



FINAL PERFORMANCE REPORT

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Youth Initiative for the Promotion of Peace in the North Caucasus (YIPP)

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I.**ACRONYMS**

CIG	Community Initiative Group
CAT	Center for Accessing Technology
CBO	Community-Based Organization
CFNO	Children's Fund of North Ossetia
CM/CE	Conflict Mediation/Civic Education
CPR	Cardio-Pulmonary Resuscitation
EBDS	Entrepreneurship and Business Development Skills
IMC	International Medical Corps
IREX	International Research and Exchanges Board
LS	Life Skills
NGO	Non-governmental Organization
SME	Small and Medium Enterprises
SRRC	Southern Regional Resource Center
TB	Tuberculosis
TOT	Training of Trainers
USAID	United States Agency of International Development
YIPP	Youth Initiative for the Promotion of Peace in the North Caucasus

On September 23, 2007 the United States Agency for International Development in Russia (USAID/Russia) and International Research and Exchanges Board (IREX) signed a Cooperative Agreement for a three-year Youth Initiative for the Promotion of Peace (YIPP) program in the North Caucasus. This final report charts the progress, achievements, and challenges of the YIPP program and assesses its immediate results while also reflecting on its broader impact.

The **goal** of the YIPP program was to reduce the potential for violent conflict in the North Caucasus through promoting youth leadership, cross-cultural communication, youth-initiated community development, and youth employment. Over the course of its implementation, the program reduced the potential for conflict in the North Caucasus by creating opportunities for cross-cultural communication and increasing understanding among youth from different regions of the North Caucasus. The program targeted youth in eight regions – Adygeia, Chechnya, Dagestan, Kabardino-Balkaria, Karachaevo-Cherkessia, North Ossetia, and Stavropolski krai. In support of its overreaching goal, IREX defined the following objectives for the YIPP program:

Objective 1: Develop professional and life skills among youth

Objective 2: Foster cultural understanding between different groups

Objective 3: Support youth initiated community development

Objective 4: Increase access to information

Objective 5: Support a participatory process that promotes dialogue and unites members of the Beslan community, resulting in a concrete community improvement project

To achieve this goal, IREX opened an office (Representative Department) in Nalchik, Kabardino-Balkaria. Nalchik was chosen because it was in the geographic heart of the North Caucasus, did not have a foreign NGO presence, and was considered the safest regional center in the North Caucasus at the time. IREX made every effort to work with local and regional government officials. Despite all the challenges IREX faced in implementing YIPP – including opposition from most regional governments in the North Caucasus – IREX managed to achieve its objectives by developing new implementation mechanisms and approaches to implement program activities in a timely manner. These activities improved leadership and life skills among youth, provided young people with professional expertise as well as employment and business opportunities, supported youth as community leaders, advanced participatory community development goals, strengthened the network of youth NGOs in the region, and enhanced the institutional capacity of partner organizations. YIPP also fostered the development of personal and professional networks and improved access to information and computer literacy among young people in the North Caucasus. Below are some of the program's major achievements:

- Vocational and Life Skills trainings enabled youth to acquire professional and life skills that enhanced employment prospects. A total of 408 target youth acquired professional skills through Occupational Skills trainings, of which 29 percent secured viable employment after the trainings. Entrepreneurship and Business Development Skills (EBDS) trainings reached 600 youth, of which 22 percent opened small businesses. Of the 24 outstanding youth who completed internships, 81 percent secured employment.
- Youth Sports and Leadership Camps fostered tolerance and cross-cultural understanding by helping young people reduce their feelings of isolation and xenophobia and form personal and professional networks across borders. Camp alumni created nine online communities on popular sites *V Kontakte* (Facebook) and *Odnoklassniki* (Classmates) that unite over 300 youth from across the North Caucasus. The networks allow youth to keep in touch, post educational and employment opportunities, and share news. All nine forums remain active today and continue to attract new followers.
- Conflict Mediation/Civic Education (CM/CE) trainings reached 1,119 youth in eight target regions of the North Caucasus, developing their leadership and conflict mediation skills while enhancing their involvement in community decision-making processes.

- Financial Literacy trainings provided basic financial education to 331 youth and low-income young families, helping them build financial security and behave in financially responsible ways.
- The Small Grants Program (SGP) bolstered organizational and program implementation capacity among local partners – including 36 NGOs and educational establishments – and provided sustainability in that these local partners have continued to operate in the YIPP target regions after the program ended.
- The Training of Trainers (TOT) program addressed the lack of certified youth trainers in the YIPP target regions by enabling 20 youth trainers to receive state certification and conduct educational activities for the youth in their regions through the YIPP program and beyond.
- The YIPP Centers for Accessing Technology (CATs) provided 1,363 youth with free computer course and Internet access, thereby increasing their access to information while enhancing their level of computer literacy and improving their employment prospects. The CATs also implemented Sustainable Development Plans to ensure their financial and organizational self-reliance following the completion of YIPP.
- The Beslan project fostered community development in North Ossetia.

Although YIPP was a relatively short program, it made an important contribution to the North Caucasus by equipping youth with the skills, knowledge, and social networks to serve as decision-makers and leaders in their communities and beyond. Through a carefully designed combination of diverse program activities, IREX helped reinforce the concept of a cross-cutting approach to the complex set of challenges facing youth in the North Caucasus. The majority of target youth participated in several components of the YIPP program – Vocational and Life Skills trainings, Youth Sports and Leadership Camps, CM/CE trainings, and CAT activities – which allowed them to glean various experiences and apply them in their communities, thereby serving as catalysts for positive changes. In addition, YIPP contributed to developing training capacity throughout the North Caucasus.

YIPP in Numbers

- 24 sets of Vocational and Life Skills trainings for 1,368 youth;
- 8 Small Business Development Grants in Chechnya;
- 8 Youth Sports and Leadership Camps engaging 577 young men and women from eight regions of the North Caucasus;
- 104 CM/CE trainings for 1,119 youth;
- 34 Financial Literacy trainings for 331 youth;
- 9 Community Mobilization trainings for 104 young professionals and NGO representatives;
- 4 training manuals developed specifically for the North Caucasus camps and distributed to youth trainers;
- 45 Small Grants totaling \$76,544 allocated to youth NGOs throughout the North Caucasus – 16 for community development projects, 18 for social projects, and 11 for sports projects; and
- One kindergarten reconstruction project totaling \$50,000 in Beslan, North Ossetia to commemorate the fifth year of the Beslan school tragedy.

Thorough monitoring and assessment revealed that program participants significantly boosted their leadership skills and self-esteem, which helped them play an active role in decision-making processes in their communities. Some 1,200 program alumni assumed key positions such as Heads and Deputy Heads of Youth Committees, members of Youth Parliaments, leaders of community initiative groups, and other prominent posts after YIPP.

In spite of being implemented during a period of global financial crisis and instability, the program achieved some success in addressing the problems of youth unemployment and alienation in the region. Under the Vocational and Life Skills training component, 29 percent of alumni secured viable employment within six months, while 22 percent opened their own businesses. The program also funded establishment of eight small businesses in Chechnya. A more substantial decrease in the unemployment rate would have required much larger-scale efforts from both the Russian government and NGOs.

Through its careful focus on capacity-building, sustainability, and collaboration across networks and various stakeholders, IREX was able to achieve the objectives of the YIPP program even in the face of significant operational and security challenges. The political, social, and economic context in the North Caucasus is extremely volatile and tenuous – the YIPP program was met with hostility and distrust from local and regional government officials; the staff worked in a precarious security environment; the program witnessed several political cabinets change in each of the YIPP target regions in less than three years; and the program was implemented within conservative social and economic structures marred by rampant corruption, heavy reliance on family and kin ties, and subordinate status of women. Program achievements are thus largely a result of effective management and flexibility in terms of adapting to changing environment and suggesting tailored mechanisms and approaches. Another key to the program’s success was its timeliness and alacrity in identifying and responding to development gaps.

III.**PROGRAM CONCEPT**

The youth of the North Caucasus represent a rich resource for community development and conflict mitigation. Yet, years of war and ethnic, linguistic, and religious segregation have caused a profound sense of despair and isolation among many in the region. Despite nascent stabilization, the region continues to be largely closed to the outside world and information flows are stymied or distorted. Limited access to outside resources and information only amplifies the sense of hopelessness plaguing young people in the North Caucasus. Young men and women in the North Caucasus are largely alienated from their Russian counterparts and have few contacts even with their neighbors, intensifying xenophobia and lack of trust. Divisions among groups within the region further isolate the young people of Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, Adygeia, Stavropolski krai, and North Ossetia. Finally, dire economic conditions frequently force youth in the region to seek out illicit and extremist activities to eke out an income and a sense of community (albeit misshapen).

In response to this challenge, IREX and its partners developed YIPP – a three-year program designed to reduce the potential for violent conflict in the North Caucasus. YIPP engaged youth aged 14-31 from rural areas and vulnerable backgrounds in eight regions of the North Caucasus:

- Adygeia
- Chechnya
- Dagestan
- Ingushetia
- Kabardino-Balkaria
- Karachaevo-Cherkessia
- North Ossetia
- Stavropolski krai



YIPP built on existing resources in the region and drew on the successful histories of IREX and its partners International Medical Corps (IMC) and Southern Regional Resource Center (SRRC) in civil society development, mass media, economic development, public health, and exchanges, to provide cross-cultural interaction and give a voice to youth in North Caucasus communities and regions where the potential for conflict is greatest. IREX supplemented its Federation-wide network of resources in Russia with a YIPP field office in Nalchik, Kabardino-Balkaria – the geographic heart of the North Caucasus. This office managed several regional coordinators who were responsible for advancing program objectives at the local level where feasible. In other target regions, IREX worked through

regional and local partners. IREX largely succeeded in establishing and maintaining cooperative and transparent relations with both regional and local authorities throughout the North Caucasus.

To achieve its overall goal, YIPP organized its activities according to the following components that supported one another to mitigate the underlying causes and triggers of violent conflict:

Component 1: Developing Professional and Life Skills among Youth

This component was implemented by IMC in cooperation with partner educational institutions. Trainings focused on business development, NGO/CBO management, or vocational skills and included modules on key life skills such as CPR, public health, and gender and tolerance. Trainings were designed to help participants either find work or establish their own commercial enterprises. Enhanced employment opportunities in turn reduced frustration among youth and engaged them in community life. All trainings emphasized an inclusive, participatory approach and helped youth develop skills to transfer information from the trainings to other members of their communities where possible,

Component 2: Fostering Cultural Understanding

The YIPP team selected Youth Sports and Leadership Camp delegates based on leadership skills, active involvement in community life, good sportsmanship, and involvement in other YIPP activities. The camps provided a forum for youth of similar ages from different parts of the North Caucasus to work and learn together about topics of mutual interest. The information gained and relationships established through these activities decreased feelings of isolation and xenophobia and fostered cross-cultural communication and understanding. Camp programming included a wide variety of activities – from trainings on leadership, tolerance, and conflict mediation to sports competitions, cultural activities, and sightseeing excursions.

Component 3: Advancing Youth Initiated Community Development

This component utilized the expertise of those chosen to attend YIPP Youth Sports and Leadership Camps while at the same time offering benefits to a larger group of youth and youth NGOs in their home communities. As part of this component, IREX organized Conflict Mitigation/Civic Education (CM/CE) and Financial Literacy trainings for youth in eight target regions; enhanced organizational and project implementation capacity of youth NGOs through supporting community development, social, and sports projects through SRRC; and created a pool of qualified and certified youth trainers through its Training of Trainers (TOT) program.

Component 4: Improving Access to Information

To support this objective, IREX set up eight Centers for Accessing Technology (CATs) on the premises of NGOs and educational institutions throughout the North Caucasus. Each CAT offered free basic computer courses as well as more advanced on-demand courses tailored to the particular needs of target communities. This allowed youth to access alternative sources of information and share experiences with their peers throughout the region and beyond while gaining valuable professional skills.

In addition to enhancing the organizational capacity and technical expertise of CAT partners, IREX developed strategies to maintain the sustainability of CATs after YIPP ended. The CATs designed and are successfully implementing customized Sustainable Development Plans to generate revenue from fee-based services and ensure continued operation.

Component 5: “Together for a Brighter Beslan” Project

During the final year of YIPP, IREX developed and implemented the “Together for a Brighter Beslan” project at the request of USAID/Russia to commemorate the fifth anniversary of the September 1, 2004 tragedy: This component aimed to unite Beslan youth and other community members around selection and implementation of a community improvement project. The program objectives were to enhance participation of Beslan youth in community improvement projects, unify and engage different

communities in Beslan around implementation of a community improvement project, and develop local stakeholder capacity in the area of community mobilization.

From the very start, the YIPP program as it was first developed met opposition from government officials and IREX had to redesign it. The final program version supported by the North Ossetia and Beslan governments focused on the restoration of a kindergarten in Beslan.

Through the implementation of various activities under these components, YIPP drew youth out from isolated and conflict prone communities and gave them the skills and knowledge they need to serve as catalysts for community development. Each year, youth participated in four main YIPP components supporting IREX's cross-cutting approach. Under Components 1, 3, and 4, youth participated in trainings conducted in the eight target regions that developed their professional and leadership skills. Component 2 Youth Sports and Leadership Camps brought together program participants and new young leaders from target regions and diverse backgrounds to interact and hone their leadership and conflict mitigation skills through a variety of collaborative activities. Under Component 3, youth also applied their knowledge and skills and, with the support of YIPP staff and NGO partners, conducted sports, social, and community development projects in their home communities. Attachment 2 includes information on YIPP program geographic coverage broken down by program activity.

IV.

SUMMARY OF PROGRAM ACTIVITIES

Component 1 – Professional and Life Skills Development

Objectives:

- Develop vocational and business skills among youth
- Increase work opportunities for youth
- Support youth in developing their own businesses

OVERVIEW

This component of the YIPP program was implemented by IREX’s partner IMC, which had two established offices in the North Caucasus – one in Nazran, Ingushetia and another in Grozny, Chechnya. Its overall premise was that enhanced employment opportunities would reduce frustration among youth and engage them in community life.

In the framework of Component 1, IMC has successfully carried out 24 job market surveys in seven target regions, implemented 24 sets of EBDS, NGO/CBO Management, Occupational Skills, and LS trainings for 1,368 youth from seven regions of the North Caucasus, provided 24 paid internships for program participants, and allocated eight Small Business Development Grants for 24 beneficiaries from Chechnya. The table below provides statistical data on Component 1 activities.

Component 1 Activities

Key Activities	Events		Participants		Regions Covered
	Planned	Actual	Planned	Actual	
Job Market Survey	24	24	600	600	Chechnya Dagestan Ingushetia Kabardino- Balkaria Karachaevo- Cherkessia North Ossetia Stavropolski krai
Occupational Skills Trainings	24	24	408	408	
EBDS Trainings	24	24	600	600	
NGO/CBO Management Trainings	24	24	360	360	
LS Trainings	24	24	1,368*	1,368*	
Paid Internships	24	24	24	24	
Small Business Development Grants	8	8	20	24	
Total	152	152	1,368	1,368	

*All participants in EBDS, NGO/CBO Management, and Occupational Skills trainings also completed LS trainings

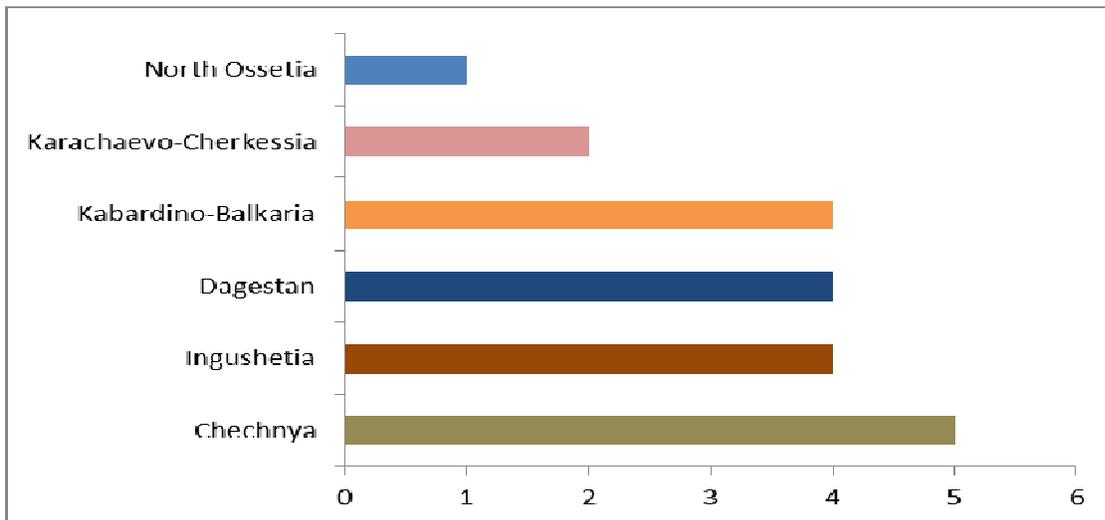
IMC trainings included short-term Entrepreneurship and Business Development Skills (EBDS) and NGO/CBO Management trainings as well as longer-term Occupational Skills courses tailored to job market demand in specific target communities. Prior to organizing its courses, IMC staff conducted job market surveys among unemployed youth and business owners in each target region. Survey participants were asked about the jobs that were currently in demand in their community and the jobs for which they anticipated there would be a demand in two years. Based on the survey results, IMC determined appropriate Occupational Skills courses for each target community. All EBDS, NGO/CBO Management, and Occupational Skills training participants also took part in Life Skills (LS) trainings that

covered such topics as CPR, public health, and gender and tolerance. In addition, IMC provided paid internships for outstanding training alumni of EBDS courses.

During the final year of YIPP, IREX and IMC strengthened the positive impact of Component 1 by adding Small Business Development Grants to help outstanding alumni of the EBDS and Occupational Skills trainings in Chechnya start small businesses. IMC supported alumni in establishing eight Small and Medium Enterprises (SMEs) and linking them with existing business associations. It is difficult for Chechen entrepreneurs to establish contacts with other businesses and access new markets elsewhere in Russia, especially if they reside in villages. IMC connected the new businesses to each other and to the Chamber of Commerce network.

To achieve the stated objectives of the program, IMC operated from its offices in Nazran, Ingushetia and Grozny, Chechnya, employing its existing contacts and experience in the two republics where it had agreements with the local authorities. IMC also built on its previous experience in Dagestan and expanded to Kabardino-Balkaria, Karachaevo-Cherkessia, Stavropolski krai, and North Ossetia. The local authorities in Adygeia refused to allow Component 1 activities, so IMC did not hold any trainings there. IMC reached an agreement with the authorities in North Ossetia to implement YIPP Component 1 activities through local partner FARN. The graph below shows the distribution of IMC activities by target region.

IMC Activities by Target Region



VOCATIONAL AND LIFE SKILLS TRAININGS

YIPP included several activities that supported one another to mitigate the underlying causes and triggers of violent conflict. Component 1 activities achieved the objective of developing professional and life skills among youth. IMC contributed to achieving the overarching YIPP goal of drawing youth out of isolated and conflict-prone communities and giving them the knowledge and skills they need to serve as catalysts for community development through a series of trainings. In each target community, IMC conducted EBDS, NGO/CBO Management, and Occupational Skills trainings. All participants in these trainings also took part in LS trainings that included CPR, public health, and gender and tolerance.

Participant Selection

IMC oversaw a competitive application process to select participants for Vocational and Life Skills trainings. IMC advertised the trainings through published announcements as well as local NGOs and authorities to obtain the maximum number of applications. Selection criteria included current employment status, age, work experience, and stated ambitions. IMC established selection committees comprised of local education and youth affairs officials and representatives of CBOs and local

employers, as well as IMC and IREX moderators. IMC also provided IREX with a list of training participants so that they could be further engaged in other YIPP activities.

Training Programs

EBDS Trainings

EBDS training modules covered marketing, business planning, financing a new business, negotiation skills, small business taxation, and other relevant topics. All EBDS training participants also received LS training covering CPR, public health, and gender and tolerance. Each EBDS group included 25 participants, who were further divided into subgroups for a more effective training experience. Each EBDS training lasted two weeks. IMC also secured internships with local businesses for 22 outstanding EBDS alumni.

NGO/CBO Management Trainings

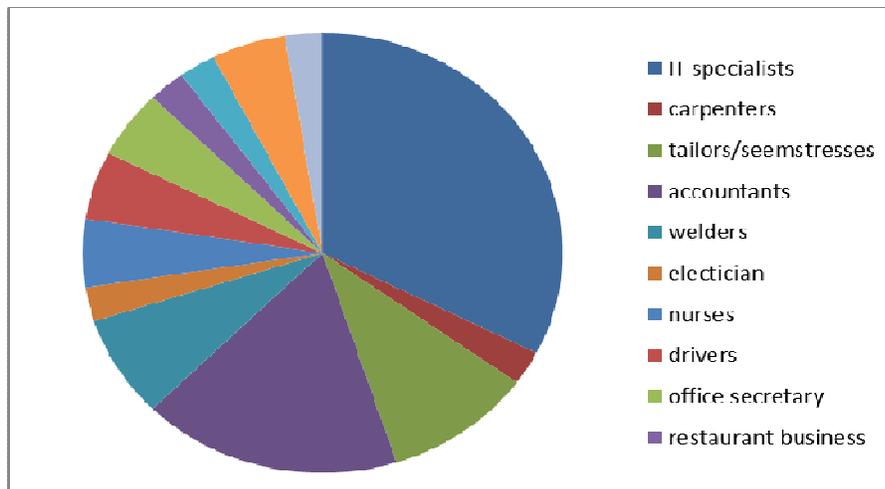
NGO/CBO Management training participants learned about topics such as community mobilization, conflict mitigation, civic education, working with volunteers, transparency and accountability in community projects, the role of citizens in democratic society, and advocacy. All NGO/CBO Management training participants also received LS training covering CPR, public health, and gender and tolerance. Each training group included 15 participants, and the course lasted 10 days. Two outstanding NGO/CBO Management training alumni were granted additional opportunities to intern with the IMC offices in Nazran and Grozny.

Occupational Skills Courses

Occupational Skills courses were tailored to the needs of individual target communities based on job market survey results. All Occupational Skills course participants also received LS training covering CPR, public health, and gender and tolerance. The following occupations were most in demand in each of the target regions:

- Chechnya: IT specialists, carpenters, tailors, accounting, and seamstresses;
- Ingushetia: IT specialists, welders, electricians, nurses courses, and accountants;
- Dagestan: accountants, drivers, IT specialists, electro and gas welders, and accountants;
- Kabardino-Balkaria: IT specialists, office secretary courses, and electro and gas welders;
- Karachaevo-Cherkessia: IT specialists;
- North Ossetia: IT specialists and secretaries; and
- Stavropolski krai: restaurant managers, sales agents, nurses, seamstresses, sales consultants, waiters, and food salespeople.

Occupational Course Offered by Demand



Monitoring and Evaluation

EBDS and LS Trainings

Over the course of the YIPP program, IMC implemented 24 sets of EBDS and LS trainings in seven regions of the North Caucasus – Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, North Ossetia, and Stavropolski krai.

At the start of the training, participants completed a pre-test survey entitled “Can you become a businessman?” to determine how prepared they were to start their own businesses. Based on the survey results, training staff divided participants into two groups – those who were deemed prepared to start a business and those who were not. A post-test survey entitled “Start your business” was distributed to the participants at the end of the training. They were once again divided into those who were considered ready to start a small business and those who were not. The cumulative results for EBDS trainings in all regions are summarized in the table below.



Seamstress courses in Stavropolski krai

EBDS Training Pre- and Post-Test Results

Skill	Chechnya	Ingushetia	Dagestan	Kabardino-Balkaria	Stavropolski krai	Karachaevo-Cherkessia	North Ossetia	Average
Prepared to start business pre-test	9%	10%	5%	11%	12%	8%	8%	9%
Prepared to start business post-test	91%	90%	88%	91%	93%	89%	93%	90%
Percentage Point Change	+82	+80	+83	+80	+81	+81	+85	+81
Not prepared to start business pre-test	91%	90%	95%	89%	88%	92%	92%	91%
Not prepared to start business post-test	9%	10%	12%	9%	7%	11%	7%	9%
Percentage Point Change	-81	-90	-83	-80	-81	-81	-85	-82
Understand small business taxation pre-test	3%	4%	2%	4%	5%	4%	4%	3%
Understand small business taxation post-test	90%	91%	88%	92%	93%	91%	92%	91%
Percentage Point Change	+87	+87	+86	+88	+88	+87	+88	+88

These results demonstrate that participation in EBDS trainings helped prepare young people to start their own businesses by increasing their understanding of a range of key business concepts – from assessing demand for a particular product to designing business plans and marketing strategies. The percentage of participants prepared to open their own businesses increased by an average of 81 percentage points between the pre- and post-tests. Likewise, the percentage of participants demonstrating a general understanding of small business taxation issues increased by an average of 88 percentage points between the pre- and post-tests as a result of the small business taxation session included in all EBDS trainings.

The EBDS group also participated in LS trainings on CPR, public health, and gender and tolerance. Instructors administered pre- and post-tests in order to measure what percentage of participants had a basic understanding of each of these subjects before and after the trainings. Cumulative results are summarized in the table below.

EBDS LS Training Pre- and Post-Test Results

Skill	Chechnya	Ingushetia	Dagestan	Kabardino-Balkaria	Stavropolski krai	Karachaevo-Cherkessia	North Ossetia	Average
Basic understanding of CPR pre-test	2%	3%	2%	4%	3%	3%	3%	3%
Basic understanding of CPR post-test	91%	94%	89%	95%	96%	93%	94%	93%
Percentage Point Change	+89	+91	+87	+91	+93	+90	+91	+90
Basic understanding of public health pre-test	3%	4%	3%	5%	4%	3%	4%	4%
Basic understanding of public health post-test	94%	95%	93%	96%	97%	96%	95%	95%
Percentage Point Change	+91	+91	+90	+91	+93	+93	+91	+91
Basic understanding of gender and tolerance pre-test	1%	2%	1%	3%	2%	2%	3%	2%
Basic understanding of gender and tolerance post-test	94%	96%	95%	97%	98%	97%	98%	96%
Percentage Point Change	+93	+94	+94	+94	+96	+95	+95	+94

EBDS participant awareness of CPR, public health, and gender and tolerance issues increased significantly as a result of the LS trainings. The percentage of participants with a basic understanding of CPR and public health concepts increased by an average of 90 and 91 percentage points between the pre- and post-tests. Participants began with a very low level of understanding of gender and tolerance issues, which subsequently increased by an average of 94 percentage points as a result of the trainings.

NGO/CBO Management and LS Trainings

During the reporting period, IMC completed 24 sets of NGO/CBO Management and LS trainings in seven regions – Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, North Ossetia, and Stavropolski krai. At the beginning of each training, the participants completed a pre-test to determine how much they knew about NGOs and CBOs – including information on NGO and CBO mission, activities, management, and role in society. Results for NGO/CBO Management and LS trainings are summarized below.

NGO/CBO Management and LS Training Pre- and Post-Test Results

Skill	Chechnya	Ingushetia	Dagestan	Kabardino-Balkaria	Stavropolski krai	Karachaevo-Cherkessia	North Ossetia	Average
Basic understanding of NGO/CBOs pre-test	3%	4%	2%	4%	4%	3%	5%	4%
Basic understanding of NGO/CBOs post-test	96%	97%	93%	97%	98%	95%	99%	96%
Percentage Point Change	+93	+93	+91	+93	+94	+92	+94	+92
Basic understanding of CPR pre-test	2%	3%	2%	4%	3%	3%	3%	3%
Basic understanding of CPR post-test	91%	94%	89%	95%	96%	93%	94%	92%
Percentage Point Change	+89	+91	+87	+91	+93	+90	+91	+89
Basic understanding of public health pre-test	3%	4%	3%	5%	4%	3%	4%	4%
Basic understanding of public health post-test	94%	95%	93%	96%	97%	96%	95%	95%
Percentage Point Change	+91	+91	+90	+91	+93	+93	+91	+91
Basic understanding of gender and tolerance pre-test	1%	2%	1%	3%	2%	2%	3%	2%
Basic understanding of gender and tolerance post-test	94%	96%	95%	97%	98%	97%	98%	96%
Percentage Point Change	+93	+94	+94	+94	+96	+95	+95	+94

Pre-test results revealed that NGO/CBO Management participants began with a very low level of knowledge of the relevant concepts, with an average of only four percent possessing basic understanding of NGO/CBO issues. This increased by an average of 92 percentage points so that by the end of training 96 percent of participants showed basic understanding of NGO/CBO work. LS training pre- and post-test results for the NGO/CBO Management groups revealed average increases of 89, 91, and 94 percentage points in the percentage of participants with a basic understanding of CPR, Public Health, and Gender and Tolerance, issues, respectively.

Occupational Skills LS Trainings

In addition to EBDS and NGO/CBO Management trainings, IMC implemented a series of 24 LS trainings for Occupational Skills course participants in cooperation with local institutions in Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, North Ossetia, and Stavropolski krai, Results of these trainings by region are summarized below.

Occupational Skills LS Pre- and Post-Test Results

Skill	Chechnya	Ingushetia	Dagestan	Kabardino-Balkaria	Stavropolski krai	Karachaevo-Cherkessia	North Ossetia	Average
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Basic understanding of CPR pre-test	9%	10%	5%	11%	12%	8%	8%	9%
Basic understanding of CPR post-test	91%	90%	88%	91%	93%	89%	93%	90%
Percentage Point Change	+82	+80	+83	+80	+81	+81	+85	+81
Basic understanding of public health pre-test	9%	10%	5%	11%	12%	8%	8%	9%
Basic understanding of public health post-test	91%	90%	88%	91%	93%	89%	93%	90%
Percentage Point Change	+82	+80	+83	+80	+81	+81	+85	+80
Basic understanding of gender and tolerance pre-test	3%	4%	2%	4%	5%	4%	4%	3%
Basic understanding of gender and tolerance post-test	90%	91%	88%	92%	93%	91%	92%	91%
Percentage Point Change	+87	+87	+86	+88	+88	+87	+88	+87

The LS training pre-and post-test results for the Occupational Skills groups revealed average increases of 81, 80, and 87 percentage points in the percentage of participants with a basic understanding of CPR, public health, and gender and tolerance issues, respectively.

