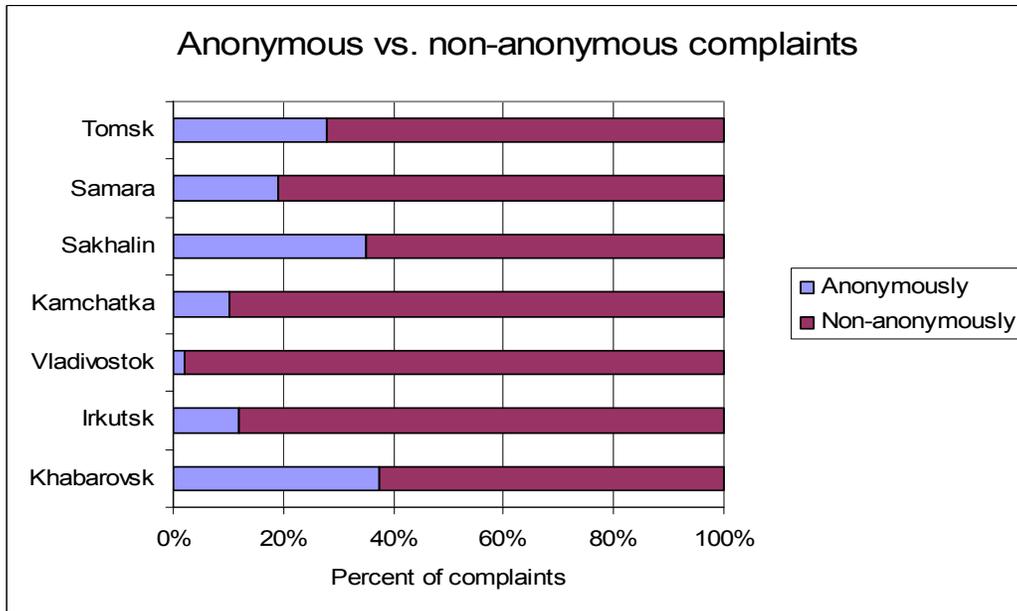
<sup>1</sup> The data reflected in Graphs 1-5 were collected by the seven CAOs between June 2005 and December 2006.

**Graph 2. Citizen Complaints Against Governmental Institutions**



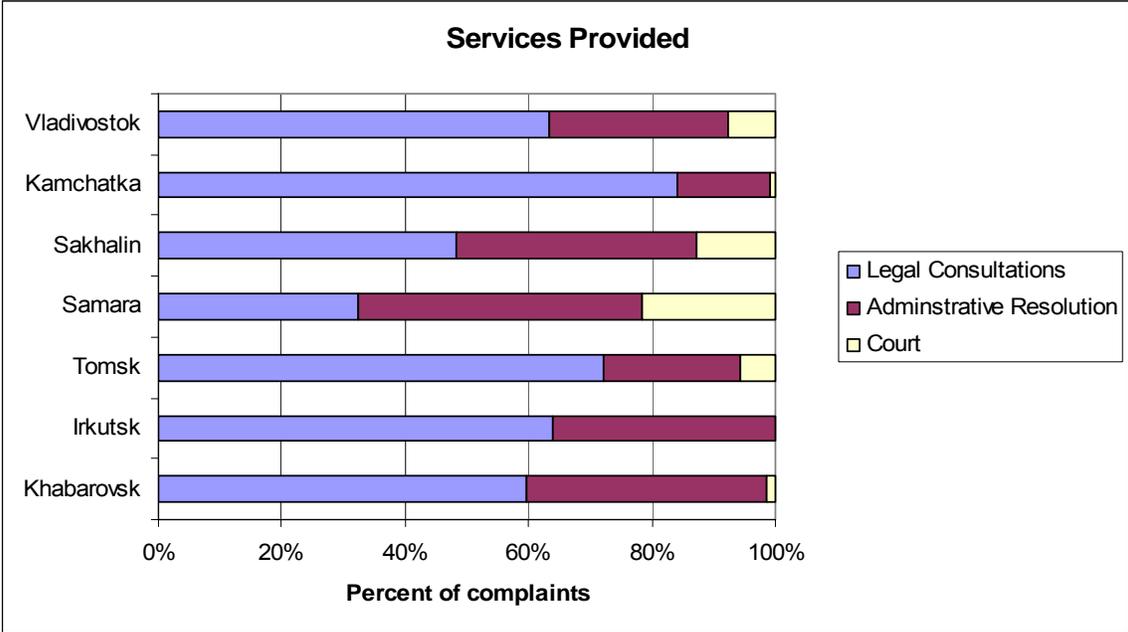
On average, 80% of citizens provided their names when filing complaints. In Vladivostok, only 2% of citizen seeking CAO help did not want to provide their names, while in Khabarovsk almost 40% of citizens filed anonymous grievances with the CAO. Based on the analysis of the data in Samara and Tomsk, where CAOs operated for over four years, the percent of citizens who were ready to provide their names increased over the years, which suggests increased citizen confidence in the CAO.

**Graph 3. Anonymous vs. Non-anonymous Complaints**



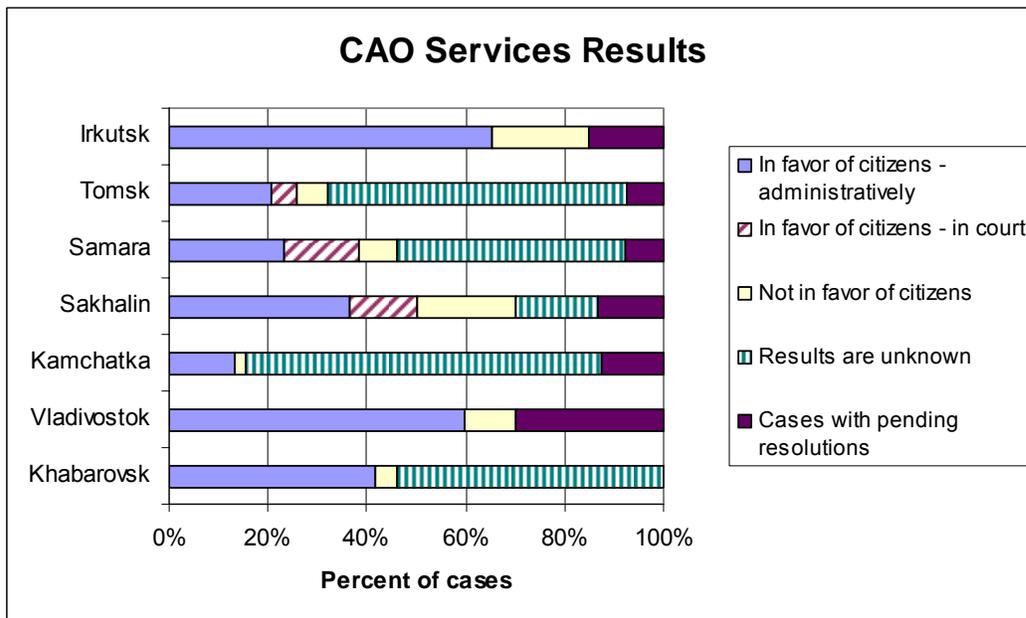
Most citizens (80% in Kamchatka and 70% in Tomsk) who sought CAO assistance requested legal consultations only. In these cases, lawyers provided them with legal advice on how to deal with governmental institutions or officials they were complaining about, and assistance in drafting letters and appeals. On average, 30% of cases required CAO lawyers to intervene on behalf of citizens in dealing with governmental agencies. A little over 7% of the total number of cases were resolved in court. However, in Samara, this percentage was much higher: over 20% of cases were resolved in court.

**Graph 4. Services Provided**



Most cases (about 80%) that were supported by CAO lawyers were resolved in favor of the citizens. In those cases where citizens only required legal advice, often the CAO was not aware of how the issue was ultimately resolved. Because these citizens did not come back for further assistance, though, one can assume that the citizens were successful.

