IREX
International
Research &
Exchanges Board

USAID

282

Sustaining Partnerships into the Next Century (SPAN)

Final Project Report

February 8, 2002

SPAN

TABLE OF CONTENTS

I. Executive Summary ..... Page 5

II. Benefits of the Partnership Model ..... Page 7

III. SPAN Impact ..... Page 13

IV. IREX Monitoring and Management of the Program .... Page 23

V. Partnership Closeout Reports ..... Page 31

A. Business Development ..... Page 31

Round I
- Partners in Economic Reform & Leninskugol Coal Company
- Russian Grain Union & the U.S. Feed Grains Council
- Russian Guild of Realtors & the Institute of Real Estate Management

Round II
- Volkhov International Business Incubator and Training Center & the Alliance of American and Russian Women

Round III
- Center for Citizen Initiatives & the St. Petersburg Training Center

Round IV
- The Moscow Chamber of Commerce & Industry & The Research Foundation of State University of New York
- Ticom Holding Inc. & the International City Managers Association
- Volkhov International Business Incubator and Training Center & the Alliance of American and Russian Women

B. Civil Society ..... Page 51

Round I
- Counterpart International & Partner Foundation
- Education Development Center & FOCUS
- Human Soul House & Fountain House
- World Institute on Disability & Perspektiva

Round III
- Downtown Community Television Center & Tomsk TV-2
- Ecojuris Institute of Environmental Law & Earth Justice Legal Defense Fund

Round IV
- United Way of Anderson County, Tennessee & the Non-Profit Fund "Our Children"

C. Environment ..... Page 70

Round I
- The Baikal Environmental Wave & Baikal Watch at Earth Island Institute
- Institute for Sustainable Communities & Clean Home

Round II
- ECOLOGIA & ECOLINE

Round III
- TerraCare Software Inc. & the Laboratory of Ecology, Nature Conservation and Simulation Games at the Biological Faculty of Moscow State University (MSU)

Round IV
- ECOLOGIA & ECOLINE
- Institute for Sustainable Communities & Clean Home

D. Finance, Tax Reform and Energy ..... Page 90

Round I
- Junior Achievement International & Junior Achievement Russia
- Opportunity International & Vozmozhnost' dlya Vsekh
- University of Alaska at Anchorage & Magadan International University/ Sakhalin Pedagogical University/Russian Far East Transportation University

E. Health ..... Page 98

Round I
- Central Clinical Hospital of the General Management Department of the President of the Russian Federation & Premier, Inc.
- Gundersen Lutheran Hospital & Dubna Center for Narcology Problems "Vozrogdenie"
- St. Petersburg Medical Academy for Postgraduate Studies & The University of Iowa College of Nursing

Round II
- LILAS International, Inc. & Skilfosovsky Research Institute of Emergency Care

Round III
- Sister City Association Medical Partnership Committee & Vladimir Partnership Association Medical Partnership Committee

F. Rule of Law ..... Page 113

Round II
- Moscow Media Law and Policy Center & Benjamin N. Cardozo School of Law

Round IV
- Public Center for Legal and Judicial Reforms & Mennonite Central Committee
- Vermont Bar Association & Union of Jurists of the Republic of Karelia

G. Social Sector Support.....Page 123

Round IV
- The Coal Project Center & The W. J. Usery, Jr. Center for the Workplace
- San Francisco State University Foundation & The Novosibirsk Regional NGO of People with Disabilities for Independent Living FINIST
- "Universe of Russia" Journal & Paragon International

VI. Small Grants Follow-On Program.....Page 132

VII. Appendices

- Chart of SPAN Partnerships tied to Strategic Objectives and Intermediate Results
- Results of IREX Close-Out Survey of Partners Regarding SPAN Impact
- Chart of IREX Selection Procedures
- Sample SPAN Newsletter
- Feedback from SPAN Partners on What Makes a Partnership Successful

I. EXECUTIVE SUMMARY

The ***Sustaining Partnerships in the Next Century (SPAN)*** project, administered by the International Research & Exchanges Board (IREX) for the past four years, has developed effective and sustainable partnerships with grassroots-based organizations that have played a key role in strengthening civil society, promoting advocacy institutions, encouraging innovative problem solving, advancing economic development, and fostering a more open society in the Russian Federation. The US partners have broadened their institutional capacity through expansion within their individual sectors into Russia, profited from an active exchange of ideas and approaches, while expanding their international exposure and their scope of services and technologies. Development in any culture is linked inextricably to **human resources development**, and both sides of the US-Russian SPAN partnerships have directly benefited in this area under the project.

After almost 10 years of partnership activities in Russia, IREX has pioneered a model of partnership that is based on shared goals, openness, and mutual accountability. Our experience has proven that this is a good formula for creating long-lasting social change. Through funding of 35 partnership projects, totaling $7.75 million, **close to a quarter of a million people** have been **directly or indirectly impacted** by activities that crossed sectoral lines, such as Civil Society, Rule of Law, Business Development, Environment and Health. SPAN program implementation was based on the recognition that solutions to complex problems require a diversity of voices, range of skills, strategic vision, and innovative approaches. One of the more concrete lessons learned under SPAN was that projects with serious potential for leverage – in partnership, replication or expansion– are the best match for long-term sustainability and attraction of additional investment.

On a strategic level, the goals and objectives achieved under the project strengthened the foundations of Russian civil society through projects such as the creation of the first-ever skin cell bank in the Russian Federation (Sklifoskosky/LILAS) and the development of a citywide solid waste management system in Nizhnii Tagil (Institute for Sustainable Communities/ Clean Home). And on a human level, quantifiable results were achieved that significantly affected the lives of Russians: 56 new businesses were created and 151 enterprises expanded in St. Petersburg (Center for Citizen Initiatives/St. Petersburg Training Center); 1600 participants, mostly women received business training in Volkhov through an innovative voucher program (Volkhov International Business Incubator/Alliance of American & Russian Women); more than 173,000 students from 34 regions received instruction on western banking methods (Junior Achievement Russia/Junior Achievement International) and more than 10,000 school children attended disability awareness workshops in an effort to enact change in legislation and attitudes (Perspektiva/World Institute on Disability).

The program's impact in the environmental, legal and social sectors has been especially significant as USAID-funded projects promoted change through the adoption of entirely new environmental management systems, the provision of rehabilitation and counseling for the unemployed in Nizhniy Novgorod and Voronezh, the promotion of assistance for the indigent in Petrozavodsk through 1,600 free legal consultations, the creation of codified referral systems with official legal structures to provide alternative dispute resolution for juvenile offenders and their victims, and the development of a new health curriculum to improve prevention and control practices to reduce the spread of HIV/AIDS. The accumulation of results under SPAN for the American side can be evaluated in terms of measurable accomplishments, such as new legislation for US grain transference to Russia that provided greater benefit to the American side and the development of a new environmental software product that resulted in additional contracts from the Environmental Protection Agency for the US partner.

Throughout the life of the program, more than **197,600 individuals received training** under the SPAN project; more than **820 products were created**, including reference manuals, curricula, databases, and retail goods; **2,138 micro-credit loans,** totaling $1,723,011 were provided, of which a large number benefited women; and **16 new municipal, regional, or federal policies** were adopted that has impacted directly on Russian civil society and resulted in reforms to existing legislation and policies.

Successful SPAN partnerships developed in seven vital sectors: environment; civil society; social sector support; business development; finance, tax reform and energy; health; and rule of law, have facilitated long-term collaboration that continues to benefit populations in both the US and Russia. SPAN's contribution to the development of civil society in the Russian Federation has been particularly notable as the country has evolved towards democratic initiatives and a market economy. This evolution has brought about monumental changes in the lives of everyday Russians and USAID's contribution to this process has been substantial.