Gender Balance

Average gender balance for all groups participating in Vocational and Life Skills trainings was 61 percent female and 39 percent male. Gender balance data by training track was:

- *EBDS*: 600 youth took part in EBDS trainings, of which 60 percent were female and 40 percent were male.
- *NGO/CBO Management*: 360 youth participated in NGO/CBO Management trainings, of which 60 percent were female and 40 percent were male.
- *Occupational Skills*: 408 youth participated in Occupational Skills courses, of which 62 percent were female and 38 percent were male.

INTERNSHIPS

IMC arranged internships for 24 outstanding alumni of Vocational and Life Skills trainings as part of YIPP Component 1. A total of 22 EBDS alumni from across the YIPP target regions completed internships with businesses in their communities – ranging from supermarkets to furniture factories. These interns were selected from among EBDS training participants based on personal interviews with teaching staff and overall performance in testing and group work, including the quality of business plans produced as part of the training. IMC negotiated with local businesses and provided each intern with a small stipend for two months. Interns had the opportunity to gain practical experience related to a variety of business topics such as business strategy, marketing, accounting, ordering and tracking merchandise, and interacting with clients. In addition, two outstanding NGO.CBO Management alumni had the opportunity to complete internships at the IMC offices in Nazran and Grozny. An impressive 81 percent of alumni who completed internships were subsequently hired by the company where they interned.

SMALL BUSINESS DEVELOPMENT GRANTS

During Year 3 of the YIPP program, IMC developed and implemented a Small Business Development Grants program for outstanding Vocational and Life Skills training alumni in Chechnya. In collaboration with IREX, IMC selected eight alumni who submitted the most promising business plans to receive funding as well as business coaching and consultations. The program was designed to support young entrepreneurs in establishing SMEs while strengthening their business networks and market linkages. It

aimed to enhance employment opportunities and reduce frustration among youth while engaging them in community life. In addition, the program empowered local communities and improved their ability to establish and manage their own businesses. It was guided by the following strategic principles:

- The program was developed based on the experience of IMC and other NGOs implementing similar programs around the world. It incorporated best practices and lessons learned from previous vocational training and small business development projects implemented by IMC and other NGOs in Ingushetia, Chechnya, and Dagestan as well as IMC global experience.
- The program was evidence-based, drawing on data and analysis generated by a range of actors including the Russian Federal government, the Chechen government, and UN agencies as well as IMC and other NGOs.
- It was market-led, seeking to identify and address market gaps for business as evidenced by current market analysis generated by IMC research and other tools.
- It emphasized local partnership and ownership, using market-led business development to lift vulnerable and marginalized households out of poverty and strengthen social cohesion in war-affected communities. It worked from the bottom up and mitigated obstacles to development through training, mentoring, and advocacy.
- It served as a model to be replicated and scaled up, thereby increasing sustainability.

Due to the small size of the grant pool, IMC and IREX decided limit the program's geographical coverage and implement the program only in five districts of Chechnya that had been severely affected by war – the towns of Argun and Urus-Martan and the villages of Zakan-Yurt, Znamenskaya, and Naurskaya.

IMC had a network of over 285 alumni of Vocational and Life Skills trainings in Chechnya. However, large numbers of young people who had the skills and motivation to start their own businesses were not able to do so, as they had no access to microcredit or any other funding opportunities. To ensure wide participation, IMC released an RFA for an open competition among alumni in May 2010, in which alumni from all Vocational and Life Skills trainings in Chechnya were invited to participate. To ensure continued community participation and involvement, at least ten percent of the net income from each proposed business had to be donated to projects addressing community needs.

IMC held initial meetings in the five target districts to explain the goals, objectives, selection criteria, and implementation mechanisms of the competition to potential participants, during which they filled out questionnaires expressing their desire to take part. The purpose of this questionnaire was to help select the applicants that were the most interested in getting Small Business Development Grants. IMC also organized follow-on meetings, at which time the questionnaires were gathered and business plans were discussed.

IMC used its job market survey findings to assist competition participants in choosing the most promising business ideas, and expert counselor Emilia Salamova held consultations with 20 alumni who had begun developing business plans. To help participants with financial planning issues IREX and the NGO "DENAL" organized trainings for interested alumni. To ensure that alumni of non-EBDS trainings were not at a disadvantage, they were provided with additional materials and consultations on business plan development such as the "Start your own business" brochures and manual published by the International Labor Organization (ILO).

Grantee Selection

Alumni from target communities in Chechnya submitted 23 business plans, which demonstrated a relatively high level of interest among eligible alumni. IMC employed a qualified consultant to evaluate business plans and make recommendations to the selection committee concerning the viability of each proposed business. A selection committee meeting took place in June 2010. The committee consisted of representatives from the Chechen Republican Chamber of Commerce, the Chechen Public Chamber,

the Chechen Government, the Chechen Parliament, local government, local youth NGOs, and a leader of a successful SME funded by IMC in the past. The eight most viable business plans were selected for funding. The businesses funded through Small Business Grants are described in Attachment 3.

In July 2010, IMC held a conference at the Grozny Business Club. The conference was dedicated to small business development in the region. Members of the Chechen Government attended the conference – including the Deputy Minister of Economy and representatives of the Chechen Chamber of Commerce as well as several banks, business training centers, local businesses, international organizations, and local NGOs. During the conference, the eight grantees were able to meet each other and were introduced to business associations as well as successful businessmen working in Chechnya. They got a chance to establish vital connections in the business world, analyze their marketing strategies, learn about human resource management and industry processes, and discuss their challenges and successes. It is difficult for Chechen small business owners to access new markets, especially if their businesses are located in villages, so IMC helped grantees connect to existing businesses throughout Chechnya and Russia via the Chamber of Commerce network.

Small Business Development Grant Outcomes

Key achievements of the Small Business Development Grant program include the following:

- 25 consultations with potential grantees;
- Eight grants to Vocational and Life Skills training alumni in five Chechen communities;
- One workshop for grantees; and
- Two Financial Literacy trainings for grantees.

Small Business Development Grant Challenges

IMC encountered the following problems in implementing the Small Business Development Grant program in Chechnya:

- Although IMC staff advertised the Small Business Development Grants competition through educational centers where Vocational and Life Skills trainings were conducted, many eligible alumni did not participate, and others who initially expressed interest did not complete and submit their business plans.
- One of the grantees got married and was unable to implement her proposed business plan. IMC staff worked with the selection committee and IREX to choose another business plan for funding.
- IMC continued to encounter distrust and unwillingness to cooperate in interactions with local authorities and educational establishments. Representatives of local educational institutions regularly referred to an alleged prohibition by local authorities on collaboration with humanitarian organizations in general, including the US based organizations.

OUTREACH AND COMMUNICATIONS

IMC experienced many challenges associated with implementing YIPP Component 1 activities in the North Caucasus. Programming was most successful in Chechnya and Ingushetia, where IMC could draw on longstanding relationships with authorities at the republic and local levels. IMC successfully negotiated partnership agreements with local authorities and educational institutions in target communities in Chechnya and Ingushetia. The only issue arose when IMC carried out trainings in Argun, where representatives of the federal security services inquired about YIPP activities in the region and were present at the trainings. When it was not possible to implement planned trainings in other target regions, IMC substituted additional trainings in Chechnya and Ingushetia.

IMC programming in Dagestan was also successful. IMC established a productive relationship with Sovremennaya Gumanitarnaya Akademiya (SGA – Modern -Academy of the Humanities) – an institution of higher education with representative offices providing educational services throughout Russia, including the North Caucasus. IMC worked with the SGA throughout the YIPP program in the Dagestani

target communities of Khasavyurt, Terekli-Mekteb, and Novolakskoe villages as well as Karachaevo-Cherkessia, Kabardino-Balkaria, and Stavropolski krai.

IMC experienced serious difficulties with authorities in Karachaevo-Cherkessia, who were extremely suspicious of YIPP activities. An initial agreement was reached with the Professional Lyceums in Cherkessk and in Beslimey, a village in the Khabezski district of the republic. However, in May 2009 both institutions unexpectedly reneged on their agreements as a result of pressure from the authorities. IMC held several other meetings with educational institutions in Cherkessk that also refused to cooperate, stating that they could not work with any humanitarian organizations. A further meeting with the Head of Lyceum #7 resulted in a partnership agreement that was later nullified without explanation. IMC was therefore only able to operate in Karachaevo-Cherkessia after it received support from a local businessman with whom IREX had developed a relationship.

There were some issues with local authorities in Stavropolski krai. For example, the Educational Department in Mineralnye Vody refused to cooperate, and educational institutions would not work with IMC without the Department's permission. However, IMC worked with IREX to identify other target communities and successfully implemented three sets of Vocational and Life Skills training in Stavropolski krai – in Lermontov, Zheleznovodsk, and Georgievsk.

IMC initially had difficulty operating in Kabardino-Balkaria. Attempts to cooperate with Kabardino-Balkaria State University and the local administration of Zolokoadzhe village were thwarted, but IMC was ultimately able to establish cooperation with local officials and educational institutions in Prokhladnyi, Mayski, and Nalchik – where IMC worked with a branch of the SGA.

In North Ossetia, the local authorities would not grant IREX or IMC permission to operate for a long time. IMC therefore decided to implement its trainings in North Ossetia through its existing local partner FARN. This partner organization was already involved in YIPP program, and its director held a series of meetings to obtain approval from the Ministry of Education of the republic and the Director of Vladikavkaz College of Electronics.

IMC openly publicized Vocational and Life Skills trainings in each target district through advertisements posted at medical and educational establishments, district administration buildings, and various public places. In addition, IMC actively engaged mass media in publicizing its activities. Journalists were invited to key program events where they could communicate with the program participants. Press releases were provided to local newspapers during trainings or after their completion. This resulted in several publications, TV reports, and web stories. IMC also publicized the program on its website and through its own materials, including the YIPP program in the IMC Russia brochure and other publications.

IMC advertised upcoming trainings on the local television stations in Ingushetia, Dagestan, and Chechnya. A report about IMC trainings held in Cherkessk, Karachaevo-Cherkessia was broadcast on the republic's main TV channel in three local languages – Circassian, Karachai, and Abazin. The trainings in Novolakskoe village were also covered by the local TV news channel "Edinstvo" (Unity). In addition, IMC activities were broadly covered in print media in each target region. A complete list of IMC publications can be found in Attachment 4. Internet coverage of Vocational and Life Skills trainings included an article about trainings in Sunzha district posted on the official website of Professional College #4 (www.pu4-ing.ru) and an article about a YIPP grant recipient posted on the IMC website (<http://www.internationalmedicalcorps.org>). The conference IMC held on SME development in Chechnya was covered by the Chechen news section of TV Russia, GTRK Grozny, and several newspapers.

LESSONS LEARNED AND RECOMMENDATIONS

Although the program was successful overall and thousands of young people received skills and education they would not have otherwise had access to, the program would have benefited from a stronger focus on a much smaller set of activities. The geographic spread of the program was difficult to manage given that the schedule of activities was quite tight. Perhaps, some of the vocational courses

could have been more productive if they were longer, but the tight program schedule and budgetary restrictions did not allow for that.

In addition, no strategy was developed for job placement for graduates of the Occupational Skills courses, and insufficient funding was available to help EBDS training alumni establish their own business or gain professional experience through internships. The program was also not immune to the global economic crisis that hit Russia beginning in 2008. It was very difficult to achieve ambitious employment targets when large numbers of highly skilled workers across Russia were left with no jobs.

Component 2: Fostering Cultural Understanding between Different Groups

Objectives:

- Foster cross-cultural communication and understanding between youth from different regions of the North Caucasus
- Provide youth with opportunities to interact and learn from each other
- Develop skills and information sharing networks among youth

To achieve these objectives, IREX successfully organized:

- Three Youth Sports Camps and five Youth Leadership camps that brought together 577 young people from Adygeia, Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, North Ossetia, and Stavropolski krai¹;
- Eight pre- and two post-camps meetings; and
- One camp alumni meeting for 15 representatives of five target regions.

Component 2 Activities

Key Events	Number of Events		Number of Participants		Regions Covered
	Planned	Actual	Planned	Actual	
Youth Sports Camps	3	3	330	320	Agydeia Chechnya Dagestan Ingushetia Kabardino-Balkaria Karachaevo- Cherkessia North Ossetia Stavropolski krai
Youth Leadership Camps	5	5	240	257	
Total Camps	8	8	570	577	
Pre- and Post-Camp Meetings	8	8	20 ²	20	
Camp Alumni Meeting	1	1	15	15	Ingushetia Dagestan Kabardino-Balkaria Karachaevo- Cherkessia Stavropolski krai

¹ An average of 110 participants in each Youth Sports Camp and 80 participants in each Youth Leadership Camp

Total	17	17	605	612	
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YOUTH SPORTS AND LEADERSHIP CAMPS

Over the course of the YIPP program, IREX organized three Youth Sports Camps for 320 youth aged 14-17 and five Youth Leadership camps for 257 youth aged 18-24. The goals of the camps were to:

- Provide youth from the eight YIPP target regions with the opportunity to learn about the backgrounds of other participants from throughout the North Caucasus;
- Emphasize similarities among the participants by engaging them in teambuilding activities and encouraging the exchange of ideas and perspectives; and
- Develop skills and information sharing networks that the camp participants could use to support development efforts in their communities when they return home.

Camp Sites Selection

Camp site selection was a challenging process. YIPP camp sites had to be secure, accessible, and affordable, with suitable facilities and satisfactory living conditions. All camps were held in Kabardino-Balkaria or Stavropolski krai, because these regions were relatively safe and accessible and had several well-equipped facilities for trainings and sports activities. However, even these regions were not entirely safe during the period of YIPP implementation. During Year 1 of the YIPP program, the Youth Leadership Camp was supposed to be held in the mountainous Cheget resort area of Kabardino-Balkaria. However, bombings and mudslides forced IREX to move the camp to Nalchik.

During Year 2, the camps had to be postponed because the camp site was located in the zone of a counterterrorism operation that began just prior to the opening of the first camp. In Year 3, some of the Stavropolski krai camps and resorts refused to let youth from the North Caucasus stay on their premises. Thus, IREX had to select Nalchik as a site of the Youth Sports Camp. The Youth Leadership Camp was ultimately held in the mountainous zone of Kabardino-Balkaria.

Camp Participant Selection

Youth Sports and Leadership Camp participants were chosen from multiethnic communities not previously targeted by international projects based on their leadership skills, active involvement in community life, good sportsmanship, and involvement in other YIPP activities. Based on experience from the Year 1 camps, which included several unmotivated participants, IREX developed a solid camp participant selection process for Year 2. The process began with extensive informational campaigns in public places. These campaigns were carried out in target communities through regional coordinators, local administrations, educational establishments, NGOs, and mass media. The number of beneficiaries from each community was determined according to its size and ethnic composition so that each camp included a diverse mix of youth. Alternate candidates were selected for 50 percent of the spots allocated to each community, and were pulled up in the event a finalist was unable to attend. The application, questionnaire, and camp rules and regulations were thoroughly redeveloped to ensure selection of the most motivated participants, and finalists were asked to sign a letter of commitment to abide by the rules and regulations of the camp program. To measure the impact of the camps on target youth, IREX used pre- and post-camp questionnaires designed for the program by local partner SRRC and YIPP staff. In addition to the standard pre- and post-camp questionnaires, IREX staff also interviewed participants about their camp experiences. Gender balance was carefully observed and this effort was successful overall, as 56 percent of camp participants were male and 44 percent were female

Vozhatyi

Vozhatyi are a tradition at Russian camps. They serve as trainer's assistants. Their responsibilities include organizing and facilitating leisure time and extracurricular activities together with camp participants. IREX selected several vozhatyi for the Year 2 and Year 3 YIPP Youth Sports and Leadership Camps from its pool of TOT and camp alumni.

Camp Staff Selection

During Year 1 of the YIPP program, IREX staff and trainers were responsible for all camp activities – including the training program, cultural events, and security. This camp management mechanism was ineffective, so IREX developed a new strategy. Thus, beginning in Year 2 the camp staff included trainers, vozhatyi (trainer’s assistants), sports instructors, chaperons, and administrative staff from the IREX office in Nalchik – Deputy Chief of Party, Education Specialist, and technical staff. The success of the camp program depended not only on thorough selection of motivated and active participants, but also on careful choice of camp staff – trainers, senior trainers, vozhatyi, sports instructors, and chaperones.

To make the camp training program more effective, the position of a Senior Trainer was introduced in each camp. Natalia Yanina from Kabardino-Balkaria served as Senior Trainer for all Youth Sports Camps. Ms. Yanina is Deputy Chief of the Methodological Center at the State Educational Institution of Extracurricular Education for Children in Nalchik, Kabardino-Balkaria and Director of the Leadership Center of Kabardino-Balkaria. She has extensive experience working with the youth of the North Caucasus in the framework of the YIPP program and beyond. Ms. Yanina designed three manuals for the YIPP Youth Sports Camp and CM/CE training programs, which were published and distributed by IREX. Svetlana Orlenko served as Senior Trainer for the Youth Leadership Camps. Ms. Orlenko, a distinguished trainer from the Moscow-based Center “Diagnostics. Adaptation Development” (DAD), designed and conducted the successful YIPP TOT program and produced the Youth Leadership Camp training manual.

When IREX began recruiting youth trainers in the North Caucasus for its camp programs, it encountered a problem. While there were a number of promising young trainers with some practical experience in the YIPP target regions, they did not have the state training certificates frequently requested by local educational authorities and therefore could not conduct trainings. Thus, a TOT was added to the workplan to address the lack of certified trainers in the North Caucasus. After completing the TOT, IREX had a pool of qualified and certified youth trainers to draw on for camps and CM/CE trainings in target regions. Five to six youth trainers participated in each camp. To assist them and also organize extracurricular activities along with camp participants, IREX hired vozhatyi from the pool of TOT alumni and later from alumni of previous camps. This mechanism proved very effective.

To ensure that camp participants remained safe at all times while traveling to and from the camps as well as during the camps, IREX provided each regional delegation with a chaperone from the same region, who accompanied the group to the camp and back and watched over participants during the camp program. Chaperones were engaged in the participant selection process, pre-camp meetings with participants and their parents, arrival, camp stay, and departure of the delegates. Trust built between chaperones, participants, and their parents helped ensure the success of the camps.

Chaperones

A chaperone is a key member of the camp staff who takes care of the delegates from a particular region from their arrival until departure day and is responsible for their safety and adherence to camp rules.

Camp Visitors

The 2008 YIPP Youth Sports Camp was visited by government officials from Chechnya – including the Assistant to the Minister of Education and the Deputy Head of the Youth Committee; Kabardino-Balkaria – including the Head of the Youth Committee and Deputy Minister of Education; and Stavropolski krai – including the Assistant to the State Duma Representative. These guests had a chance to observe educational trainings, address camp participants from the stage, and talk to them individually.

During the 2010 Sports Camp, IREX organized an exchange visit for seven young professionals who work with youth from Chechnya, Ingushetia, Stavropolski krai, and Kabardino-Balkaria. These guests were able to attend training sessions, sport competitions, and cultural activities and share their

experiences with camp participants. The exchange visit proved a successful practice, and one of the guests shared that he “had a wonderful learning experience.”

Pre-Camp and Post-Camp Meetings

Each camp was preceded by a pre-camp meeting for trainers and staff. Each two-day meeting was conducted by the camp’s Senior Trainer and IREX staff with the goals of checking training and sports grounds, teambuilding, discussing camp organizational issues, and discussing the camp agenda in detail. The pre-camp meetings covered the following issues:

- Ensuring security;
- Organizing catering;
- Providing medical services;
- Conducting training program activities;
- Conducting sports program activities;
- Conducting extracurricular and leisure program activities; and
- Program administration.

During the YIPP program, IREX also organized two post-camp meetings for trainers. These meetings were especially relevant after the first camp, when a greater need to discuss camp successes and challenges arose. The first post-camp meeting that was held in October 2008 brought together trainers from the Year 1 Youth Sports and Leadership Camps to discuss the successes and challenges of the camps, as well as to exchange experiences with the in-house guests Oleg Bursuc from the USAID-funded, IREX-implemented Moldova Civic Participation Program (CPP) and Mikail Savva from SRRC. The objectives of the meeting were to:

- Develop a recommendations document for improving future camps;
- Exchange experiences between the trainers and IREX Moldova specialist in the area of community mobilization and engagement;
- Draft a plan for IREX initiatives in youth mobilization for community development; and
- Enhance trainers’ monitoring and evaluation skills with regards to camps and grants program.

Mechanisms for assessing the success of the SGP were discussed during the second half of the day. SRRC has experience in administering both large and small grants. Mikhail Savva spoke about the paramount significance of having all legal issues connected with allocating grants in line with the Russian legislation, which is subject to constant change and revision. He offered IREX the help of SRRC’s financial director, who is experienced in legal issues connected with grants management. In the course of a two-day meeting, the following results were achieved:

- A draft document was produced containing feedback from all camp trainers on how to improve future camps that IREX incorporated into the Component 2 plan for Year 2 of the YIPP program;
- Trainers’ awareness of various methods of community mobilization and engagement was increased through exchange of experience between the trainers and Oleg Bursuc from the IREX Moldova office;
- A plan for IREX initiatives in youth mobilization for community development in the North Caucasus was drafted; and



Youth trainers draft recommendations for Year 3 camps

- Trainers' monitoring and evaluation skills were enhanced.

The second two-day camp trainers meeting was held in December 2009 and brought together all YIPP trainers and their assistants (vozhatyi). The meeting defined further improvement of YIPP training activities as its major goal. The objectives for the meeting were broader than those for the previous meeting and included not only camp issues, but also issues relating to all YIPP training programs:

- Discuss successes and challenges of Year 2 camps and CM/CE trainings and summarize results of all Year 2 training activities;
- Develop a CM/CE training program action plan;
- Optimize the work of trainers;
- Draft timeframes and content for Year 3 training activities; and
- Develop mechanisms for coordinating activities of all training program stakeholders.

The meeting consisted of five sessions where participants discussed Year 2 program results, strategy for Year 3, content of the Year 3 CM/CE trainings, organizational and administrative issues, monitoring and evaluation of CM/CE trainings, and training manuals. Major topics discussed included:

- Content and timeframe of Year 3 CM/CE trainings;
- Camp conditions;
- Participant selection process;
- Desired outcomes;
- Training program content;
- Technical assistance;
- Responsibilities of trainers, assistants, and chaperones; and
- Organization of free time.

The meeting produced recommendations that were analyzed by IREX staff and incorporated into the Year 3 camps. The section on monitoring and evaluation covered such important issues as pre-and post-test organization and the role of trainers in monitoring, final evaluation, success story collection, and collection of data for the table of indicators. Finally, Senior Trainers presented the four training manuals, and each participant received a copy of the manuals. The meeting resulted in the following:

- Program action plan;
- Recommendations on how to develop better customized training programs;
- A list of most requested training topics for trainers to include in their agendas;
- Increased knowledge of monitoring and evaluation and success story writing, and
- Mechanisms for coordinating trainers' activities with regional coordinators and staff.

Post-camp meetings proved essential for IREX staff and trainers to get together, discuss drawbacks and successful practices of all training programs, discuss CM/CE training challenges, and enhance professional expertise on such topics as monitoring and evaluation and success story writing. While pre-camp meetings were very useful as organizational events, post-camp meetings served as catalyst for improving camp training programs and organizational strategies.

Camp Alumni Meeting

During the 2010 Youth Leadership Camps, IREX organized a camp alumni meeting. The goal of the meeting was to bring alumni from the 2008 and 2009 camps to meet their peers, share experiences, and create a strong network of the most active youth from throughout the North Caucasus.

IREX invited 15 participants from the 2008 and 2009 Youth Leadership Camps to take part in leadership workshops and share their experiences with new participants. Alumni were from Dagestan, Kabardino-Balkaria, Karachaevo-Cherkessia, and Stavropol'ski krai. It is worthy noting that seven alumni of the 2008 and 2009 camps were hired as trainers or vozhatyi for the 2010 camps. Thus, the total number of alumni partaking in the initiative reached 22. The alumni meeting provided an excellent opportunity for

the most active participants to meet and share how the camps affected their lives, strengthened ties among camp participants from all three years, and allowed IREX staff to monitor camp outcomes.

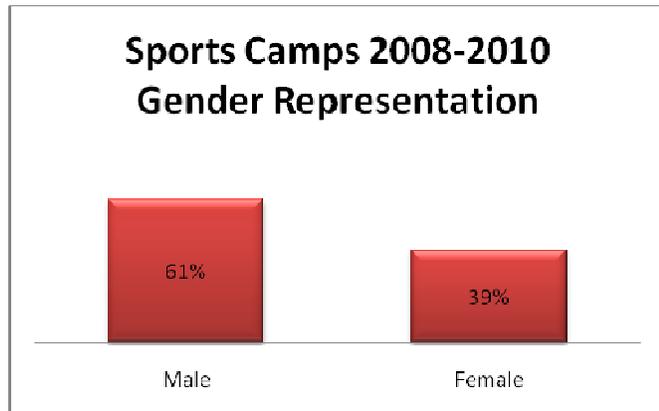
Youth Sports Camps

IREX recognizes organized sports as a low cost mechanism for building self-confidence in youth, fostering peaceful relationships among youth from different ethnic backgrounds and regions, encouraging healthy lifestyles, and providing youth with a positive outlet for their energy. In addition, sports represent an excellent mechanism for drawing young women from their homes to interact with their peers in a socially acceptable way. For young women in particular, organized sports provide a healthy outlet for self-expression in conservative Muslim communities where families are not always supportive of young women engaging in recreational activities. YIPP mixed interactive trainings related to healthy lifestyles, tolerance, teambuilding, and conflict resolution together with sports competitions and cultural activities.

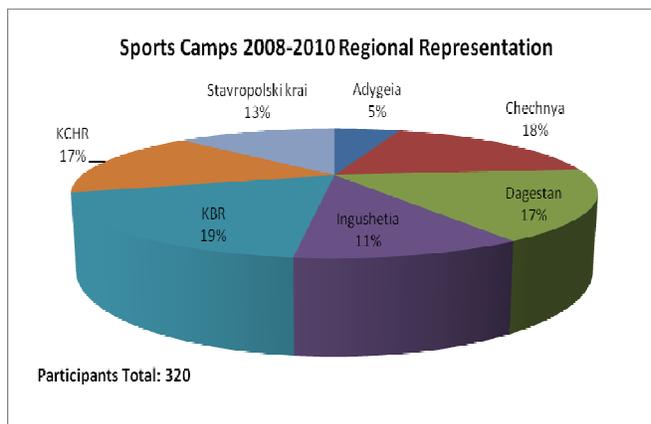
Gender, Regional, and Age Representation

IREX organized a total of three YIPP Youth Sports Camps for 320 beneficiaries from seven target regions – Adygeia, Chechnya, Dagestan, Ingushetia, Kabardino-Balkaria, Karachaevo-Cherkessia, and Stavropolski krai. During its three years, YIPP could not engage North Ossetian youth in camp activities. Since Youth Sports Camp participants were high school students, they required both parental and school permission to participate in the camps. Unfortunately, North Ossetian school and government authorities never allowed students to attend the camps.

According to the YIPP Cooperative Agreement, IREX was committed to including at least 40 percent female participants in Youth Sports Camps. IREX essentially met this goal with young women comprising 39 percent of participants in the three Youth Sports Camps. Many traditional households in Chechnya, Ingushetia, and Dagestan would only allow their daughters to attend the camps with male supervision. While IREX policy forbids participation of close relatives in program activities, the cultural context of the region necessitated allowing distant relatives of some female participants to accompany them to the camps and participate in program activities. Experience also demonstrated the importance of obtaining support from parents of potential female participants and community elders.



The largest number of Youth Sports Camp participants came from Kabardino-Balkaria (19 percent), followed by Chechnya (18 percent) and Karachaevo-Cherkessia and Dagestan (both 17 percent). Groups from Stavropolski krai and Ingushetia were smaller, representing 13 and 11 percent of total Youth Sports Camp participants, respectively. Adygeia only sent participants to the Year 1 Youth Sports Camp, so Adygeian youth only comprised five percent of total participants.



Youth Sports Camp Program

The Youth Sports Camp program was designed to achieve the overall Component 2 objectives and focused on helping youth from

different backgrounds adjust to diverse social environments, build self confidence, develop analytical skills, and become leaders in their communities. It included a training program, teambuilding activities, sports contests, and cultural events.

Training Program

The Youth Sports Camp training program that was developed by Senior Trainer Natalia Yanina included such topics as:

- *Leadership:* Leaders and leadership, classification of leadership, leadership styles, leader's behavior, leader's functions;
- *Conflict Resolution:* Types of conflict, reasons for conflicts, conflict situations, conflict; actors, conflict resolution tools;
- *Successful Communication:* Effective inter-group communication, active listening, presentation and public speaking skills; and
- *Project Writing and Implementation:* Project initiation, problem prioritization, project writing techniques, project life-cycle.

The trainings were participatory and interactive. The trainers aimed to shift participants' attitudes from conflict behavior towards effective communication and conflict resolution. They monitored the progress of the group closely and tailored interactive exercises to the group dynamics. The trainers also sought to maintain a safe environment that encouraged the participants to be open and creative. Interactive exercises allowed the trainees to impersonate real life situations and find the best ways to behave in those situations. Youth tried different behavioral models and received feedback from their peers and trainers.

Camp participants were usually divided into several groups with peers from different backgrounds. During some training sessions, groups were divided into smaller subgroups to let more young people act as leaders. Each training session started and ended with feedback from the participants so the trainers could be better attuned to participant needs and moods.

The trainings were successful due to the enthusiasm and professionalism of the trainers, their ability to hold the interest of the trainees, and finally the carefully-developed and important training topics.



Strong unity after an arm-wrestling competition at the 2009 Youth Sports Camp

Teambuilding activities were the most popular among participants. They allowed participants to build stronger relationships within their groups, sensitized them to the needs of their fellow group members, and taught them to work more productively. The teambuilding activities also allowed the trainers gauge the interests and capabilities of their group members.

Sports Activities

Training sessions and interactive teambuilding exercises were complemented by sports events such as football, basketball, track and field, swimming, and table tennis competitions. Sports activities were conducted by certified sports instructors with experience teaching sports, working with youth aged 14 to 17, and organizing camp activities.

Cultural Events

Cultural events in the Youth Sports Camps included theatrical performances based on issues raised during the training program such as conflict resolution and successful communication, as well as teambuilding exercises, dancing and singing competitions, and KVN shows (a club of cheerful and smart youth on a well-known Russian TV program). The main cultural events at each camp were presentations by delegates from each region. This event was not organized as a competition in order to avoid further inflaming ethnic tensions. Rather, each delegation tried to provide as much information as possible about its region – including geographical and cultural information as well as key achievements. All participants were informed about this event beforehand and therefore had time to prepare picturesque presentations using video, music, and national costumes. The cultural events helped participants unite; get information about other North Caucasus regions, and understand other cultures.