Graph 5. CAO Services Results



√ RESULTS:

- Thousands of citizens received legal assistance and support from the independent professional lawyers of the CAOs.
- Citizens, generally, are more likely to provide their names when filing complaints with CAOs. According to 2002 and 2006 public opinion polls in Samara, people show an increasing likelihood of providing their names when filing complaints (increasing from 12.7% to 14.8%). in Tomsk, the number increased from 21.1% to 26.9%, and in Irkutsk, from 15% to 15.8%. Only in Vladivostok did the number of people who were ready to provide their names decrease from 20% in 2004 to 9% in 2006. That drop might be explained by violence that occurred during the latest election campaign.
- According to the Law Enforcement reports in Samara and Tomsk, citizens are increasingly willing to testify against corrupt officials.

## 2.7. Eliminating administrative barriers in services provided by the government to citizens and businesses

The business community was an integral part of the program and active members in the regional coalitions. Major activities conducted by business organizations included legal education and legal awareness of business rights to interact with authorities, advocating for reduced administrative barriers, improving legal frameworks and administrative procedures in government in business-related areas, and promoting ethics in business and government.

In particular, the following activities were conducted and results achieved:

- In each region, projects were implemented to detect and **eliminate administrative barriers** that negatively impact on practical business operations.

- In particular, in Khabarovsk, business and civil society groups worked with the government to remove barriers related to changing the status of residential premises to non-residential; organizing private municipal transport for citizens in the city; conducting inspections of businesses; and allocating land for commercial enterprises.
  - In Tomsk, entrepreneurs worked with the government to find new approaches to simplify licensing and permit systems.
  - In Seversk (Tomsk Oblast), business partnership groups worked closely with municipal authorities to develop, approve and implement an Action Plan to increase transparency and reduce administrative barriers. The Plan included activities to improve regulations and procedures, make government more transparent through better interaction, and improve legal awareness of citizens and public officials. To date, the Partnership and municipality have simplified the procedures for leasing public property, streamlined procedures to resolve disputes related to leasing public property, and eliminated illegal fees collected by the Department of Public Property. In addition, the business community has been trained in current laws and regulations related to business operations and business rights and responsibilities. A database on federal and local laws and regulations has been developed and is now available for businesses.
  - In Vladivostok, reforms in leasing municipal property are under way and a “one-stop shop” approach was introduced for businesses using municipal property.
- In Irkutsk and Samara, ethics standards for businesses were developed and promoted among the business community. In Samara, a Model Ethics Code was drafted with broad participation of businesses: 30 businesses pledged to adopt the Code. In Irkutsk, the Chamber of Commerce and Industry mobilized their members to discuss issues of ethics in business and published a guidebook for SMEs on setting up ethical and transparent corporate policies and cultures. The Chamber promotes ethics standards and assists their members in developing and adopting customized codes of ethics.
  - In each region, coalition members conduct awareness and education activities for businesses to enhance their legal literacy on the rights and obligations of government. More than a dozen workshops have been conducted annually for thousands of businesses. Dozens of brochures and flyers on different legal issues pertinent to businesses have been developed, posted on websites and distributed to thousands of businesses. Entrepreneurs have also been provided with legal consultation and legal support.
  - With the assistance of the Regional Homeowners Association, 15 homeowner association managers in Vladivostok have adopted an ethics code and implemented transparent financial management policies.

#### √ RESULTS:

- A number of governmental procedures have been changed due to pressure from the business community’s advocacy efforts. These changes have led to reduced administrative barriers in such areas as: municipal property leasing and privatization, public procurement, allocation of land plots for construction, permit issuing procedures, and others.
- Thousands of businesses are more aware of their rights in interacting with governmental institutions, including controlling and inspecting agencies.
- Many businesses participated in open discussions on business ethics and committed themselves to implement ethical standards in their practices.
- The business community became more vocal in their dialogue with the government through participation in a number of committees and commissions.

## 2.8. Building intolerance for corruption through public awareness and education initiatives

The project implemented a wide spectrum of public awareness activities to educate people on the negative impacts of corruption and citizen rights, and promoted public intolerance for corruption.

- Regional coalitions used a variety of approaches to enhance legal education for citizens. Television, newspapers, radio, internet, brochures, flyers, public hearings, meetings, workshops, and discussion groups were used to reach out to a variety of targeted groups and the population at large.

Printed materials (July 2005-Nov 2006)	No. of items	No. of copies	No. of pages
Brochures and books	56	16 412	3 216
Flyers, pamphlets	52	62 051	139
Guidance and analytical reports	51	2 481	1 363
<b>TOTAL:</b>	<b>159</b>	<b>80 944</b>	<b>4 718</b>

- The newspaper “Moscovskiy Komsomolets” in Tomsk conducted a broad campaign to educate citizens on the public budgeting process in various sectors. The newspaper made its readers aware of corruption in education, the healthcare system, and housing and communal services, among others. In 2005, it won a country-wide contest entitled, “Media against Crime, Terrorism and Corruption” conducted by the interregional public organization, “Committee Against Corruption” in cooperation with the Journalist Association of Russia and with the support of the Press Services of the upper chamber of the Federal Assembly and the Committee on Defense and Security of the Council of the Federation of the Federal Assembly of the Russian Federation.



- Several videos on legal issues related to corruption were developed by “Start TV” in cooperation with the lawyers of the Tomsk Coalition. These films were widely broadcasted in Tomsk and stimulated many questions and letters from viewers. In Samara, the popular TV talk show “Expert Studio” broadcasted discussions on many issues related to corruption and citizen rights on a regular basis. A large number of viewers called the program with their questions and comments. In addition, hundreds of viewers in Samara Oblast expressed their opinions by casting their votes by phone on different issues posted on the screen during the TV broadcast.

- Journalists in the Tomsk and Samara Oblasts received training on how to conduct fact-based investigations on corruption issues. After this training, many of these journalists participated in contests conducted in each oblast for the “best investigative report.” Media investigations have improved and are more professional and objective.
- In Irkutsk, a new textbook on investigative reporting was developed and introduced at the University’s School of Journalism. Student journalists practiced their skills in conducting good investigative reporting as part of their training and participated in contests for the best investigative articles.

Type of Meeting (July 2005-Nov 2006)	Total No. of meetings	Total No. of participants
Workshops	180	2867
Public hearings	15	1568
Roundtables	60	1747
Trainings	89	2470
Debates	36	911
Role play simulations	70	2111
Contests (posters, drawings)	12	535
Contests (essays, projects)	12	541
Conferences, festivals and other public events	25	1728
<b>TOTAL:</b>	<b>499</b>	<b>14478</b>

- In most regions, massive public events were conducted to bring the attention of citizens and officials to the immediate costs of corruption in their communities and the techniques they have to oppose it. Anti-Corruption Weeks have been conducted in Samara, Tomsk and Irkutsk for several years and have become very popular and recognizable. During these Weeks, many activities are conducted including roundtables, public hearings, conferences, trainings and workshops. For 5 to 7 days, lawyers from the Anti-Corruption Citizen Advocate Offices work out of mobile offices in specially equipped and decorated buses. These buses travel to many neighborhoods in the city, as well as to rural regions, and attract 30-50 citizens daily who file complaints and seek legal advice.
- Many contests and competitions, as well as debates and simulations were conducted at local schools and universities. The highlight of these Weeks are a one-day festival held in the main square. Anti-Corruption Weeks attract a wide audience of everyday citizens, as well as mass media coverage and attention from government officials.



#### √ RESULTS:

- Using all media outlets, including radio and TV, millions of people were reached through public awareness campaigns countrywide. Mass media and public events reached out to the general public, while meetings and publications communicated directly with targeted interest groups. According to the latest surveys 40%-60% of respondents in the regions admitted that they get more information on corruption now than three years ago.
- The percent of citizens who do not tolerate corruption increased over the last three years. In Vladivostok in 2004, 64% of respondents said corruption is never justified, while in 2006 that percentage increased to 74%. In Irkutsk, the percentage increased from 72% and 75%, respectively; in Tomsk, for 68% in 2002 to 77% in 2006; and in Samara, from 68% in 2002 to 85% in 2006.
- The legal literacy of citizens increased over the last several years. Surveys conducted in 2006 in Samara, Tomsk, Vladivostok and Irkutsk show that from 37% to 52% of respondents indicate that their legal literacy has improved over the last three years.
- The readiness of citizens to stand up for their rights increased from 30% to 45% over the last three years.