II. Benefits of the Partnership Model

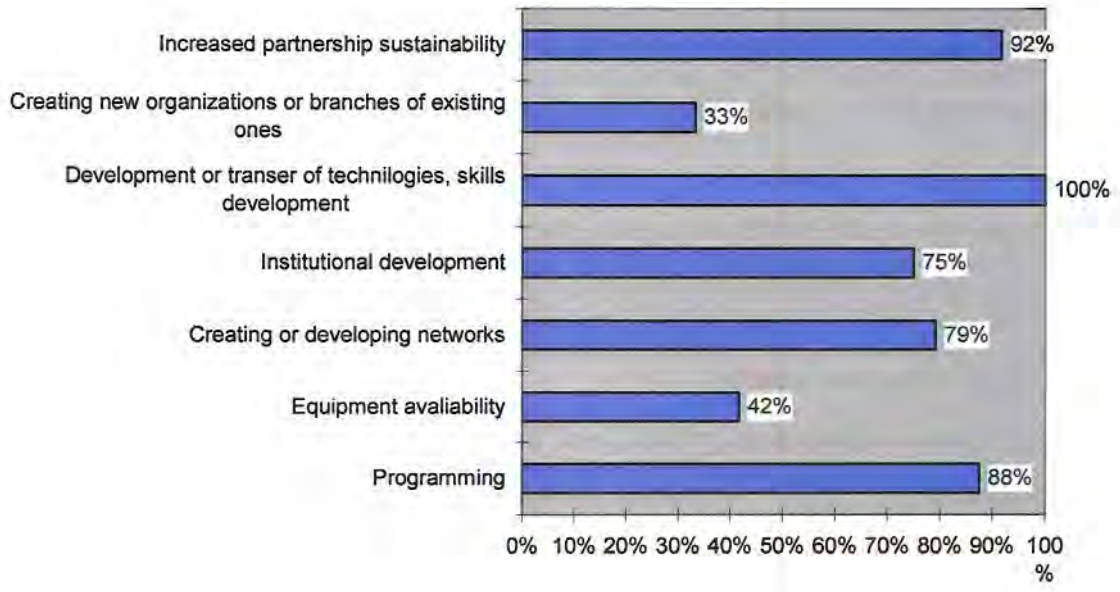
The Sustaining Partnerships into the Next Century (SPAN) project, which began in 1997, funded 35 partnership projects in more than 60 cities and regions across the Russian Federation. The participating Russian and American partners contributed to the emerging civil society network in Russia through a broad range of projects covering seven sectors: environment; civil society; social sector support; business development; finance, tax reform and energy; health; and rule of law. A detailed review of each partnership project can be found in the *Close-Out Reports* section (Page 31).

Since 1992, IREX has administered over $42 million in institutional partnerships throughout the CIS and Eastern Europe in both professional and academic spheres. In Russia, IREX managed three partnership grants prior to SPAN: the Institutional Partnerships Program (IPP), the Partnerships in Civil Society and Economic Development (PCSED) and the Russian Universities Social Science Partnerships Program (RUSSPP). IREX's experience has demonstrated that Russian and American organizations benefit greatly from the sustained exchange of ideas and know-how unique to partnership projects. The section below provides an overview of the benefits of the SPAN program and draws conclusions about the unique qualities of the partnership model.

Improved Organizational Capacities

Partnership projects effectively facilitate long-term collaboration that enables both partners to develop unique capabilities for working in cross-cultural situations. While the rewards for the Russian partners, such as new training opportunities, expanded business networks, and enhanced skills in NGO management, are clear, the exchange of technology, ideas, and information in a partnership project also enhances the institutional marketability of American organizations in an increasingly globalized market. American organizations gain valuable international management experience; they broaden the technical expertise of their staff, expanding the range of services and training they provide; they acquire knowledge of international markets that can lead to an expanded clientele; and they gain a fresh perspective on their own procedures and approaches to problems, which leads to innovation and improvements in the way they operate.

An independent evaluation of the SPAN project, which covered the first three rounds of projects, clearly demonstrated that partners improved their organizational capacities as indicated in the chart below.



Following the end of partnership activities, IREX conducted a survey to determine the impact of the SPAN program. The chart below indicates how SPAN partners benefited from the program. A complete representation of survey results is included in Appendix 2.

Note: Percentages represent number or survey respondents who noted progress in the categories noted above. IREX received feedback from over 66% of the partnerships receiving funding under the grant.

Without versatile and capable NGOs, enacting change in Russia would be nearly impossible. The increased organizational capacities developed by Russian and American NGOs under SPAN will help them to enact broad-based changes in Russian society. Using various methods such as surveys, public hearings and informational seminars, SPAN partners determined local needs and raised awareness about the need and possibilities for enacting change. By gauging local demands, the partners developed new procedures or institutions that will continue to bear fruit well into the future.

Increased Cross-Sectoral Collaboration

The partnership model is particularly effective in promoting cross-sectoral projects in Russia. Traditionally, Russians have distrusted and even worked in opposition to the State given the past failures of central planning and political oppression. Legitimate, legal private businesses have only begun to emerge in the last 5-10 years. As a result, Russians have few models of cross-sectoral collaboration to use as guidelines for building civil society. In the US, however, most NGOs have learned the benefits of diversifying their support among various actors and have developed collaborative relationships with the government, business and civil society sectors.

Through partnership projects, American partners develop a keener understanding of the unique nature of the Russian situation through on-going collaboration and communication. With this cultural understanding as a base, Amerian partners can provide unique perspectives on how to utilize resources from various sectors in Russia to foster the development of sustainable projects that not only help build civil society, but also enhance the effectiveness of state services and instill social responsibility in business leaders.

In designing and implementing their projects, most SPAN partners included a diverse group of actors within the community, such as businesses, NGOs, governmental organizations, and individual citizens. By reaching a broad audience, the partners were able to directly demonstrate the benefits of their project and gain the support of key individuals in the pubic and private spheres who would help to continue project activities after USAID funding came to a close. By gathering opinions from a broad spectrum of the population the partners also ensured that their

projects were **demand-driven** and responded to a real need in the community. Almost every SPAN project included mechanisms for gathering feedback on the usefulness of their activities, which allowed them to tailor projects to meet local conditions. Cross-sectoral collaboration took many forms under SPAN, and the examples below represent just a few of the trends. Individual project write-ups also include more detailed information on how partners worked with a variety of community stakeholders in implementing projects.

A new regional strategic plan:
Ticom Inc. and the International City Managers Association (ICMA) brought together citizen advocates, business leaders, governmental representatives, and academics specializing in economic reform to develop a forward-looking strategic plan that reflected the interests of the local population in developing a strong economic climate in the city of Kirzhach. At the beginning of the project, the partners carried out a sociological survey of the local citizenry to determine development priorities for the region. They used the survey results (from over 700 respondents) as well as input from economic experts, business leaders and the local administration to create a Kirzhach Strategic Development Plan. A draft version of the Plan was put forward for discussion in Kirzhach at two separate public hearings. The Kirzhach administration and business community strongly supported the Plan and the partners worked collaboratively with them to ensure that they fully understood how to implement it. Under the SPAN project, the partners Ticom and ICMA coordinated regular individual consultations and training seminars for representatives of the local administration, City Council members, technical specialists, financiers of enterprises and other organizations.

The strategic plan helped the Kirzhach region attract several new projects. For example, A.I. Audit-Service Company signed a contract with the local administration to open an office in Kirzhach to render assistance to public organizations (free of charge) and private structures (charging minimum rates) in financial and investment management, accountancy, taxation, marketing, and so on through training programs and individual consultations. Among other things they will also create an Info-Analytic Center to render assistance to the Kirzhach administration in managing and attracting business. In addition, several construction companies have proposed working in partnership with the local administration to develop a housing program in Kirzhach.

More effective environmental policies:
The Institute for Sustainable Communities (ISC) and Clean Home partnered together on two projects under the SPAN program: the first succeeded in establishing a new solid waste management plan for the city of Nizhnii Tagil and the second saw the implementation of the first stage of a Greenway in Nizhnii Tagil, one of Russia's most polluted cities.

During both projects, the partners worked closely with a wide variety of organizations in the community. They created advisory councils that combined representatives of various organizations who provided important support and advice in coordinating project materials and outreach. On the solid waste management plan, for example, the Council included representation from the city administration, the okrug nature protection committee, and the municipal waste utility, as well as representatives from education, media and public organizations. In addition, separate meetings were held with Communal Services Department staff connected with household waste collection, street captains from private home districts, and owners of small commercial enterprises.