Youth participate in teambuilding exercise at 2008 Youth Sports Camp

Youth Sports Camps Outcomes

The Youth Sports Camps successfully reached their goals and objectives through achieving the following outcomes:

- Participants developed and enhanced teamwork and social skills;
- Participants made many friends and established strong connections with their peers from different regions of the North Caucasus; and
- Participant attitudes towards other nationalities became more positive.

Thank You from Chechen Delegation to the 2009 Youth Sports Camp

“We want to express our appreciation to the Department of the Representative Office of IREX in the North Caucasus for providing us with the wonderful opportunity to take part in the Youth Sports Camp of 2009. Thanks to the camp training program, we could learn a lot of new things. Our trainers taught us to look at things differently and gave us new perspective on how to deal with different situations. Through the extracurricular events, we had a chance to learn more about the customs and traditions of the Caucasus nations.

During the camp program, our youth took part in sports competitions, in which we achieved success and won many awards. But the most important thing is that we found new friends here. Through talking to all the participants and spending time with them, we learned that all people of the North Caucasus are in fact one big family regardless of nationality. Throughout the camp program we felt the respect and care of all camp organizers. To Chechnya we are taking back the warmest memories and great experiences. We thank you for everything and wish you good luck and prosperity.”

Participant Feedback

Azmet, 16 years old, Adygeia: Azmet is a straight-A student who dreams of becoming an economist and working in the local administration. Azmet participated in the 2008 Youth Sports Camp. In reflecting on his experience, he said, “I have always wanted to have the skills to do community development in my native village, to contribute something to the common good. This camp provided me with project writing skills, and I realized that I can assist my community through projects. I am so grateful for the skills of

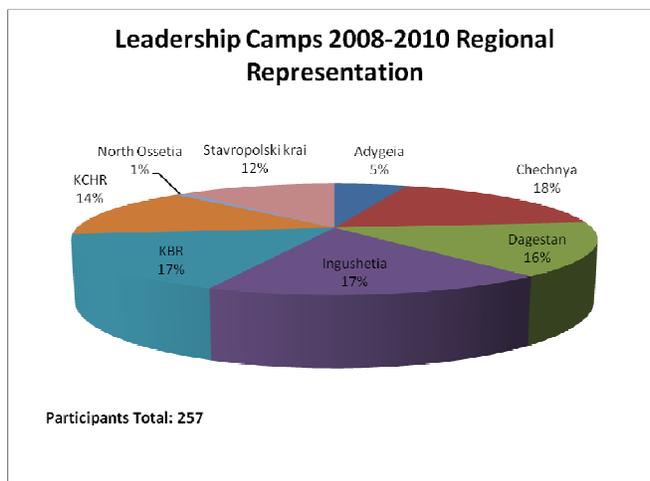
project writing, budget compilation, monitoring, and project implementation that I learned during the YIPP program.”

Youth Leadership Camp

The YIPP Youth Leadership Camp training program promoted the concept of effective leadership among youth and developed their basic leadership skills in such areas as conflict resolution, civic education, teamwork, effective communication, and project writing and implementation. Participants had the opportunity to work together with IREX staff to develop the content for activities and subject areas. During Year 1 of the YIPP program, IREX organized one Youth Leadership Camp for youth aged 18-24. During Years 2 and 3, IREX held two simultaneous Youth Leadership Camps – one for younger participants aged 18-21 and another for older participants aged 22-27. Older and younger participants were separated for trainings and united for cultural, sports, and social activities.

Gender, Regional, and Age Representation

Throughout the program, five Youth Leadership Camps were organized for 257 beneficiaries from all eight YIPP target regions. The majority of Youth Leadership Camp participants came from Chechnya (18 percent), Kabardino-Balkaria and Ingushetia (both 17 percent), and Dagestan (16 percent),



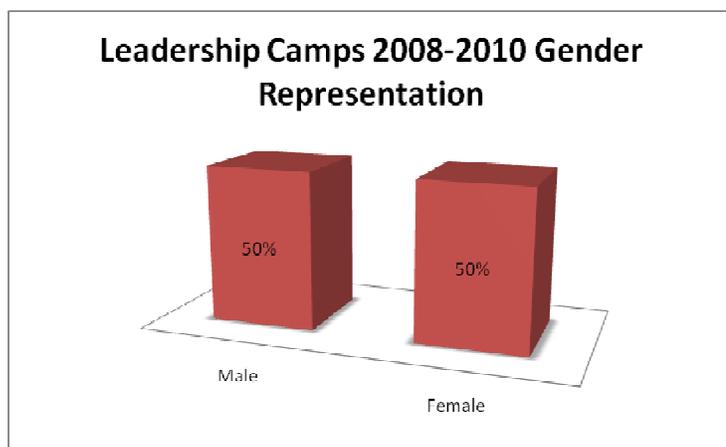
Only 1 percent and five percent of participants came from North Ossetia and Adygeia, respectively, because the authorities in both regions did not let youth participate in the camps. One participant from North Ossetia attended the Year 2 Youth Leadership Camp, while Adygeia sent a small delegation to the Year 3 camp.

The younger participants were mostly college and university students, while the older participants were mostly employed or had completed their education. IREX therefore developed two training modules for the Youth Leadership Camps. The module for the older

group included more in-depth coverage of such topics as effective leadership and management, personnel management, strategic planning, and project writing. Considering the fact that older camp participants were expected to have basic administrative and leadership skills, camps aimed to strengthen their leadership positions and equip them with more tools to be forces for positive change in their communities.

The two age groups were united for cultural and sports activities. This enabled younger and older youth to share experiences and interact with each other in the camp spirit. Moreover, the large number of camp participants allowed youth to be exposed to their peers from other ethnic groups.

In addition to ensuring that Youth Leadership Camp participants represented different regions and age groups, IREX also attained gender parity, attracting 50 percent female participants.



The Youth Leadership Camps emphasized active participation and post-camp follow-up activities, which IREX expected to feed directly into youth community development initiatives. Youth were encouraged to maintain contact with IREX staff and other partners, who provided support for initiatives the youth undertook in their communities.

Youth Leadership Camp Program

During the Year 1 Youth Leadership Camp, the training program was essentially the same as for the Youth Sports Camp. The training program for Year 2 was revised and redesigned by Senior Trainer Svetlana Orlenko from the Moscow-based center “Diagnostics. Adaptation. Development” (DAD). The program was designed specifically for the target age groups and included training modules, contests, workshops, cultural events, and teambuilding activities.

Based on the success of the Year 2 Youth Leadership Camp program, IREX asked Ms. Orlenko to develop a manual specifically for camp trainers. The manual, entitled “Trainer’s Manual for Organization of Youth Leadership Camp for Multiethnic Youth from the North Caucasus,” was distributed to YIPP trainers. This manual was of great help to the trainers – not only during the camps, but also when they conducted CM/CE trainings. Topics, covered in the manual include the following:

- *Leadership*: Effective leadership, team organization and management, leader’s styles in certain situations;
- *Conflict Management*: Types of conflict, sources of conflict, ways to resolve conflict, conflict mediation;
- *Teambuilding*: Group types, group dynamics, group roles and functions, effective group work;
- *Self-Presentation Skills*: Assertive behavior, self-presentation, self-conscious leadership behavior;
- *Leadership and Social Influence*: Types of social influence, manipulations and ways to evade manipulative behavior.
- *Social Project Management*: Management of project implementation, monitoring and evaluation, result-oriented projects;
- *Communication*: Effective communication with personnel, regulation of emotional environment in the team, leadership communication skills;
- *Cross-Cultural Understanding and Tolerance*;
- *Public Speaking*;
- *PR Technologies*; and
- *Volunteering*.

Contests

The following contests were conducted during the Youth Leadership Camps:

- *One Leader’s Story*: During this exercise, groups had to reenact various stages of a leader’s development. One group used the real life leadership experiences of its participants, and another presented the story of a famous political leader. The competition was funny and informative and it proved that the participants understood the topic of leadership very well.
- *Leadership Tournament*: This contest was organized among participants aged 18-21; participants aged 22-27, and alumni of the 2008 and 2009 camps. Each team nominated two leaders, and the total number of participants reached 14. Each participant had to pass three stages of the contest: self-presentation; short Q&A session; and a final task that involved creating a youth organization, presenting it to the audience, and attracting the biggest number of followers. The audience voted after each stage of the contest, and only three participants reached the final stage. It is noteworthy to mention that two of the three final winners were representatives of a younger age group. Two winners were 19 years old and one winner was 22. The three winners were awarded the titles of “Leader Who Serves,” “Leader Spear Carrier,” and “Charismatic Leader.” Their presentations were very informative and professional.

Workshops

Leadership Workshop: An innovative aspect of the Year 2 and Year 3 Youth Leadership Camps was the Leadership Workshop, in which participants used the leadership and communication skills they learned during the training session to plan and implement activities. The Leadership Workshop combined participants from the 18-21 and 22-27 age groups and gave them responsibility for organizing their own free time during the second part of each day. It began with the election of a camp government, including a camp president and heads of four camp committees – media, culture, sports, and health. The president and committee heads were elected from the two groups of older youth while the committees were comprised of younger participants. The camp government was responsible for selecting activities for free time, while the committees were responsible for implementing the scheduled activities. The media committee conducted a poll questioning camp participants about their preferences for evening activities, and the implementation teams started organizing the requested events.



Kabardino-Balkaria delegation presents its national dance “Kafa” during the 2010 Youth Leadership Camp

In addition to the scheduled training sessions, the trainers conducted extracurricular workshops on topics that most interested camp participants. The trainees could choose which workshops to attend according to their interests. Post-test questionnaires manifested high level of satisfaction with workshops among the participants. Workshops included:

- Setting and achieving goals;
- Effective communications;
- Building self-consciousness;
- Volunteer movement;
- Financial planning;
- Mental relaxation techniques;
- Cross-cultural assimilation as tolerance-enhancing mechanism; and
- Conflict resolution mechanisms.

Cultural Events

Cultural events were diverse and included the following:

- *Regional Presentations:* Delegates made presentations about the customs and traditions of their regions. This activity allowed camp participants to get acquainted with the peculiarities of neighboring republics and increase knowledge and understanding of other cultures.
- *Daily Newspaper:* Each group drew posters of their events and emotions for each particular day and shared them with their peers and camp organizers.
- *Camp Map:* from the first day of the camp, all participants drew their impressions on a big map where each participant was represented by his or her handprint. Barren on the first day of the camp, the map turned into one hundred colorful imprints with signatures, wishes, camp impressions on the last day of the program.

Teambuilding Activities

Each year the program included teambuilding activities that were well received by participants. The most popular teambuilding activities were:

- *Mapping Exercise*: During this event, camp participants joined sports instructors on a tour of the camp vicinities and were tasked with mapping all prominent landmarks along the way. Each group was taken on the same route but at a different time. At the end of the tour, each team had to present its map. It turned out that the same places were viewed differently by different groups. The teams concluded the exercise by saying that “we are all different, yet we are together.”
- *“The Amazing Race”*: During this activity, each team had to complete a series of tasks outdoors. The tasks were referred to as “stations,” and each station was managed by a keeper who provided instructions and recorded times and results. Some tasks were physical activities, while others were intellectual puzzles that involved developing strategies and required participation by all team members. Each team’s ability to successfully complete all tasks largely depended on how united the team was, how each participant contributed to the team effort, and how well teammates listened to one another and coordinated their actions.
- *Building Lot*: During this contest, each team had to design an object and build it from materials at hand in 60 minutes. The jury then evaluated each object in accordance with a set of criteria. The team that worked well together, listened to the instructions, and built the object that satisfied all criteria won the contest.

Sports Activities

The Youth Leadership Camps included a range of sports activities including football, volleyball, jumping rod contest, aerobics, track-and-field; and morning exercises.

Youth Leadership Camp Outcomes

Overall, the Youth Leadership Camps successfully reached their goals and objectives through achieving the following outcomes:

- Participants enhanced their leadership and managerial skills;
- Participants established personal and professional networks, including online forums that unite over 300 program alumni; and
- Participants acquired essential professional and life skills.

The camps achieved their major goals of fostering cross-cultural communication and understanding, strengthening leadership skills among youth, and promoting civic engagement. The camps also succeeded in engaging rural multiethnic youth from different regions of the North Caucasus, uniting them around common activities, and contributing to the establishment of professional networks, identifying community leaders and bolstering their leadership potential, and equipping youth with essential professional and life skills. In addition, the camps yielded several other positive outcomes. Nine new online forums were created by camp participants – four on the website *V Kontakte* (Facebook) and five on *Odnoklassniki* (Classmates). These forums unite over 300 camp alumni.

Participant Feedback

Arslan Aguzhaev, 22, Dagestan: Arslan participated in the 2009 Youth Leadership Camp. He became so active in community life after the camp that he organized a band, learned computer skills, and is now helping his peers to study computers. He said of his camp experience, “The knowledge and skills I gained during the YIPP camp are not only assets in my professional life, but also in my personal life. I could see the changes in my personality as I



Youth Leadership Camp 2010 participants and trainers are drawing a Camp Map on the first day of the program

became more open and creative. I have never written a line of poetry in my life, but in this camp I wrote several songs and played them during our evening activities. Now I know that IREX is organizing free computer courses in my village in Dagestan and I am determined to attend.”

Lala Chahoyan, 25, Stavropolski krai: Lala is now Deputy Director of the Rehabilitation and Correction Center in Kislovodsk. She participated in the 2008 Youth Leadership Camp. In reflecting on her camp experience, she explained, “I’ve changed my attitude to different ethnicities of the North Caucasus: I’ve always thought there was a lot of aggression, but in real life people are much friendlier. In terms of educational value, this camp helped me to learn what a real leader should be like. I have stopped being afraid of speaking in front of the public, for example. I am much braver and more self-assured now when it comes to defending ideas, uniting the team, or persuading people.”

Successes and Challenges

The Youth Sports and Leadership Camps faced the following general challenges:

- *Security and choice of camp location:* Due to the fact that camp participants were from all over the North Caucasus, camp locations had to be easily accessible and central, but also safe and secure. IREX staff compiled a database of all camp facilities in the North Caucasus, but only a few met all program criteria and were located in the relatively safe and central locations of Stavropolski krai and Kabardino-Balkaria. The 2008 Youth Sports Camp was held in Stavropolski krai, and the rest of the camps took place in Kabardino-Balkaria. Overall, there were no security incidents with the exception of the imposition of a counterterrorism regime in the Elbrus region of Kabardino-Balkaria at the end of June 2009, which forced IREX to postpone the Year 2 Youth Sports Camp for one week.
- *Cultural sensitivity.* Knowledge of the cultural peculiarities of all regions of the North Caucasus was critical to the success of the YIPP camps. This knowledge must extend not only to organizers and trainers, but also to camp participants themselves. For example, a fight broke out when a male touched the hand of a Chechen female, as it is strictly prohibited to touch Chechen girls.
- *Gender issues.* A key objective of the YIPP program was to recruit a highly diversified group of youth for the camps, including an equal number of male and female delegates. However, in more traditional regions of the North Caucasus like Chechnya and Ingushetia, participation of young women in such events without supervision of a male relative is restricted. Preliminary lists of delegates from these regions included the names of family members. IREX is usually against such practices, but decided to allow relatives to participate in the YIPP camps given the cultural peculiarities of the region.
- *Different levels of motivation and education:* Although IREX carried out a rigorous selection process, it was still impossible to ensure that all participants would be equally motivated and prepared for the camp training program. Half of the participants had never attended a camp or training before, and some young people did not understand that their active engagement would be required. They attended the camps to rest and had little motivation to take part in training sessions. Nevertheless, by the end of the camps the level of motivation and social activity among the participants had increased significantly.
- *Language barrier:* All trainings were conducted in Russian. Some participants from rural areas of Chechnya, Ingushetia, and Dagestan did not speak Russian as a first language and therefore felt self-conscious while expressing their thoughts in Russian during trainings. While they were comfortable speaking Russian on a daily basis, they were reluctant to do so during the training sessions where serious topics were discussed and brainstorming took place. However, their trainers and teams always encouraged shy participants to speak up without making them uncomfortable. Post-test data revealed that many participants were grateful they could “improve their Russian language skills and become more vocal and brave in communicating their thoughts.”

- *Potential fights.* Whenever youth and particularly young men from different ethnic and geographic backgrounds of the North Caucasus gather in one place for a lengthy period of time, there is always a risk of fights breaking out. The underlying reasons for fighting are misunderstanding of traditions – often what is allowable in one region is prohibited in another. IREX was vigilant about preventing any outbreaks of violence at the YIPP camps and sending away troublemakers when necessary. Fights were the gravest violation of camp rules, and whoever initiated violence was immediately sent home. Overall, the camps saw no violent outbreaks with the exception of two brawls, which IREX staff stopped before participants inflicted any damage.

Successful Camp Practices

- Thorough camp planning and preparatory work (camp site selection, program development, participant selection);
- Engagement of qualified and professional camp staff as well as continuous investment in staff education and skills development;
- Cooperative and transparent relations with local and municipal officials, Youth Committees, youth NGOs, and educational establishments;
- Innovative camp program: variety of camp activities, interactive methods of training, and important and relevant training topics;
- Busy agenda that engages all participants in camp activities;
- Engagement of camp staff and trainers in constructive dialogue, providing feedback and working on program improvement;
- Sufficient equipment and provision of training materials and sports inventory; and
- Continuous follow-up with camp alumni through online forums, engaging camp alumni in other YIPP activities, disseminating information about new educational and employment opportunities, and creating cross-cultural networks.

Component 3: Youth Initiated Community Development

Objectives:

- Expand the role of youth in community development processes
- Develop conflict mediation skills
- Promote youth participation in civic affairs
- Enable youth to act as peace-builders in their communities

Activities under this component of the YIPP program empowered youth to play a more active role in their communities, thereby channeling their energy into constructive use of their free time. This component utilized the expertise of youth chosen to attend YIPP camps and other program activities, while at the same time offering benefits to a larger group of youth in their home communities. Activities implemented in the framework of Component 3 included:

- Conflict Mediation/Civic Education (CM/CE) trainings
- Small Grants Program (SGP)
- Leadership Development TOT
- Financial Literacy trainings
- Community Mobilization trainings

As part of Component 3, IREX also attempted to facilitate the strengthening of Youth Committees in YIPP target communities. However, YIPP encountered certain challenges while working with Youth Committees. Youth Committees did not exist in every YIPP target community. Where they did exist, they did not have a voice in civic affairs or were dominated by a political party that did not support foreign NGOs or their training programs. Thus, IREX expanded its target group to include school student councils and other self-governing youth bodies. Where possible, IREX engaged members of Youth Committees in target regions.

Component 3 Activities

Key Activities	Number of Events		Number of Participants		Regions Covered
	Planned	Actual	Planned	Actual	
Conflict Mediation/Civic Education Trainings	100	104	1,000	1,119	Agydeia Chechnya Dagestan Ingushetia
Small Grants Program	42	45			Kabardino-Balkaria Karachaevo- Cherkessia
Training of Trainers	4	4	30	30	North Ossetia Stavropolski krai

CONFLICT MITIGATION/CIVIC EDUCATION TRAININGS

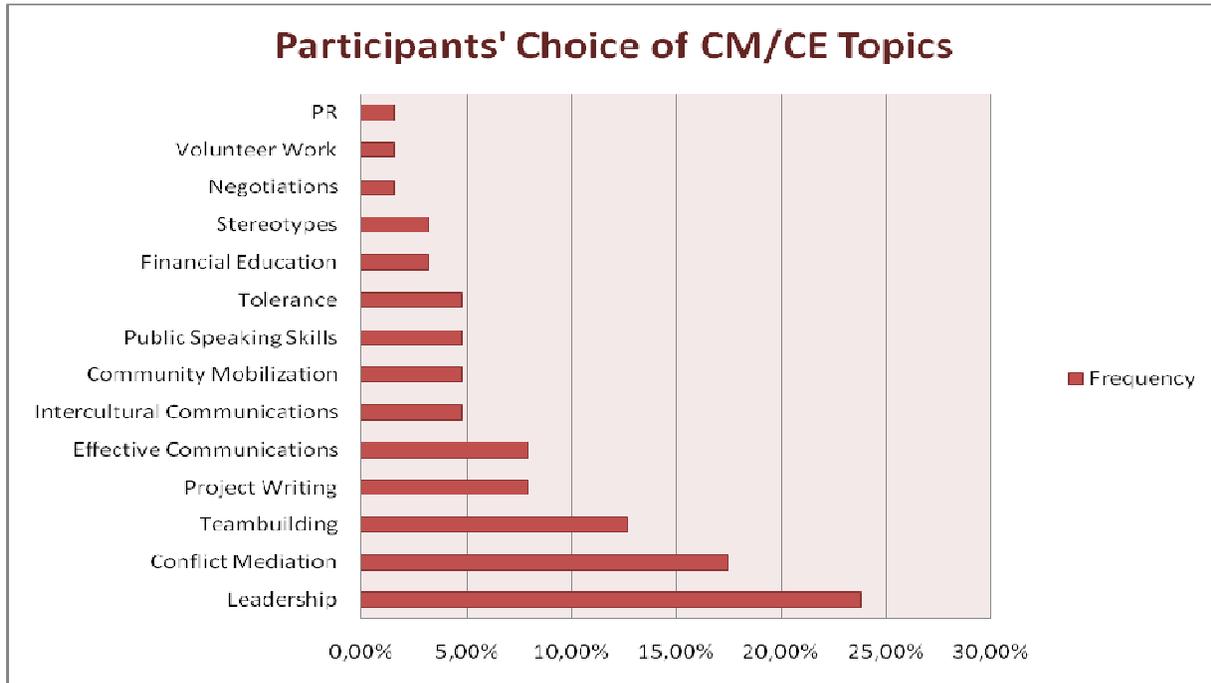
YIPP CM/CE trainings were designed to educate communities about effective means of conflict resolution and enhance civic engagement among youth. The underlying goal of the trainings was to foster an environment of understanding among regions and educate youth as agents of peace by equipping them with tools and mechanisms to successfully resolve conflict and conduct effective negotiations.

CM/CE trainings targeted youth aged 14-17 and 18-24 during Years 1 and 2 of the program and included older youth aged 25-31 during Year 3. The trainings were conducted for high school activists, budding leaders, school self-government bodies, Youth Committee members, student council members, student activists, CAT program participants, and NGO leaders in each target region.

Over the course of the program, IREX received a number of requests from Youth Committees, NGOs, and CAT program participants to conduct CM/CE trainings for youth over the age of 24, with the rationale that many older youth were already decision-makers in their communities and could therefore benefit most from the YIPP trainings. In response to these requests, IREX added CM/CE trainings for participants up to 31 years of age, who are still considered “youth” under Russian law. Thus, IREX catered to the following target groups throughout YIPP:

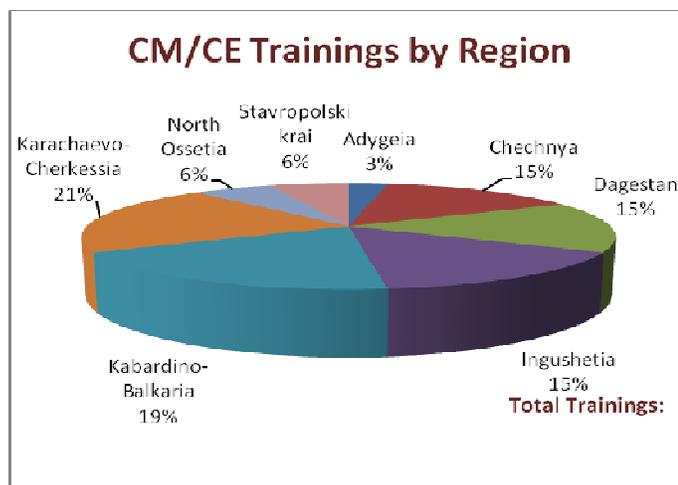
- Youth aged 14-17 – including high school students, school self-governing bodies, school activists;
- Youth aged 18-24 – including members of Youth Committees, student and school self-governing bodies, and NGOs as well as community leaders and CAT Administrators; and
- Youth aged 25-31 – including members of Youth Committees and NGOs, as well as CAT directors.

YIPP engaged its youth trainers and NGO partners in each of the eight target regions to conduct CM/CE trainings, which included interactive exercises where participants applied their newly-acquired skills. Each CM/CE training lasted only eight hours during Year 1, but this was increased to 16 hours in Years 2 and 3. CM/CE trainings were strictly demand-driven, with topics selected based on participant interest. IREX disseminated a list of possible training topics to interested parties such as youth NGOs, schools, colleges, vocational institutions, and universities. The partners then chose the topics that were of most interest to the particular target group. The most popular topics were leadership, conflict mediation, teambuilding, and project writing.

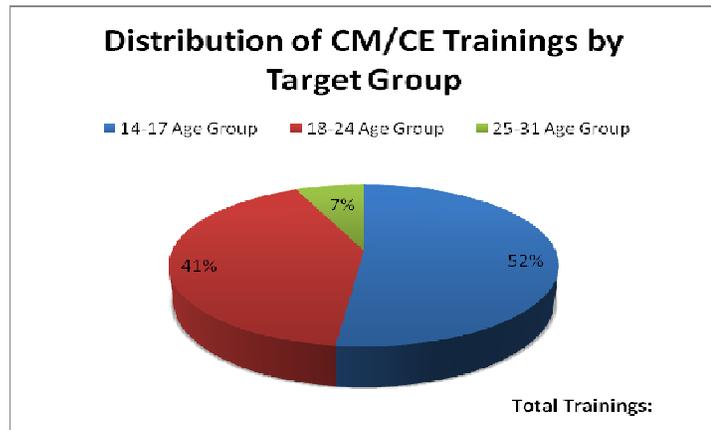


Over the course of the YIPP program, IREX conducted a total of 104 CM/CE trainings in eight regions of the North Caucasus for 1,119 target youth – 405 (36 percent) male and 714 (64 percent) female. Moreover, approximately 50 percent of training participants were from “at risk” groups.

The largest number of CM/CE trainings took place in Karachaevo-Cherkessia (23 percent) and Kabardino-Balkaria (19 percent), with 15 percent of trainings held in Dagestan, Chechnya, and Ingushetia, respectively. Fewer CM/CE trainings were conducted in North Ossetia, Stavropolski krai and Adygeia due to the difficulty of organizing trainings in these regions. In Adygeia, the regional authorities only allowed IREX to conduct trainings in 2010, while in North Ossetia IREX managed to conduct trainings in 2008 before a new regional government banned international NGOs from conducting trainings there. Whenever IREX faced challenges and could not conduct the planned number of trainings in a given target community, its staff promptly rescheduled the trainings to other target communities in the same region if possible or to a neighboring region.



Most CM/CE trainings targeted youth aged 14-17 (41 percent) or 18-24 (52 percent). Only seven percent of the trainings targeted youth aged 24-31, in part because trainings for this age group were only added during Year 3 of the YIPP program and in part because youth in this age group were more likely to have job and family obligations so it was more difficult to recruit them.



Monitoring and Evaluation

YIPP staff and trainers conducted thorough monitoring and evaluation during CM/CE trainings. Pre- and post-training questionnaires were developed. Each trainer was responsible for submitting raw questionnaire data to IREX, where it was aggregated and analyzed. The questionnaires revealed an overall trend of increased empowerment and self-esteem among CM/CE training participants. When asked if their level of self-esteem had increased as a result of the trainings, 82 percent of the respondents reported that their self-esteem had increased or increased significantly. In addition, 20 percent of the respondents reported increased persuasion skills, 18 percent reported increased public speaking skills, and 17 percent reported increased project writing and implementation skills. This signifies that the trainings succeeded in their goal of developing targeted skills among youth.

The initial questionnaire surveyed participants' current level of activity as volunteers in their communities or members of local NGOs and youth organizations on a scale of 1 to 10, with 1 representing the lowest and 10 representing the highest level of activity. The final questionnaire asked youth to rate their planned level of involvement in volunteering and NGOs and youth organizations. Comparison of pre- and post-test data shows a general increase in respondents' willingness to be more active in their communities. Specifically, the number of respondents who indicated a high level of activity (9-10) increased by 21.2 percentage points for participation in local youth organizations such as school councils or school boards and 17 percentage points for participation in volunteering activities.

CM/CE Training Modules

Ages 14-17

Topic 1: Conflict Management and Successful Communication

- *Communication strategies in conflict resolution and negotiation:* Communication strategies, the concept of conflict, conflict stages, strategies to resolve conflict, negotiation styles;
- *Cross-cultural communication and successful communication:* Culture and communication, communication failures, cross-cultural differences, national/ethnic/geographic characteristics of participant communication, recommendations for successful communication; and
- *Stereotypes, prejudices, and ethnic prejudices in communication:* Stereotypes and prejudices as phenomena of social psychology, notions of "stereotype," "prejudice," "discrimination," ethnic stereotypes, gender stereotypes, role of stereotypes and their impact.

Topic 2: Civic Education: Cooperation between NGOs and State Authorities

- *Civic and human rights, civil society, and NGOs:* Declaration of Human Rights, major civil rights, civil society, history of NGOs, civil society in the Russian Federation;
- *Effective meetings and tools to achieve consensus:* Cooperation inside communities, effective meetings, mechanisms to conduct community meetings, tools to achieve group consensus; and
- *Volunteering:* Universal Declaration of Volunteers, volunteer movements, volunteer activities, volunteer motivations, event planning and organization.

Topic 3: Leadership

- *Leaders, leadership, and teambuilding*: Leadership, styles and types of leaders, leader as a team member, political leaders, stages of group development, group characteristics, leadership behavior, leadership functions, teambuilding, factors for successful teambuilding, effective teams.

Ages 18-24

Topic 1: Conflict Management and Successful Communication

- *Communication strategies in conflict resolution, negotiation, and mediation*: communication, communication strategies, the concept of conflict, conflict states, strategies to mediate conflict, conflict resolution, negotiation styles, preparatory steps for negotiations, assessment of negotiations, mediation and where it is used, role of mediator, mediator styles, mediation tactics, mediation process;
- *Cross-cultural communication and successful communication*: culture and communication, communicative failures, individualistic and collective cultures, cross-cultural differences, translation and interpretation as cross-cultural communication, national/ethnic/geographic characteristics of participant communication, communication styles, prerequisites for successful communication, listening skills, recommendations for successful communication;
- *Communication mechanisms to form positive images in society and the role of PR in shaping public opinion and building social responsibility*: PR, role of mass media, cooperation with various target groups through media, rules of media relations, how to write press releases, preparation of presentations; and
- *Stereotypes, prejudices, and ethnic prejudices in communication*: stereotypes and prejudices as phenomena of social psychology, notions of “stereotype,” “prejudice,” “discrimination,” ethnic stereotypes, gender stereotypes, role of stereotypes and their impact.