- Each regional coalition and the RAP issued quarterly newsletters summarizing activities and results. The newsletters were posted on websites, sent by e-mail, and hand-delivered to hundreds of subscribers.

## 2.9. Educating and involving youth in anti-corruption programs

Almost every public opinion survey in Russia and Eastern Europe concerning corruption indicates that people under 25 years of age tend to be more tolerant of corrupt practices than older citizens. The younger generation has grown up during a transitional period where there have been inadequate checks on the use of power and influence, where integrity in government and business has not been commonplace, and where close role models may have been observed engaging in corrupt transactions. Understanding the importance and challenges of this problem, the project dedicated significant efforts to educating youth about corruption and citizen rights and involving them in anti-corruption activities.

Youth-focused anti-corruption programs were incorporated into schools through the development of civic education curricula, approaches to citizen participation, and general accountability issues. Other programs targeted after-school extracurricular activities, debates, simulations, camp activities, and public surveys, etc.

The objective of all of these initiatives was to educate youth in the social and economic causes and costs of corruption, and demonstrate reasonable alternatives to corrupt practices. A few examples of project initiatives include the following:

- In each region, civil society organizations, cooperating with school teachers and administrations, developed and implemented **anti-corruption civic education programs** and other school courses. In Tomsk and Samara, such classes now are included into the regional components of the official school curriculum. In 2003, civic education modules on anticorruption reached over 2500 students in the Samara Oblast alone. The modules are now included in the curriculum at the Oblast's teacher retraining school. In Primorskiy Krai, Khabarovskiy Krai and Kamchatka Oblast, coalition member organizations are working toward institutionalizing anti-corruption classes in their schools as well. In Irkutsk, as a result of a project initiative, seven schools included anti-corruption classes in their curricula and over 600

### CHILDREN WANT TO LIVE IN A CORRUPTION-FREE RUSSIA

In 2005 and 2006, many youth-focused projects were implemented. A few of the most successful include:

**CLEAN CONSCIENCE:** Implemented by the Primoriye School of Rights and included interactive workshops for children and teachers, essay and poster contests, student debates, and role games. More than 600 teachers and over 2,000 students participated.

**EVERYTHING IS IN YOUR HANDS:** Maximum, a local NGO in Khabarovsk, conducted training for 260 students and interactive classes for almost 750 students. In addition, leadership groups conducted 76 activities involving their own classmates, totaling over 2,200 participants.

**LIFE WITHOUT CORRUPTION—YOUTH CHOICE:** In Sakhalin, the Laboratory of Innovative Technologies involved hundreds of students in 22 simulated games, and a variety of workshops and essay competitions.



school students will be taught these courses in 2006-2007. Additionally, a number of school teachers in Irkutsk who were interested in anti-corruption topics organized themselves into an association and conducted their own regional conference.

- Coalition members also implemented a wide spectrum of extracurricular activities and projects. They used interactive formats such as role playing, debates, and poster and essay contests. Annually, thousands of school and college students, as well as many teachers and administrators, get involved in these activities. Coalition members have developed targeted methodologies to attract the interest of different age groups.
- In Tomsk, school and college anti-corruption debate clubs have been established that compete not only among themselves but with groups in other regions as well. Anti-corruption debates have been conducted in Samara, Vladivostok and Khabarovsk, and several regions that are not part of the program.
- In Samara, Tomsk, Sakhalin, and Khabarovsk, sophisticated anti-corruption simulations were developed and conducted involving thousands of students. This technology was transferred across regions, enabling interregional competitions to be conducted.
- In Tomsk, Khabarovsk, Samara, Irkutsk and Vladivostok, school students organized themselves into dedicated anti-corruption clubs to learn about corruption, disseminate information among friends, discuss issues of corruption with parents and adults, and involve other students in community anti-corruption activities. These students have challenged local deputies on what they are doing to fight corruption and stimulate positive government action.
- Courses on corruption were developed and taught at various colleges and universities. For example:
  - An investigative reporting course was developed and introduced in Irkutsk at the Journalism School of the University;
  - At the Law Institute of the Far East State University, and
  - A course and coordinating textbook on anti-corruption were developed for several universities in the Far East region; and in Tomsk, several leading universities participated in the *Education Against Corruption* program co-sponsored by the Oblast Administration.



#### √ RESULTS:

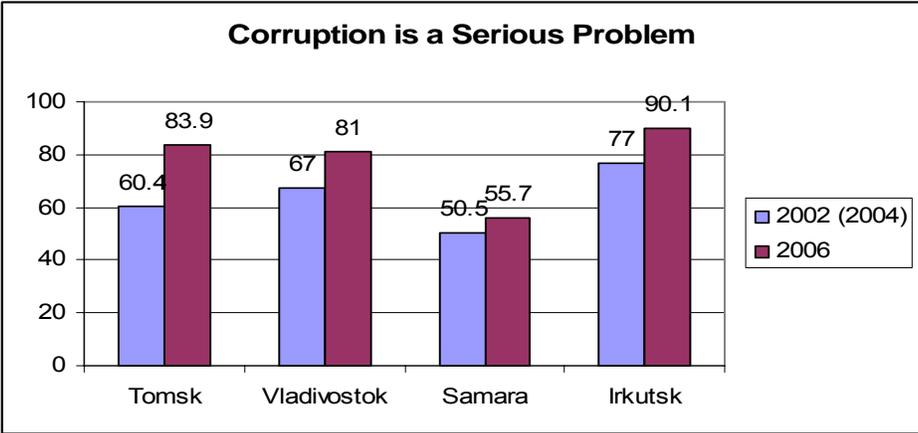
- Targeted anti-corruption activities have involved thousands of children in all regions. Through participation in contests, debates, simulation games, discussions and student club activities, children have developed a better understanding of corruption and its negative impacts on society. This has fostered a growing intolerance toward corruption.
- Anti-corruption courses have been added to the civic education curriculum in schools in most of the regions.
- Anti-corruption courses were introduced or enhanced at several law schools in the Russian Far East and in Tomsk, in a journalism school in Irkutsk, and in a medical school and other colleges and universities in Tomsk.
- University and high school students have organized themselves into anti-corruption clubs with a mission to reach out to other children and build a better understanding of the negative aspects of corruption.

## 2.10. Monitoring corruption trends and the effectiveness of anti-corruption efforts

During the life of the project, several public opinion surveys were conducted in targeted project regions to learn how citizens define corruption, how widespread its impact, the extent to which they have been victimized, and what they believe can be done about the problem. Items measured have included: perceptions of the spread of corruption, institutions that are most vulnerable to corrupt practices, the number of personal transactions with public officials in which citizens faced corrupt activity, and opinions about what action needs to be taken to effectively deal with the problem. Surveys were initially conducted in Samara and Tomsk Oblasts in late 2001. Then in 2004, when the program was expanded to Irkutsk Oblast and Primoriye, surveys were conducted in Vladivostok and Irkutsk. With expansion in 2005, surveys were conducted in Khabarovsk, Yuzhno-Sakhalinsk and Petropavlovsk-Kamchatskiy. These surveys established a baseline in these regions for public perceptions and experiences with corruption. In late 2006, four follow-up surveys were conducted in Tomsk, Samara, Irkutsk, and Vladivostok that allowed MSI to assess changes in corruption perceptions and experiences and, to some extent, assess the project’s impact in the regions where it was implemented for over two years. Separate reports were written to provide detailed comparative analyses of the baseline and follow-up survey results. A quick summary of some of the findings are presented here.

More people now view corruption as a serious problem than they did two to three years ago. This demonstrates that people better understand the issue and its impact on society. Graph 6 provides comparative data from 2002/2004 to 2006 on seriousness perceptions of corruption.