As with Ticom, Clean Home organized public hearings to solicit opinions of interested community members about the draft plans for the solid waste management plan and the greenway plan. Over the course of the two projects, Clean Home coordinated 13 public hearings which were attended by more than 530 people.

One of the key successes of the two projects was the way in which the partners were able to pull in key support from the local administration while generating citizen activism to continue the push for environmental reform in Nizhnii Tagil. The city administration provided significant funding to support both the Greenway and the new Solid Waste Management plan; both where included in official budgets for the city. Clean Home and ISC strengthened citizen advocacy efforts as well. The Greenway Project, for example, supported the development of a Park Friends Association that will help maintain areas established for the Greenway in collaboration with the city administration. By forming a Park Friends Association, the enthusiasm and desire to work for

concrete improvements for the city generated under the SPAN program can now be channeled into a structure that will help to sustain these ideals.

Improved disease prevention models:
The St. Petersburg Medical Academy of Postgraduate Studies (MAPS) and the University of Iowa implemented a much-needed project to develop a community-oriented social services model based on the principles of family medical care in the St. Petersburg region. In order to determine a target population for the project as well as health concerns, environmental risk factors and existing community resources MAPS organized a comprehensive screening program of more than 600 individuals in the St. Petersburg region. Based on these results, they organized short, educational health courses or "schools" for 235 members of the community during the last six months of the project. During these schools, trainees learned how to better care for themselves by improving their diet, developing an exercise regime, and gaining a better understanding of the nature of their health ailments.

In addition, to community outreach, MAPS established a fully operational Family Medicine Center in one of the city suburbs targeted for the assessment, Pontonnaya and worked with administration officials to establish legal documentation that provides a legal basis for opening a Family Practice in St. Petersburg and the surrounding region. The documents were approved by of the Head of Health Care Committee of St. Petersburg and were disseminated among all district health administrations. Ultimately, these documents will enable other family practice clinics to open in the region.

MAPS also helped form a coalition for disease prevention in Pontonnaya, which includes representatives from the Department of Family Medicine (MAPS), Policlinic 73, Pontonnaya Administration, St. Petersburg Legislature, Department of Commerce, Department of Consumer Protection, mass media, "Harmony", insurance company, Veterans Board, and Businessmen Council. The organizations will work together to coordinate health policies and ensure that citizens receive better health education and preventative treatment.

Providing legal counsel for the indigent:
The Vermont-Karelia Rule of Law Project in Vermont and the Union of Jurists of Karelia (UJRK) continued their partnership efforts to meet the common civil legal needs of indigent citizens in Karelia's capital city and surrounding region. Through the support of SPAN and other projects being implemented by the partners, the Petrozavodsk State University Legal Clinic (PSULC) has been expanded to become the basic legal services provider for Petrozavodsk and its surrounding region. The Clinic trained more than 75 students in providing legal advice who in turn served more than 1,600 clients in Karelia.

A key factor in the project was collaboration between the University and governmental organizations around Petrozavodsk where students operated intake sites under the supervision of practicing lawyers. Prior to the expansion of the legal clinic, many of the state institutions simply could not keep up with the demand for legal consultations by local citizens. To meet the demand for legal information, as well as better prepare its students to practice law upon graduation, UJRK established intake sites at the following organizations: the Prionezhsky District Court; the Office of the Ministry of Social Welfare; Petrozavodsk City Court; and PSU Law School Clinic.

Business incubator helps improve the environment:
The Baikal Watch at Earth Island Institute in San Francisco, CA and the Baikal Environmental Wave partnered together on the SPAN project to increase awareness among professionals and the general public of the effects of hazardous waste on human and environmental health and to promote solutions to these problems in the Baikal region. A direct result of the networking between the Wave and VBI, working with American partner the Association of American and Russian Women (AARW), was the establishment in September 1999 of the Baikalsk Business Incubator (BBI), an independent, non-profit organisation at Lake Baikal.

The business incubator was the first concrete step towards the development of small businesses to help create alternative employment for local inhabitants, who until that time, had been almost entirely dependent on a single economically inefficient large enterprise - a pulp and paper mill that had been leaching toxic waste into Lake Baikal for more than 30 years. The BBI is developing steadily into a respected organization in the community. Through training by the Volkhov Business Incubator, the staff of BBI has been able to gain professional qualifications. The

incubator has also established a good working relationship with an experienced Business Park in Irkutsk and has already provided certified courses in small business management for 114 local people. In addition to establishing their own business, BBI graduates have found jobs in organizations and firms besides the pulp and paper mill.

Providing alternative dispute resolution to youth offenders:
The Public Center for Legal and Judicial Reform (PCLJR) and the Mennonite Central Committee (MCC) established pilot projects in Restorative Justice, which provide alternative dispute resolution in Irkutsk, Tyumen and Dzerzhinsk. The project was successful because it created partnerships of civic, state and municipal organisations that are interested in implementing victim-offender reconciliation programs in their community. The partners carried out two organizational conferences in each city, bringing together a diverse group of citizens, including NGOs, university students and professors, militsia representatives, court officialsl, and members of the Commission on Youth Affairs. By promoting a public dialogue, the project helped tie together various groups within the community that had rarely if ever met to openly discuss ways of resolving issues pertaining to youth in a constructive and collaborative manner.

By the end of the project, all three programs successfully established cadres of trained mediators and program coordinators. Irkutsk and Tyumen have case referral systems in place through *official agreements* for handling cases. In Tyumen agreements were signed with the Commission for Juvenile Affairs and schools. In Irkutsk agreements were completed with the Commission for Juvenile Affairs, district police inspectors, Division of Juvenile Affairs with the Militsia. The Dzerzhinsk program has support from key players in official structures, such as the deputy prosecutor and deputy chairperson at the Committee on Youth Affairs (KDN).

Unique Approaches Achieved through Cross-Cultural Partnerships

Sustainable Russian-American partnerships take time and energy to develop. Cross-cultural communication, while effective in promoting new, innovative ideas, requires a great deal of back and forth to clarify a project's main goals, activities and day-to-day direction. Nevertheless, long-term partnerships where both organizations have learned to view difference not as a barrier but as an opportunity for new directions, lead to a unique blending of successful Russian and American approaches to solving community problems. Below IREX has provided just a few examples of this kind of cross-fertilization culled from partner interviews and partner reports.

- Randy Kritkausky, Director of **ECOLOGIA** (Middlebury, VT) spoke of results of the 13-year partnership relationship with **Ecoline** (Moscow, Russia) as a hybrid strategy—neither American or Russian, but a cross-over of both cultures that created an entirely new and innovative approach to enacting environmental change. Under SPAN they developed an innovative, grassroots approach to promoting the adoption of Environmental Management Systems (EMS) at factories in Russia. Both partners attended the International Standards Organization conference in Stokholm where they promoted a stronger role for NGOs in implementing and developing environmental standards in transitional countries. Based on the success of the SPAN project, ECOLOGIA and Ecoline are now collaborating on a project in China to introduce EMS procedures to Chinese enterprises.

- **TerraCare** (Burlington, VT) and **EcopolisPress** (Moscow, Russia) collaborated to develop and test aprototype software called the "Green House Game." The software teaches people how to identify, assess, and manage the risks of exposure to indoor pollutants associated with "sick building syndrome" in Russia. According to Dianna Shannon, Project Director from TerraCare, the software project is unique in that it integrates both American technology-based problem solving and Russian behavioral-based approach to form a comprehensive and successful risk-management strategy of indoor air pollution. Based on the SPAN software program, TerraCare was recruited by the City of Albuquerque, NM to write a thirty-page EPA proposal for the City to develop customized indoor air quality software tools for its Internet site. TerraCare was also asked to participate in developing another EPA proposal initiated by Environmental Health and Engineering of Newton, Massachusetts to help them design similar software for audiences in the United States.