Topic 2: Civic Education: Cooperation between NGOs and State Authorities

- *Civic and human rights, civil society, and NGOs*: Declaration of Human Rights, major civil rights, civil society, history of NGOs, civil society in the Russian Federation;
- *Effective meetings and tools to achieve consensus*: Cooperation inside communities, effective meetings, mechanisms to conduct community meetings, tools to achieve group consensus;
- *Writing social project proposals*: Projects, project structure, project narratives and ways to identify problems, goals and objectives, deadlines, target groups, implementers, project geography, implementation plan, anticipated results, project budget;
- *Volunteering*: Universal Declaration of Volunteers, volunteer movements, volunteer activities, volunteer motivations, event planning and organization.



An introduction exercise during a CM/CE training in Nalchik, Kabardino-Balkaria

Topic 3: Leadership

- *Leaders, leadership, and teambuilding*: Leadership, styles and types of leaders, leader as a team member, political leaders, stages of group development, group characteristics, leadership behavior, leadership functions, teambuilding, factors for successful teambuilding, effective teams.

Ages 25-31

The CM/CE training module developed for older youth during Year 3 included additional coverage of the following topics: Human rights, pluralism, conflict resolution, consensus building, tolerance, political correctness, social equality, eradication of discrimination, community mobilization, models of social interaction, development of civic activity, models of effective communications, human resources management, leadership, NGO management, time management, media relations, fundraising, cooperation with government, and strategic planning.

CM/CE Training Outcomes

The YIPP CM/CE trainings achieved the following outcomes:

- Participants enhanced and strengthened target skills; and
- Trainees increased their levels of civic engagement.

CM/CE Training Participant Feedback

Elena Harlamova, Lead Specialist on Youth Affairs from Stavropolski krai, 29: “Teambuilding and leadership trainings that IREX organized are a must, more so for our managers and directors, but also for our students. Interactive exercises are a jewel because they help to try out the skills that one has just learned theoretically.”

Marina, Dagestan, 20: “If the school curriculum included at least half of the interactive exercises that the CM/CE trainings have, student performance would be much higher and student motivation would skyrocket.”

CM/CE Training Challenges

- The distrustful attitude of authorities to all kinds of educational activities, including CM/CE trainings, required IREX staff to spend a great deal of time and energy explaining the content of the training program and negotiating training schedules, which at times delayed the implementation process.
- The deteriorating security situation in Chechnya, Ingushetia, and Dagestan forced IREX to postpone and at times cancel scheduled CM/CE trainings.
- The volatile political context in North Ossetia and Adygeia and the opposition of regional officials to training activities caused IREX staff to move CM/CE trainings from these regions to other target regions.
- Finding a suitable timetable for trainees and trainers to schedule 16 hours of CM/CE trainings proved a challenge and often required rescheduling.
- Trainers reported lower motivation and participation levels among rural youth compared to city youth.
- Trainers reported language barriers in Chechnya, Ingushetia and some areas of Dagestan where young people speak their national languages and had a difficult time adjusting to the training program, which was in Russian.
- Trainers reported lower activity levels among participants from more conservative and religious households.
- CM/CE trainings in Stavropolski krai came under close scrutiny from security services. While IREX faced suspicion of and opposition to its training program from several regional security services, only in Stavropolski krai did such attitudes lead to cancellation of the activities altogether.

SMALL GRANTS PROGRAM

The SGP had the following goals:

- Stimulate communication among youth from various communities on social issues;
- Support interaction of multi-ethnic youth through the organization of sports competitions; and
- Support youth participation in solving community problems.

To achieve these goals, the SGP awarded the following three types of grants:

- *Community Development Grants* to support projects that strengthened youth civic activity, participation in community life, and decision-making;
- *Social Grants* to foster development of youth leadership potential through engaging youth in solving social and community problems; and
- *Sports Grants* to support interaction among multi-ethnic youth through the organization of sports competitions.

This ambitious and challenging component envisioned distributing three types of small grants ranging from \$500 to \$1,000 among active youth from other YIPP components, so that they could design and implement sports and social initiatives as well as community-development projects using project writing skills acquired through the CM/CE and camp training programs.

Year 1 Small Grants Competition

In the fall of 2008, IREX issued an RFA soliciting proposals for sports, social, and community development projects. The RFA called for proposals from registered organizations and was distributed through regional coordinators during meetings with NGOs, presentations to stakeholders, advertisements in local media, radio announcements, and web posts. Despite intensive outreach efforts, IREX received only 13 grant applications from seven regions. IREX assembled an expert committee to evaluate the applications. During the expert committee session, six projects were selected. However, all expert committee members remarked on the low quality of the submitted applications and the general lack of project and budget writing skills among the participants.

2008 SGP Data

Regions		Applications Received			Grants Awarded
		Social	Sports	Community	
1	Kabardino-Balkaria	1	1		
2	Karachaevo-Cherkessia	1	2	2	
3	Ingushetia	1			
4	Chechnya			1	
5	Dagestan		1		
6	North Ossetia	1		1	
7	Stavropolski krai			1	1
Total		4	4	5	1

The expert committee selected six projects with potential and recommended that applicants revise and resubmit these promising proposals. However, only one youth group from Stavropolski krai revised and resubmitted its proposal in time. This Municipal Educational Institution of Children's Extracurricular Education "Center of Creative Development and Humanitarian Education in Kislovodsk" submitted a satisfactory revised proposal and was approved for funding.

Year 1 SGP Challenges

From the very start, the approach of distributing small grants described above faced significant challenges:

- Russian legislation allowed grants to be distributed only to registered entities and not to individuals or initiative groups. While individuals and initiative groups could easily manage small sums of money, registered entities encountered bureaucratic hindrances and could work only with larger amounts of money.
- IREX did not have local capacity to manage SGP – it lacked qualified staff to develop and adjust all small grants management documents such as RFAs, application forms, and accompanying program and financial reporting documentation, and could not monitor grantee progress and reporting.
- While IREX exerted all efforts to analyze Russian legislation on conducting grants programs by international organizations to ensure compliance with this legislation, new developments took place. When the new government resolution providing tax free status for grants came into force in January 2009, IREX and other international NGOs were no longer on the list of organizations that could make tax free donations. That meant that the whole SGP mechanism had to be tailored to a challenging new operational context.
- Lack of NGOs, especially youth NGOs, in the communities where IREX intended to implement SGP. Most organizations are concentrated in regional capitals and not in remote districts. This further eroded the pool of beneficiaries who could receive USAID grant money through YIPP.
- Lack of proposal writing skills among youth and NGOs. Even registered youth NGOs could rarely boast experience receiving grants from international organizations and had limited grant management capacity. Moreover, IREX lacked the resources to conduct extensive training on proposal writing, grant management, and other related topics in target communities. SGP was only one of the many activities implemented under the auspices of YIPP in the North Caucasus, and it was very challenging to allocate additional human and financial resources to build up grant making capacity in target communities from scratch.

SGP New Approach

SGP implementation was significantly delayed as a result of the aforementioned challenges. IREX responded by proposing an alternative approach and developed a detailed implementation mechanism tailored to the North Caucasus context. IREX recommended the following:

- Increase the average grant amounts from \$1,000 to \$4,200 for community development grants, \$500 to \$1,500 for social grants, and \$500 to \$1,000 for sports grants
- Further classify the community development grants into four subgroups:
 - a. NGO Youth Leadership Capacity Building Grants (leadership capacity building grants) aimed at strengthening NGOs' capacity on youth leadership issues, including the development of youth civic activity, participation in community life and decision-making;
 - b. Community Development Internship Project Grants (internship project grants);
 - c. Community Development Internship Travel Grants (internship travel grants); and
 - d. Community Development Grants.
- Implement only community development and social grants in Year 2 and sports grants in Year 3.
- Negotiate an agreement with SRRC to implement SGP, as SRRC was already working with IREX and is considered the most experienced grant making organization in Southern Russia.

SRRC SGP Administration

IREX signed an agreement with SRRC in January 2009 stipulating that SRRC would retain the original SGP goals and timeframe and implement the program in all eight YIPP target regions. SRRC was responsible for the following:

- Developing and releasing detailed RFAs stating goals and objectives of the grant competition, eligibility criteria, deadlines, program and financial requirements, expectations, and contact information;
- Organizing proposal review and selection, including developing competition-specific eligibility criteria and conducting expert panel discussions;
- Managing the SGP process including information dissemination, transfer of funds, control of project implementation, and financial oversight; and
- Monitoring all grant projects.

For each grant competition, SRRC developed a detailed, competition-specific RFA that stated the goals and objectives of the grant competition, eligibility criteria, deadlines, program and financial requirements, expectations, and contact information. SRRC utilized its existing NGO contacts and resource centers in the North Caucasus; engaged new NGOs and initiative groups; provided on-site consultations on project writing, budget drafting, and project management; and conducted monitoring and evaluation.

Grant Management Seminars

SRRC organized grant management seminars for all grantees. These seminars were led by SRRC Grants Manager Mihail Savva and SRRC Finance Manager Vera Pahomova. The participants were directors and accountants from selected NGOs as well as IREX staff. The major issues discussed during the seminar were:

- Structure, deadlines and anticipated outcomes of the YIPP SGP;
- IREX expectations for SGP;
- Grant management (programmatic);
- Grant management (financial); and
- Grant agreements (requirements, regulations, legislation, etc).

Community Development Grant Competitions

The first community development grant competition was designed to solicit proposals for leadership capacity building grants. This competition was launched in February 2009, and the RFA was disseminated among youth NGOs in the eight regions of the North Caucasus. SRRC set forth the following eligibility criteria for NGO applicants:

- Good organizational capacity;
- Experience in project writing and implementation on a regional level, as well as in consulting;
- Experience providing consulting services on project management;
- Thorough knowledge of the region and the nature of existing NGOs;
- No religious or political affiliation;
- Project proposals must be written in accordance with the goals and objectives of the youth leadership capacity building grants competition, must contain a coherent activity plan and thorough management strategy, must include expected outcomes and monitoring and evaluation tools, and must engage volunteers in project implementation; and
- The project budget must be written in accordance with grant competition requirements.

The expert committee received ten applications and selected eight grantees for funding – one in each YIPP target region. However, the committee recommended that all eight grantees revise their proposals – including budgets, methodology, anticipated results, and target districts. All eight grantees submitted satisfactory revisions and received grants. The grantees were:

1. Republican NGO Resource Center “Assistance” (Adygeia);
2. “Center of psychological and social support ‘DENAL’” (Chechnya);
3. “Tolerance” (Dagestan);

4. "Institute of Youth Affairs" (Kabardino-Balkaria);
5. "Karachaevo-Cherkesskiy Center for the Social Development Citizen Strategy" (Karachaevo-Cherkessia).
6. Ingush Branch of the "Red Cross – Russia" (Ingushetia);
7. Regional branch of the Russian NGO "Russian Fund Supporting Human Rights and Humanitarian Programs" (North Ossetia); and
8. Pyatigorsk City Branch of the Russian NGO "Red Cross-Russia" (Stavropolski krai).

These NGOs were turned into regional centers that assisted SRRC in administering subsequent SGP rounds including distributing RFAs and grant applications, delivering proposal writing trainings and consultations for potential applicants, collecting applications, organizing expert committee meetings and grant management seminars, collecting grant reports, and supporting the SGP monitoring process.

The travel internship grants competition was held in August 2009 with the average grant amount of \$1,000 and grant pool of \$4,000. The competition was designed to allow youth from the North Caucasus to spend five days working with Russian NGO host partners outside the region, develop a network of partners among Russian NGOs, and capitalize on the exchange experience after returning to their home regions by developing and implementing projects. The RFA stipulated that upon return from their internships, youth leaders from the North Caucasus must develop and submit their own project ideas based on the experience they acquired. IREX staff selected four Russian host partners – NGO "Education Center Participation" in St. Petersburg, NGO "Center for Children and Youth" in Kaliningrad, NGO "Resource Center of Socially Active Schools" in Omsk, and NGO "Perspectiva" in Moscow. All four organizations had partnered with IREX on other projects in Russia. IREX arranged for these NGOs to host interns from the North Caucasus for five days and share their experiences developing and implementing social projects, youth projects, community projects, and volunteer activities. The expert committee selected representatives of four organizations for different regions of the North Caucasus:

1. Regional NGO "Legal Club 'Themis'" (North Ossetia);
2. Public Organization "Youth Union of Maikop Region" (Adygeia);
3. Local NGO in the village of Kakashura "Public Council" (Dagestan); and
4. Regional Public Organization "Sozidanie" (Chechnya).

The intern from Chechnya did not submit a project proposal following his internship, so only three internship project grants were awarded to the other grantee organizations.

Community Development Grants Data

Grant Type	Region	Applications	Grants
Leadership Capacity Building Grants	Adygeia	1	1
	Chechnya	1	1
	Dagestan	1	1
	Ingushetia	1	1
	Kabardino-Balkaria	1	1
	Karachaevo-Cherkessia	1	1
	North Ossetia	2	1
	Stavropolski krai	2	1
Subtotal Leadership Capacity Building Grants		10	8
Internship Travel Grants	Adygeia	1	1
	Dagestan	1	1

	North Ossetia	1	1
	Chechnya	1	1
Subtotal Community Development Internship Travel Grants		4	4
Internship Project Grants	Adygeia	1	1
	Dagestan	1	1
	North Ossetia	1	1
Subtotal Community Development Internship Project Grants		3	3
Total Community Development Grants Program		17	15

Information on community development grants is given in Attachment 6.

Social Grant Competitions

Throughout March and April 2009, SRRC advertised the first YIPP social grant competition. The RFA was released and information about the competitions and this type of grants was also distributed through the eight grantees selected earlier during the leadership capacity building grant competition. The goal of the social grants competition was to involve youth in addressing social issues in their communities. Projects were expected to foster positive sustainable changes in social and community life and encourage youth participation and volunteering. The competition was announced in all eight YIPP target regions, with a total grant pool of \$12,000 and a maximum award amount of \$1,500. Project activities mostly included:

- Youth activities and activities organized by youth in their communities for various social groups (elderly, children, disabled, etc.);
- Educational activities (seminars, trainings, workshops, etc.);
- Informational campaigns;
- Joint social programs with local municipal authorities (consolidated budget);
- Joint activities with the local authorities (working groups, commissions, research teams, volunteers, etc.);
- Revival or strengthening of youth parliaments;
- Organization of public hearings on youth issues; and
- Organization of events to enhance civic awareness.

Applications were accepted from registered youth NGOs or NGOs that work with youth and each organization could submit only one application. Eligibility criteria for this competition included:

- Organization should have experience implementing social projects on a community and/or regional level;
- Organization should have qualified staff (project director, accountant, etc.) to carry out project activities;
- Proposed project should match the goals of the social grant competition;
- Proposal should include basic data and balanced arguments supporting the project;
- Proposal should include clear goals, objectives, and activities;
- Proposal should include a well-developed monitoring and evaluation scheme; and
- Project budget should be realistic and reflect the activities described in the narrative.

There were 25 applications received during the first round from eight North Caucasus regions, with the highest number of projects from Stavropolski krai, followed by North Ossetia and Adygeia. The low number of applications received is explained by two factors. First, not all of the NGOs that received leadership capacity building grants disseminated the RFA, networked with potential applicants, and assisted potential applicants with project writing and budget compilation as required. In addition, NGOs

in Chechnya and Ingushetia are used to extensive amounts of humanitarian and development assistance from foreign NGOs, and thus viewed the YIPP grants as too small to apply. The expert committee chose eight grantees, along with one alternate. The NGO in Lermontov, Stavropolski krai that was originally selected experienced problems opening an account where grant funds could be transferred, and was therefore replaced by the alternate NGO from Stavropolski krai. The following eight NGOs were approved for funding:

1. Kavminvody Regional Center "Friendship – North Caucasus" (Stavropolski krai);
2. Regional NGO "Choice" (Stavropolski krai);
3. NGO "FARN" (North Ossetia);
4. NGO "Russian Children" (Kabardino-Balkaria);
5. Regional NGO "Istok" (Ingushetia);
6. Union of NGOs "Solidarity" (Chechnya);
7. NGO "Center Cerlo" (Chechnya); and
8. Maikop Rayon Branch of the Russian NGO "Russian Handicapped Society" (Adygeia).

The RFA for the second round of YIPP social grants targeted NGOs that received social grants during the first round and wished to implement follow-on projects. The need for this RFA arose from the fact that some social grant projects were very successful but lacked funds to implement follow-on activities. Six applications were received and two NGOs were selected for additional funding – the Maikop rayon branch of the Russian NGO "Russian Handicapped Society" in Adygeia and the Regional NGO "Choice" in Stavropolski krai.

In October 2009, SRRC announced another round of YIPP social grants. This time, SRRC received 16 applications. The expert committee agreed to award six grants but made essential recommendations to all grantees. The following NGOs received funding:

1. Regional NGO "Choice," (Stavropolski krai);
2. Regional NGO "Legal Club 'Themesis,'" (North Ossetia);
3. Non-commercial Partnership "Institute of Social Prospective," (Stavropolski krai);
4. NGO "National Fund AMRA" (Kabardino-Balkaria);
5. Union of NGOs "Unity" (Dagestan); and
6. NGO "Union of Nalchik City Youth" (Kabardino-Balkaria).

In May 2010, SRRC announced a follow-on competition for organizations that received social grants during the previous round. Only two applications were submitted and both were approved. Additional funding was awarded the Non-commercial Partnership "Institute of Social Prospective" in Stavropolski krai and the NGO "National Fund AMRA" in Kabardino-Balkaria.

Social Grant Data

Grant Type	Region	Applications	Grants
Social Grants under the competition: Development of Youth Social Initiatives in Local Communities (Round 1)	Adygeia	4	1
	Chechnya	1	1
	Dagestan	2	1
	Ingushetia	1	1
	Kabardino-Balkaria	1	1
	Karachaevo-Cherkessia	1	
	North Ossetia	5	1
	Stavropolski krai	10	2

Subtotal Social Grants (Round 1)		25	8
Social Grants under the competition: Development of Youth Social Initiatives in Local Communities (Round II follow- on grants)	Adygeia	1	1
	Dagestan	1	
	Kabardino-Balkaria	1	
	North Ossetia	1	
	Stavropolski krai	2	1
Subtotal Social Grants (Follow-on grants)		6	2
Social Grants under the competition: North Caucasus Youth Cooperation (Round I and Round II)	Adygeia	3	
	Chechnya	1	
	Dagestan	1	1
	Ingushetia	1	
	Kabardino-Balkaria	3	3
	North Ossetia	4	1
	Stavropolski krai	4	3
Subtotal Social Grants		17	8
Total Social Grants Program		48	18

Social grant project descriptions, grant periods, and grant amounts are given in Attachment 7.

Sports Grant Competitions

The goal of the YIPP sports grants was to establish multicultural communication among various youth community groups by engaging them in sports activities. The RFA was released in October 2009 and SRRC received ten applications. The expert committee recommended all ten applications for funding, and the following organizations received grants:

1. Public NGO "Union of Youth in Maikop district" (Adygeia);
2. Autonomous Nonprofit Organization "Practical Center of Support of Local Government" (Adygeia);
3. Autonomous Non-profit Organization "Maikop Military-Patriotic club "Recruit" (Adygeia);
4. MGOO Center for Psychological and Palliative Care "Mercy" (Adygeia);
5. Adygeian Republican Sports NGO "Federation of Martial Arts" (Adygeia);
6. Regional Public Organization "Youth Word" (North Ossetia);
7. Regional Public Charitable Organization "Women's dignity" (Chechnya);
8. Local NGO "Kiahulai" (Dagestan);
9. Regional Public Organization "Istok" (Ingushetia); and
10. Regional Public Charitable Organization "Confidence" (Chechnya).

In May 2010, SRRC announced a second round of sports grants to fund follow-on activities. Only one project was submitted, and it was approved by the expert committee: The Public NGO "Union of Youth in Maikop" in Adygeia received additional funding.

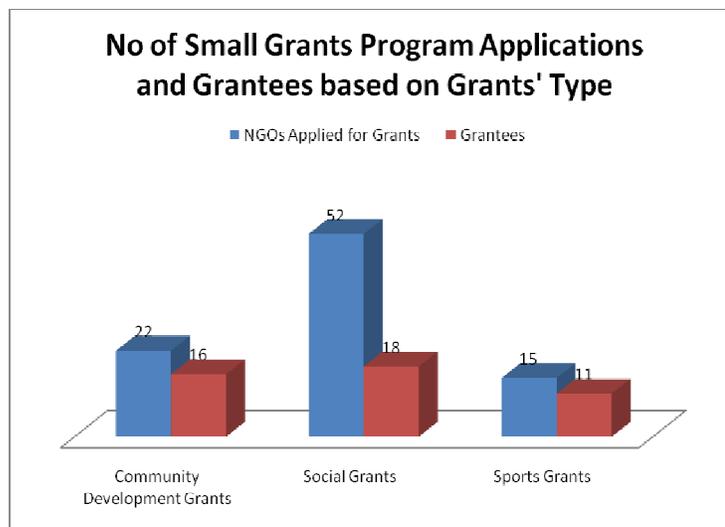
Sports Grants Data

Grant Type	Region	Applications	Grants
Sports Grants	Adygeia	6	6
	Chechnya	2	2
	Dagestan	1	1
	Ingushetia	1	1
	North Ossetia	1	1
Total Sports Grants		11	11

Attachment 8 contains information on sports grants.

Small Grants Program Data

Overall, a total of 89 applications were received and 45 grants were awarded to youth NGOs in all eight YIPP target regions through SGP. Organizations in Stavropolski krai submitted the most applications, followed by Adygeia and North Ossetia. As previously mentioned, leadership capacity development grant recipients in some regions were not as active in disseminating information to potential grantees, so fewer applications were received from those regions. Also, few Chechen and Ingush NGOs bothered to apply because there are larger grants available from other donors in those regions.



The highest number of applications was submitted for social grants. This can be explained by the fact that the individual grant amount for social grants was high enough to encourage local organizations to apply, while the amount for sports grants was too low for many organizations. Even though the individual grant amount for leadership capacity building grants was the highest, the requirements were very specific and only a limited number of local youth NGOs had the capacity to implement them. Overall, IREX and SRRC noted that the amount of an individual grant and NGO's motivation to apply were positively related – the larger the amount of the grant, the more attractive it became for an NGO to participate. This tendency should be understood with regards to the local context in the North Caucasus, where security services and tax authorities impose additional inspections on organizations that receive grants from foreign donors. This hassle often outweighs the benefits of accepting foreign funds, especially if the grant amount is rather small.

In general, IREX and SRRC found that the project implementation capacity of NGOs in Stavropolski krai and Adygeia was more developed than in other regions of the North Caucasus. These regions have had the most extensive experience with fundraising and implementing grants. Moreover, SRRC itself has been working in Adygeia and Stavropolski krai since 1997, conducting trainings and consultations on project writing and implementation. Such educational activities have also been organized in other

regions of the North Caucasus, but SRRC has only been working in other YIPP target regions since 2005.

SGP Monitoring and Evaluation

A total of 44 SGP grants were awarded through SRRC during Years 2 and 3 of the YIPP program. Grants were awarded to 36 youth NGOs representing all eight YIPP target regions in the North Caucasus. It is notable that several grants were awarded to youth NGOs from Adygeia and North Ossetia, where youth were not able to participate in other YIPP activities. Local youth NGOs in these regions were able to accept SGP funding because it was awarded through SRRC rather than IREX and therefore drew less attention from government authorities. Since SRRC is a Russian NGO, certain regional governments were more disposed to collaborate with SRRC than IREX. Other prominent indicators are given in the table below.

SRRC SGP Indicators

Indicator	Total
Youth NGOs and NGOs working with youth, that increased their leadership capacity	36
Project proposal writing consultations provided	141
Trainings/workshops delivered on leadership skills development	124
Trainees and participants of other educational activities	2,087
• Male	1,023
• Female	1,064
Non educational activities	132
Participants that participated in non educational activities, including:	17,406
• Male	7,079
• Female	10,327
Volunteers, including	367
• Male	170
• Female	197
“At risk” participants	745
Materials in media	172
Submitted proposals	75
Projects implemented	44
Partners involved in SRRC SGP	119

Final Conference

The YIPP SGP culminated with a conference designed to summarize outcomes, reflect on successes and challenges, and develop future strategies, IREX included the regional conference "Youth Policy in the North Caucasus: Youth Participation in Youth Policy Development and Implementation" in the YIPP Year 3 workplan. The conference was organized by SRRC from September 18-19, 2010 in Pyatigorsk, Stavropolski krai. It resulted in recommendations for Special Envoy to the North Caucasus Alexandr Khloponin on improving youth policies in the region based on YIPP SGP experience.

The conference was attended by 55 people including 33 representatives of youth organizations throughout the North Caucasus that received SGP funding; 14 representatives of youth organizations, government officials, mass media, and universities that were SGP partners; IREX and UNHCR representatives; and SRRC staff. The conference included opening statements by IREX and SRRC representatives, a plenary session, open space discussions, and group work sessions. The plenary session provided materials for developing recommendations as the participants listened to concept papers, research data, and analytical briefs on youth politics in the North Caucasus. The open space discussions were designed to identify the most relevant problems and ways to solve them. The following topics were identified for ensuing group discussions:

- 1) Legal education;
- 2) Government support of youth initiatives;
- 3) Youth in the mass media;
- 4) Youth health; and
- 5) Youth employment.

After the open space discussions, participants divided into small groups according to the selected problematic issues to develop concrete recommendations and solutions. Key recommendations are outlined below and will be sent to the Special Envoy to the North Caucasus.

1. Legal Education

- a. Include seminars on legal rights in schools' extracurricular activities;
- b. Create open spaces for dialogue between youth and government officials;
- c. Use text messages and other popular methods to disseminate legal information among youth;
- d. Disseminate laws and regulations in a simplified format for the public; and
- e. Organize clubs and sessions on legal issues for young people to be involved in lawmaking.

2. Government Support of Youth Initiatives

- a. Create a fund to support youth initiatives in the North Caucasus;
- b. Federal districts should receive at least 70 percent of the annual presidential grants pool;
- c. Organize bi-annual or quarterly youth project competitions in the North Caucasus;
- d. Involve businesses in funding youth initiatives by conducting a survey to determine under which circumstances businesses would be willing to fund youth initiatives; and
- e. Create a network of youth resource centers.

3. Youth in the Mass Media

- a. Create youth portals/pages on various websites;
- b. Post youth-related information on these portals/pages;
- c. Educate youth about how to create and work with portals/pages/websites;
- d. Develop a guide program for youth on how to search for information;
- e. Create youth forums (*V Kontakte*, *Odnoklassniki*, etc.) uniting youth who implement projects or participate in activities;
- f. Support idea-generating youth projects; and
- g. Develop online education for youth (webinars, etc.)

4. Youth Health

- a. Develop a government program on "Health Education for Youth in the North Caucasus";
- b. Build sports centers in rural and distant areas;
- c. Develop and run social commercials for health lifestyles and engage youth in the development of such commercials;
- d. Organize roundtables among Russian NGOs to share successful practices for advocating healthy lifestyle among youth:

- e. Support youth health projects;
- f. Support projects advocating sports and tourism in primary and middle schools; and
- g. Create family centers for youth consultations.

5. Youth Employment:

- a. Create a consultative body of employers at every university;
- b. Develop job-searching manuals for young people;
- c. Insist that universities publish realistic statistics on employment and salaries of their alumni;
- d. Conduct ongoing market research to determine majors and professions in high demand;
- e. Support youth entrepreneurship; and
- f. Maintain public/private cooperation when employing young graduates.

SGP Outcomes

In reviewing YIPP SGP achievements, the conference concluded that the program had achieved the following outcomes:

- 45 community development, social, and sports projects were implemented;
- A strong network of partner NGOs in the North Caucasus was established and developed;
- Grant writing and implementation capacity of youth NGOs that received SGP funding increased significantly;
- The most popular and successful events among young leaders in all regions were activities that engaged local authorities, providing a platform for youth to network and establish contacts with government officials; and
- Youth became more motivated to be active in community life.

Challenges

SRRC encountered the following challenges in implementing YIPP SGP:

- *Peculiarities of local NGO funding.* NGOs in Chechnya and Ingushetia were used to extensive amounts of humanitarian and development assistance from foreign NGOs after the Chechen war. That type of assistance had different accounting and financial reporting rules than YIPP SGP funds. Many organizations struggled with adapting to the new requirements.
- *Lack of qualified accountants in NGOs.* This has been a major issue for the NGO sector throughout the North Caucasus, since good accountants earn better incomes doing government and business jobs and NGOs are often left with mediocre accountants.
- *Reluctance of NGOs to be associated with foreign funds.* The local routine is that security services and tax authorities impose various inspections on organizations that receive foreign grants. Thus, on top of donor reporting requirements, the organization faces checks by local authorities. This hassle often outweighs the benefits of accepting foreign funds. Some organizations deemed YIPP grants too small to be worthwhile given the hassle involved.
- *Small average amount of grants.* SGP awards were in the range of \$500-\$1,500, which was not enough to entice many local NGOs to participate the grant competitions. NGOs considered the average amount not effective to implement projects.
- *Low level of project activity.* The level of project activity in target regions was low except in Stavropolski krai and Adygeia. This can be explained by the lack of project writing and implementation capacity as well as the weak level of cooperation between NGOs and local governments in the other target regions.
- *Lack of project writing and management skills.* There is still a need for traditional activities such as trainings on project writing and implementation in addition to new forms of enhancing youth social capital. Such activities require resources, so there is also a need to teach youth to attract resources.

- *Youth underestimate relevance of topics.* Effectiveness of training and seminar activities was determined by how relevant the training topics were to the target youth. However, the youth often underestimated the importance of certain topics. Therefore, the success of training activities depended largely on professional expertise of NGO partners and their knowledge of the operational context.