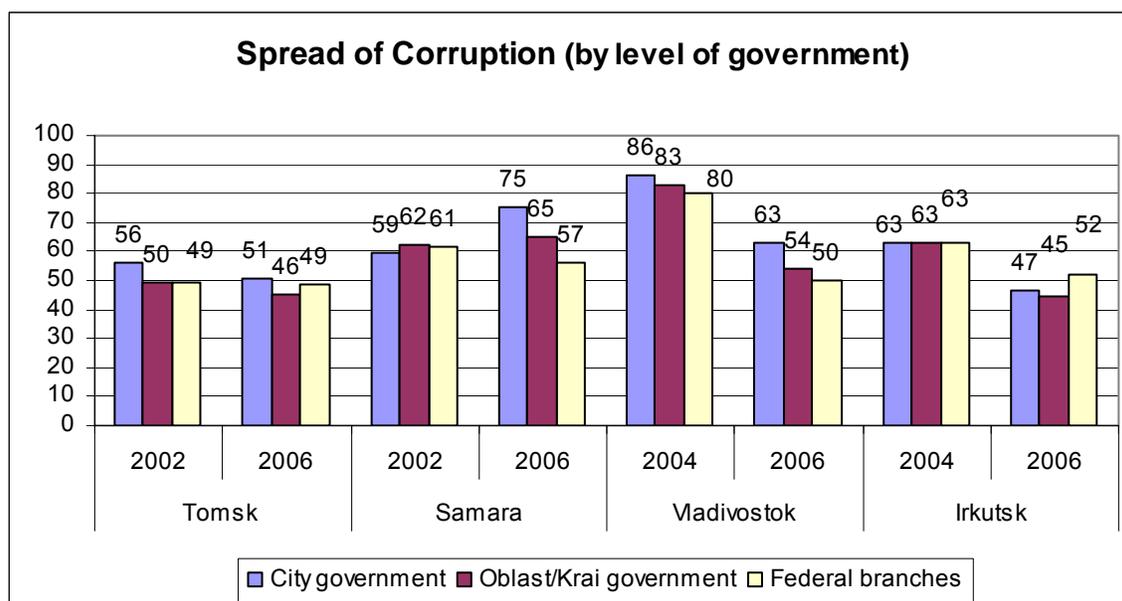
**Graph 6. Corruption is a Serious Problem**



Q. How serious are the following problems in this Oblast/Krai?

Public perceptions suggest a significant decreasing trend in the spread of corruption among officials at all levels of government. Graph 7 displays the public opinion that the number of corrupt officials has decreased over the last three to four years. However, it should be noted that the majority of respondents still believe that most officials are corrupt.

Graph 7. Spread of Corruption (by level of government)



Q. In your opinion, how widespread is corruption in the different levels of government now?

### 3. RESULT INDICATORS

In the last contract modification, five results indicators were established. Specific monitoring approaches were instituted starting from July 19, 2005 to the end of the project to capture the project’s impact on these indicators.

**Indicator 1. Public perceptions indicate that corruption issues are higher on the public agenda.**

In the 2006 survey that was conducted in Samara, Tomsk, Irkutsk and Vladivostok, respondents were asked where the corruption issue is on the public policy agenda in the Oblast/Krai now versus three years ago. Thirty-four percent of respondents in each city believe that corruption issues are now higher on the government’s agenda (almost 43% in Tomsk, more than 40% in Irkutsk, almost 34% in Samara, and almost 29% in Vladivostok). More related results can be found in the survey reports.

**Indicator 2. More people and business entities that are victims of corruption are provided with legal support services and receive redress of their grievances.**

The CAOs kept statistical records of all grievances filed by citizens and of the services provided by CAO lawyers. Their records indicate a growing number of services provided. At the beginning of 2005, all seven CAOs provided legal services to 434 citizens on a quarterly basis. In late 2006, that number increased to 691 per quarter. Many more related statistics concerning the CAOs was reported earlier in Section 2.6.

**Indicator 3. Transparency and accountability laws and reforms in key government functions, such as public procurement, budget processes, elected official responsiveness, housing services, etc, were drafted, proposed and adopted.**

The quarterly reports produced by the Anti-Corruption Coalitions (from July 2005 to November 2006) indicate that member organizations initiated approximately 60 legal reforms – through regional laws and amendments to regional and city laws and regulations. Of these initiatives, 27% were adopted by the end of the project. The table in the *Appendix* provides a list of laws, regulations and reform programs that were initiated by the project and lobbied for; those that have been adopted are indicated. These initiatives include laws and regulations to reform the privatization, budget and procurement processes, housing and communal services, school curriculum enhancements, the criminal code and draft anti-corruption law, public access to information, public hearings, and citizen participation in legal drafting.

**Indicator 4. Public audit groups, in such areas as procurement, budget, and housing, applied more pressure for transparency and accountability reforms in government bodies.**

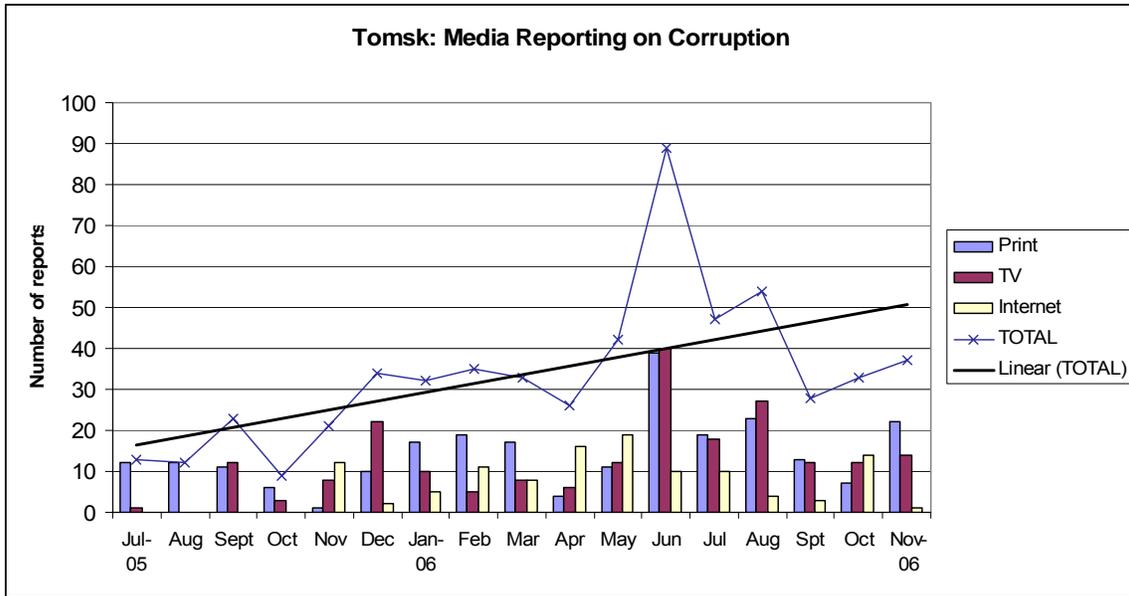
Information to measure activity for this indicator was drawn from grantee reports. Citizen watchdog groups were established in each region. The objectives of the watchdog activities were to: monitor the functioning of governmental institutions to detect any wrongdoings, abuse of power and/or corruption; publicize the results of the monitoring efforts; and promote reforms. Watchdog activities were focused on the budgeting process, public procurement, the legislature, school budgeting, communal services, and policy reforms. Three areas of watchdog activities became the subject of interregional projects: the budgeting process, public and municipal procurement, and monitoring the legislature. The interregional projects were a tool to facilitate synergy among groups from different regions who were concerned about similar issues. They provided opportunities for sharing experience and information, developing and improving monitoring techniques, exchanging results, and producing joint products. Some examples of results from the watchdog activities are presented below. Other examples of citizen watchdog group initiatives are provided in earlier sections of this report.