- The health partnership between the **Vladimir Partnership Association** (Vladimir, Russia) and the **Sister City Association Medical Partnership** (Bloomington/Normal, IL) was designed to reform nursing curriculum in Vladimir. The head of one participating nursing school, the College of Nursing at Illinois Wesleyan University, was especially pleased for her faculty nurses to participate in the project since one of the components of that schools scholarly code is to prepare for participation in a Global Society. Travel to Russia during the project furthered their competencies in this area. What was less expected, however, was the lesson that they brought back with them. During implementation of the project, the US nurses and nursing instructors saw how effective the traditional bedside manners of the Russian nurses could be and realized that in the US this aspect of nursing often has been disregarded in the face of technological advancement. This realization has led to changes in the US partner's own nursing curriculum and approach to medicine. Thus, the nursing curricula in the project became a blend of emphasis on the more traditional, human role for nurses in the US as well as focusing on ways of improving the technology and medical procedures in Russia.

III. SPAN Impact

This section highlights partnership results according to USAID Sustainable Objectives and Intermediate Results. While all SPAN partners contributed to fulfilling USAID's technical assistance goals for Russia, the following section features projects that demonstrated the greatest quantifiable and qualitative impacts. A chart outlining specific SPAN outputs according to sector is included at the end of this section. For a full listing of partnerships according to S.O.s and I.R.s, please see Appendix 1.

S.O. 1.3 Strengthened and expanded small and medium enterprises

IR 1.3.1 Strengthen business associations and other advocacy groups to improve regulatory environment for SMEs

Russian Guild of Realtors (RGR) & the Institute of Real Estate Management (IREM)

- The partners trained 304 experienced real estate managers from more than 10 cities across Russia in a series of five-day Certified Property Manager training seminars, improving the level of expertise in real estate and furthering RGR's network of real estate professionals. RGR also improved its capacities by providing two trainers with the skills to teach the most advanced real estate management course, a class that only IREM trainers were qualified to teach previously.

IR 1.3.2 Increased access to finance for small and medium enterprises

Opportunity International (OI) & Vozmozhnost' dlya Vsekh (VDV)

- Vozmozhnost' dlya Vsekh (VDV) opened six new representative offices in the Novgorod region to become the largest microfinance institution in the region.
- During the project, the partners issued a total of 2, 13 8 loans for a total value of $1,723,011 and 105% operational sustainability rating.
- By the end of the project, the Russian partner had achieved a level of loan repayment sufficient to support employess salaries. Because it did not need SPAN grant funds to pay its staff, the Russian partner requested that funds from the salary account be transferred to the organization's credit portfolio, allowing it to expand its lending services.

IR 1.3.3 Strengthen high quality services to SMEs

Center for Citizen Initiatives & the St. Petersburg Training Center

- By purchasing sewing equipment and training resources, the St. Petersburg Training Center trained 1475 people from various professional backgrounds on how to start and manage a small business, particularly in the garmet sector.
- Fifty-six new businesses opened and 151 enterprises expanded to create new jobs and improve operations.
- The Training Center itself has become self-sustaining incubator both through the training programs it offers as well as sale of a new award-winning line of youth clothing called *Cargo*, made possible in large part though the purchase of training sewing machines and other garmet-producing equipment under SPAN.
- Also, printing equipment purchased under the SPAN program enabled the Center to develop products and services related to advertising and training. The Governor of the Leningrad Region placed a special order for one of the Center's products, postcards with scenes from St. Petersburg to send out personal greetings from his office for the New Year 2000.

Volkhov International Business Incubator and Training Center (VIBI) & the Alliance of American and Russian Women (AARW)

- Eleven organizations developed their own training programs through VIBI under an intensive train-the-trainers program.

- VIBI also established five additional operating sites through which to provide training and financing. These incubators constitute a network for future collaboration with VIBI and AARW.
- Through an extensive Pilot Voucher Program (PVP), 1600 participants received business training through seminars and consultations at various business support centers in Leningrad oblast'.
- The PVP enabled VIBI to determine future strategies for educational programs and created monitoring centers to qualify potential clients for the Incubator's leasing program and monitor lessees. Most importantly, the program gave potential clients access to another micro-credit institution and VIBI partner in the program, Fora Fund (OI in Russia).

- VIBI greatly expanded its organizational capacities through the creation of a micro-leasing portfolio management software program that will strengthen the Incubator's leasing activities and expand its services to entrepreneurs and the community. With the help of this software, the Incubator can continue offering leasing services at 100% portfolio quality to sole proprietors, small businesses and private farmers, and remain profitable.

IR 1.3.4 Better informed and prepared young entrepreneurs

University of Alaska at Anchorage & Magadan International University/ Sakhalin Pedagogical University/Russian Far East Transportation University

- The program introduced new methods of teaching Western Finance and Accounting in the Russian Far East.
- Over 500 students from the participating four Russian Far East universities attended lectures and seminars in at least one of six new curricula that were developed under the program: "The Securities Market"; "Investment Management"; "Financial Management"; "Financial Analysis"; "The Stock Exchange"; and "Real Estate Economy."
- The Russian partners also developed two textbooks and distributed close to 800 copies throughout the Russian Far East. These textbooks are in great demand given the dearth of modern teaching materials on Western finance and accounting practices.

Junior Achievement International & Junior Achievement Russia

- A total of 173,709 students from 34 regions in Russia received instruction in free market-style banking methods adapted to the Russian context through an interactive software program called "Banks in Action."
- In addition, 3,242 teachers from 34 regions received instruction in teaching this material.

S.O. 1.6 Environmental Resources Managed More Effectively to Support Economic Growth

IR 1.6.2 Operating efficiency of businesses adopting environmentally-friendly practices improved

ECOLOGIA & ECOLINE Rounds II & IV

- At least one third of the businesses targeted in the pilot regions of Vladimir, St. Petersburg, Chita, Buriat Republic, and Moscow began communicating their environmental performance issues to stakeholders.
- Visible results of the pollution reduction were achieved in the Vladimir region, particularly at two glass industries (Simvol and Steklovolokno). The plants developed:
  1. An environmental policy, implementing a number of EMS procedures;
  2. Enacted priority environmental management and pollution prevention measures; and
  3. Monitored environmental performance parameters and communicated the results to the wider public, NGO community, governments, partners, etc.
- A lead battery plant (Baltelectro) in the Leningrad region began working to implement an initial environmental assessment of the site and communicate environmental policy and commitments to the wider public, to the NGO community, government agencies, partners, etc.
- At the federal level, activities under the project led to the following changes:

1. The RF for the first time voted in favor of NGO participation in the work of the International Committee TC207 that develops standards of environmental management (ISO 14000 which serves as a basis for developing Russian standards);
2. The Russian government nominated Ecoline, along with a number of NGOs, to participate as Liaison Organizations of the International Committee TC207 to help develop ISO standards; and
3. Gosstandart (Ministry of State Standards) updated the Environmental Management Glossary with the terminology and approaches suggested by Ecoline.

IR 1.6.3 Practices that improve the environmental quality of services adopted by municipalities.

Institute for Sustainable Communities & Clean Home Round I

- A comprehensive new solid waste management plan was developed by a newly-formed group of concerned citizens, the Citizen's Advisory Committee, in collaboration with the city administration and its service utilities.
- Highlights of the program include the purchase of two new trash collection vehicles to expand collection; the clean-up of more than 48 illegal trash dumps, and the transfer of more than 700 cubic meters of waste to the landfill; and replacement of the dump sites with six central collection stations for private residences.
- At the behest of members of the project's Advisory Committee, the city Duma passed legislation to increase user fees for collection and disposal of household waste gradually over three years until fees approach the actual cost, making the provision of these services self-sustaining. The city is able to reapply the budget resources, no longer required to subsidize waste services, for more costly capital improvements to update the system.

Institute for Sustainable Communities & Clean Home Round IV

- Members of the project's advisory committee played a significant role in convincing the city to include a greenway plan in its Municipal Improvements Program.
- As part of the city's comprehensive plan, greenway implementation activities will be scheduled and funded under the leadership of the city's municipal improvements utility. This support generated a 1 million-ruble commitment from the city budget for greenway implementation activities during 2001.
- The city's plan calls for increasing financial commitments for the greenway from the city budget for the next five years.