LEADERSHIP DEVELOPMENT TOT

The TOT program was included in the YIPP workplan after IREX began implementing the YIPP program and encountered a problem – the lack of certified youth trainers in the North Caucasus to conduct CM/CE trainings in target regions and work at the Youth Sports and Leaderships Camps. Thus, IREX endeavored to build local training capacity through an innovative TOT program drawing on its network of talented and motivated youth engaged in other YIPP activities. From February through April 2009, IREX organized the first comprehensive training of youth trainers in the North Caucasus. The main objectives of this TOT were to:

- Provide participants with a basic understanding of training methodologies;
- Develop their understanding of the skills necessary to be a successful trainer;
- Develop their analytical and strategic planning skills; and
- Develop basic technical, communicative, and adaptive competencies with special emphasis on conflict resolution and leadership.

The TOT included four cycles – three theoretical training cycles lasting five days each and one practical training cycle between the theoretical cycles during which participants did research and completed practical tasks. The practical cycle included serving as a trainer or *vozhnyi* at the 2009 Youth Sports and Leadership Camps. The total amount of hours each trainee completed was 144 – the minimum required to receive a state trainer certificate in accordance with Russian legislation.

IREX selected 14 promising youth leaders to participate in the TOT – seven outstanding alumni of the 2008 Youth Leadership Camp, three local youth trainers with training experience but no state certification, and four IREX staff. TOT participants represented all YIPP target regions except Adygeia and North Ossetia. The gender balance was 50 percent male and 50 percent female. TOT participants who held Bachelor's degrees and completed the required 144 hours of training received state certificates, allowing them to conduct training activities in schools and camps. They also had to deliver YIPP CM/CE trainings in their own communities. In addition, four YIPP staff and three YIPP trainers also took part in the TOT program to become certified trainers.



Teambuilding exercise during TOT for youth trainers

To design the TOT curriculum and conduct the trainings in Nalchik, IREX hired skilled trainers Svetlana Orlenko and Evgenia Korsun from the Moscow-based center “Diagnostics. Adaptation. Development” (DAD). DAD has extensive experience developing training programs and conducting TOTs. Because DAD is an educational organization under the jurisdiction of the Ministry of Education, it was able to issue official state certificates to TOT participants who had completed college and fulfilled all TOT requirements. The TOT curriculum covered the following topics:

- *Training methodology*: definition of socio-psychological training, training paradigms, trainer competencies, “vozhatyi” competencies, types of trainers and “vozhatyi”, trainer roles, stages of work, small group work, group dynamics, group norms, group feedback, teambuilding;
- *Technical competencies*: training structure, training goals and objectives, interactive facilitation, training methods, training assessment;
- *Contextual competencies*: specifics of a target group, target group research methods;
- *Interpersonal Competencies*: communication skills, listening skills, techniques to decrease emotional stress, verbal and nonverbal communication;
- *Adaptive competencies*;
- *Practical training skills*; and
- *Conflict-free cross-cultural communication*: sources of cross-cultural conflicts, conflict dynamics, conflict behavior, mediation, conflict resolution skills, tolerance, stereotypes, and discrimination.

Training Analysis

First Cycle

The first cycle was devoted to the development of the group’s social structure and formulation of training goals. The group could be characterized in the following way: the majority of participants demonstrated strong leadership qualities and leadership behavior, but the group was differentiated by gender, age, and level of teamwork experience. These differences hindered interpersonal communication and rapid teambuilding. The trainers developed appropriate interactive exercises to unite the participants, avoid small-group conflicts, and foster effective teamwork. Even though these exercises took a significant amount of time (about ten hours total), they resulted in the creation of a secure and trusting environment that allowed each participant to find his or her role and fostered effective teamwork.

During the first cycle, the participants explored and designed their training paradigms and learned about trainer competencies, roles, and tools, as well as the major stages of a trainer’s work and group dynamics. The participants were divided into subgroups to practice planning their training process, from negotiating with the customer to developing a training manual.

Second Cycle

The second cycle offered participants the opportunity to practice being a trainer and resulted in participants drafting conflict resolution training modules. Participants developed the contextual competencies of a trainer through researching target groups (youth) and customers (those requesting trainings). Trainees practiced drafting training programs taking into account target group characteristics (geographical, national, cultural, religious, etc.) as well as customer requirements.



Group work during TOT for youth trainers

The second cycle also focused on developing effective communication skills. Trainees worked on achieving open communication; defining open and closed communication; defining, reflecting, and dealing with emotions; and controlling behavior during training.

This cycle culminated in participants drafting conflict resolution training modules, and the trainers commented on their competence. It is noteworthy that during the second cycle the trainees achieved a high degree of team unity through establishing a comfortable and secure working environment.

Third Cycle

The third and final theoretical cycle had a

more mosaic character: the cross-cutting topic of developing adaptive competencies covered such issues as risk of professional burn-out as well as psychological techniques to regain energy, fend off negative emotions, and boost self-control and self-confidence. The coaching style of the cycle aimed to develop systemic and strategic thinking among the participants.

This cycle included such topics as leadership, tolerance, stigma and discrimination, conflict management, and teambuilding. The participants identified their leadership potential, worked on their negative beliefs, mastered conflict resolution and consensus building techniques, and essentially built a team.

The training ended with an exam that required participants to present their training modules on conflict resolution, teambuilding, tolerance, and effective communication. The exam demonstrated that the goals and objectives of the TOT were achieved: the participants developed and practiced the skills of designing training modules that account for the target group characteristics, managing time and energy level, compiling interactive exercises, and receiving and analyzing group feedback. Those participants who met IREX and DAD requirements received state training certificates.

TOT Monitoring and Evaluation

Participants filled out questionnaires to assess the impact of the TOT as well as six psychological tests. The TOT covered a range of trainer competencies. Participants found all competencies covered relevant to the course. However, responses concerning the depth of coverage varied. Some participants felt the contextual, interpersonal, and integrative competencies were not covered in enough depth. Participants were asked to rate their confidence in various knowledge and skill areas. The overwhelming majority of participants were “absolutely confident” or “confident” in their acquired knowledge and skills, and no participants were “absolutely unconfident” in any area. Participants were most confident in their ability to “research and use literature which further develops their competence as trainers” and their “motivation to further develop training competence.” An overwhelming 86 percent of participants rated the TOT “excellent” overall.

Pre- and post-tests revealed that participants improved their communication control over the course of the TOT through mastering different roles, increasing their flexibility of behavior in different situations, and honing their ability to predict the impression they have on others. Pre- and post-tests also demonstrated that participants became more self-confident and more likely to cooperate in conflict situations.

FINANCIAL LITERACY TOT

After the youth trainers completed the first TOT and honed their training skills through conducting CM/CE trainings in YIPP target regions and working as trainers and *vozhatyi* at Youth Sports and Leadership Camps, IREX introduced two thematic TOTs on financial literacy – a topic that was in high demand as the landscape of financial products and services in the North Caucasus changed rapidly. The purpose of the Financial Literacy TOTs was to transfer knowledge, build skills and change attitudes that would enable target youth to manage limited financial resources wisely, and increase savings and eventually contribute to conflict mitigation.

To conduct the trainings, IREX partnered with the Russian Microfinance Center and its Nalchik branch. The first Financial Literacy TOT was organized in December 2009 for nine YIPP youth trainers and five IREX staff. The second Financial Literacy TOT took place in May 2010 and engaged nine representatives of YIPP SGP grantee NGOs. Thus, a total of 23 trainees participated in the Financial Literacy TOTs and received diplomas.

The Financial Literacy TOT curriculum was developed by the Russian Microfinance Center as part of the project “Financial Education for the Poor” funded by Citigroup Foundation. In Russia and the CIS countries, this project was co-funded by Clifford Chance. The training program aimed to increase financial literacy and expand financial opportunities for youth and young families with low incomes through economic education and development of business skills. The TOTs trained youth trainers on

topics of financial literacy; developed their skills to conduct Financial Literacy trainings for YIPP target youth and young low-income families; and discussed the details of logistics, training content, and organization of Financial Literacy trainings in YIPP target regions. Topics covered included:

- Cash flows and financial goals;
- Ways and opportunities to save money;
- Incidental expenditures and budgeting for emergency cases;
- Savings tools;
- Reasonable borrowing;
- Drafting financial plans; and
- Implementation of financial plans.

Both TOTs were conducted by Tatiana Dikova from the Moscow Russian Microfinance Center. Each participant was responsible for leading discussion on one topic, giving all participants a chance to be trainers. Each training session included extensive feedback and SWOT analysis. At the end of the course, the participants received training manuals, additional materials, exercise books, and handouts as well as Certificates of Completion.

COMMUNITY MOBILIZATION TOT

It was while searching for NGOs with community mobilization experience for the “Together for a Brighter Beslan” project in September 2009 that IREX encountered the lack of qualified specialists in the sphere of community mobilization throughout the North Caucasus. IREX then formulated a strategy that if program resources allowed, a Community Mobilization TOT would be included in the Year 3 workplan. The opportunity emerged in June 2010.

IREX staff in Nalchik contacted colleagues in Moldova, where IREX had been successfully implementing the Citizen Participation Program (CPP) for more than five years, and asked them to exchange experiences and share their community mobilization training program with YIPP partners in the North Caucasus. CPP Deputy Chief of Party Oleg Bursuc came to Nalchik in June 2010 to conduct a TOT that tailored CPP’s community mobilization training manual to the North Caucasus context. The TOT participants included 15 trainees representing all YIPP target regions except North Ossetia and Ingushetia: nine NGO leaders, three youth trainers, and three IREX staff members. The following topics were covered during the TOT:

- Main concepts of the CPP program and why it works;
- Citizen participation in community development: cross-sectoral effort (business, NGO, government); NGOs vs. community initiative groups (CIGs);
- Mapping exercise and consensus-building meeting;
- Strategies of prioritizing: risks and limitations;
- Resource planning and management;
- Citizen participation in monitoring and evaluation;
- Sustainable development planning;
- Training and citizen motivation; and
- NGO and CIG management.

The Community Mobilization TOT essentially achieved its major goal of providing participants with theory and practical skills in community mobilization which they later replicated in their NGOs and communities.

Financial Literacy Trainings by Youth Trainers

The lack of basic financial knowledge among youth in the North Caucasus led IREX to provide trainings and comprehensive consultations – both within its basic CM/CE training program, and on their own as part of its agreement with the Russian Microfinance Center. Following the financial Literacy TOTs, participants conducted Financial Literacy trainings in all eight YIPP target regions that engaged 239 participants, of which 41 percent were male and 59 percent were female. The Financial Literacy trainings

delivered within the framework of the YIPP program lasted two days, while consultations lasted no more than four hours.

The training topics were selected by trainers or requested by potential trainees. The most effective training method was “family” role-play scenarios. All the trainers noted that youth tried to create realistic “family situations” where a “family” needed to decide financial issues. The topics most frequently requested by participants were savings methods, savings instruments, and reasonable loans.

Consultation topics were selected by participants after introducing training goals, objectives, and content. However, consultations sometimes included other topics that were of particular interest to specific participants. Very often trainers had to answer questions outside the stated training topic. Sometimes three or four topics were under discussion during one consultation.

Financial Literacy and Community Mobilization Trainings by NGO Partners

When IREX decided to engage SGP NGO partners in its TOT activities, it had two goals:

- To enhance technical and training expertise of NGO partners and thus foster sustainability; and
- To multiply the effect of the trainings by engaging additional target youth in the regions.

Thus, NGO partner representatives who completed the Financial Literacy and Community Mobilization TOTs were required to conduct one Financial Literacy and one Community Mobilization training each in their respective regions. A total of nine NGO partners participated in the TOTs from five target regions: Adygeia, Chechnya, Dagestan, Karachaevo-Cherkessia, and Stavropolski krai. They conducted nine Financial Literacy trainings for 92 young people and nine Community Mobilization trainings for 104 community members in the same five target regions.



Trainees select saving instruments, Maikop, Adygeia

To select TOT participants, IREX developed an application form and disseminated it among SGP NGO partners. The form requested general contact information, information on previous training experience, explanation of motivation to participate in the TOT, and consent to conduct trainings following completion of the TOT. IREX selected representatives of the following SGP NGO partners:

- “Institute of Social Initiatives” (Stavropolski krai);
- “Tolerance” (Dagestan);
- “DENAL” (Chechnya);
- “Sodeistvie” (Adygeia);
- “Center of Local Self-Governance Support” (Adygeia); and
- “Isidor” (Karachaevo-Cherkessia).

Financial Literacy Trainings

TOT participants conducted trainings in their communities based on the materials they received during the TOT. The trainers were responsible for recruiting and selecting participants from the target audience of youth and young low-income families as well as securing training space. Some 80 percent of the young trainees were students, while 20 percent were young professionals. Participants from Chechnya were also recipients of Small Business Development Grants under YIPP Component 1, and financial literacy modules were included in their training program.

Each Financial Literacy training lasted 56 hours over four to five days, depending on the schedule each trainer worked out with the participants, and covered the following topics:

- Cash flows and financial goals;
- Ways and opportunities to save money;
- Incidental expenditures and budgeting for emergency cases;
- Savings tools;
- Reasonable borrowing;
- Drafting financial plans; and
- Implementation of financial plans.

The participants were given handouts and additional materials as well as notebooks so that they could do homework assignments. The most popular topics were setting financial goals, budgeting for emergency cases, savings options, and credit options (specific to Dagestan, where many participants were young people who wanted to start their own businesses).

One of the most successful trainings took place in Stavropolski krai, where the trainer invited a bank representative to one of the sessions to share his experience and the participants could ask him questions. The trainer from Stavropolski krai then shared this successful practice with other trainers, and the practice was immediately incorporated into trainings in other regions.

Trainers reported that the training should not be advertised as Financial Literacy training for low-income young families because nobody in the North Caucasus is willing to admit their family is low-income. Attending such training would be considered shameful in the North Caucasus culture. However, if the training did not say that it was for low income youth, more participants would be willing to attend.

Overall, post-training feedback was positive and trainers reported that participants changed their spending practices and became more responsible in terms of budgeting and allocating finances as a result of participating in the training..

Community Mobilization Trainings

Community Mobilization trainings were conducted based on the training and handout materials distributed during the TOT. These materials included integrated practices from CPP tailored to the North Caucasus operational context and covering a unique mix of community mobilization topics.

The trainers were responsible for selecting participants – including NGO members and community leaders – and securing training space. Training participants were a diverse group that included members of small CBOs in Dagestan, young librarians in Stavropolski krai, organization managers in Karachaevo-Cherkessia, and young people who wanted to start their own NGOs as well as municipal government representatives in Adygeia. Each training lasted 16 hours over two days and covered the following topics:

- Project writing;
- Fundraising;
- Community consensus building;
- Problem prioritizing;
- Resource planning and management;
- Lobbying;
- Monitoring and evaluation tools; and
- NGO and CIG management.

The participants were given handouts and additional materials. The most popular topics were community consensus-building, lobbying, and NGO and CIG management. The trainings were a big success in each region. In Adygeia, for example, the training received broad media coverage and the trainers were asked by municipal government representatives to conduct the same training for a broader audience.

Young NGO members in Dagestan especially welcomed the project writing, fundraising, and lobbying sessions, stating how useful they were in their line of work. Moreover, the trainings were especially timely because the focus on community mobilization and community initiatives has been growing in the North Caucasus. IREX has started building capacity in this regard for future programs.

TRAINING MANUALS

Initial results from the YIPP Youth Sports and Leadership Camps, CM/CE trainings, and TOTs showed that trainers lacked training materials on CM/CE issues that could be used when delivering trainings. To fill this gap and increase trainers' knowledge on CM/CE issues, IREX decided to develop and publish customized training materials for trainers that could be used to train youth from different age groups. In addition, there was a need for specific training manuals to be used at the Youth Sports and Leadership Camps.

The first training handbook "Methodological Recommendations for Delivering Training" was developed by Natalia Yanina before the Year 1 camps. This handbook contains guidelines for organizing and conducting training sessions based on the principles of collective mutual education, workshop of knowledge, collective thinking, project-based learning, and critical thinking. This handbook includes recommendations on the following issues:

- Civil Society and NGOs;
- Establishing relationships with media;
- Organizing work with volunteers;
- Public presentation skills;
- Teambuilding;
- Effective meetings;
- Tools for reaching agreement;
- Development of social projects; and
- Productive conflict resolution.

In 2008, Ms. Yanina developed a second manual entitled "Methodological Recommendations on Organizing Trainings in Youth Sports Camp." The handbook contains recommendations that describe the methodology for conducting training sessions with adolescents to develop tolerant behavior skills. Tolerance is defined here as tolerance of the lifestyles, customs, feelings, opinions, ideas, and beliefs of other ethnic groups.

In 2009, Ms. Yanina developed customized manuals for youth of two age groups: youth aged 14-17 and youth aged 18-24. The first training manual, entitled "Methodological Recommendations on Organizing Conflict Mediation/Civic Education Trainings for Youth Aged 14-17," summarizes the experience gained during the implementation of Year 1 and 2 CM/CE trainings and Youth Sports Camps for this age group. It covers the following topics:

- Communication strategies in conflict mediation and negotiation;
- Efficient cross-cultural communication;
- PR strategies and fostering civic awareness;
- Stereotypes and ethnic prejudices;
- Declaration of Human Rights;
- Civil society and NGOs;
- Methods of achieving consensus in communities;
- Project writing;
- Volunteering;
- Leadership; and
- Teambuilding.

The second training manual, entitled “Methodological Recommendations on Organizing Conflict Mediation/Civic Education Trainings for Youth Aged 18-24,” contains recommendations on delivering trainings for older youth and includes the following topics:

- Declaration of Human Rights;
- Civic rights and responsibilities;
- NGO rights and relations with the State;
- Methods of achieving consensus in communities;
- PR strategies and fostering civic awareness;
- Project writing and management;
- Effective communication of public figures;
- Volunteering and planning volunteer events;
- Conflict mediation, negotiation, and negotiation styles;
- Stereotypes, gender stereotypes, ethnic prejudices, discrimination;
- Cross-cultural communication;
- Leadership; and
- Teambuilding.

The last training manual, entitled “Trainer’s Manual for Organization of Youth Leadership Camp for Multiethnic Youth from the North Caucasus,” was developed by Svetlana Orlenko to be used specifically during the YIPP Youth Leadership Camps. However, this manual was also of great help to trainers in delivering CM/CE trainings. The manual consists of two parts. The first part describes detailed steps in organizing and preparing for a leadership camp with a focus on issues that are often overlooked during the preparatory stage. The second part deals with practical issues of interest to camp managers. It consists of eight chapters describing both training and non-training activities. The first six chapters describe the main thematic training blocks logically connected with the proposed program of a leadership camp. Each training block consists of four sections – a theoretical overview of the topic, a description of basic games and exercises, a sample training plan, and references materials. The manual attachment contains handouts, questionnaires, role play scenarios, and music that can be used during training sessions. The manual includes the following topics:

- Leaders and effective leadership;
- Basic principles of designing social projects;
- Effective communications;
- Conflicts and conflict resolution;
- Teambuilding principles; and
- Tolerance and cross-cultural mutual understanding.

Component 4: Access to Information

Objective:

- Increase access to information and information dissemination

Component 4 of the YIPP program was designed with a focus on increasing the capacity of local radio stations and access to the Internet. However, this component underwent significant revision during Year 1 of the program due to its sensitivity. Given the political climate in the North Caucasus, any activities promoting media facilities and media staff development or increasing “access to information” were regarded with a great deal of suspicion – especially those initiated by foreign organizations. Moreover, the 2008 war between Russia and Georgia detrimentally impacted on the overall work of international

NGOs in the region. Local authorities whose consent for such activities was obligatory were extremely reluctant to sign agreements. Another factor that hampered IREX's initiatives under Component 4 and caused delays in implementation of trainings once CATs were established was the lack of a robust IT service industry

After an initial assessment of the operational and political context in the YIPP target regions, it became clear that implementation of such activities as rehabilitation of radio stations and radio programming trainings for local radio stations was not feasible. IREX therefore decided to concentrate on the other proposed mechanism – Centers for Accessing Technology (CATs) – and reached agreement with USAID/Russia to increase the number of CATs from four to eight so they would reach all target regions. IREX envisioned CATs as places where youth could:

- Get access to free computer and internet trainings, including basic and advanced trainings;
- Use free Internet;
- Get access to independent sources of information;
- Communicate through e-mail and forums with their peers and share their experiences, views and needs with the public; and
- Receive and send information about events in their region, Russia, and beyond.

All eight CATs developed workplans and Sustainable Development Plans to guide their activities.

CENTERS FOR ACCESSING TECHNOLOGY

CAT Selection

After USAID/Russia approved the aforementioned changes to Component 4, IREX started selecting target regions and CAT partners. However, this process was also complex due to 1) the same political issues described above, 2) the lack of knowledge, skills, and experience among NGOs and educational institutions that were potential CAT partners, and 3) the lack of legal protection for NGOs providing training and information dissemination services. IREX determined that CAT partners should:

- Be NGOs or educational institutions with legal rights to implement CAT activities;
- Ensure implementation of all assigned CAT activities;
- Guarantee free access of youth to CAT activities, including access to free Internet;
- Provide a premise with furniture and telephone line;
- Provide safekeeping of equipment received from IREX;
- Provide at least six working places in a room;
- Provide communal services, such as utilities cost and cleaning;
- Develop a Sustainable Development Plan and ensure its implementation beginning in the sixth month of operation; and
- Receive local government department.

All these criteria were fully discussed with potential CAT partner institutions in each region. However, by the end of Year 1 it became obvious that colleges were the most appropriate sites to host CATs. IREX identified colleges located in districts and rural areas where local officials comprehended the significance and benefits of CATs.

IREX visited at least three educational institutions in different districts of Dagestan, Kabardino-Balkaria, Karachaevo-Cherkessia, Ingushetia, Chechnya, and Stavropolski krai before selecting partner institutions in each of these regions. Government officials in Adygeia rejected all IREX efforts to open a CAT in the region, so an additional CAT was opened in Kabardino-Balkaria instead. Component 4 was the only component of the YIPP program that local authorities supported. Educational institutions in the North Caucasus did not have skills in proposal writing, grant making, or grant management. However, IREX devoted extensive time to consulting with potential CAT partners about such issues as project design, budget tracking, and grant making. This process took longer than anticipated.

Between February and August 2009, IREX began to sign grant agreements with CAT partners. Five CATs were opened under auspices of colleges (Dagestan, Ingushetia, Chechnya, and two in Kabardino-Balkaria). The North Ossetia and Stavropolski krai CATs were opened in cooperation with public educational centers. In Karachaevo-Cherkessia, the CAT partner was an NGO that contracted a local private nonprofit educational center to deliver trainings and provided Internet access. Geographically four CATs were located in villages or small towns and four were located in regional centers. CAT locations and partners included:

- Baba-Yurt village (Dagestan) – State Educational Institution of Basic Professional Education "Republican Professional Lyceum # 1";
- Tyrnauz town (Kabardino-Balkaria) – State Educational Institution of Kabardino-Balkaria "Vocational College # 3";
- Zhemtala village (Kabardino-Balkaria) – Municipal Educational Institution "General Secondary School #1 named after Cherkesov H.K";
- Achhoi-Martan village (Chechnya) – State Educational Institution "Secondary School #2";
- Nazran city (Ingushetia) – State Educational Institution of Basic Vocational Education "Technical College No. 1, Nazran City";
- Cherkessk city (Karachaevo-Cherkessia) – Regional National Cultural Autonomy of Adyg People of Karachaevo-Cherkessia "RNKAA";
- Vladikavkaz city (North Ossetia) – State Educational Institution of Extracurricular Child Education "The Center of Extracurricular Work "Poisk"; and
- Lermontov city (Stavropolski krai) – Open Municipal Educational Institution "Education Center".

IREX chose grant agreements as its legal basis for working with CAT partners despite the fact that these partners were not familiar with this type of agreement and did not have grant management skills. Grant agreements proved effective in dealing with local government educational institutions, but IREX had to devote extensive time to providing trainings and on-site consultations and monitoring CAT activities. IREX promptly intervened when needed and brought CATs back into compliance with grant requirements.

CAT Sustainable Development Plans

In November 2009, IREX organized a business plan training to equip CAT managers and administrators with the necessary skills to draft Sustainable Development Plans which were in fact business plans designed to ensure their financial sustainability after the YIPP program ended. Prior to devising Sustainable Development Plans, CAT partners conducted SWOT analysis and market research in their target regions. Costs for CAT paid services were calculated based on the prices offered by local private computer clubs. All CATs set lower prices than average tariffs for computer services in their respective regions in order to cater to more vulnerable populations. Under their Sustainable Development Plans, the CATs planned to provide services that are not found in private computer clubs, such as computer courses. All computer clubs provide paid access to the Internet and a number of printing services, but CATs were also able to provide basic and advanced computer courses. Paid services provided by CATs under their Sustainable Development Plans included:

- Document and photo printing;
- Scanning and Xeroxing;
- Fee-based Internet access;
- Design and color printing of calendars, brochures, postcards, information sheets, and business cards;
- Copying of materials from/to flash cards, CDs, DVDs;
- Website design for individuals and small businesses;
- Assistance to students with papers and research; and
- Basic and advanced computer courses in 1-C Accounting, Consultant +, and other popular software.

Since all CAT partners were licensed to conduct educational activities, they could also provide computer course participants with state certificates. All CAT partners worked on their Sustainable Development Plans from November 2009 until January 2010. The senior trainer who conducted the business plan training approved the plans in January 2010. Starting in January 2010, the CATs in Stavropolski krai, Ingushetia, Kabardino-Balkaria (Tyrnyauz), Karachaevo-Cherkessia, and North Ossetia launched activities under their Sustainable Development Plans. Unfortunately, the CATs in Kabardino-Balkaria (Zhemtala), Dagestan, and Chechnya could not launch their Sustainable Development Plans due to various internal issues such as lack of qualified staff.

CAT Training Programs

The CAT training program included basic computer trainings for beginners as well as advanced courses. The goal of the basic computer trainings was to eliminate computer literacy among youth in target communities. Topics included:

- Using a PC;
- Windows operating system;
- Word processing;
- Excel;
- Power Point;
- Internet and Internet search for information;
- Text editing; and
- Communications through e-mail and forums.

Advanced courses were mostly organized in response to local demand. The most popular courses were 1-C Accounting software, Graphic Design Software (Coral Draw; Photo Shop), and Website design. The training programs used by the CATs were initially developed under IREX's Internet Access and Training Program (IATP) and have been successfully utilized in various Eurasian countries since 1990. The CATs provided 134 trainings including 70 basic computer trainings, 45 advanced trainings, and 18 paid trainings.

Training Courses Provided by CATs

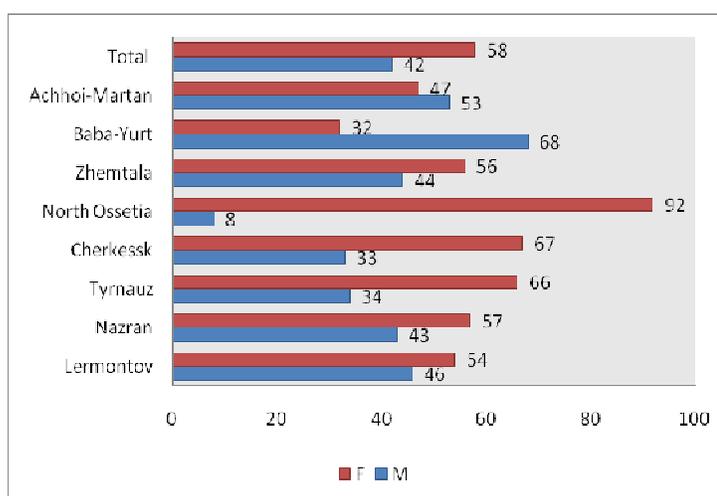
#	CAT	Region	Number of Basic Computer Courses Planned	Number of Basic Computer Courses Conducted	Number on-Demand Computer Courses Planned	Number of on-Demand Computer Courses Conducted	Number of Paid Courses Conducted	Total Number of Courses Conducted
1	Lermontov	Stavropolski krai	8	9	5	5	1	15
2	Nazran	Ingushetia	8	15	5	11	9	35
3	Tyrnyauz	Kabardino-Balkaria	8	8	5	5	1	14
4	Cherkessk	Karachaevo-Cherkessia	8	10	5	8	6	24
5	Vladikavkaz	North Ossetia	8	8	3	4	2	14

6	Zhemtala	Kabardino-Balkaria	8	5	5	4	0	9
7	Baba-Yurt	Dagestan	8	7	5	4	0	11
8	Achhoi-Martan	Chechnya	8	8	5	4	0	12
Total			64	70	38	45	19	134

Aggregate data on CAT training programs is given in Attachment 9.

Gender Representation

CAT training programs were more popular with young women than with young men. On average, 58 percent of CAT training participants were female and 42 percent were male. Young women constituted a clear majority of basic and advanced computer course participants in most regions. This can be explained by the fact that most young men in target communities had left home to attend institutions of higher education or find work or had already taken computer courses in school. The only regions where male participants outnumbered female participants were Dagestan and Chechnya – two of the most conservative and religious regions in the North Caucasus. Women in these regions need permission from fathers or husbands to participate in activities outside the home. Nevertheless, the number of young women participating in the trainings in Chechnya was almost equal to the number of young men. Interestingly, young women constituted a majority of participants in Ingushetia, which is also very religious and conservative. Advanced courses in accounting and design were extremely popular with young women, as these are traditionally female professions in the North Caucasus and developing the necessary computer skills improved job prospects for course participants.



CAT Internet Access Program

The CAT Internet Access Program was very popular among youth in all regions. CAT registered the number of visitors rather than the number of visits because they considered it more representative of their efforts to reach as many youth as possible in their communities.

CAT Internet Access Program Data

CAT	Region	Visitors
Lermontov	Stavropolski krai	240
Nazran	Ingushetia	215
Tyrnauz	Kabardino-Balkaria	193
Cherkessk	Karachaevo-Cherkessia	186
Vladikavkaz	North Ossetia	212

Zhemtala	KBR	122
Baba-Yurt	Dagestan	78
Achhoi-Martan	Chechnya	117
Total		1,363

Final CAT Meetings

In September 2010, IREX and the CATs in Nazran, Achhoi-Martan, Tyrnyauz, Vladikavkaz, Lermontov, Zhemtala, and Cherkessk conducted final alumni meetings to gather and exchange opinions on the results of the CAT program and define prospects for future CAT development. Unfortunately, the Baba-Yurt CAT could not organize such a meeting because of security reasons at that time.

These meetings brought together alumni and staff from each CAT as well as host institution authorities and local government officials. Parents of alumni were also welcome to attend and were present in Zhemtala and Vladikavkaz. The agenda included discussion of each CAT's achievements compared to its stated goals and objectives, content of CAT programming, CAT successes and lessons learned, and future CAT plans. At the meetings, IREX distributed letters of thanks – which are an important part of business culture in the North Caucasus – to CAT alumni and staff, heads of CAT host institutions, and local government officials. All seven events were highly publicized in the local media.