- In Tomsk and Vladivostok, watchdog groups ensured that the government adopted new regulations to include independent observers to monitor the evaluation process in public bids, thus making public procurement processes more transparent.
- In Irkutsk and Artem, watchdog groups initiated new regulations for public budget hearings.
- In Tomsk, Irkutsk, Bratsk, and Yuzhno-Sakhalinsk, watchdog groups collected and widely publicized information on local legislature and deputy activities. Information was widely disseminated via the media, public events, and dedicated publications (flyers, brochures, etc.). Special websites were created to provide constituencies with information about the performance and ratings of elected officials. In Tomsk, a dedicated webpage was posted on the Oblast Legislature website to open discussion to citizens on issues of public interest.
- In Irkutsk and Vladivostok, several public hearings (on the budget and city charter) were held with active involvement of watchdog groups, the input of which was reflected in the final policy documents and legislation.
- In Samara, the efforts of watchdog groups resulted in development and approval by the Department of Housing of a new form of contract between residents and the communal housing maintenance agencies (GEK) that now provide citizens with more rights related to the quality of services they receive from GEKs, as well as greater accountability for the services provided.

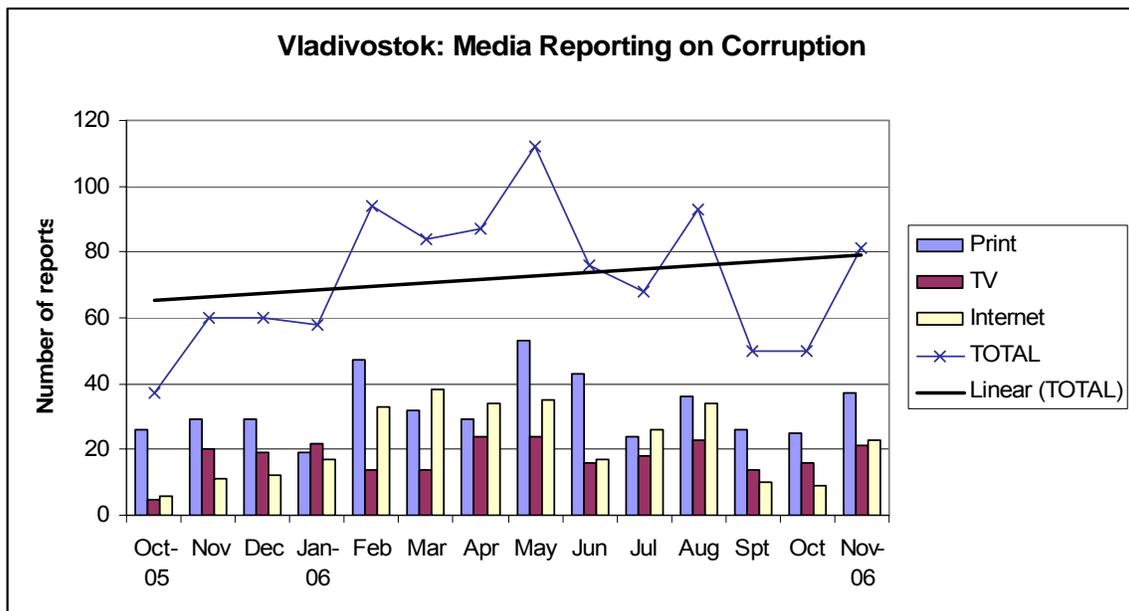
**Indicator 5. The frequency of public awareness activities on anti-corruption in the mass media has increased.**

Coalition progress reports indicate that the media actively reported on both corruption and anti-corruption activities in all regions. Systematic monitoring of the major media outlets in four regions (Tomsk, Primoriye, Samara, and Irkutsk) demonstrated clearly that the number of media reports grew over the course of the 1-1/2 years. The graphs that follow display the breakdown of reporting by region in print, TV, and internet, and the overall trend during the monitoring period.

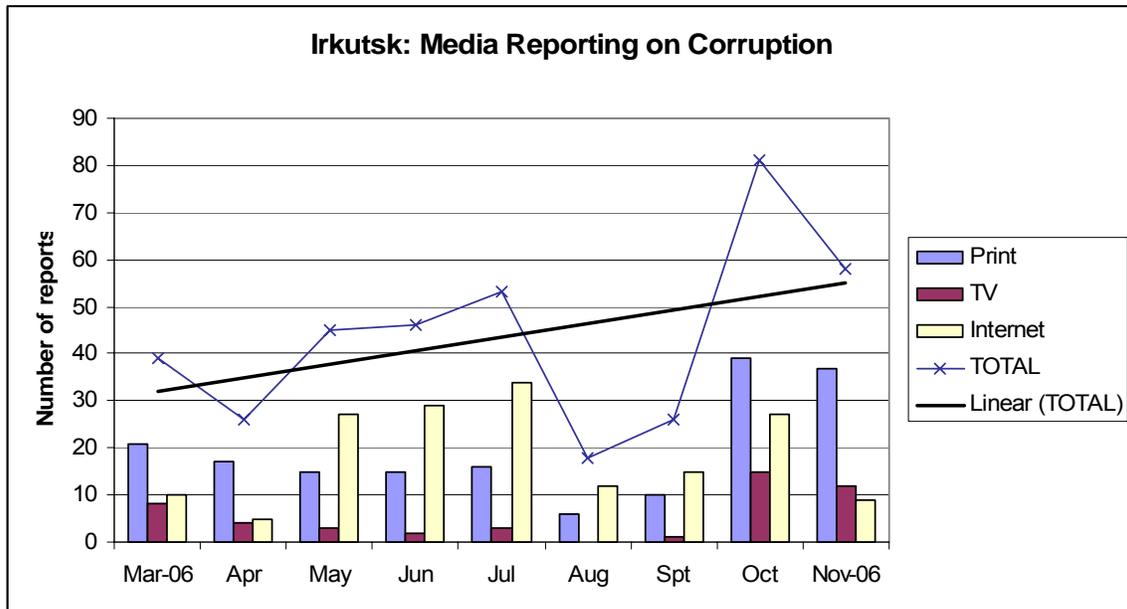
**Graph 8. Tomsk Media Reporting on Corruption**



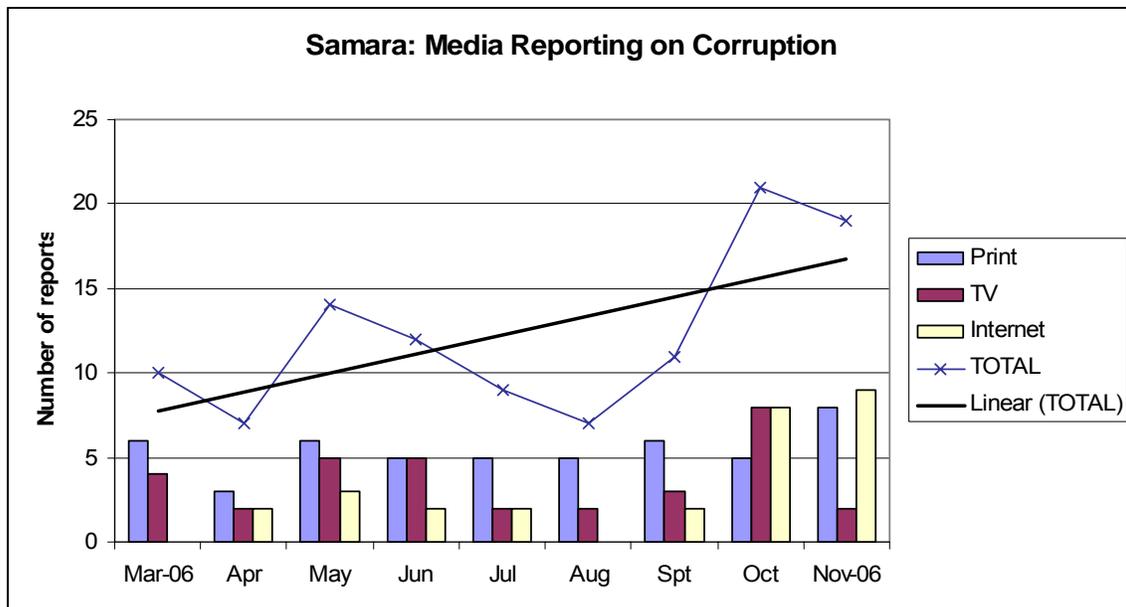
**Graph 9. Vladivostok Media Reporting on Corruption**