The Baikal Environmental Wave & Baikal Watch at Earth Island Institute

- The partners fostered grassroots activism through a "Best Courtyard" contest that brought citizens together with state authorities and municipal services to resolve the regular burning of rubbish in courtyards by citizens, a significant environmental problem facing the community.
- The Mayor issued an order to supplement SPAN grant funds for the prize fund with 69,250 rubles ($2,600 at that time). The contest drew the attention of the local mass media, including three local television channels and the press.
- The event was so successful that participants and city officials decided to hold the event again the following year, and to cover all costs associated with the competition.

IR 1.6.5 Public participation to improve ERM increased

ECOLOGIA & ECOLINE Round II & IV

- Almost 400 people took part in seminars and hearings on EMS in the course of the two projects. Participants learned possible steps to be taken regarding processes and procedures in enterprises in order to enhance the environmental performance and to develop or improve an environmental policy and/or environmental management system. The importance of public dialogue, collaboration, and transparency in creating a strong EMS was also imparted.
- More than 41 publications (press and scientific editions), articles and TV reports were produced about the Round II and IV projects.

Institute for Sustainable Communities & Clean Home

- Using a participatory approach to decision-making, Clean Home worked with the city administration to organize three public meetings for 185 people regarding development of the Solid Waste Management plan in Nizhnii Tagil.
- More than 347 people (including engineers and workers, entrepreneurs, journalists, students, war and labor veterans, and NGO representatives) participated in 10 separate meetings and hearings on the development of the greenway plan.

The Baikal Environmental Wave & Baikal Watch at Earth Island Institute

- BEW produced a monthly environmental digest that was distributed to 53 news agencies in the Baikal region and beyond (circulation for the news agencies ranges from 50 to 30,000 for the regional mass media and beyond).
- More than 205 articles were written about the project in local and regional papers, and there were 39 news reports on three local TV stations as well as four news reports on national TV channels including NTV, RTR, and TV-6.
- The partners were successful in raising awareness of toxic pollution in the Baikal region by hosting three international workshops, each with 60 or more participants.
- BEW held 23 presentations on the dangers of burning trash for more than 850 individuals of diverse professional backgrounds in more than 21 towns throughout the Irkutsk oblast'.

S.O. 2.1 To foster a more open, participatory society.

IR 2.1.1 Increased and improved sources of independent information that are accessible to the public.

Downtown Community Television Center & Tomsk TV-2

- Under the auspices of the SPAN project, the Young TV-Correspondent School in Tomsk received modern digital video editing equipment and a training course on its use for the creation of videos. As a result, today the graduates of the School attain a level of professional skill beyond that of the TV journalism faculty at Tomsk University.
- Original video programs prepared by 16-18 year old teens are shown in professional broadcasts from the TV 2 channel, and are very popular. The joint DCTV/TV-2 production War or Peace was screened at the Moscow International Video Festival, where it won awards for "Best Patriotic Content" and "Best Sound Design."
- Katya Kiryushina, 16, prepared a video documentary about the sexual education of teenagers. After her film was shown on TV 2, many schoolteachers asked TV 2 to provide them with a copy of Katya's film. The teachers are going to use Katya's research in their lessons.

IR 2.1.2 Strengthened civil society and advocacy institutions

San Francisco State University Foundation & The Novosibirsk Regional NGO of People with Disabilities for Independent Living FINIST

- Novosibirsk State University became the first regular university in Russia to accommodate students with significant physical disabilities. By placing its prestige as the nation's number-two university squarely behind the project, NSU broadcast a message to Russian society conveying that people with disabilities should have the opportunity to receive a higher education.
- Twenty disabled students were enrolled at NSU from around Siberia.
- Svetlana Vasilieva from Krasnoyarsk, a blind student who was admitted to NSU in the fall of 2000, received the highest grades of her class throughout her first year. Based on her achievements in her first year at NSU, Svetlana has been nominated for the most prestigious journalism scholarship in Russia.
- Plans are in progress as well to expand the program's reach. The Siberian Accord, an NGO made up of the governors of the 19 regions of Siberia and the Far East, sent information about the project from each governor's office directly to their respective regional departments of Social Protection, as well as a support letter from the Siberian Accord.

Ecojuris Institute of Environmental Law & Earth Justice Legal Defense Fund

- The partners opened legal consultation centers for citizens in Izhevsk, Novgorod and Petropavlovsk-Kamchatski. The centers provided approximately 160 consultations on issues such as preparing legal pleadings, drafting requests for access to information to officials, claims to the courts, representing interests of the plaintiffs in civil cases on environmental rights, and legal education through the distribution of legal materials among applicants and via mass-media.
- Thanks to her work on SPAN and other similar projects, Ecojuris Director Vera Mischenko was awarded the Goldman Environmental Prize in recognition of her pioneering efforts to support citizen's rights on environmental issues. Her work under the SPAN grant included a successful lawsuit filed with Russia's Supreme Court challenging a Russian government decree that waived an environmental impact review of a proposed Exxon drilling operation. This was the first environmental victory in Russia involving the interests of a multinational corporation.

Human Soul House & Fountain House

- HSH revised internal procedures and activities to meet the standards of the International Center for Clubhouse Development (ICCD) and received a three-year certificate in August 2000. This establishes HSH an official Clubhouse whose programs meet the quality standards of the ICCD.
- The partners improved the extent and quality of their services: seventy new members were admitted in the program; average daily attendance during the project increased from 12-14 people to 20-22 people; and average hours of attendance showed an increase from 4 to 5 hours.
- A research unit was established under SPAN, which provided invaluable data for supporting the Clubhouse movement in Russia. This data was distributed to more than 1,000 organizations and individuals across Russia, the NIS and abroad. Some main results were:
    1. After participating in HSH rehabilitation programs for 6 months, members increased their social networks on average from 5 to 7 people.
    2. Members showed increased independence in everyday life and activities and had greater self-confidence.

"Universe of Russia" Journal & Paragon International

- The partners developed a comprehensive methodology of working with the unemployed, which was compiled from research and experience in the US and Russia. The methodology was implemented at two counseling sites in Nizhnii Novgorod and Voronezh.
- The partners worked closely with the State Employment Services in each city to implement the new methodology in their work with the unemployed. More than 80 State Employment Service employees underwent training in the program.
- The counseling points served close to 300 unemployed persons over a period of 7 months. The majority of those served by the counseling program were women: 70% of clients in Nizhnii Novgorod and 91% in Voronezh. Approximately 34% of participants from Voronezh and about 64% of participants from Nizhnii Novgorod found work within a month after receiving counseling, impressive statistics considering many of the clients were facing chronic unemployment prior to participation in the program.
- The Federal State Employment Services Departments of the Voronezh and Nizhnii Novgorod regions are working with the "Universe of Russia" Journal to implement the methodology in district counseling spots.
- The lab of social rehabilitation is implementing the technique in their programs under the auspices of the General Sociology and Social Work Department of Social Sciences Faculty of Nizhnii Novgorod University. The University is using the SPAN model to work with fourth and fifth years students to educate them on how to find jobs.

IR 2.1.3 Strengthened democratic culture for citizen participation or "Increased sense of social responsibility."

Education Development Center & FOCUS

- Six organizations implemented small outreach grants as part of a Kaluga-wide campaign to increase community activism on problems pertaining to youth. The

campaign was also designed to raise awareness among citizens on how they can participate more fully in their community through NGOs and other means.
- Polls taken at the end of the project showed that positive views towards NGOs increased by 43% and public readiness to take part in a decision-making process increased by 33.7%. These results indicate that a targeted awareness campaign can increase the potential of people to participate in constructive civic activities.
- Thanks to their successful work in engaging the citizens of Kaluga, the Strategic Development Center of Russia requested that FOCUS take part in developing the document "State Politics in a Sphere of Assisting Civil Initiatives" a portion of which was included into the Strategic Development of Russia Program by President Putin.