CAT Descriptions

Ingushetia

The first YIPP CAT agreement was signed with the State Educational Institution of Basic Vocational Education “Technical College #1” in Nazran, Ingushetia in March 2009. Initially, this CAT partner had difficulty fulfilling YIPP financial reporting requirements, which differed from standard financial reporting requirements in Russia. The YIPP team anticipated this challenge and provided extensive consulting on proper preparation of financial reports.

The Nazran CAT offered 15 basic computer courses that engaged 108 young people and 11 on-demand computer courses for 66 youth. The free Internet access offered by the CAT was very popular, attracting 215 users – far more than any other CAT except the Lermontov CAT. In addition to free Internet access, the Nazran CAT provided free printing and scanning services to students. The partner's own contribution to the CAT was a professional color printer. Local students started a newspaper called “Perspektiva,” which they print on a regular basis and disseminate in the community. The Nazran CAT also offered research, educational, and employment opportunities for students, which were in high demand in the months of May and June as students thought about life after graduation.

Demand for paid training courses offered by the Nazran CAT, such as design of advertisements, grew steadily during Year 3 of the YIPP program as the CAT implemented its Sustainable Development Plan. The CAT provided nine fee-based courses – far more than any other CAT. According to client feedback, “services at the CAT were cheaper and of higher quality than at regular Internet centers in town.” The CAT in Nazran became a center for creative and talented youth, with CAT regulars offering their design skills and assisting the manager with clients.

Stavropolski krai

IREX chose the Open Municipal Educational Institution “Education Center” in Lermontov as its CAT partner in Stavropolski krai and signed an agreement with the Center in March 2009. Even though cooperation with this partner started later than with its Ingush counterpart, the Center proved itself a reliable, responsible, and highly-qualified partner. Its staff quickly prepared and submitted a project proposal and comprehensive budget. The grants management seminar IREX provided for all grantees was unexpectedly attended not only by project participants – the Education Center Director, Project Director, Accountant, and CAT Administrator – but also by representatives of the Lermontov City

Administration and City Educational Department. These representatives carefully studied the grant agreement and gave their final official approval. This demonstrated that local authorities were actively involved in and supportive of YIPP activities but also expected to maintain control over their implementation.

In cooperation with IREX staff, the Lermontov CAT Administrator developed a training module for three-month basic computer courses. Basic computer courses included Microsoft Word, Excel, PowerPoint, Internet search engines, email, and presentations. On-Demand courses included web design and accounting. Participants learned to create their own web pages and mastered such programs as DreamWeaver and Flash. After the Web design course, participants created five websites:

- <http://basketlermontov.do.am> – website of Lermontov city basketball team;
- <http://tat.ara.mosouco.edusite.ru> – website of active youth who initiated computer courses for their peers;
- <http://fishing.rbpr.org> – site on fishing in Southern Russia;
- <http://lifesecondure.rbpr.org> - site on child safety.
- <http://govori.3nx.ru> – forum of psychological support.

During the grant period, the CAT conducted nine basic computer courses for 108 youth and 11 on-demand courses for 66 participants. Moreover, ten young people who participated in advanced computer courses initiated computer courses for their peers. The Lermontov CAT also launched paid computer courses for nine people as part of its business plan. A total of 215 youth were registered as regular CAT users.

Kabardino-Balkaria (Tyrnyauz)

YIPP CAT partner Professional College #3 in Tyrnyauz, Kabardino-Balkaria signed an agreement with IREX in April 2009. A total of 59 youth participated in basic computer courses and 38 youth participated in on-demand courses. The CAT attracted many village girls to its trainings. One training group consisted entirely of girls from Bylym village near Tyrnyauz who did not have the opportunity to learn computer skills in their village school and signed up for the course as soon as they heard about the CAT. After completing the course, two of the girls found part-time jobs in their village that required basic computer skills. The CAT started implementing its Sustainable Development Plan late in Year 3 of the YIPP program and provided one paid course for seven youth. One reason the CAT did not provide more paid courses is that the town has virtually no economy and the main source of income is the Elbrus mountainous resorts during ski season. For citizens who buy food on credit, even low-priced CAT services seemed unaffordable. The total number of Internet users visiting the CAT reached 193, making the Tyrnyauz CAT one of the most popular.

Dagestan

In May 2009, IREX signed an agreement with the CAT partner in Dagestan – the Baba-Yurt Branch of Khasavyurt Professional College #1. The process of equipping this CAT took longer than expected. Tenders were usually carried out by CAT partners themselves within two weeks of signing an agreement with IREX. However, the Ministry of Education in Dagestan insisted on issuing the tender for CAT equipment itself, which took several months. Thus, computer courses did not start until the second quarter of the CAT grant. The CAT provided seven basic computer courses for 57 trainees and four on-demand courses for 57 participants. The number of CAT visitors was only 78, making Baba-Yurt the least visited CAT.

The CAT did not launch a Sustainable Development Plan for several reasons. First, the Baba-Yurt staff was not able to provide the advanced courses that were most in demand. Second, the region is very poor and youth could not afford to pay for courses even if they cost less than at other training sites. Third, the CAT staff did not develop the necessary business skills to sustain programming after the end of the YIPP program.

Chechnya

IREX signed a CAT agreement with Secondary School #2 in Achhoi-Martan village in June 2009, but training courses started only in September 2009 due to bureaucratic issues connected with purchasing equipment and obtaining Internet access. The Achhoi-Martan CAT was one of the most problematic CATs and could not use the allocated grant funds. Thus, the CAT asked IREX to reduce the grant amount. A grant modification was signed and the grant amount was reduced. However, the CAT tried to fulfill all grant requirements and enjoyed strong support from Chechen officials. It implemented eight basic computer courses that engaged 63 trainees, as well as four on-demand courses for 92 participants. A total of 117 visitors were registered at this CAT site. No paid training courses were conducted, though the CAT did develop a Sustainable Development Plan.

Karachaevo-Cherkessia

The NGO “Regional National and Cultural Autonomy of the Adyg People” (RNCAAP) was selected as the YIPP CAT partner in Karachaevo-Cherkessia in July 2009. Since the partner was an NGO and did not have a legal right to provide trainings, it recruited the non-profit private educational agency “Isidor” to conduct computer courses. Previously, all YIPP CAT partners were educational establishments who could legally provide computer courses. Though the agreement with RNCAAP was signed later than the agreements with other CAT partners, this CAT was the second most successful after the Nazran CAT. The fact that RNCAAP cooperated with a qualified non-profit private educational institution ensured results, and the CAT achieved all of its goals and objectives. Ten basic training courses for 67 youth and eight on-demand courses for 119 youth were delivered at this site. The CAT also launched its Sustainable Development Plan and conducted six paid courses for 19 participants. The number of CAT visitors was 186.

Kabardino-Balkaria (Zhemtala)

The grant agreement with Secondary School #2 in Zhemtala, Kabardino-Balkaria was signed in July 2009. Zhemtala was the second CAT in Kabardino-Balkaria and was selected as a substitute for Adygeia, where local government officials did not allow IREX to work.

Zhemtala was one of the more problematic CATs. Despite regular consultations with IREX, the Zhemtala CAT conducted only five basic training courses for 39 trainees and four on-demand courses for 24 youth. These numbers are the lowest of any CAT. The Zhemtala site was visited by 122 Internet users. The CAT developed a Sustainable Development Plan that was never launched. However, at the end of the grant period the Zhemtala CAT did sign an agreement with the local government-sponsored NGO “DOSSAF” to provide basic computer trainings.

North Ossetia

The Vladikavkaz CAT was the last CAT opened within the YIPP program. The grant agreement with the “State Educational Institution of Extracurricular Child Education “Poisk” was signed in August 2009, and trainings did not start until October 2009 due to the complicated procurement processes for state educational institutions. However, the Vladikavkaz CAT did its best to conduct the CAT program in full. It provided eight basic training courses for 69 youth and four on-demand courses for 50 youth. The CAT registered 212 visitors, which is impressive considering it was opened much later than the other CATs.

The Vladikavkaz CAT paid great attention to the development of its Sustainable Development plan and started implementing it immediately after it was revised by the IREX business consultant. Two paid training courses for 14 trainees were organized under that plan.

Challenges

- Given the political climate in the North Caucasus, any activities promoting “access to information” were regarded with a great deal of suspicion, especially those initiated by foreign organizations.

- Ministries and banks in Kabardino-Balkaria, Chechnya, and Ingushetia sometimes delayed equipment procurement and money transfers to the CAT partners due to internal problems and instability. This caused delays in program implementation and report submission.
- The CAT partners were skilled at implementing state-developed training programs, but their grant management skills were very low.
- Extensive monitoring was required to ensure effective CAT program implementation.

Component 5: “Together for a Brighter Beslan”

Objective:

- Support a participatory process that promotes dialogue and unites members of the Beslan community, resulting in a concrete community improvement project.

The “Together for a Brighter Beslan” project was added to the original YIPP program in September 2009, after an assessment by a USAID/Russia delegation identified the need for a joint community-government mobilization initiative in North Ossetia following deterioration in the operational context for international organizations. USAID/Russia approached IREX about designing and implementing a project to commemorate the fifth anniversary of the Beslan tragedy, and “Together for a Brighter Beslan” was introduced with the goal of uniting the people of Beslan in a youth-driven participatory process to develop and implement a community improvement project.

The original concept proposed by IREX envisioned close cooperation with the Ministry of Investments and Foreign Economic Relations in North Ossetia – the main government agency coordinating the activities of international organizations in the republic at the time – and local partner Children’s Fund of North Ossetia (CFNO). The project had several additional objectives:

- Improve cooperation and dialogue between local community NGOs and government officials through joint work on a community improvement project;
- Enhance organizational capacity and transparency of the CFNO, which had been the major implementing partner of USAID-funded projects in North Ossetia; and
- Boost visibility and increase project implementation capacity of local NGOs.

By the end of the Beslan project, IREX anticipated the following outcomes:

- At least one community improvement project implemented;
- Increased civic activity of Beslan youth and community members and erased divisions between “victims” and “non-victims” in Beslan communities;
- Increased level of trust and cooperation between Beslan public and government officials;
- Enhanced organization capacity of the CFNO; and
- Increased project implementation capacity of local NGOs.

For a number of reasons beyond IREX’s control, the “Together for a Brighter Beslan” project only achieved its first objective and was therefore the least successful of the YIPP components. The challenges IREX encountered are described in detail below:

Cooperation with the North Ossetian Government

Lack of cooperation with the North Ossetian government was the main obstacle to implementation of the Beslan project. Unlike in other regions of the North Caucasus, all international organizations in North Ossetia had to report to the Ministry of Investments and Foreign Economic Relations, which refused to

allow foreign-funded initiatives that did not conform to its narrow agenda. The Ministry issued an official strategy for regional development outlining activities that international organizations would be allowed to permit – essentially infrastructure and construction projects. International NGOs whose activities fell under other development categories were driven out of North Ossetia.

In September 2009, the Minister of Investments and Foreign Economic Relations at the time reviewed IREX's proposal for the Beslan project and offered to sign a separate working agreement with IREX, USAID/Russia, and CFNO to allow its implementation. The agreement was drafted and sent to the Minister for approval. The Minister verbally assured IREX that the Beslan project was of great value to North Ossetia, and that its implementation would benefit the Beslan community. IREX and CFNO decided to launch the program while waiting for the Minister's official signature.

Initial Beslan Project Activities

Before the Ministry of Investments and Foreign Economic Relations modified IREX's original Beslan project proposal and banned all community mobilization, youth empowerment, and training activities, IREX and CFNO managed to carry out the following activities:

- An independent consultant conducted an assessment with the goal of gathering up-to-date information on Beslan communities, youth social activities, Beslan NGOs, educational institutions, and pressing problems. The assessment also included a list of Beslan-based NGOs that could serve as potential implementing partners and a list of regional organizations that could provide technical expertise.
- IREX announced two grant competitions – one for a Beslan or North Ossetia-based partner to lead implementation of a youth-focused participatory development program in Beslan, the other for Russian organizations to provide technical assistance to the selected Beslan or North Ossetia-based partner. RFAs for the aforementioned competitions were developed and widely disseminated in North Ossetia and beyond.
- A Program Manager and Assistant were hired in North Ossetia to implement the Beslan project.
- A grant agreement was signed between IREX and CFNO, and IREX conducted a grant management seminar for CFNO staff. IREX also conducted trainings for CFNO staff on project writing, community mobilization, and budgeting.
- IREX conducted trainings for Beslan-based NGOs on project writing and budgeting;
- IREX staff provided consultations to Russian NGOs responding to the technical assistance RFA.
- Applications were collected from Russian technical assistance NGOs and an expert committee session was scheduled but had to be cancelled at the last moment on government orders.
- CFNO conducted a number of meetings and outreach events in Vladikavkaz and Beslan to promote the "Together for a Brighter Beslan" project.

Kindergarten "Goluboi Vagon"

The kindergarten "Goluboi Vagon," which is situated in the center of Beslan, was closed for complete reconstruction in 2008. The old building was renovated, and the kindergarten's staff and children were temporarily assigned to other kindergartens in Beslan as a result. Now the kindergarten is a two-storey blue building with a blue roof, new windows, and space to accommodate 150 children. Bathrooms have new tiles, plumbing, partition walls, wires, and smoke detectors.

The reconstruction inside the building had not been completed by the end of the YIPP program. The building still needed laminated flooring, banisters leading to the second floor, partial painting, complete furnishing, toys, and kitchen equipment. According to preliminary estimation, \$100,000 would be required to complete the reconstruction and open the kindergarten. The government has promised to fund completion of the construction.

Restructuring the Original Beslan Project

During October and November 2009, the North Ossetian government studied the Beslan project proposal and communicated with IREX regarding all its questions. IREX was informed that all program activities should be conducted through CFNO, while IREX had to maintain a low profile. In December 2009, the Ministry abruptly halted the Beslan project by declaring that no community mobilization or youth empowerment activities could be conducted by either IREX or CFNO, as originally planned. The Ministry claimed to have conducted its own needs assessment in Beslan which had identified reconstruction of the “Goluboi Vagon” (Blue Wagon) kindergarten as the community’s top priority; The Ministry thus insisted that all Beslan project funds had to be allocated to the kindergarten’s reconstruction, and all trainings and youth-related activities had to be cancelled.

The original project goals and objectives could not be achieved in full once the program’s concept was significantly changed in response to Ministry demands. There were no youth empowerment or community engagement activities, the government did not allow any trainings or community participation in the project, and the community improvement initiative came from the top down rather than from the bottom up as originally intended. Nevertheless, IREX wanted to find common ground with the government rather than cancelling the program. As a compromise, IREX and USAID/Russia agreed to implement the infrastructure project but reduced its budget from \$100,000 to \$50,000. USAID/Russia allocated an additional \$50,000 towards the kindergarten’s reconstruction. The parties agreed that CFNO would manage the infrastructure project while IREX would retain its monitoring function, and that the “Goluboi Vagon” kindergarten’s reconstruction would be completed by July 2010 with additional funds provided by the government.

Further Activities under the Beslan Program

Even after the aforementioned decisions were reached, CFNO could not start implementing the Beslan project for another three months because the Ministry of Investments and Foreign Relations continued to delay. CFNO faced inspections and audits by tax and legal authorities, and its accounts were frozen until these investigations were completed. Progress was only made in spring 2010, when CFNO’s accounts were reopened so that the pledged funds for reconstruction of the kindergarten could be transferred by IREX and USAID/Russia. CFNO subsequently conducted a tender and signed a contract with a construction company so repairs could begin.



Painting the kindergarten in Beslan

had not fulfilled its obligation to provide the remaining funding for the reconstruction project by the time the YIPP program closed in September 2010.

Cooperation with CFNO

In October 2009, IREX signed a grant agreement with CFNO. IREX intended to work in close cooperation with CFNO and share its expertise in order to enhance CFNO’s implementation capacity and transparency. However, there was little progress in this regard. IREX conducted several thorough trainings for CFNO staff on reporting, program implementation, grant management, and compliance with IREX and USAID rules and regulations. Despite these efforts, CFNO’s performance was less than satisfactory – its reports were never submitted on time and required extensive revision, communication was irregular and the information conveyed by CFNO often obscure and incomplete, and its

organizational structure was ineffective with the Deputy Director having too much control over everything.

V. MONITORING and EVALUATION

Objectives:

- Identify areas most appropriate for intervention
- Track process and final outcomes from program activities
- Measure program impact
- Enable assessment of ongoing program activities to maximize success
- To ensure all expenses and activities are in accordance with program goals and regulations of IREX and USAID

KEY PROGRAM INDICATORS

The Monitoring and Evaluation system for the YIPP program included three main indicators:

- 1) Percentage of target youth exhibiting increased leadership skills and cultural understanding;
- 2) Increased employment rate among target youth; and
- 3) Decreased sense of isolation and increased sense of empowerment among youth.

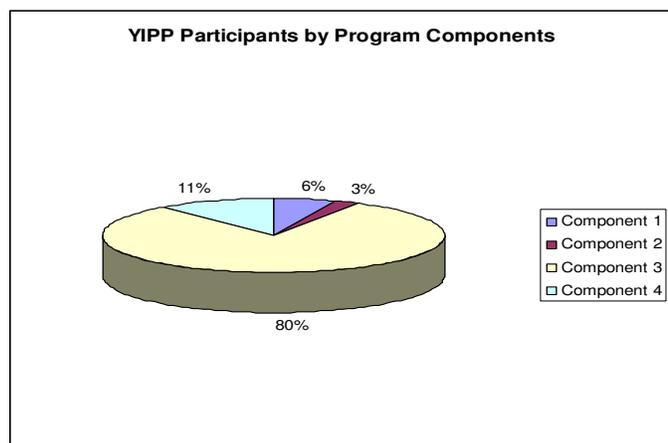
Data Collection

IREX placed strong emphasis on monitoring and evaluation. From the onset of the program, IREX engaged SRRC in developing a set of monitoring tools to measure program impact. The original Log Frame was refined throughout Years 1 and 2 of program implementation to better reflect the operational context. IREX staff collected evaluation data on a quarterly basis from regional coordinators, youth trainers, and program partners. IREX used the following monitoring and evaluation tools:

- Customized pre- and post-training questionnaires for all YIPP trainings: Professional and Life Skills trainings, Youth Sports and Leadership Camps, Conflict Mediation/Civic Education trainings, Financial Literacy trainings, and CAT computer courses;
- Ongoing interviews with program alumni;
- Continuous monitoring visits to program target sites and activities; and
- Final questionnaire for program alumni, regional coordinators, youth trainers, and partners.

Statistical Data Analysis

During the three years of the YIPP program, a total of 25,062 target youth from the eight North Caucasus regions participated in program activities. As the data shows, 80 percent of program participants took part in Component 3 activities – 20,632 young people took part in CM/CE trainings, TOT trainings, and SGP activities. The high number of program participants is explained by the fact that IREX implemented over 500 trainings, seminars, and other activities in the target regions through SGP partner NGOs.



Indicators

Percentage of target youth exhibiting increased leadership skills and increased level of cultural understanding

Because all YIPP program activities aimed to enhance youth leadership potential, data for this indicator was aggregated and analyzed from camp and training questionnaires. Analysis revealed that 88 percent of camp alumni and 82 percent of CM/CE training alumni increased their level of self-esteem. Moreover, 70 percent of camp and CM/CE training alumni advanced to various leadership positions after participating in the YIPP program. This indicator was possible to track only through staying in close touch with alumni and relying on regional coordinators to follow up on alumni activities in their respective regions.

Cultural understanding was measured through such proxies as increased knowledge of and respect for other cultures. This was easiest to measure during Youth Sports and Leadership Camps, where representatives of multiple ethnicities from all regions of the North Caucasus gathered together to learn, interact, and share. As a result, 46 percent of camp trainees increased their knowledge of other cultures and 88 percent increased their level of respect for other cultures.

Increased employment rate among target youth

This indicator fell entirely under Component 1 and was among the most ambitions of the YIPP indicators. While Component 1 included Vocational and Life Skills trainings and paid internships, insufficient consideration was given to developing a strong and coherent job placement strategy for alumni. The internship program for alumni of Vocational and Life Skills trainings was highly effective in this regard, with 81 percent of interns being offered employment by the business for which they interned. However, the total number of internships – 24 spread over three years and seven target regions – was too small to affect overall employment in the North Caucasus. Moreover, Component 1 would have been markedly strengthened by adding small grants to support alumni in establishing their own businesses. Such grants were added toward the end of the YIPP program, and eight grants quickly created 40 jobs. However, there were too few grants and they were only given to alumni in five target districts of Chechnya. With more program time and a larger grant pool, such activities could be replicated in other regions of the North Caucasus to bolster youth employment.

YIPP Component 1 activities increased the employment rate among target youth by 29 percent. The North Caucasus is one of the poorest parts of Russia, with endemic unemployment reaching 70 percent in regions such as Chechnya and Ingushetia. Unemployment is closely tied to other problems that deter investment in the North Caucasus, such as rampant corruption and chronic insecurity. Moreover, the global financial crisis of 2008-2009 resulted in stagnated development in the North Caucasus, which meant fewer jobs and higher unemployment rates. A more substantial decrease in the unemployment rate would have required much larger-scale efforts from both the Russian government and NGOs.

Decreased sense of isolation and increased sense of empowerment among youth

IREX succeeded in reducing isolation and increasing empowerment among North Caucasus youth through its YIPP camps and customized leadership training modules. Sense of isolation and xenophobia among camp participants were measured through such indicators as percentage of participants with new friends from other regions and percentage of participants with new friends of other nationalities. Overall, 59 percent of camp participants reported making friends from other regions and 34 percent reported making friends of other nationalities. Qualitative feedback from camp alumni supports this quantitative data. Many camp participants mentioned establishing personal and professional networks across the North Caucasus and feeling a sense of unity with their peers from other regions.

As for increased sense of empowerment, 88 percent of camp alumni and 82 percent of CM/CE training alumni increased their level of self-esteem. This is a very significant indicator considering that 60 percent of program participants were already emerging leaders in their communities. It is especially noteworthy that 74.4 percent of female participants increased their self-esteem, because the North Caucasus is a conservative region with few opportunities like YIPP that are open to women.

Supplementary Indicators

Apart from the three major indicators, the YIPP program achieved significant results in other areas:

a. Increased level of civic activity among target youth

This indicator was developed to measure how actively target youth in the North Caucasus participated in community life before and after taking part in YIPP activities. IREX tracked levels of participation in volunteer, NGO, and local youth organization activities among Youth Sports and Leadership Camp and CM/CE training alumni. The following results were identified at the end of the program (see Table 17):

Alumni Civil Participation Data

Indicator	Percent
Percentage of camp beneficiaries who increased their level of participation in volunteering activities	30.3
Percentage of CM/CE beneficiaries who increased their level of participation in volunteering activities	17
Percentage of camp beneficiaries who increased their participation in NGO activities	28
Percentage of CM/CE beneficiaries who increased their participation in NGO activities	13
Percentage of camp beneficiaries who increased their participation in local youth organizations	21
Percentage of CM/CE beneficiaries who increased their participation in local youth organizations	21.2
Average percentage increase in civic activity	20

The level of civic activity among camp and CM/CE training alumni increased by an average of 20 percent, which is impressive considering that the overwhelming majority of YIPP participants were already leaders.

b. Increased leadership potential among youth

YIPP aimed to enhance project writing and implementation skills among target youth and increase organizational capacity of local NGOs. Both of these goals were successfully achieved. A total of 36 North Caucasus youth NGOs increased their capacity to lead project design and implementation processes, while 124 seminars and trainings for 2,087 target youth were conducted on leadership capacity building.

c. Increased access to information and media sources

This indicator is related to YIPP Component 4. Eight CATs offered a total of 115 free computer courses for 937 target youth and provided free Internet access to YIPP beneficiaries.

CAT program data demonstrates that 26 percent of CAT users had little or no knowledge of computers prior to participating in the YIPP program, while 69 percent did not have regular computer access and 26 percent had never used the Internet. After participating in CAT programming, 38 percent of CAT users said they used the Internet once a week and 77 percent said they used the Internet every day.

Participants reported improvement in the following technical areas: 51.5 percent increase in knowledge of Excel; 47.6 percent increase in knowledge of Microsoft Word and Internet educational resources; 47 percent increase in knowledge of web design software; and 45 percent increase in knowledge of Photoshop. Overall, this signifies that CAT computer courses achieved their goal of developing targeted skills among youth.

Final Program Questionnaire

Program Alumni

IRES conducted a YIPP final questionnaire with the goal of assessing the long-term effect of the program on target youth. The questionnaire was disseminated among alumni of Vocational and Life Skills trainings, Youth Sports and Leadership Camps, and CM/CE trainings representing all target regions except Adygeia and North Ossetia. These two regions were not included because few youth from these regions participated in the aforementioned activities. The final questionnaire was conducted through personal interviews and emails and consisted of six multiple-choice and five open-ended questions. A total of 3,064 participants took part in Professional and Life Skills trainings, Youth Sports and Leadership Camps, and CM/CE trainings, out of which a random sample of 591 program alumni was chosen to complete the final questionnaire. Major findings are summarized below, and detailed questionnaire data can be found in Attachment 10.

When asked how well they had developed various skills through the YIPP program, the percentage stating they had “significantly” developed skills through YIPP was:

- 86 percent for communications skills;
- 84 percent for teamwork skills;
- 65 percent for conflict mediation skills;
- 85 percent for finding common ground with other people; and
- 84 percent for cross-cultural understanding.

A total of 85 percent of alumni said they kept in touch with other alumni – 44 percent “on a regular basis” and 41 percent “periodically” – which testifies to the strong professional and personal networks created over the course of the YIPP program.

One of the open-ended questions asked about the most significant personal or professional change that respondents underwent a result of the YIPP program. The most common responses provided by the alumni included:

- Got promoted at work;
- Became more active in school/student life;
- Became class/group leader;
- Became more active in social life;
- Started a band;
- Lost fear of public speaking and performing;
- Wrote a song;
- Submitted the project and received funding;
- Found friends from other regions;
- Became more tolerant and open-minded; and
- Changed view point on conflict.

Another open-ended question asked how the program helped enhance cross-cultural understanding. The prevailing answers were that the program helped by:

- Increasing knowledge of other cultures;
- Promoting understanding of other points of view;
- Acquiring friends of other ethnicities;
- Breaking cultural stereotypes; and

- Promoting tolerance.

The final questionnaire results fully support and strengthen quantitative data suggesting YIPP achieved its goal and objectives.

Youth Trainers and Regional Coordinators

IRES distributed the YIPP final questionnaire among youth trainers and regional coordinators to assess what impact the program had on their professional and personal growth and what significant changes happened in their lives as a result of the program. There were several open-ended questions. A total of seven completed questionnaires were collected and analyzed. Analysis of these responses is presented below.

Youth Trainers

Questionnaire results showed that 75 percent of YIPP youth trainers did not have previous training experience. YIPP provided them with an opportunity to participate in TOTs and become state-certified trainers. When asked what impact YIPP had on their professional growth, 100 percent of respondents said their career prospects had improved significantly because they had gained practical training experience and grown professionally. All trainers claimed they would continue conducting trainings after YIPP ended, which speaks to the sustainability of the YIPP program.

When asked how YIPP had affected their personal growth, 90 percent of youth trainers claimed YIPP activities had enhanced their self-confidence, provided them with conflict mitigation tools, and improved their communication skills. One of the final questions asked how youth trainers assessed the program's impact on participants. Responses included:

- Participants became more open to peers from other backgrounds;
- Participants' self-esteem increased significantly, allowing them to explore and utilize their leadership potential;
- The program helped many participants find employment and enhanced their career prospects.

Regional Coordinators

When asked what impact YIPP had on their professional growth, regional coordinators emphasized that the program helped them learn about youth priorities and better represent youth interests to local government officials. Some respondents also stated that the program helped improve cooperative relations with various stakeholders such as government officials, school administrations, and mass media. Regional coordinators were also asked how the program affected participants, since the coordinators could follow alumni development in their home communities. The responses were:

- Alumni became more active and visible in their communities, often getting noticed by government officials and assuming leadership positions;
- Participants became more open and positive;
- Alumni discovered new talents and abilities; and
- Participants increased their knowledge of (project writing, conflict management, and cross-cultural communication).

When asked how YIPP affected local communities, the regional coordinators said the program had the greatest impact in remote areas. All regional coordinators emphasized YIPP's uniqueness in that the program engaged youth from villages and remote towns, while other programs focused on urban youth. People in remote areas tend to be conservative and therefore suspicious of outside influences – especially foreign-funded NGOs. The regional coordinators stated that YIPP activities gave people in remote communities a better understanding of the role of NGOs and made them less suspicious of foreign-funded organizations. All the YIPP indicators are summarized in Attachment 1.

LESSONS LEARNED

Over the course of the YIPP program, IREX compiled the following lessons learned through analysis of program activities and recommendations from trainers, partners, and grantees:

1. *Developing the capacity of local partners, trainers, and staff is critical to success.* With more than 40 years of experience working in Russia, IREX was familiar enough with the situation on the ground to expect a gap between the capacity of local staff, trainers, and NGOs the North Caucasus and the rest of the country. However, IREX did not realize how large this gap would be until it began implementing the YIPP program. IREX determined that developing the capacity of local partners, trainers, and staff would be the best way to close the development gap between the North Caucasus and the rest of Russia. IREX therefore devoted much of its time, energy, and resources to developing local capacity. The effects of quality local partners, trainers, and staff will accumulate over time and continue to multiply long after the YIPP program has ended.
2. *Support from local authorities is critical and often easier to obtain than support from regional authorities in the North Caucasus.* Only the Chechen government was willing to explicitly endorse the YIPP program, but the other regional governments allowed YIPP activities to be implemented with local government consent. Because local governments deal directly with the problems that affect citizen on a daily basis, IREX found them more open to considering new solutions to these problems than their counterparts at the regional level. This was especially true of local education officials, who were eager to take part in trainings to avoid falling behind their counterparts elsewhere in Russia and were also open to implementing new programming even with foreign-funded technologies.
3. *Tailor Occupational Skills courses to current and projected needs of local labor markets.* Occupational skills development issue is one of the most critical one in case of the North Caucasus where the unemployment rate among youth is the highest one. However, thorough local labor market needs assessment should be done before starting such a program. Especially it is relevant when trainings take place in rural areas or remote ones that are located far from regional center. In such regions the development of demand-driven occupations correlates to regional economic and cultural specifics, availability of highly qualified trainers, training programs, and new training technologies.
4. *To attract participants, trainings should include topics that are of current interest to youth as well as topics that will help them in the future.* If a training program is of interest to youth, it will always be successful. Over the course of the YIPP program, youth were most eager to participate in trainings that had the potential to help them in their future life and careers such as conflict resolution, teambuilding, successful communication, leadership, and financial literacy.
5. *When developing training programs take into account the relevance of training programs to the youth.* Youth often underestimate or do not understand the importance of certain training topics. Thus, it is the responsibility of a trainer or an NGO to boost participants' motivation and demonstrate the importance of a given topic.
6. *Given the strength of kinship ties, youth recruitment efforts should target not only potential participants but also their families.* Cultural peculiarities of the North Caucasus that include strong kinship ties made it imperative for IREX and its partners to reach out not only to youth but also to their families in order to explain the YIPP program and obtain their support for its activities.
7. *Tailor Occupational Skills courses to the local cultural context.* It is important not to disregard the local cultural context in the North Caucasus. IREX and its partners quickly discovered that young women from conservative religious families in Chechnya, Ingushetia, and Dagestan would only be allowed to participate in trainings that gave them skills they could use to work from home, such as sewing.
8. *Analyze participant evaluations and revise programming based on feedback.* Obtaining as much data as possible on the results of program activities is crucial, especially when working in the North Caucasus where the political context and local attitudes and behaviors change frequently.