**Graph 10. Irkutsk Media Reporting on Corruption**

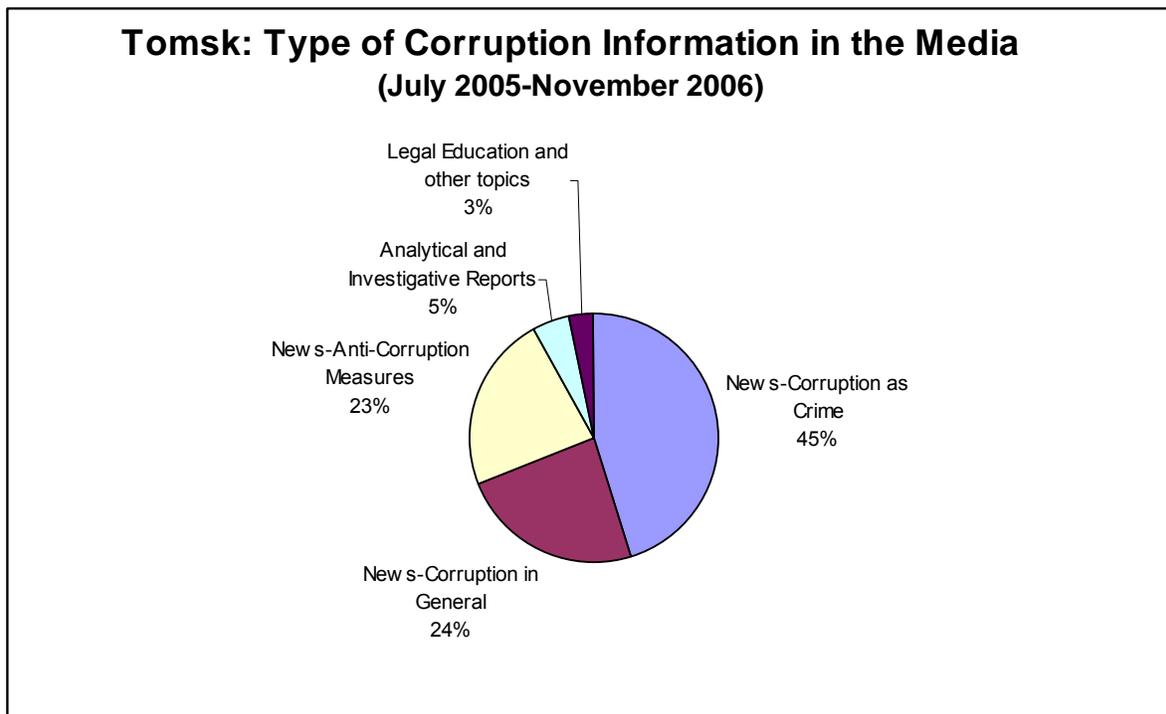


**Graph 11. Samara Media Reporting on Corruption**



Looking at data collected in Tomsk, in particular, reporting on corruption most frequently occurs as factual news reports, with 69% of the reports pertaining to particular acts of corruption committed and 23% about anti-corruption measures (see Graph 12). Only 5% of articles on corruption could be categorized as investigative reporting.

Graph 12. Tomsk – Type of Information in the Media



Public opinion surveys show that the mass media is the major source of public information on corruption. Fifty percent to 63% of respondents in different regions singled out the media as the major source of information. Most respondents said that the quality of information is average, although a majority of respondents think that information on corruption in the media is based on facts rather than on rumors or political interests.

## 4. SUSTAINABILITY OF PROGRAM RESULTS

The results of this multi-regional project suggest what can be accomplished in fighting corruption when government administration, local elected officials, civil society, the business community and mass media are all mobilized and committed to change. Not only has there been significant and visible anti-corruption activity in these regions, but awareness campaigns, public outreach activities, citizen advocacy, legal support, and government capacity building efforts have resulted in real changes that ordinary citizens and business people can see and feel in their daily lives.

Several government bodies have instituted new procedures to control instances of grand corruption. Activities jointly sponsored by government and civil society groups have reduced the opportunities for corrupt practices and strengthened the legitimacy of civil society action in this domain. Civil society and private sector groups have also begun to develop the capacity and institutions to exert continuous pressure on the government for reform through public oversight and watchdog groups.

As a direct consequence, popular skepticism has been transformed and people are beginning to believe that corruption can be controlled effectively. Moreover, US businesses and other foreign investors have become more confident that investing in these regions has become less risky because the corruption issue has not only been placed high on the public agenda, but law enforcement and government officials are beginning to confront it in a meaningful way. During the course of the project, several major US companies made significant investments in regions where the project was operating and where the local administration made it known that fighting corruption was an important public issue that was being tackled.

The Program succeeded in implementing a wide range of effective anti-corruption activities in seven regions that increased transparency and accountability in government; facilitated active participation by civil society and the population at large in public policy development and decision making processes; assisted in establishing anti-corruption reforms and institutions; and developed a cadre of professionals in civil society organizations and the government that understand the issue and implemented effective anti-corruption projects in a variety of sectors and areas.

Several mechanisms were established in the regions that will sustain the activities that were started under this project. For example:

- **Samara** – In Samara Oblast, civil society initiatives are partially supported from the local budget that has dedicated a particular budget line for the past two years to fund grants to NGOs to pursue anti-corruption initiatives. Funds have also been allocated to support some of the CAO activities and a dedicated TV program on corruption issues. Half of these budgeted funds go to support civil society initiatives through a competitive grants program. The Samara Anti-Corruption Coordinating Council that was established by the Governor's directive will continue working. Many members of the Coalition have become members of various Commissions and Committees that will allow them to continue to influence policy decisions and promote reforms. Schools are teaching anti-corruption classes as a part of the formal civic education course, and an anti-corruption training program is now being introduced for municipal self-governance officials. Public hearings are regularly held for most of issues of public interest.
- **Tomsk** – The Tomsk Governor established an Anti-Corruption Commission in 2005 where Anti-Corruption Coalition members continue to play an integral role. The Oblast budget is funding, for the second year, activities related to reducing corruption in the educational system, an initiative led by a Coalition member organization. The Tomsk CAO was also successful in securing funds from the US Democracy Commission to continue some of its activities, while still using its commercial activities to support their free-of-charge services to victims of corruption. Schools are teaching anti-corruption classes as part of the formal civic education course, and persistent watchdog groups continue to operate by monitoring public procurement processes and the legislature; these activities will have long-lasting effects. Members of the Anti-Corruption Coalition continue to work together on joint activities.
- **Irkutsk** – Activities over the last year have brought the Anti-Corruption Coalition members together in close cooperation and facilitated the building of new skills and professionalism. Many member organizations and individuals were included in different government commissions and will continue to influence public policy, including on the Oblast Duma Anti-Corruption Committee. Watchdog groups gained high respect from the government, which is now seeking their help in training governmental officials on official budgeting processes. Several schools are teaching anti-corruption classes, and an investigative reporting class is being taught at the journalism school. The CAO will continue operating and supporting its activities from its commercial operations. Public hearings have also been held for most of issues of public interest.