World Institute on Disability, ARSD & Perspektiva
- The partners recruited a total of 46 disabled youth activists (DYAs), 36 more than originally planned.
- The DYAs and ten volunteers conducted disability awareness workshops to 10,451 Russian school children in 370 classrooms from 76 schools in Krasnodar, Krymsk, Perm, Nytva, Ukhta, and Syktyvkar.
- An intensive media campaign yielded: 70 print articles in local international papers; five TV segments on local, national and international stations; and three radio pieces on local, national and international stations.
- The partners hosted, with the help of SPAN, the British Know-How Fund, and Soros, a youth camp entitled "Development of Independent Living for Young Russians with Disabilities" for a total of 116 youth with disabilities from 37 Russian regions. The camp helped to develop a nation-wide support network of disabled youth activists who are ready to help each other promote greater rights for the disabled in Russia.
- The DYAs also gained greater confidence in themselves and became active members of their community. For example, a group of young disabled persons from the Perm region established an independent organization called the "Society of Young Disabled Persons" under the auspices of the Perm Regional Council of the All-Russian Society of Disabled Persons. This is the first case of such an organization being created in Russia. They are able to maintain projects of their own but use the accounts of the All-Russian Society of Disabled Persons to provide mechanisms for handling their fiscal affairs.

United Way of Anderson County & the Non-Profit Fund "Our Children"
- The partners established a Coordination Volunteer Center (CVC) which functions as an umbrella organization providing services for a wide range of NGOs. The CVC actively recruits volunteers to assist non-profit organizations in providing services and organizing events.
- No less than 300 individuals took part in volunteer and community-oriented events organized during the project.

The Baikal Environmental Wave & Baikal Watch at Earth Island Institute
- The project attracted more than 120 volunteers into program activities, including gathering information on pulp and paper mill pollution, the hazards of burning materials, and pollution caused by battery and used oil disposal.

S.O. 2.2 Increased confidence in a strengthened rule of law.

IR 2.2.1 Increased public awareness of legal rights

Vermont Bar Association & Union of Jurists of the Republic of Karelia
- The partners developed and implemented a civil legal assistance program for the indigent of Petrozavodsk through the student legal clinic, which served more than 1,600 clients in Karelia.
- The project also produced 27 brochures on various community legal education issues which were distributed free of charge around the city.

IR 2.2.2 More skilled legal advocacy

Vermont Bar Association & Union of Jurists of the Republic of Karelia

- The partners expanded the Petrozavodsk State University (PSU) legal clinic services and student base during the project, which covered approximately one academic year. More than 75 students received training at the Clinic and worked with 18 professional lawyers.
- The students worked at intake sites in the following locations: the Prionezhsky District Court; the Office of the Ministry of Social Welfare; Petrozavodsk City Court; and PSU Law School Clinic.
- The students represented clients in a total of 272 cases at the PSU Legal Clinic.

IR 2.2.3 Judicial system more developed, independent and effective

Public Center for Legal and Judicial Reforms & Mennonite Central Committee

- The partnership established pilot projects in Restorative Justice, which provide alternative dispute resolution in Irkutsk, Tyumen and Dzerzhinsk.
- All programs successfully established committed cadres of trained mediators and program coordinators.
- The three pilot regions held a total of 45 mediation sessions during the last six months of the project.
- Irkutsk and Tyumen have case referral systems in place through official agreements for handling cases with the system. In Tyumen agreements were signed with the Commission for Juvenile Affairs and schools. In Irkutsk agreements were completed with the Commission for Juvenile Affairs, district police inspectors, and Division of Juvenile Affairs of the Militsia.
- The Dzerzhinsk program has support from key players in official structures, such as the deputy prosecutor and deputy chairperson at the Committee on Youth Affairs (KDN). For the time being, all agreements are oral, although the partners have drafted a cooperation scheme that will be signed by all parties.

S.O. 2.3 MORE RESPONSIVE AND ACCOUNTABLE LOCAL GOVERNANCE

IR 2.3.1 Local governments are more effective in managing resources

Ticom Holding Inc. & the International City Managers Association

- The partners collaborated with the local administration, business and civic leaders to develop a comprehensive Kirzhach Economic Development Plan. The strategic plan helped to create several new economic opportunities in the region involving the local administration andprivate businesses.
- The partners ensured that the Kirzhach administration and key business leaders fully understood how to implement the Strategic Development Plan, by conducting regular individual consultations and training seminars for representatives of the local administration, City Council members, technical specialists, financiers of enterprises and other organizations. Training seminars were conducted by skilled lecturers from the Russian Academy of State Service and other organizations.

See also S.O.s 1.3 and 1.6

IR 2.3.2 Local governments operate in sustained partnership with their communities

Ticom Holding Inc. & the International City Managers Association

- Ticom and ICMA carried out a sociological survey of the local citizenry to determine development priorities for the region. They used the survey results (from over 700 respondents) as well as input from economic experts to create a Kirzhach Strategic Development Plan.
- In conjunction with the city administration, the partners put a draft version of the Plan forward for discussion in Kirzhach at two separate public hearings attended by 70 members of the community. Comments and suggestions from these public hearings were incorporated into the final version of the strategic plan which outlined key economic development issues for Kirzach, including: development of the industrial

sector; infrastructure development; improving and expanding of city services (including tourism and recreational services); development of the downtown; improved social marketing; and strengthening of the education system.

See also S.O. 1.6

IR 2.3.3 Increased equity, effectiveness, and efficiency in the delivery of goods and services

St. Petersburg Medical Academy for Postgraduate Studies & The University of Iowa College of Nursing

- MAPS developed new legal documents supporting the Family Practice clinic. These documents stipulate the legal basis for opening a Family Practice in St. Petersburg and the surrounding region. The documents were approved by of the Head of Health Care Committee of St. Petersburg and were disseminated among all district health administrations. Ultimately, these documents will serve as a tool for the dissemination of the project results and experience.
- A coalition for disease prevention in Pontonnaya was formed to include representatives from the Department of Family Medicine (MAPS), Policlinic 73, Pontonnaya Administration, St. Petersburg Legislature, Department of Commerce, Department of Consumer Protection, mass media, "Harmony" insurance company, Veterans Board, and Businessmen Council.

"Universe of Russia" Journal & Paragon International

- The Federal State Employment Services Departments of the Voronezh and Nizhnii Novgorod regions are working with the "Universe of Russia" Journal to implement the methodology for counseling the unemployed with higher eduction in district counseling spots.
- The lab of social rehabilitation is implementing the technique into their programs under the auspices of the General Sociology and Social Work Department of Social Sciences Faculty of Nizhnii Novgorod University. The University is using the SPAN model to work with fourth and fifth years students to educate them on how to find jobs.

S.O. 3.2 Increased Use of Improved Health and Child Welfare Practices

IR 3.2.1 Increased access to more effective primary health care (PHC) services

LILAS International, Inc. & Skilfosousky Research Institute of Emergency Care

- The first Russian skin cell bank was created in Moscow and is located at the Koltsov Institute of Biology Development under the Russian Academy of Sciences and the donor grafts cryostorage facility at the Sklifosovsky Research Institute of Emergency Care.
- The project provided skin grafts for 131 patients during a one year period, many of whom were elderly or children, and from low-income families.
- Research using equipment purchased for the skin cell bank led to new methods of treatment for some serious diseases and trauma, such as donor cell transplantation methods for eye burn treatment. These methods help to reduce surgical intervention and anesthesia application, and prevent patients from losing their sight.
- The first cell transplantation was carried out in February 2000; the patient's sight was restored as a result of the treatment and they were able to return to their work without any lasting disabilities.
- Results of this new methodology were reported at several medical conferences, including the All-Russia Ophthalmologic Conference.

IR 3.2.2 Improved prevention and control practices adopted to reduce the spread of HIV/AIDs, TB and STDs

St. Petersburg Medical Academy for Postgraduate Studies & The University of Iowa College of Nursing

- The partners developed a new curricula on women's health and sexually transmitted diseases, which will be used for training family physicians and nurses at MAPS to increase preventive work with the general public.

IR 3.2.3 Increased demand for preventative health by individuals, communities and decision-makers

St. Petersburg Medical Academy for Postgraduate Studies & The University of Iowa College of Nursing

- MAPS organized a comprehensive screening program of more than 600 individuals in the St. Petersburg region to determine the main health problems of the area.
- In order to improve preventative medical care, MAPS developed short, educational health courses or "schools" for 235 members of the community during the last six months of the project. During these schools, trainees learned how to better care for themselves by improving their diet, developing an exercise regime, and gaining a better understanding of the nature of their existing ailments.
- The partners established and implemented a new curriculum for training physicians and nurses in family medicine. More than 434 health professors and administrators were trained using the curriculum.
- MAPS established a fully operational Family Medicine Center in one of the city suburbs, Pontonnaya, targeted for the assessment.