For example, IREX revised its camp training programs for Years 2 and 3 in response to feedback from Year 1 camp participants and also added Financial Literacy and Community Mobilization trainings in response to local demand.

9. *When bringing together youth from different backgrounds with the potential for conflict, prepare trainers to handle difficult situations.* This lesson is very important not only for the North Caucasus, but also for other regions with ethnic or religious tensions. Trainers who lack knowledge of the specific historical context and cultural peculiarities will not succeed in promoting tolerance and cross-cultural understanding.
10. *When working in a sensitive and controlled operational context like the North Caucasus, young leaders need to take into account the influence of regional authorities on all spheres of social and economic life.* Programs for youth should include trainings to help them communicate effectively with local government authorities.

Objectives:

- Share YIPP results and impact with various target audiences
- Gain more visibility in the field
- Receive feedback and ensure participatory development

COMMUNICATIONS STRATEGY

Effective communications are critical to any program's success, and IREX made communications a top priority in the North Caucasus. Taking into account the persistent suspicious attitudes of citizens and local authorities towards foreign-funded organizations, openness and transparency were key components of the YIPP communications strategy. This communications strategy focused on enhancing IREX's visibility and promoting a positive image of international organizations in the North Caucasus. Each staff member was required to develop an individual communications strategy and implementation plan. The staff defined the YIPP program's major stakeholders and key messages as well as message delivery methods, timeframes, and responsible parties. These individual strategies were combined into a common YIPP communications strategy. IREX developed a special PR package that included a YIPP program brochure, fact sheets, and other informational materials. Program information was disseminated during meetings with stakeholders, officials, beneficiaries, and partners, as well as during conferences and roundtables. Due to the peculiar operational context in the North Caucasus and security concerns, coverage of YIPP program activities in mass media had to be done very carefully and selectively and media visibility was therefore somewhat limited.

In addition to outreach within the North Caucasus, the IREX staff in Nalchik produced monthly updates for the IREX head office in Washington, DC and quarterly reports for USAID. IREX staff also developed other relationships with other international and local organizations working in the North Caucasus and attended thematic conferences, roundtables and seminars to promote IREX expertise and monitor regional developments.

Website

In 2009, YIPP staff launched a program webpage <http://www.irex.ru/programs/yipp/> on the general IREX/Russia website. The webpage was updated on regular basis and served as an information source for YIPP stakeholders and beneficiaries. The portal was user friendly and included sections on all YIPP program components as well as program news, and success stories. The webpage was successfully used to promote YIPP activities and attract new program participants. Some features and articles from the webpage were translated and posted on the main IREX website www.irex.org.

Brochure

Developed in both English and Russian, the brochure contained general information about YIPP and its activities. It was part of the PR-package and was distributed among key stakeholders as well as regional and local government officials during program presentations and meetings.

Fact Sheets

Developed in both English and Russian, the fact sheets captured the specific activities of each program component. A total of nine fact sheets in each language were developed during the program. The fact sheets were part of the PR package and were disseminated during meetings and conferences as well as among program stakeholders, government authorities, partners, and beneficiaries.

Success Stories

To feature the most impressive achievements of program beneficiaries, IREX published a booklet containing 11 success stories in Russian and English. The success stories were also posted on the YIPP webpage. The booklets were disseminated during program closeout events and were well received.

Media Coverage

Although media visibility for YIPP activities in the North Caucasus was an extremely sensitive issue, the program staff tried to cooperate with local newspapers and TV stations whenever possible. Together with its program partners IMC and SRRC, IREX activities were mentioned more than 250 times in print and online media. YIPP appeared on the following prominent television stations and newspapers: RTR-Nalchik, Grozny State TV, Nazran State TV, Kabardino-Balkaria Pravda, and Dagestani Regional News.

Online Forums

One of the unexpected positive outcomes of the YIPP program was the creation of online forums by Youth Sports and Leadership Camp alumni on popular web portals *V Kontakte* and *Odnoklassniki*. These forums proved to be the most effective tool to connect alumni and foster information and news sharing. Also, the portals served as platforms for information dissemination among program beneficiaries. A total of nine online forums were created by camp participants that now unite over 300 members. The forums remain extremely popular and active and are moderated by the most active participants.

<http://vkontakte.ru/club19084519>

<http://vkontakte.ru/club4079700>

<http://vkontakte.ru/club5694953>

<http://vkontakte.ru/club10630666>

<http://vkontakte.ru/club4079700>

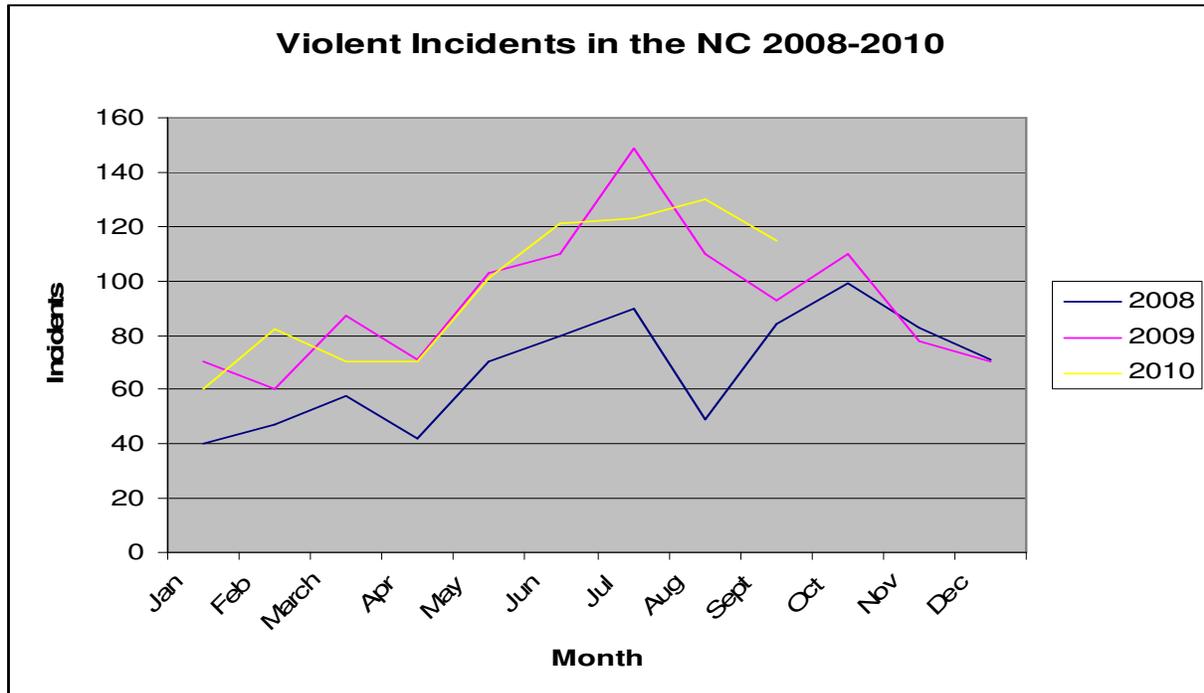
VII.

SECURITY AND OPERATIONAL CONTEXT

SECURITY

Security was a top concern for IREX while working in the North Caucasus. YIPP staff dedicated considerable efforts to monitoring the situation in all eight target regions, informing the AOTR at USAID/Russia and the IREX/DC office of all security concerns and responding in a timely manner.

Aggregated data for the three years of YIPP program implementation in the North Caucasus shows that the region was the site and source of increasing levels of violence and that instability rose dramatically over the last two years. According to UNDSS/Russia reports and CSIS data on the North Caucasus, the summer of 2009 was exceptionally violent, with July the bloodiest month in years. The number of violent incidents – including abductions of military personnel and civilians, bombings, assassinations of key civilian and military leaders, insurgent attacks, police or military special operations, and counter-terrorist operations – increased by 40 percent between 2008 and 2010. The beginning of 2010 was relatively calm; but violence rose again during the rest of 2010. The graph below compares the number of violent incidents in the region from 2008 until 2010:



2010 Incidents

- March 2, 2010 – Six militants were killed in Ingushetia, among them one of the leaders of the North Caucasus militants known as Said Buryat.
- March 29, 2010 – Terrorist act in the Moscow metro killed 38 people and wounded 100.

- March, 2010 – Militant leader Anzor Astemirov, who was the leader of the Wahhabis operating in Kabardino-Balkaria and had conducted many terrorist acts against law enforcement officers, was killed.
- May 1, 2010 – An explosive device was detonated on a platform of the Republican racetrack in Nalchik, Kabardino-Balkaria. Some 30 people were injured, including the former Interior Minister of Kabardino-Balkaria. One person was killed during the attack. The blast occurred just before the leadership of the Republic was about to arrive at the racetrack for May Day festivities.
- May 12, 2010 – Cherkessian politician Fral Shebzukhov, an advisor to President Ebzeyev of Karachaevo-Cherkessia, was murdered in Cherkessk. This incident further fueled ethnic tensions between Karachai and Cherkes people.
- July 21, 2010 – A group of militants in Kabardino-Balkaria launched an attack on the Baksan hydroelectric plant, ransacked the facility, and rendered it unusable after a series of explosions. Two policemen who were guarding the plant were killed in the raid.
- September 9, 2010 – A suicide bombing in the market square of Vladikavkaz, North Ossetia killed at least 17 people and injured more than 130 others.
- September 30, 2010 – Two large bombs were defused in the city center of Stavropol, Stavropolski krai.

2009 Incidents

- January 15, 2009 – The Deputy Minister of Internal Affairs of Ingushetia was assassinated.
- June 22, 2009 – Attempted assassination of Ingush President Yunus-Bek Yevkurov. The president survived, but was in critical condition for two weeks.
- August 17, 2009 – A powerful explosion rocked the center of Ingushetia's capital Nazran, leaving 19 dead and 79 injured.
- October 25, 2009 – Ingush activist and human rights defender Marsharip Aushev, former owner of Ingush opposition website www.ingushetia.org and a colleague of the assassinated Magomed Yevloev, was killed by militants who attacked his car near Nalchik, Kabardino-Balkaria.

2008 Incidents

- November 6, 2008 – A minibus exploded in the central market of Vladikavkaz, North Ossetia leaving 12 people dead and 40 wounded.

The most alarming security developments over the three years of the YIPP program were:

- In 2010, Dagestan topped the list of the most violent regions in the North Caucasus, surpassing Chechnya and Ingushetia combined.
- Relatively stable Kabardino-Balkaria saw a significant increase in the number of violent incidents in 2010, and the trend had not let up by the end of the YIPP program.
- Attacks became more common in areas not normally associated with the violence typical of the region – North Ossetia and Stavropolski krai.
- The number of suicide bombings increased over the last two years.
- Radical Muslims attacked coffee shops, entertainment centers, and liquor stores as well as civilians – particularly girls whose dress or behavior they deemed “immodest.” These attacks happened not only in Ingushetia and Chechnya, but also in Kabardino-Balkaria and Dagestan.

OPERATIONAL CONTEXT

Adygeia

Adygeia was one of the two most resistant YIPP target regions. After sending a delegation to the first YIPP Youth Sports Camp, Adygeian authorities refused to cooperate with IREX for the next two years. The only YIPP activity that took place in Adygeia during this period was the SGP implemented by SRRC. Only in spring 2010 did relations with regional and local authorities improve to the point where IREX could include youth from Adygeia in its program activities.

During the first two years of the YIPP program, the attitudes of Adygeian officials toward IREX ranged from cautious to hostile. The situation deteriorated in the aftermath of the August 2008 conflict between Georgia and Russia, when Adygeia was among the first regions in the North Caucasus to prohibit cooperation with US-funded organizations. At first, regional officials asked to put YIPP program activities on hold. However, they later requested that IREX cancel all activities in the republic. In light of these developments, the YIPP regional coordinator was pressured to resign in November 2009.

As soon as IREX faced these challenges in Adygeia, it started developing and implementing a backup plan to replace planned activities there with additional events in other YIPP target regions.

Chechnya

The operational context in Chechnya remained favorable over all three years of YIPP implementation. It was the only target region where authorities signed an official agreement of cooperation with IREX and wholeheartedly supported YIPP activities. Many additional activities were implemented in Chechnya to substitute for the regions where IREX was not able to operate.

Dagestan

YIPP staff established cooperative relations with regional and local officials in 2008. However, due to new appointments of district-level officials in 2009, the majority of previously-established contacts were lost. Despite many attempts to sign an agreement of cooperation with Dagestani officials, such an agreement was never secured. However, IREX managed to operate successfully in Dagestan by securing the goodwill of local officials. The implementation of YIPP activities in Dagestan had to be postponed due to the dangerous security situation at times, but all program activities were eventually completed.

Ingushetia

Even though IREX was not able to sign an official agreement of cooperation with Ingush authorities, IREX established cooperative relations with Nazran municipal authorities as well as regional authorities that allowed IREX to successfully implement all YIPP program components in Ingushetia. The only cause for concern in Ingushetia was its deteriorating security situation and unstable political climate connected with the change of President in October 2009.

Kabardino-Balkaria

Unfortunately, Nalchik-based IREX staff could not secure an official agreement of cooperation with regional-level authorities in Kabardino-Balkaria. At the same time, IREX never experienced any hostility from the government, nor was implementation of any of its program activities delayed.

Karachaevo-Cherkessia

The operational context in Karachaevo-Cherkessia was volatile and deteriorated toward the end of the program. In spring 2008, IREX signed an official cooperative agreement with the regional authorities. However, the new president elected in August 2009 declared the agreement null and void. The new president took office in September 2008 and was not in favor of cooperating with US-funded organizations. He changed the cabinet and appointed new heads of regional administrations, who were also not disposed towards cooperation with the IREX.

Despite several challenges – including an unfavorable operational context, constant surveillance by security forces, and disruption of some program activities – IREX managed to work through local partners and implement YIPP activities.

North Ossetia

North Ossetia was the most challenging YIPP target region. Despite several changes in government and constant cabinet reshuffling over the three years of the YIPP program, IREX was not able to establish cooperative relations with either Minister of Foreign Affairs, and the YIPP program experienced

significant challenges in this region. Several YIPP components were implemented in North Ossetia through local partners FARN and CFNO, but the majority of program activities had to be transferred to other target regions. The Beslan project was also finally implemented after a number of challenges.

Stavropolski krai

Stavropolski krai was the safest YIPP target region, but IREX experienced some challenges while implementing YIPP activities there. Because the population is mostly ethnic Russian, public opinion turned sharply against the US when it was perceived as supporting Georgia during the 2008 conflict with Russia. Increased tensions caused by the conflict compounded the already-suspicious attitudes of local officials toward foreign-funded activities, especially those funded by the US government. Exemplary cooperation was established in Lermontov, where the municipal authorities were open to and supportive of IREX programming.

USAID Indicator Matrix for YIPP

GOAL	Impact	Objective	Key Effects	Indicators	Figures
TO CONTRIBUTE TO THE STABILITY AND PROSPERITY OF THE NORTH CAUCASUS REGION BY REDUCING THE POTENTIAL FOR VIOLENT CONFLICT					
A % of target youth exhibiting leadership skills and increased level of cultural understanding					
B Increased employment among target youth 60% above baseline					
C Decreased sense of isolation/Increased sense of empowerment among youth					
To empower youth in the eight target republics to become leaders for positive change in their communities by the end of the program					
1					
Developed Professional and Life Skills Among Youth					
1. Increased vocational and life skills among training cohort					
# of Vocational and Life Skills trainings implemented					24
# of Vocational and Life Skills trainings participants					1368
# of men participating in Vocational and Life Skills trainings					546
# of women participating in Vocational and Life Skills trainings					822
# of people from "at-risk" groups reached through Vocational and Life Skills trainings					1368
% of trainees who increased their vocational skills					100%
% of trainees who increased their business and entrepreneurship skills					49%
% of trainees who increased their level of knowledge about NGO/CBO					75%
% of trainees who increased their level of life skills					75.5%
# of identified training partners secured					98
# of successful youth recruitment campaigns					24
% of cohort reflecting target characteristics+					100%
# youth trained as % of training target numbers					100%
# of pre- and post-training surveys completed					9196
% of target 24 trainings successfully completed annually					100%
2. Increased coping, negotiation and conflict mgt skills among training cohort by 60% above pre-test baseline					
% of trainees who increased their coping skills					89%
% of trainees who increased their negotiation skills					89%
% of trainees who increased their conflict mitigation skills					89%
3. Increased level of employment among youth					
50% training alumni who secure viable employment within six months after training					29%
40% training alumni who develop new commercial enterprises within six months after training					22%
80% interns who secure employment at end of internship					79%

	# of local agencies agreeing to host interns	25
	# internships created	25
	4. Increased level of community awareness about the program and its key results	
	# of articles about the program in local printed media	11
	# of articles about the program in local online outlets	3
2	Increased level of community development and cultural awareness through strengthened local media networks	
	1. Increased access to information and independent media sources	
	# of CATs established	8
	# of computer courses	115
	# of youth trained under CAT's programs	946
	# of men trained under CAT's programs	390
	# of women trained under CAT's programs	556
	# of people from "at-risk" groups reached through CAT's programs	770
	Total # of CAT users	1363
	# of "Youth Teach IT" courses initiated and completed by target youth	12
	# of participants of the "Youth Teach IT" courses	101
	# of men participants of the "Youth Teach IT" courses	49
	# of women participants of the "Youth Teach IT" courses	52
	# of "Youth Lead" online forums initiated and completed by target youth	1
	# of youth participants of "Youth Lead" online forums	84
	# of men participants of the "Youth Lead" forums	57
	# of women participants of the "Youth Lead" forums	27
	# of Tech Age Girls (TAG) courses initiated and completed by target youth	9
	# of women participants of TAG courses	74
	# of identified media partners secured	29
	# target areas with access to internet	8
	2. Increased level of community awareness about the program and its key results	
	# of articles about the program in local printed media	45
	# of articles about the program in local online outlets	20
3	Increased cultural understanding between ethnic groups in project area	
	1. Increased level of respect for and knowledge of other cultures among camp participants 25% above baseline	
	# camps successfully facilitated annually	8
	# youth participants in camps	577
	# of men participants in camps	324
	# of women participants in camps	253
	# of people from "at-risk" groups reached through camp program	280
	% of cohort reflecting target characteristics+	100
	Pre- and post-camp surveys completed	1154
	% target number emerging leaders recruited for camps	60%
	# of identified facilitation partners secured	36
	% of trainees who reduced their feeling of isolation and xenophobia (increased % of new friends from other regions and increased % of new friends of other nationalities among camp participants)	59.0
		34.2

% of trainees who increased their knowledge of other cultures	47.5
% of trainees who increased their level of respect for other cultures	88.0
% of trainees who improved their attitude towards other ethnicities	30.0
2. Increased knowledge and skills among camp participants in intervention topic areas by 50% above baseline	
% of trainees who increased their conflict mitigation skills	19.0
% of trainees who increased their negotiation skills	24.0
% of trainees who increased their teamwork skills	17.0
3. Increased feeling of empowerment and self-esteem among camp participants	
% of trainees who increased their level of self-esteem	88.0
% of increased level of empowerment among women	74.4
% of trainees who increased their communication skills	13.3
% of trainees who increased their public speaking skills	27.0
% of trainees who increased their persuasion skills	22.0
% of trainees who increased their project writing skills	24.5
# of networks developed by camp participants	11
# of alumni actively participating in these networks	320

4

Advanced leadership skills through youth-led community initiatives

1. Increased level of civic activity among target youth

# Conflict Mediation/ Civic Education trainings conducted	104
# youth participants in Conflict Mediation/ Civic Education trainings	1119
# of women participants of CM/CE trainings	714
# of men participants of CM/CE trainings	405
# of people from "at-risk" groups reached through CM/CE training program	580
% CM/CE attendees reflecting target characteristics+	100
% of camp beneficiaries who increased their level of participation in volunteering activities	30.3
% of CM/CE beneficiaries who increased their level of participation in volunteering activities	17.0
% of camp beneficiaries who increased their participation in NGO activities	28.0
% of CM/CE beneficiaries who increased their participation in NGO activities	13.0
% of camp beneficiaries who increased their participation in local youth organizations	21.0
% of CM/CE beneficiaries who increased their participation in local youth organizations	21.2
# of camp alumni who initiated community projects	5
# of CM/CE alumni who initiated community projects	3
# of TOT trainings conducted in the framework of the YIPP	4
# of youth participants of TOT	30
# of women participants of TOT	22
# of men participants of TOT	8
# of Financial Literacy trainings conducted in the framework of the YIPP	34
# of youth participants of the Financial Literacy trainings	331
# of men participants of the Financial Literacy trainings	141
# of women participants of the Financial Literacy trainings	190

# of Community Mobilization trainings conducted by TOT participants	9
# of youth participants of the Community Mobilization trainings	104
# of men participants of the Community Mobilization trainings	44
# of women participants of the Community Mobilization trainings	60
# of people from "at-risk" groups reached through Financial Literacy and Community Mobilization trainings	256
2. Increased feeling of empowerment and self-esteem among CM/CE training participants	
% of trainees who increased their level of self-esteem	82.0
% of trainees who increased their communication skills	16.0
% of trainees who increased their public speaking skills	17.5
% of trainees who increased their persuasion skills	20.0
% of trainees who increased their project writing skills	16.5
3. Increased role of youth in decision-making	
# of YIPP program participants engaged in leadership positions in their local communities	1200
# Youth Committees engaged in program activities	15
# Youth Committees members who took part in Program activities	133
# men, Youth Committees members who took part in Program activities	47
# women, Youth Committees members who took part in Program activities	86
% Youth Committees participants reflecting target characteristics+	100
# of identified partners secured (UNICEF, PDI, etc)	30
# of local government agents cooperating with the YIPP	74
# of local governments cooperating with the YIPP	29
4. Increased leadership potential among youth	
# of youth NGOs and NGOs working with youth, which enhanced their organizational capacity	36
# of consultations on project writing, provided in the framework of the Small Grants Program	141
# of seminars/trainings on leadership capacity building, provided in the framework of the Small Grants Program	124
# of leadership capacity building seminars/trainings' participants	2087
# of young men participants of leadership capacity building seminars/trainings	1023
# of young women participants of leadership capacity building seminars/trainings	1064
# of events conducted in the framework of the Small Grants Program (not including seminars/trainings)	132
# of participants of the events, conducted in the framework of the Small Grants Program	17406
# of women participants of the events, conducted in the framework of the Small Grants Program	10327
# of men participants of the events, conducted in the framework of the Small Grants Program	7079
# of volunteers, including young men/women	367
# of Small Grants Program participants from "at-risk" groups	745
# of program materials in the media	172
# of small grants applications	89
# of small grants allocated (including sports, social, and community development grants)	45
# of internships in Russia provided in the framework of the Small Grants Program	4
# of identified partners secured	119
# of USG-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups	794
# of people attending USG-assisted facilitated events that are geared toward strengthening understanding and mitigating conflict between groups	25506

Total	# of women attending USG-assisted facilitated events that are geared toward strengthening understanding and mitigating conflict between groups	14330
	# of men attending USG-assisted facilitated events that are geared toward strengthening understanding and mitigating conflict between groups	10257
	# of people from 'at-risk' groups reached through USG-supported conflict mitigation activities	3999

YIPP Final Report Attachment 2: Target Communities with Breakdown by Program Activity

No	Region/Rayon	Vocational and Life Skills Trainings	Leadership Camps	Sports Camps	Small Grants*	Financial Literacy and Community Mobilization Trainings	TOT	CM/CE Trainings	CAT Program	Beslan Project
I	Adygeia									
	1	Maikopski			*	*	*	*	*	
	2	Teuchezhski			*		*			
II	Chechnya									
	3	Achhoi-Martanovski	*		*	*	*	*	*	
	4	Argun	*							
	5	Groznenski				*		*		
	6	Nadterechnyi	*			*				
	7	Nazhai-Yurtovski						*		
	8	Naurski	*	*	*			*		
	9	Shalinski	*							
	10	Shatoiski						*		
	11	Urus-Martanovski	*			*				
	12	Zakan-Yurtovski	*	*	*					
III	Dagestan									
	13	Baba-Yurtovski	*	*	*	*	*	*	*	
	14	Derbentskiy		*	*		*	*	*	
	15	Makhachkala		*	*			*		
	16	Nogaiskiy	*							
	17	Novolakski	*							
	18	Kizlarski		*	*					
19	Khasavyurtovski	*	*	*			*			
IV	Ingushetia									
	20	Malgobekski	*	*				*		
	21	Nazranovski		*	*		*	*	*	
	22	Sunjenskiy			*			*		
23	Nasir-Kortski	*	*	*		*	*	*		
V	Kabardino-Balkaria									
	24	Elbrusski	*	*	*	*	*	*	*	
	25	Belaya Rechka		*	*		*	*		
26	Cherekski							*	*	

	27	Maiski	*		*						
	28	Prohladnenski	*	*							
	29	Nalchikski	*			*	*	*	*		
VI	Karachaevo-Cherkerssia										
	30	Cherkesski	*	*	*	*	*	*	*	*	
	31	Nogaiski		*	*				*		
	32	Abazinski	*								
	33	Habezski		*				*			
VII	North Ossetia										
	34	Vladikavkaz	*			*				*	
	35	Alagirski							*		
	36	Pravoberezhnyi									*
VIII	Stavropolski krai										
	37	Lermontov	*	*	*				*	*	
	38	Min. vody		*	*		*		*		
	39	Georgievsk	*	*	*	*	*				
	40	Zheleznovodsk	*								
	41	Pyatigorsk		*	*	*			*		
	42	Kislovodsk		*	*				*		
	43	Essentuki	*								

*Community development, social, sports, and business development grants

YIPP Final Report Attachment 3: IMC Small Business Development Grants

#	Name, Age	District, Town/Village	Grant Business Type	Grant Amount	Grantee Contribution (%)	Project Summary
1	Eliza Dushaeva, 26	Achkhoi-Martanovski; Zakan-Yurt	Perfume shop	134,350 RuR	25,000 RuR/15.7%	Eliza and her partner will work in the perfume section of her parents' shop. The project will allow villagers to buy perfume in Zakan-Yurt. Planned income per year - 50,000 RuR.
2	Luiza Abdulaeva, 26	Groznenski; Pervomayskaya	Department store	125,330 RuR	30,000 RuR/23.9%	Luiza's family used to have a store and their old customers ask them to restart the store so they don't need to make an expensive trip to Grozny for household goods. She wants to restart their family business. Planned income per year - 60,000 RuR.
3	Rizvan Alkhazurov, 17	Urus-Martanovski; Urus-Martan	Cattle-breeding	119,800 RuR	20,000 RuR/14.3%	Rizvan and his parents used to have a cattle-breeding business, but they lost everything when Rizvan's father was injured by a mine. The grant will be used to reopen this business. Planned income per year - 55,000 RuR.
4	Radima Abubakarova, 17	Groznenski	Sewing workshop	115,000 RuR	70,00 RuR/5.74%	Radima and three partners have tailoring skills and experience. They will begin sewing sheets and will eventually sew ready-made clothes. Planned income per year - 48,000 RuR.
5	Kheda Shamshukaeva, 20	Urus-Martanovski Martan-Chu	Food store	120,000 RuR	30000 RuR/20%	Kheda and two relatives will run a food store. There is one more food store in Martan-Chu, but it is at the other end of the village. Planned income - 65,000 RuR per year.
6	Malika Tsatsaeva, 20	Achkhoy-Martanovski; Shaami-Yurt	Cattle-breeding	119,800 RuR	20,000 RuR/14.3%	Malika's family used to breed cattle but they did not have money to continue so she will use the funds to restart the family business. Planned income - 40,000 RuR per year.

7	Magomed Satuev, 23	Nadterechni; Gvardeyskoe	Sporting accessories shop	120,000 RuR	25,000 RuR/17.24%	The nearest sporting goods shop to Gvardeyskoe village is in Grozny. The project will open a sporting goods shop in the village, which will save villagers time and transport expenses. Planned income - 75,000 RuR per year.
8	Idris Kerimov, 16	Nadterechni; Znamenskoe	Cattle-breeding	122,300 RuR	15,000 RuR/10,92%	Idris's family always kept cattle but had to sell their cattle during the war. She will use the grant to restart the family business. Planned income -40,000 RuR per year.