- **Vladivostok** – Civil society organizations that developed watchdog skills under the project will continue their mission to monitor several government functions: public procurement, municipal property leasing and privatization. As in the other regions, a number of those groups participating in the project are currently working in various government commissions and committees that offer them the opportunity to continue to promote the public’s interests. The CAO that was established on the basis of an existing law firm will continue operating in the model of other CAOs, by supporting its pro-bono anti-corruption activities from its commercial operations. In addition to the development of an anti-corruption course at the law school, anti-corruption clubs and extra-curricular activities continue to provide open forums for student involvement.
- **Khabarovsk, Kamchatka and Sakhalin** – These three regions were incorporated within the last year and a half of the project. In these regions, much depends on the enthusiasm and leadership of the Coalitions and their members to pursue activities. Successful initiatives are likely to mobilize and sustain interest into the future.
  - **Sakhalin**: A newly implemented youth program secured Oblast funds to continue implementing some of its activities. The Sakhalin legislature watchdog group is likely to be continued.
  - **Kamchatka**: Anti-corruption classes have been included in the civic education curriculum. Renewed leadership and increasing membership will strengthen the local Coalition and its recent accomplishments.
  - **Khabarovsk**: The new USAID Regional Advocacy Project in the Russian Far East will continue to promote the skills and capacity building efforts undertaken so far.

## 5. RECOMMENDATIONS FOR FURTHER DEVELOPMENTS

During the course of the Program, many effective anti-corruption tools were developed, tested and successfully implemented. Much of this success is due to the creation of a cadre of dedicated professionals who implemented reforms to reduce corruption, promote transparency, integrity and accountability in government.

**Continue Coalition and RAP Support** - Although much has already been accomplished in these seven regions further support would multiply the impact, taking into account the professionalism and experience of the local groups. Additional support to the existing anti-corruption coalitions and the interregional Russian Anti-Corruption Partnership would ensure that the gains made to date will continue to reap successes.

**Support for Government Initiatives** – While the project did work closely with some of the government entities in the seven regions, the contract’s attention was clearly on building civil society, business and media capacity. We did find much interest and commitment among government and legislative leaders that can be harnessed by initiating a new program to specifically support government initiatives to improve transparency and accountability. Particular areas that may be ripe for support through expert technical assistance and the provision of other resources include legislative reforms (improved committee oversight of executive functions), establishment of one-stop shops for permitting and licensing, and streamlining of service delivery functions, among others.

**Scaling Up to Other Regions** - The practical experience built in these regions can also be easily transferred to any region in Russia. With the training programs developed and the variety of materials

produced and available, people from the regions where the Program was working for several years can assist other regions in implementing similar programs effectively. The regions of the Program can also serve as resource centers for several neighboring regions providing training, technical assistance and facilitating networking. Overall, this would not only spread the word about anti-corruption and build new coalitions, but generate a truly national network of these coalitions and strengthen local capacity and sustainability.

## APPENDIX

### LEGAL DRAFTING AND LOBBYING FOR REFORMS (JULY 2005 – NOVEMBER 2006)

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
<b>TOMSK OBLAST</b>						
1	OBereg	Education	Implemented Anti-Corruption Courses in the regional component of the school curriculum	2005	Developed the course and advocated for implementation	Implemented
2	Tomsk City Committee of Voters	Public Hearing	Draft Law On Public Hearings in the City of Tomsk	2005	Drafted the law and promoted it's enactment	Implemented - City Duma Decision No. 70 of 31 January 2006
3	NGO Support Center (with the support from Tomsk Anti-Corruption Coalition)	Public Procurement	Independent observers are included in procurement evaluation commission	2005	Submitted and lobbied recommendations to include representatives of the NGO SC in the procurement evaluation commissions	Implemented (Letter from the Oblast Administration No.OK-32-9444 of 21 July 2006)
4	Tomsk City Committee of Voters	Citizen Participation in Legal Drafting	Draft Law on Citizen Initiative in Drafting Laws in Tomsk Oblast	2005	Drafted the law and advocated for implementation	Is being lobbied
5	Tomsk City Committee of Voters	CSO Support	Draft Law on State and Municipal Support to the public associations and their interaction with the municipal government in Tomsk Oblast.	2005	Drafted the law and advocated for implementation	Is being lobbied
6	Independent Journalism Support Foundation	Freedom of Information	Draft Law on Public Access to State and Municipal Governmental Information	2004	Drafted the law and advocated for implementation	Is being lobbied
<b>SAMARA OBLAST</b>						
8	NGO "Sodeystviye"	Budgeting Process	Developed municipal regulations to implement targeted public programs	2006	Drafted and advocated for implementation	Three regulations were enacted: 1. «Regulation of funding activities to support youth employment» 2. «Regulation to support youth tourist associations» 3. «Regulation on Support to Organization that Provide Social Services
9	NGO "Sila Gefesta"	Budgeting Process	Methodology and instruments to assess corruption risks in budgeting process	2005-2006	Developed methodology and advocated for implementation	Is being lobbied

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
10	Center "Social Mechanics"	Municipal Procurement	Recommendation to remove opportunities for corruption in procurement procedures and to include independent observers	2006	Drafted recommendation and advocated for implementation	Is being lobbied
11	NGO "Ravenstvo"	Citizen Participation in Legal Drafting	Obligatory Public Review of the draft laws is implemented in Samara Legislature legal drafting process	2006	1. Drafted regulation on public review. 2. Trained 42 individuals to build skills to conduct review 3. Conducted review of 10 documents	Is being lobbied
12	NGO "Ravenstvo"	Citizen Participation in Legal Drafting	Expert Commission under the Public Council of the Samara Oblast Legislature was established	2006	Drafted regulation and promoted implementation	Implemented (Decision of the Public Council of 15 August 2006)
<b>IRKUTSK OBLAST</b>						
14	Baikal Regional Union of Women "Angara"	Budgeting Process	Amendments to the Oblast Law on "Budgeting Process of Irkutsk Oblast" requiring public hearings at three stages of budget formulation process	2006	Drafted amendments, lobbied deputies of the legislature	Implemented - Oblast law "Budgeting Process of Irkutsk Oblast"
15	Irkutsk Anti-Corruption Coalition	Budgeting Process	Public expert and consulting council was established under the Committee of Budgeting, Price Formulating, Financial and Tax legislation of the Legislature of the Irkutsk Oblast	2005	Coalition members participated in drafting regulation.	Members of the Coalition are included in the Council.
16	Irkutsk Anti-Corruption Coalition	Budgeting Process	Amendments to the Oblast Law On Inter-budgetary Transfers and Norm of Supplementing Local Budgets" that regulates distribution of the financial resources within Oblast budget	2006	Drafted amendments, lobbied deputies of the legislature	Recommendation is included in the table of amendments to be discussed by the Oblast Legislature
17	Irkutsk Anti-Corruption Coalition	Budgeting Process	Amendments to the Oblast Law "On Delegating Fiscal Responsibilities to the Local Self-governance Institutions of the Municipal Rayons" to improve effectiveness of the budgeting process on the municipal level	2006	Drafted amendments, lobbied deputies of the legislature	Recommendation is included in the table of amendments to be discussed by the Oblast Legislature
18	Irkutsk Anti-Corruption Coalition	Citizen Participation in Decision Making process	Participated in drafting Oblast Law "On Public Chamber of Irkutsk Oblast"	2006	Some recommendations were included in the final text of the draft law.	Draft Law is included in the hearing plan of the Oblast legislature
<b>PRIMORSKIY KRAI</b>						
20	Primoriye Anti-Corruption Coalition (PACC)	Privatization of the municipal property	Independent observers are included in the privatization commissions	2006	Drafted regulations, lobbied enactment of the Regulation "On Procedures of the Bid Evaluation Commissions"	Implemented - Regulation "On Procedures of the Bid Evaluation Commissions"