Gundersen Lutheran Hospital & Dubna Center for Narcology Problems "Vozrogdenie"

- To improve education at the University of Dubna School of Social Work, the partners collaborated to incorporate three new courses into the University's social curriculum, adding a total of 47 new topics.
- They created a sustainable network of community fieldwork training sites for University of Dubna social work students and area professionals, organizing 150 student placements and 66 trained specialist placements.
- The partners have established prevention strategies in the areas of toxicomenia and smoking in Schools and in the community.
- Working closely with teachers and parents, the partners established the following youth programs to help prevent smoking and inhalant abuse among youth: Volunteer School, Conflictology School, Panther Club and the Oktagon Youth Club.

PARTNERSHIP SECTORAL OUTPUTS

Outputs	Business Development	Civil Society	Social Sector	Environment	Rule of Law	Finance, Tax Reform and Energy	Health
Participants Trained	**4,143**	**11,745**	**253**	**254**	**1,063**	**177,435**	**2,712**
Training/Informational events	**1,321**	**685**	**312**	**0**	**0**	**129**	**28,020**
Products	**38**	**183**	**9**	**108**	**338**	**15**	**137**
New Organizations, Associations or Representatives	**17**	**6**	**0**	**1**	**7**	**7**	**0**
New Policies	**2**	**2**	**0**	**8**	**4**	**0**	**0**
Micro-Credit Loans	**2,138**	**0**	**0**	**0**	**0**	**0**	**0**

Participants trained statistics include the total number of individuals trained, including Training of Trainers (TOT).

Training/Informational Events statistics were derived from: information sessions and public meetings held, individual consultations, US study tours, and training seminars conducted.

Product statistics include the total number of: curricula developed; public education materials generated; newspaper or magazine articles, radio and television broadcasts about partnership activities; training materials developed; information resources including databases, reference manuals, surveys, informational web sites created; services for fees including the NGO training service developed by Counterpart International/Partner Foundation; and retail goods such as the new line of clothing as produced under the CCI/St. Petersburg Training Center partnership.

New Organizations/Associations/Representatives includes statistics from the creation and registration of, for example, the Park Friends Association under the ISC/Clean Home partnership, the establishment of the business incubator as a result of VBI/AARW partnership collaboration with Baikal Watch at Earth Island Institute and Baikal Environmental Wave, and new representatives for the Russian Grain Union.

New Policies statistics include partnership-developed plans and policies incorporated into municipal or region-wide public policies such as TICOM/ICMA's Strategic Plan for Local Economic Development, new policies the Greenway Master Plan developed and incorporated by the city administration of Nizhnii Tagil under the ISC/Clean Home partnership, as well as partnership participation on an international level such as ECOLOGIA/Ecoline's active participation in the annual TC 207 plenary meetings. The category also changes at the federal level, such as new legislation regarding grain transference enacted by President Yeltsin due to lobbying efforts by the Russian Grain Union.

IV. IREX Monitoring and Management of the Program

IREX has managed numerous professional and academic partnership programs since 1992. Over that time, IREX program staff has developed a broad range of effective management tools and procedures that ensure good communication between IREX offices and between IREX and the partners; thorough programmatic and financial reporting; and transparent rules for project implementation. Above all, IREX strives for a collaborative approach with its partners. IREX encourages an open-door policy with our partners, maintaining regular communication and working closely with them to revise work plans, budgets and seek additional sources of funding after their projects end.

The sections that follow describe the various tasks IREX carried out over the course of the SPAN program and the results of these activities. Based on the Cooperative Agreement for the SPAN project, IREX was responsible for the following: managing the solicitation and competition process; sharing expertise and resources with the partners; monitoring and evaluation of partnership projects; and information dissemination.

Project management is an evolutionary process and IREX made frequent adjustments along the way to strengthen the program, particularly in tracking and evaluating partnership results. This section provides a list of lessons learned that captures some of the main conclusions about the partnership model developed since the beginning of SPAN in 1997. Following the lessons learned section, we provide a brief synopsis of the mid-term evaluation of the SPAN program conducted by Process Consulting from November 23, 1999 to January 24, 2000

SPAN Selection Process

At the launch of the SPAN project, IREX designed a selection process, including selection criteria, which was used for all four grant rounds with some modifications. The system was designed with five steps to assure that winning projects would closely correspond with SPAN goals for both project content and partnership development:

Step 1. Review of applications for conformity with the formal conditions of the competition;
Step 2. Assessment of individual applications by independent experts;
Step 3. Consideration of all applications by the expert panel;
Step 4. Ranking of the top applications by IREX and forwarding the application pool to USAID; and
Step 5. Assessment of applications by USAID and selection of the competition's winners.

During the first step, IREX reviewed all partnership applications to ensure their conformity with submission guidelines, for instance, availability of necessary documents, correctness of preparation, etc. Incomplete applications were excluded from consideration. In the second step, two independent experts selected by IREX thoroughly studied each application and assigned a point rating to each application in accordance with IREX's selection criteria. The criteria used by IREX for project selection, as stipulated in the SPAN Project Request for Proposal, can be divided into three categories: assessment of a project's Program Components — goals and objectives, proposed activities, work plan, evaluation/self-evaluation; assessment of a project's Financial and Administrative Components — the cost proposal and personnel qualifications; and assessment of a project's Partnership Components — the partnership's track record and institutional capability, and plans for sustaining the partnership.

The third step involved convening all of the independent experts as a review panel. Expert panels under each round were facilitated by IREX managers. For Round IV, IREX modified this procedure to include USAID specialists as observers in the review panel. This was designed to provide USAID with a clearer picture of how the independent experts chose the finalists and aid in the selection process within USAID itself.
During the review meeting, each project application was presented by the two experts who had studied and rated it during step two. All members of the panel then discussed the project's advantages and disadvantages and voted whether to recommend the project for funding. In the fourth step, the IREX team discussed the project applications recommended by the expert panel, compiled IREX's own written comments in response to the recommendations of the panel, ranked the recommended applications, and presented the final pool of applications to be sent to USAID. In the fifth step, USAID staff made the final selection of projects to be funded. A diagram of the SPAN partnership project selection process is included in Appendix 3.

Following final selection of projects by USAID, IREX initiated the Best and Final process. IREX worked closely with selected partners to address any questionable programmatic or budget plans at the very outset, revising budget amounts or project activities where applicable.

Selected partners did not sign subagreements until all immediate issues of concern were addressed. By working closely with the partners from the very beginning to identify potential complications, it was IREX's goal to help nurture stronger partnership projects that would have the deepest impact during the grant period.

Monitoring and Evaluation

Perhaps the greatest challenge of the SPAN project was maintaining constant and meaningful contact with the Russian and US partners to gain a full understanding of project implementation and impact. By developing a policy of regular communication and guidance, the IREX team was able to remain in close contact with each of the partnerships under the project. This could only be achieved with the closest coordination between the IREX Washington, DC and Moscow offices.

The SPAN project allowed either Russian or American partners to operate as the "lead partner" or organization responsible for managing all financial and programmatic reporting to IREX. The balance between Russian and American lead partners was almost evenly split and so monitoring, guidance, and support responsibilities were divided between the Moscow and DC SPAN teams; this required close coordination and a collaborative approach to program management. A cornerstone in this teamwork was the daily and weekly updates exchanged by the two teams. This allowed IREX to present the partnerships with clear and coherent direction.

IREX monitoring, guidance, and support for partners' progress in fulfilling project goals were further supported through a number of mechanisms including reporting, monitoring visits, and consultations. On the program side, IREX found that partners needed assistance in capturing meaningful results of their program. While many of the partners, especially US organizations, were familiar with the basic tools of evaluation, IREX strove to create clear measurements of project progress based on USAID strategic objectives and indicators. Chief among these efforts was the development of an Achievement Plan that outlines goals and indicators for evaluating progress and that provide a baseline measurement of project objectives. The achievement plans were developed as a tool to help partners jointly establish mutual project goals, timelines, and benchmarks. IREX worked closely with grant recipients to revise the plan as necessary. Site visits provided an opportunity to provide one-on-one guidance to the partners in how to use the Achievement Plans.