YIPP Final Report Attachment 4: List of Media Stories about IMC YIPP Activities

Print Media

1. Kabardino-Balkaria, "Elbrus news" newspaper, October 2008
2. Khasavyurt, republican public political newspaper "Niyso" (Equality), January 2009
3. Babayurt, "Babayurtovskie Vesti" (Babayurt News), January 2009
4. Lermontov, "Lermontovskie Izvestia" (Lermontov News).
5. Prokhladnyi, "Vash gorodok" (Your Township) newspaper
6. Ordzhonikidzevskaya village, "Ingushetia" republican newspaper (two articles)
7. Ordzhonikidzevskaya village, "Znamya Truda" (Banner of Labor) district newspaper (two articles)
8. Nogayski district, "Golos Stepi" (Prairie Voice) district newspaper
9. Mayskii, "Mayskii News" newspaper
10. Novolakskoe village, "Golos Vremeni" (Voice of Time) newspaper

Internet

1. RIA Dagestan, "Will IMC continue to work in Dagestan," www.pu4-ing.ru
2. IMC website "Ending a Cycle of Family Poverty for Chechen Youth," <http://www.internationalmedicalcorps.org/Page.aspx?pid=1622>
3. IMC website "Empowering Rural Populations in the North Caucasus to foster Self-Reliance," <http://www.internationalmedicalcorps.org/Page.aspx?pid=1696>

YIPP Final Report Attachment 5: Training Breakdown by Age, Gender, and Region

YIPP Program Year	Region	Rayon	Target Group (Age)			No of CM/CE Trainings	No of Participants		Participants Total
			14-17	18-24	25-31		Male	Female	
Year 1	Chechnya	Achhoy-Martanovski	8			8	0	15	15
	Karachaevo-Cherkessia	Nogaiski	8			8	10	8	18
	Kabardino-Balkaria	Elbruski	8			8	8	7	15
	North Ossetia	Alagirski		6		6	2	11	13
	Ingushetia	Nasyr-Kortski		8		8	0	15	15
	Dagestan	Baba-Yurtovski	8			8	5	9	14
Total:			32	14	0	46	25	65	90
Year 2	Chechnya	Nazhai-Yurtovski		1		1	10	5	15
	Chechnya	Shatoiski		1		1	12	3	15
	Dagestan	Baba-Yurtovski	1	1		2	15	26	41
	Dagestan	Makhachkala		1		1	12	8	20
	Ingushetia	Nazranovski	1	1		2	10	16	26
	Kabardino-Balkaria	Nalchikski	2	1		3	8	35	43
	Kabardino-Balkaria	Belaya Rechka	2	1		3	16	32	48
	Karachaevo-Cherkessia	Cherkesski	2	6		8	29	109	138
	Stavropolski krai	Lermontov	1	1		2	8	22	30
Total:			9	14	0	23	120	256	376
Year 3	Ingushetia	Dzherhanski	1	1		2	59	41	100
	Ingushetia	Malgobekski	1	1		2	24	21	45
	Ingushetia	Nazranovski		1	1	2	23	12	35
	Adygeia	Maikopski	1	1	1	3	11	47	58
	Dagestan	Derbentski		3	1	4	13	55	68
	Dagestan	Khasavurtovski	1			1	4	12	16
	Kabardino-Balkaria	Nalchikski		2		2	25	13	38
	Kabardino-Balkaria	Cherekski	2			2	10	34	44
	Kabardino-Balkaria	Belaya Rechka	1	1		2	19	11	30
	Karachaevo-Cherkessia	Cherkesski	3	2	1	6	22	70	92
	Stavropolski krai	Min.Vody	1	2	1	4	19	40	59
	Chechnya	Groznenski		1	2	3	21	21	42
	Chechnya	Naurski	2			2	10	16	26
Total:			13	15	7	35	260	393	653
3 Year Total:			54	43	7	104	405	714	1119

YIPP Final Report Attachment 7: Social Grants

#	Organization Name	Region	Grant Amount	Grant Period	Projects Description
1	Kavminvody Regional Center "Friendship – North Caucasus"	Stavropolski krai	\$1,395	May - July 2009	Engage youth of Kislovodsk in municipal decision-making through enhancing and improving collaboration between youth and local administration
2	Regional NGO "Choice"	Stavropolski krai	\$1,500	May - July 2009	Promote civic engagement among youth through volunteering; promote healthy lifestyle among youth; promote cooperation among NGOs in Georgievsk
3	North Ossetian NGO "FARN"	North Ossetia	\$1,500	May - July 2009	Organize a series of peacebuilding/conflict resolution/tolerance workshops in the North-Ossetian post-conflict Prigorodnyi rayon and Vladikavkaz as well as a topical roundtable among youth, Ministries of Ethnicities and Education, NGOs, and mass media
4	NGO "Russian Children"	Kabardino-Balkaria	\$1,500	May - July 2009	Organize preventive workshops at school #9 and juvenile correctional facility to curb youth crime, alcoholism, and drug abuse; create a group of trainers among youth
5	Regional NGO "Istok"	Ingushetia	\$1,470	May - July 2009	Engage youth in local governance, particularly in decision-making process on youth politics; publish a manual on civic participation in local governance
6	Union of NGOs "Solidarity"	Dagestan	\$1,500	May - July 2009	Build up youth capacity in local self-governance; train youth to work with local governments and youth committees on community development projects
7	NGO "Center Cerlo"	Chechnya	\$1,500	May - July 2009	Engage youth in activities that would help break down social stereotypes about disabled children; organize joint creative activities among youth and the disabled.
8	Maikop Rayon Branch of the Russian NGO "Russian Handicapped Society"	Adygeia	\$1,500	May - July 2009	Engage youth volunteers in organizing an awareness campaign among the municipal administration, NGOs, and initiative groups around the rights and needs of the city's disabled; organize leisure for the disabled through the institution "Pobedenskoe selskoe poselenie"; provide psychological help to the disabled through "Pobedenskoe selskoe poselenie"
9	Maikop rayon branch of the Russian NGO "Russian Handicapped Society"	Adygeia	\$1,000	October – December 2009	The goal is to continue a social project that helps the disabled in the two target villages. Additional funds are required to enhance volunteer engagement in the project, specifically to conduct trainings for volunteers and organize social events for the disabled (cleaning, food providing, etc.)

10	Regional NGO "Choice"	Stavropolski Krai	\$1,000	October – December 2009	The goal is to continue a social project that promotes healthy lifestyles among youth and encourages youth volunteerism. The additional funds will go towards seminars for volunteers, on healthy lifestyles, and a campaign against drugs
11	Regional NGO "Choice," Georgievsk	Stavropolski krai	\$1,500	February-April 2010	The project goal is to empower youth to address such social problems as smoking, drugs and alcoholism and set examples of healthy lifestyles among their peers. The project goal will be reached through the following activities: <ul style="list-style-type: none"> • Form a team of youth volunteers to work on the project • Organize a series of creative events to disseminate information among city youth about dangers of smoking, drug use, and alcoholism • Carry out a series of trainings among target youth (students from the three universities and high school youth from the orphanage) on healthy lifestyles.
12	North-Ossetian Regional NGO "Legal Club Themesis," Vladikavkaz	North Ossetia	\$1,496	February-April 2010	The project goals are to increase engagement and cooperation between Ossetian and Ingush youth and enhance youth civic activity. The project goals will be reached through the following activities: <ul style="list-style-type: none"> • Organize a cultural evening for Ingush and Ossetian youth where both nationalities will share cultural traditions. • Organize a roundtable where Ingush and Ossetian youth can discuss historical developments of their nations and find common tendencies • Carry out a call for project ideas/events that would engage Ossetian and Ingush youth
13	Non-commercial Partnership "Institute of Social Prospective," Pyatigorsk	Stavropolski krai	\$1,500	February-April 2010	The project goal is to create a forum for Pyatigorsk youth to reduce multiethnic tensions. The project goal will be reached through the following activities: <ul style="list-style-type: none"> • Conduct trainings for Pyatigorsk youth on fighting xenophobia and increasing multiethnic tolerance • Create youth forum where Pyatigorsk youth can debate burning issues • Motivate youth to participate in volunteer anthropological activities • Inform general public about multiethnic forum and its outcomes.
14	NGO "National Fund AMRA," Nalchik	Kabardino-Balkaria	\$1,500	February-April 2010	The project goal is to enhance cooperation between students from KBR and Stavropolski krai to alleviate ethnic tensions. The project goal will be reached through the following activities: <ul style="list-style-type: none"> • Create a working group of active youth from KBR and Stavropolski Kra • Develop an action plan for the working group that would be responsible for information dissemination among youth from both regions • Engage volunteers in an information dissemination campaign • Organize peace and tolerance trainings and conferences among youth from both regions • Organize joint events for student youth from both regions

15	Union of NGOs "Unity," Mahachkala	Dagestan	\$1,000	February-April 2010	<p>The project goal is to engage informal youth leaders of different nationalities in drafting and lobbying for legal initiatives. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> • Organize legal trainings for multiethnic youth • Organize trainings with experts on lobbying and advocacy • Set up cooperation between youth and local government officials to encourage joint work on legal initiatives and their promotion.
16	NGO "Union of Nalchik City Youth"	Kabardino-Balkaria	\$1,000	February-April 2010	<p>The project goal is to increase cooperation between Kabardin and Balkar youth and decrease ethnic tensions in Kenzhe and Hasanjya villages. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> • Create a volunteer team of active youth from two villages • Organize a series of tolerance and conflict management trainings in two villages • Organize two concerts with participation of both nationalities in two villages.
17	Non-commercial Partnership "Institute of Social Prospective"	Stavropolski krai	\$1,500	May-June 2010	<p>The goal of the project is to create open forums for constructive dialogue aimed at ameliorating ethnic tensions in Pyatigorsk city. Project activities</p> <ul style="list-style-type: none"> • Roundtable among city youth on the issues of ethnic tolerance • Publication of a brochure on opportunities of organizing youth leisure in Pyatigorsk • Development of tolerance brochure and dissemination among high school extra-curricular activities' departments • Organize one-day training among young professionals on the issue of tolerant work ethics
18	National Fund AMRA"	Kabardino-Balkaria	\$1,500	May-June 2010	<p>The goal of the project is to enhance cooperation between youth groups in Kabardino-Balkaria in the field of alleviating ethnic tensions and promoting tolerance. Project activities:</p> <ul style="list-style-type: none"> • Create a working group from young people from Nalchik and Nartkala • Create a group of volunteers who will be helping to disseminate information about the project • Organize a seminar "Peace and Agreement are Youth Priorities" • Organize a concert to promote tolerance and multi-ethnic cooperation

YIPP Final Report Attachment 6: Community Development Grants

Community Leadership Capacity Building Grants					
#	Organization Name	Region	Grant Amount	Grant Period	Project Description
1	"MAKSI" group under the Municipal Educational Institution of Children's Extracurricular Education "Center of Creative Development and Humanitarian Education" in Kislovodsk	Stavrapolski krai	\$707	December 2008 - January 2009	<p>The project goal is to organize a one-day anti-drug campaign that engages the community of Kislovodsk in combating drug abuse among youth. The campaign will consist of the following events: donation collection, theatrical performance, two street actions, and leaflet distribution. Objectives:</p> <ul style="list-style-type: none"> • Explain the problem of drug abuse and AIDS to high school students and youth • Help youth and high school students understand the consequences of drug use • Help high school students and youth make the right choice and not use drugs • Bring the issues of AIDS and drug abuse to the attention of the community
2	Adygeian Republican NGO Resource Center "Assistance"	Adygeia	\$4,200	March 2009 - May 2010	<p>The project goal is to develop leadership capacity among youth. Objectives:</p> <ul style="list-style-type: none"> • Organize volunteer clean-up and awards ceremony for volunteers • Organize leadership trainings for youth involved in social activities • Provide consultations on project writing • Organize extensive PR campaign for project winners, • Establish of close cooperation with mass media
3	Regional NGO "Center of Psychological and Social Support DENAL"	Chechnya	\$4,199	March, 2009 - May, 2010	<p>The project goal is to develop leadership potential among Chechen youth. Objectives:</p> <ul style="list-style-type: none"> • Disseminate information about small grants program and train youth in project writing • Provide consultations and technical assistance with project applications • Organize youth leadership trainings • Monitor and evaluate of small grants

4	NGO "Tolerance"	Dagestan	\$4,200	March, 2009 - May, 2010	<p>The project goal is to create an environment for broad engagement of Dagestani youth in local governance as well as to support youth social initiatives. Objectives:</p> <ul style="list-style-type: none"> • Conduct research on the institutional capacity of youth NGOs and NGOs working with youth in Dagestan • Open consulting center and provide consultations for NGOs, participating in the YIPP small grants competition • Discuss and utilize the law of the Republic of Dagestan with regards to state support of child and youth NGOs • Establish NGO school to provide training on NGO legislation, legal consultations, monitoring, project implementation • Provide leadership training • Organize roundtable to discuss effective youth policies in Dagestan
5	Ingush Branch of the "Red Cross – Russia"	Ingushetia	\$4,200	March, 2009 - May, 2010	<p>The project goal is to create a favorable environment for youth participation in local governance. Objectives:</p> <ul style="list-style-type: none"> • Conduct surveys among youth about their awareness of local governance and opportunities for engagement in local governance • Disseminate information about small grants program and train youth in project writing • Provide professional consultations on NGO management and local governance • Conduct trainings on "System of self-governance" and "Establishing NGOs" • Organize of PR-campaign for the small grants program • Monitor and evaluate small grants
6	NGO "Institute of Youth Affairs"	Kabardino-Balkaria	\$4,151	March, 2009 - May, 2010	<p>The project goal is to facilitate the development of youth NGOs and other NGOs in Kabardino-Balkaria. Objectives:</p> <ul style="list-style-type: none"> • Disseminate information about the small grants competition among NGOs and public in KBR • Provide consultations on the annual reporting standards and requirements for NGOs • Train youth participating in the YIPP small grants competition in project writing • Assist local NGOs in applying for federal funds

7	NGO "Karachaevo-Cherkesskiy Center of the Social Development Citizen Strategy"	Karachaevo-Cherkessia	\$4,168	March, 2009 - May, 2010	The project goal is to create an environment for developing youth leadership potential in North Ossetia. Objectives: <ul style="list-style-type: none"> • Disseminate information among North Caucasus NGOs and youth NGOs about small grants program • Provide consultations and technical assistance with project applications, including through the website www.kavkazimage.com • Organize youth leadership seminars and youth events that foster development of leadership potential
8	North Ossetian Regional Branch of the Russian NGO "Russian Fund Supporting Human Rights and Humanitarian Programs"	North Ossetia	\$4,157	March, 2009 - May, 2010	The project goal is to stimulate potential youth leaders to work in the NGO sector of Karachaevo-Cherkessia. Objectives: <ul style="list-style-type: none"> • Create youth expert group to develop a system of identifying and engaging potential youth leaders in the cities and villages of the Republic • Organize a two-day training "Detecting and working with potential youth leaders in communities" for municipal officials, initiative groups, and NGO youth leaders • Implement a system to detect and train potential youth leaders • Announce competition among local youth "The role of a youth leader in a modern democratic society" • Organize a two-day seminar "Teambuilding; project writing and implementation" for the groups of youth leaders • Form youth expert community to fundraise
9	Pyatigorsk City Branch of the Russian NGO "Red Cross-Russia"	Stavropolski krai	\$4,200	March, 2009 - May, 2010	The project goal is to enhance leadership capacity among youth and encourage active youth participation in solving community problems. Objectives: <ul style="list-style-type: none"> • Update database of youth NGOs and NGOs working with youth in KMV rayon of Stavropolski krai • Disseminate information about the YIPP small grants program and other youth grant programs funded by the Federal government • Organize consultations and seminars on youth leadership and project writing
Community Development Internship Travel Grants					
10	North Osetian Regional NGO "Legal Club 'Themis'"	North Ossetia	\$1,000	October – December, 2009	The project goal is to foster institutional development of the "Legal Club "Themis"" through enhancing staff professional skills and establishing partnership with the host organization in another region. Objectives: <ul style="list-style-type: none"> • Establish partnership with the host organization in another region • Enhance staff professional expertise • Disseminate the acquired experience among NGOs in Vladikavkaz

11	Public Organization "Youth Union of Maikop Region"	Adygeia	\$1,000	October – December, 2009	Project goal is to enhance children and youth organizations' program activities through internships of Maikop leaders in the NGO of St. Petersburg. Objectives: <ul style="list-style-type: none"> • Exchange experience • Enhance professional skills • Expand the network of contacts • Develop new program
12	Regional Public Organization "Sozidanie"	Chechnya	\$1,000	October – December, 2009	Project goal is to learn how to ensure public access to information and the implementation of public control over public authorities. Objectives: <ul style="list-style-type: none"> • Participate in the preparation and organization of seminars and trainings • Acquire the skills to create and promote web-site devoted to the problem of corruption
13	Local NGO in the village of Kakashura "Public Council"	Dagestan	\$1,000	October – December, 2009	The project goal is to study ways and means of involving people with disabilities in active public life by promoting society awareness about tolerance towards people with disabilities.
Community Development Post-Internship Grants					
14	North Ossetian Regional NGO "Legal Club" Themis"	North Ossetia	\$1,000	December, 2009 – February, 2010	The project goal is to increase electoral activity among Ossetian youth and engage youth in the socio-political life of the Republic
15	Public Organization «Youth Union of Maikop region»	Adygeia	\$1,000	December, 2009 – February, 2010	The project goal is to engage volunteers from children and youth volunteer organizations in Maikop in a joint youth project and enhance their project implementation capacity
16	Local NGO in the village of Kakashura "Public Council"	Dagestan	\$1,000	December, 2009 – February, 2010	The project goal is to organize a series of events in Kakashura that will help to engage people with disabilities in social life of the village

YIPP Final Report Attachment 8: Sports Grants

#	Organization Name	Regions	Grant Amount	Grant Period	Projects Description
1	Public NGO "Union of Youth in Maikop district"	Adygeia	\$1,057	February-April, 2010	<p>The project goal is to promote and further develop sports tourism among the youth in Maikop district. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> • Promote healthy lifestyles and sports among youth • Hold championship of the Republic of Adygeia in sports tourism using new equipment • Increase technical and tactical skills of the athletes • Enhance training opportunities for young people
2	Autonomous Nonprofit Organization "Practical Center of Support of Local Government"	Adygeia	\$1,057	February-April, 2010	<p>The project goal is to promote the humanistic principles of the Olympic Games among youth in Adygeia. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> • Organize interaction of multiethnic youth that will enhance and expand the practice of Olympic education among students, to ensure further successful development of international sports movement • Provide high school and university students with new knowledge about the Olympic movement, the development of basic sports skills in Olympic sports, and about the upcoming Olympic Games in Canada • Organization of sports activities among multiethnic youth (mini Olympic games)
3	Autonomous Non-profit Organization "Maikop Military-Patriotic club "Recruit"	Adygeia	\$1,057	February-April, 2010	<p>The project goal is to engage youth in sports activities and increase multiethnic interaction through sports. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> • Organize sports and recreational activities for youth and adolescents with health problems or disabilities • Provide assistance and psychological counseling for youth with disabilities • Organize hikes and excursions for youth to places of military glory • Conduct meetings and interviews with veterans of World War II • Promote civic education and consolidate skills as volunteers to promote healthy lifestyles, including work with difficult adolescents and informal networks of youth subcultures • Promote healthy lifestyles and physical education among youth and adolescents to divert youth people from the harmful activities of smoking, alcohol and drug abuse

4	MGOO Center for Psychological and Palliative Care "Mercy"	Adygeia	\$1,057	February-April, 2010	<p>The project goal is to overcome xenophobia among youth groups in the city of Maikop through joint sports activities. The project goal will be reached through the following activities:</p> <ul style="list-style-type: none"> Organize sports competitions and contests for sports dance (tectonics, break dance) among youth groups of different nationalities from different universities, technical schools, as well as disabled youth Conduct trainings on tolerance among target youth
5	Adygeian Republican Sports NGO "Federation of Martial Arts"	Adygeia	\$1,040	February-April, 2010	<p>The project goals are to engage "at risk" young people of Adygeia (from juvenile delinquency centers, low-income, single parent, large families, young people from Chechnya and Ingushetia, the youth who have chronic diseases) in sports activities and promote healthy lifestyles. The project goals will be reached through the following activities:</p> <ul style="list-style-type: none"> Organize sports activities for youth with chronic diseases and disabilities Organize sports competition among multiethnic youth teams in Maikop Organize public and volunteer sports sections and competitions in rural areas Provide physical education and rehabilitation for young people registered at the Commission on Juvenile Affairs, orphans and children of single mothers, children and young people with refugee status, and low-income families Strengthen family relationships through involving couples and their children in sports competitions
6	North-Ossetian Regional Public Organization "Youth Word"	North Ossetia	\$1,050	February-April, 2010	<p>The project goals are to organize soccer games for student youth of different nationalities and to put to public use sports grounds in the city of Vladikavkaz.</p> <p>The project goals will be reached through the following activities:</p> <ul style="list-style-type: none"> Organize a series of soccer matches among youth of six nationalities Promote healthy life style through sports Disseminate information about city sports grounds Support sports activities on the public sports grounds
7	Regional Public Charitable Organization "Women's dignity"	Chechnya	\$1,057	February-April, 2010	<p>The project goals are to increase participation of young women of the Chechen Republic in sports activities, instill ideas that promote health, beauty and strength of one's body, provide psychological protection from stress, depression, decrease the impact of war consequences.</p> <p>The project goals will be reached through the following activities:</p>

					<ul style="list-style-type: none"> • Disseminate information about the benefits of a healthy lifestyle • Organize sports activities for young women • Provide trainings on physical wellness and healthy lifestyle among youth • Provide psychological consultations, trainings on stress reduction
8	Local NGO "Kiahulai"	Dagestan	\$1,000	February-April, 2010	<p>The project goal is to consolidate friendly ties between youth of various nationalities through sports activities. The project goals will be reached through the following activities:</p> <ul style="list-style-type: none"> • Organize a series of trainings on tolerance in sports • Organize several sports competitions for multiethnic youth • Establish contacts between rural youth and sports center "Absolute"
9	Regional Public Organization "Istok"	Ingushetia	\$1,000	February-April, 2010	<p>The project goals are to strengthen interaction among young people with disabilities and establish links between the disabled and healthy children. The project goals will be reached through the following activities:</p> <ul style="list-style-type: none"> • Conduct joint trainings for the disabled and healthy youth on inclusive sports competitions • Organize sports events which will unite disabled and healthy youth
10	Regional Public Charitable Organization "Confidence"	Chechnya	\$1,000	February-April, 2010	<p>The goal of the project is promote sports as a means to increase interethnic understanding among rural youth. The project goals will be reached through the following activities:</p> <ul style="list-style-type: none"> • Provide trainings among rural youth on sports tolerance • Promote healthy lifestyles through increased credibility of physical education and sports among school students • Organize sports events for rural youth
11	Public NGO "Union of Youth in Maikop district"	Adygeia	\$1 500	May-June, 2010	<p>The goal of the project is to enhance sports' popularity and foster its development among youth in the Maikop district. Project activities:</p> <ul style="list-style-type: none"> • Organize a sports tourism championship in Maikop district • Organize open sports orientation championships in school #12 • Organize a celebration for children and youth of Maikop district dedicated to Children's Day • Organize a sports outing and competition for high school #4 students • Enhance technical expertise of sports instructors through trainings

YIPP Final Report Attachment 9: CAT Training Programs with Breakdown by Type of Course

#	CATs	Regions	Number of Basic Computer Courses	Number of Basic Computer Courses Trainees		Total Number of Trainees	Number of on-Demand Computer Courses	Number of on-Demand Computer Courses Trainees		Total Number of Trainees	Total Number of Trainees in Both Courses	Number of Paid Computer Courses	Number of Paid Courses Trainees	Total Number of Courses Conducted	Total Number of Trainees	Number of CATs Visitors
				M	F			M	F							
1	Lermontov city	Stavrapolski krai	9	51	57	108	5	27	33	60	168	1	9	15	177	240
2	Nazran	Ingushetia	15	46	62	108	11	29	37	66	174	9	81	35	255	215
3	Tyrnauz	KBR	8	15	44	59	5	18	20	38	97	1	7	14	104	193
4	Cherkessk	KCHR	10	17	50	67	8	22	30	52	119	6	19	24	138	186
5	Vladikavkaz	North Ossetia	8	8	61	69	4	2	48	50	119	2	17	14	136	212
6	Zhentala	KBR	5	13	26	39	4	15	9	24	63	0	0	9	63	122
7	Baba-Yurt	Dagestan	7	39	18	57	4	39	18	57	114	0	0	11	114	78
8	Achhoi-Martan	Chechnya	8	35	28	63	4	14	15	29	92	0	0	12	92	117
Total			70	224	346	570	45	166	210	376	946	19	133	134	1079	1363

YIPP Final Report Attachment 10: Final Questionnaire

1	Respondents' Age	Number of Respondents	% of Respondents
	16-18	283	56.8
	19-21	132	26.5
	22-25	69	13.9
	26-31	14	2.8
	Total:	498	100.0
2	Respondents' Region of Origin	Number of Respondents	% of Respondents
	Adygeia		0.0
	Chechnya	61	10.3
	Dagestan	131	22.2
	Ingushetia	82	13.9
	KBR	130	22.0
	KCHR	130	22.0
	North Ossetia	20	3.4
	Stavropolski krai	37	6.3
	Total:	591	100.0
3	Which program components you participated in? (Several choices are possible)	Number of Respondents	% of Respondents
3.1	IMC Trainings on Professional and Life Skills Development	159	21.3
3.2	Youth Sports Camp	126	16.9
3.3	Youth Leadership Camp	73	9.8
3.4	Conflict Mediation/Civic Education Trainings	323	43.4
3.5	Small Grants Program (Community Development Grants, Social Grants, Sports Grants)	24	3.2
3.6	Training of Trainers (TOT)	4	0.5
3.7	CAT Program	36	4.8
	Total:	745	100.0

4	How have your skills developed after participation in the YIPP Program?	Respondents	Developed Significantly	Developed Slightly	Didn't Develop	Total
4.1	Communication Skills	Number of Respondents	510	78	3	591
		% of Respondents	86.3	13.2	0.5	100.0
4.2	Team work skills	Number of Respondents	498	87	7	592
		% of Respondents	84.1	14.7	1.2	100.0
4.3	Public speaking, presentation skills	Number of Respondents	336	210	37	583
		% of Respondents	57.6	36.0	6.3	100.0
4.4	Persuasion skills	Number of Respondents	403	168	22	593
		% of Respondents	68.0	28.3	3.7	100.0
4.5	Mediation and conflict resolution skills	Number of Respondents	381	195	15	591
		% of Respondents	64.5	33.0	2.5	100.0
4.6	Managerial skills	Number of Respondents	301	236	48	585
		% of Respondents	51.5	40.3	8.2	100.0
4.7	Negotiation skills	Number of Respondents	391	171	30	592
		% of Respondents	66.0	28.9	5.1	100.0
4.8	Ability to find common ground with other people	Number of Respondents	502	69	20	591
		% of Respondents	84.9	11.7	3.4	100.0
4.9	Skills to understand other people	Number of Respondents	492	52	45	589
		% of Respondents	83.5	8.8	7.6	100.0
4.1	Project writing skills	Number of Respondents	193	171	225	589
		% of Respondents	32.8	29.0	38.2	100.0
4.11	Project implementation skills	Number of Respondents	136	188	265	589
		% of Respondents	23.1	31.9	45.0	100.0
4.12	Project management skills	Number of Respondents	130	155	303	588
		% of Respondents	22.1	26.4	51.5	100.0
4.13	Writing skills (essays, papers, etc.)	Number of Respondents	142	149	227	518

		% of Respondents	27.4	28.8	43.8	100.0
4.14	Computer skills (Internet, MS Office, etc.)	Number of Respondents	116	158	320	594
		% of Respondents	19.5	26.6	53.9	100.0
4.15	Professional skills	Number of Respondents	151	127	304	582
		% of Respondents	25.9	21.8	52.2	100.0
4.16	Business skills	Number of Respondents	129	91	369	589
		% of Respondents	21.9	15.4	62.6	100.0
4.17	NGO management skills	Number of Respondents	99	81	407	587
		% of Respondents	16.9	13.8	69.3	100.0

5	Do you think your sense of respect towards other cultures has	Number of Respondents	% of Respondents
5.1	increased significantly	311	52.6
5.2	increased	199	33.7
5.3	remained the same	80	13.5
5.4	decreased?	1	0.2
	Total:	591	100.0

6	Do you keep in touch with program participants?	Number of Respondents	% of Respondents
6.1	On regular basis	262	44.3
6.2	Periodically	242	40.9
6.3	Rarely	72	12.2
6.4	Don't keep in touch	15	2.5
	Total:	591	100.0

7	With how many program participants do you keep in touch on regular basis (no less than once a month)?	Number of Respondents	% of Respondents
7.1	1-5 people	277	47.2
7.2	5-10 people	183	31.2
7.3	10-15 people	71	12.1
7.4	More than 15	56	9.5
	Total:	587	100.0

8	Have you become more active or less active in the social life of your community?	Respondents	More active	The same	Less active	Total
8.1	Volunteering (help other people, partake in decision making)	Number of Respondents	399	180	12	591
		% of Respondents	67.5	30.5	2.0	100.0
8.2	Participate in NGO activities	Number of Respondents	139	402	50	591
		% of Respondents	23.5	68.0	8.5	100.0
8.3	Take part in youth organizations in my community	Number of Respondents	301	271	19	591
		% of Respondents	50.9	45.9	3.2	100.0

9	Has the participation in the YIPP Program helped you with getting employed or finding a better job?	Number of Respondents	% of Respondents
9.1	Has helped significantly	101	17.1
9.2	Has helped slightly	196	33.2
9.3	Hasn't helped	294	49.7
	Total:	591	100.0

10	Have you started your own business? Opened commercial enterprise?	Number of Respondents	% of Respondents
10.1	Started my own business	16	2.7
11.2	In the process of starting my own business	20	3.4
11.3	I plan to start my own business	173	29.3
11.4	I haven't started my own business	316	53.5
11.5	I have no plans to start my own business	66	11.2
	Total:	591	100.0

Attachment 11: YIPP Program Publications

#	Name	Author	Publication Type	# of Pages	Language
1	Methodological Recommendations on Organizing Trainings in Youth Sports Camp, 2008, Nalchik	Yanina N.	Manual	95 pages	Russian
2	Training handbook "Methodological Recommendations for Delivering Training". 2008, Nalchik	Yanina N.	Handbook	90 pages	Russian
3	Methodological Recommendations on Organizing Conflict Mediation/Civic Education Trainings for Youth Aged 14-17, 2009, Nalchik	Yanina N.	Manual	140 pages	Russian
4	Methodological Recommendations on Organizing Conflict Mediation/ Civic Education Trainings for Youth Aged 18-24, 2009, Nalchik	Yanina N.	Manual	221 pages	Russian
5	Trainer's Manual for Organization of Youth Leadership Camp for Multiethnic Youth from the North Caucasus, 2009, Nalchik	Orlenko S.	Manual	381 pages	Russian
6	Success Stories: Youth Initiative for the Promotion of Peace in the North Caucasus (YIPP), 2007-2010	IREX	Brochure	14 pages	Russian; English
7	Youth Choose Activity: Social Decision Making Models , Krasnodar, 2010	SRRC	Brochure	47 pages	Russia