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
21	Primoriye Anti-Corruption Coalition	Privatization of the municipal property	Amendment to the Law on privatization of the municipal property	2006	Drafted regulations, lobbied enactment of the Regulation "On Procedures of the Bid Evaluation Commissions"	Implemented - Regulation "On Procedures of the Bid Evaluation Commissions"
	PACC and Primoriye Lawyers Association	Access to Information	Law on Access to Information in Primorskiy Krai	2005	Drafted Law and promoted implementation	Law on Access to Information in Primorskiy Krai is adopted
22	PACC and Primoriye Lawyers Association	Citizen Complaints and Inquiries	Drafted recommendations to improve transparency in working with citizen and organization complaints in Primoriye Krai Administration	2006	Drafted recommendation and promoted implementation	Is being lobbied
23	PACC and Primoriye Lawyers Association	Citizen Complaints and Inquiries	Draft Law of the Primorskiy Krai "On Citizens Inquiries"	2006	Drafted Law and promoted implementation	Is being lobbied
24	PACC and Primoriye Lawyers Association	Citizen Complaints and Inquiries	Draft Law "On amendments to the Krai Law "On Administrative Misconducts in Primorskiy Krai"	2006	Drafted recommendation and promoted implementation	Is being lobbied
25	PACC and Primoriye Lawyers Association	Access to Information	Draft Regulation to provide citizens with information by governmental institutions of Primorskiy Krai	2006	Drafted recommendation and promoted implementation	Is being lobbied
26	PACC and Primoriye Lawyers Association	Access to Information	Draft Governor's Decree "On placing on the Krai Administration website information on processing citizen inquiries and requests for information"	2006	Drafted recommendation and promoted implementation	Is being lobbied
27	Primoriye Lawyers Association	Municipal Governance	Approved amendments to the Vladivostok City Charter regarding status of the city election commission	2006	Conducted public hearing, developed recommendations, and promoted implementation	Is being lobbied
28	Primoriye Lawyers Association	Anti-Corruption measures	Recommendations to improve draft Anti-corruption Law	2006	Drafted recommendation and promoted implementation	Is being lobbied
29	Primoriye Lawyers Association	Entrepreneurship development	Draft Program "Development and Support of Small Entrepreneurship in Vladivostok in 2006-2009"	2006	Drafted recommendation and promoted implementation	Is being lobbied
30	Primoriye Lawyers Association	Anti-Corruption measures	Recommendations to improve Criminal Code	2006	Drafted recommendation and promoted implementation	Is being lobbied
31	Primoriye Lawyers Association	Anti-Corruption measures	Draft Decree "On Establishing an Interagency Working Group to Conduct Anti-Corruption Review of the Legal and Normative Acts of Primorskiy Krai"	2006	Drafted recommendation and promoted implementation	Is being lobbied

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
32	League of Trade Entrepreneurs	Leasing Municipal Property	Amendments and Comment to the "Regulation on expenditures on capital renovation of the premises at the expense of leasing cost"	2006	Drafted Amendments and promoted implementation	Amendments are approved by the City Duma
33	League of Trade Entrepreneurs	Privatization of the municipal property	Draft Decree on Mortgage on Municipal Property Purchase	2006	Drafted recommendation and promoted implementation	Is being lobbied
34	League of Trade Entrepreneurs	Privatization of the municipal property	Amendments to the Federal law "On Privatization" to provide small businesses renting municipal properties with privileges when this property is earmarked for privatization.	2006	Drafted Amendment and promoted implementation	Krai Legislature passed recommendations to the State Duma of the RF to amend the Law No. 178-FL "On Privatization"
35	League of Trade Entrepreneurs	Leasing Municipal Property	Guidance on Calculating Rent Fee was developed	2006	Drafted the Guidance, submitted to the City Duma, and promoted implementation	Is being lobbied
36	League of Trade Entrepreneurs	Leasing Municipal Property	Recommendations to improve effectiveness of the "One-Stop-Shop" system	2006	Drafted recommendation and promoted implementation	Is being lobbied
37	Council of Entrepreneurs of the City of Artem	Budgeting Process	Draft Guidance on Citizen Participation in Budgeting process (public control)	2005	Drafted Guidance and promoted implementation	Is being lobbied
38	Council of Entrepreneurs of the City of Artem	Budgeting Process	Agreement between Economic Commission of the Duma of the city of Artem and the Public Expert Council on Citizen participation in budgeting process	2005	Drafted and promoted implementation	Signed by Duma
39	Council of Entrepreneurs of the City of Artem	Budgeting Process	Recommendation by the Council of Entrepreneurs "On establishing coefficients for Unified Tax (ЕНВД)"	2005-2006	Drafted and promoted implementation	Implemented by the Artem City Duma
40	Council of Entrepreneurs of the City of Artem	Budgeting Process	Recommendation by the Council of Entrepreneurs "On the budget for the city administration"	2005-2006	Drafted and promoted implementation	Implemented by the Artem City Duma
41	Council of Entrepreneurs of the City of Artem	Budgeting Process	Recommendation by the Council of Entrepreneurs "On business involvement of the Chairman of the Artem City Duma"	2005-2006	Drafted and promoted implementation	Implemented by the Artem City Duma; Duma Chairman was forced to resign.
42	Stroikomplectatsia, Ltd.	State and Municipal Public Procurement	Draft Model Law "On Privatization of the Vladivostok Municipal Property"	2006	Drafted and promoted implementation	Is being lobbied at the City Administration; sent to the President of the RF
43	Stroikomplectatsia, Ltd.	State and Municipal Public Procurement	Recommendations to remove opportunities for discretions in the Vladivostok housing and municipal services and to implement competitive mechanisms in selecting municipal management service provider	2006	Drafted and promoted implementation	Is being lobbied

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
44	Stroikomplectatsiya, Ltd.	State and Municipal Public Procurement	Recommendations to regulate agreements in housing property management in Vladivostok	2006	Drafted and promoted implementation	Is being lobbied
45	Stroikomplectatsiya, Ltd.	Housing and Communal Services	Recommendations on housing and communal services reform implementation in Vladivostok	2006	Drafted and promoted implementation	Is being lobbied
46	Stroikomplectatsiya, Ltd.	Housing and Communal Services	Recommendations to improve compliance of the housing agreement with the Housing Code	2006	Drafted and promoted implementation	Is being lobbied
47	Stroikomplectatsiya, Ltd.	Privatization of the Municipal Property	Memorandum on Prevention corruption in privatization of the Vladivostok municipal property	2006	Drafted and Submitted to the Prosecutor of the Lelninskiy raion and Primorskiy Krai	Submitted to the Prosecutor of the Lelninskiy raion and Primorskiy Krai
48	NGO "Primoriye School of Rights"	Anti-Corruption Education	Training Course for school teachers "Anti-Corruption education of youth"	2005-2006	Drafted and promoted implementation	Implementation of the course is being lobbied to be introduced as a part of the civic education and legal education. Documents submitted to the Ministry of Education and the Academy of Teachers Retraining.
<b>KHABAROVSKIY KRAI</b>						
50	Far-Eastern Center of Social Innovations	State and Municipal Public Procurement	Recommendations to improve legal and normative acts on conducting competitive procurement to reduce corruption	2006	Drafted and lobbied with the city and Oblast government.	Is being lobbied
51	Far-Eastern Scientific Center of Local Self-governance	Budgeting Process	Three analytical reports to improve legal framework to regulate budget expenditures in municipalities in 2006 and 2007, expert opinion on Budget spending in 2005, and to develop and implement a Program to reform Khabarovsk city financial management system	2006	Drafted and promoted implementation	Is being lobbied
52	Far-Eastern Legal Resources	Privatization of the municipal property	Analytical Report on Informational Support of the Municipal Property Privatization in Khabarovsk Krai	2005-2006	Drafted and promoted implementation	Is being lobbied
53	Far-Eastern Legal Resources	Privatization of the municipal property	Model Regulation "Regulation on Privatization of the Municipal Property of the (name of the municipality) of Khabarovskiy Krai"	2006	Drafted and promoted implementation	Is being lobbied
54	Civic Initiatives	Business sector	Recommendations to regulate renovation and transferring status of the residential property to non-residential.	2006	Drafted and promoted implementation	Is being lobbied
55	Civic Initiatives	Business sector	Recommendations to regulate Khabarovsk city commercial transportation	2006	Drafted and promoted implementation	Is being lobbied

	Organization	Area	Reforms	Year	Role of the organization	Results and Legal document enacted the reform
56	Civic Initiatives	Business sector	Recommendations to improve fire safety inspections	2006	Drafted and promoted implementation	Is being lobbied
57	Civic Initiatives	Business sector	Recommendations to improve regulation to allocate land for commercial enterprises	2006	Drafted and promoted implementation	Is being lobbied