A quarterly report template designed by IREX incorporated the Achievement Plan structure to elicit substantive discussion of the status of project activities, implementation progress during the preceding three months, impact of the project to date, problems and recommended solutions, and plans for the coming quarter according to the goals and objectives established in the Achievement Plan. IREX also implemented easy-to-use and comprehensive financial management tools that helped partners adequately project quarterly expenses, capture monthly cost-share and USAID funding expenses, and coordinate overall transactions for the partnership as a whole in accordance with Russian legislation and USAID guidelines.

While distance communication like e-mail sufficed to spread general administrative policies, the SPAN team also traveled extensively to visit the partners on-site to better gauge project progression. IREX program staff, both DC and Moscow, made more than **150 monitoring trips** to partnership sites. In many cases program and financial staff traveled together on site visits as this enabled SPAN staff to gain a complete picture of the status of project activities, ensure that all aspects of the projects were carefully monitored and provide hands-on advice and guidance as needed.

For the most part, site visits coincided with project activities such as workshops, training seminars and other major events. However, IREX also conducted numerous site visits in cases where partners were experiencing problems in their projects, often in accurate financial reporting. Although partners received extensive training at each of the SPAN workshops, many project personnel were unfamiliar with USAID reporting guidelines or were not accustomed to collaborating to such an extent with their US or Russian partner on financial matters. Thus, SPAN staff played a crucial role in helping the partners better understand how to use the IREX expense reports, coordinate effectively with their partners on financial management and revise the budget to reflect program changes. In addition to regular monthly review of partnership finances under the grant, IREX staff conducted in depth analysis of individual budget lines, projected versus actual expenses, and match. Findings were shared, and partners and IREX staff collaborated on solutions to potential issues before they became patterns or problems.

Despite IREX's proactive strategy of monitoring of the partnerships, some unexpected problems naturally arose. In those cases, IREX would make sure that both partners were aware of the issue first, and subsequently mediate a solution satisfactory to all parties. At times, the only workable solutions involved

changes in partnership staffing and significant project modifications. In one case, IREX terminated funding to the project. IREX made every effort, however, to ensure that in all cases the solutions were reached with full consent of all parties, and that the resultant changes benefited the partnership in the long run.

Dissemination of Information and Networking

IREX recognizes the value of lateral information exchange among all participating partners as well as interested parties outside the SPAN project. To that end, IREX developed several tools to facilitate this exchange. With the start of Round I, IREX began administering a program listserv to distribute not only important administrative information about the project, but also funding opportunities, and promotion of partner activities and products. By the close of the SPAN project, the distribution list would include partners under all four rounds, as well as IREX/DC and Moscow staff.

IREX also developed a comprehensive web site in English and in Russian that detailed the goals, objectives and activities of each partnership project and provided links to individual partners web sites. The web site was used to distribute vital information about the SPAN project, such as Requests for Applications, award statistics, and press articles about project successes. More importantly, the site included a thorough list of resources that partners could reference when seeking future funding opportunities within Russia and internationally.

An additional informational resource implemented under the SPAN project was the SPAN Newsletter that highlighted main achievements of partnership projects; products developed; upcoming partnership activities; and funding resources for partners. To further promote awareness of projects among all participating partners, IREX created and disseminated four electronic issues of the newsletter both in Russian and in English. A sample of the newsletter is included in Appendix 4.

IREX grant managers further promoted networking opportunities among the partnerships where relevant through site visits and regular communication with the partners. One of the many advantages of a cross-sectoral project such as SPAN is the opportunity for sharing ideas and approaches across sectors. At each orientation workshop (see below) IREX included special sessions designed to allow the partners to meet each other and get acquainted with the kinds of work being done in the various spheres under SPAN. For Round IV, IREX held a networking conference to pull together partners from all rounds in order to discuss the benefits of the partnership model, share lessons learned, and look for ways in which the partners could collaborate more closely together. It was during this conference that representatives of the Baikal Environmental Wave in Irkutsk and the Volkhov Business Incubator (VBI) met and brainstormed about the possibility of establishing a business incubator in Baikalsk. This initial meeting ultimately resulted in the establishment in September 1999 of the Baikalsk Business Incubator (BBI), an independent, non-profit organisation at Lake Baikal. *(See Section II for more information)*

IREX Technical Assistance to the Partners

In IREX's experience, one of the most important aspects of successful monitoring of partnership efforts is clear communication between the partners themselves and between IREX and the partnerships. To this end, IREX carried out three workshops for SPAN partners. Each conference provided a forum in which partners became familiar with SPAN program requirements while strengthening the working relationship between the Russian and American partners of each project.

The first SPAN workshop took place on June 24-26, 1998 at the Educational Training Center facility in the town of Golitsyno just outside of Moscow. The workshop brought together partners from Rounds I and II in order to acquaint them with one other, as well as with IREX staff and reporting procedures. IREX invited three representatives from each partnership: a financial manager and project manager from the lead partner and a project manager from the supporting partner. A total of over 90 participants, including USAID and IREX staff, were present at the workshop. On February 18 – 19, 1999 IREX held an orientation workshop for Round III partners and those partners from Rounds I and II who could not attend the workshop in Golitsyno. In all, 22 SPAN partners attended the workshop held in St. Petersburg. For the launch of Round IV, IREX organized a three-day training and networking conference for all SPAN partners. Over 75 participants attended the Spirit of Partnership conference that was held in Moscow on May 17-19, 2000.

During all conferences, IREX paid special attention to financial requirements and USAID regulations, covering such topics as IREX financial reporting requirements, Russian legislation and how it affects grants and taxes, and USAID financial requirements. Over time, IREX expanded the initial financial training session on IREX and USAID procedures to include an additional session that provided more intensive training on how to monitor grant funds in the US and Russia. At the last conference, IREX invited Pavel Gumulsky to provide training in Russian NGO tax legislation and NGO accounting practices for the Russian

financial managers. John Morlu, then IREX/DC Budget Analyst, held a separate training session on accounting practices and policies for US financial managers. At all conferences, IREX distributed to each participant a comprehensive binder of materials containing important documents and information necessary for properly managing their project within the SPAN framework. IREX referred to it extensively during the programmatic and financial sessions, and participants remarked that it was a very helpful resource.

All three conferences sought to encourage partner accomplishment of goals, while strengthening partnerships. IREX staff participated in partnership-building exercises during each conference, when Russian and America partners learned a great deal about one another simply by listening to the different questions asked during the financial and program sessions. During the Round I and II workshop, cross-cultural partnerships were addressed in several sessions conducted by Process Consulting, a Moscow-based training organization. Partners were asked to brainstorm about problems they had encountered and potential resolutions, making sure to look at the roots of these problems in finding solutions.

Also at the first conference, trainers from the NGO Support Center conducted a session on evaluating the success of partnership activities. The partners shared ideas about ways to evaluate their progress in relation to US government requirements. Other topics addressed at conferences included how partners can better promote their partnership activities. Also during the first conference, the NGO Support Center encouraged partnerships to discuss various methods of advertising, from brochures to press releases and engaged the partners in role playing to demonstrate these different forms of promotion. Both American and Russian attendees of each conference rated them useful or very useful.

The culmination of partnership strengthening efforts came in the final conference, The Spirit of Partnership. While previous conferences (Golitsyno in 1997 and St. Petersburg in 1998) were designed as training workshops for newly selected SPAN partnerships, this event was expanded to include not only training for new partnerships, but to bring all SPAN partners together to provide important networking opportunities and assess the success of the partnership mechanism and impact of Russian-American partnerships over the last several years and into the future. As a result of the conference, all SPAN partners have an increased awareness about what other organizations are doing in their field, enhancing chances for cross-fertilization of ideas and approaches. Following the conference, IREX also distributed contact information for attendees via the SPAN listserv to help facilitate future networking efforts among the partners.

Closeout Conference in Nizhny Novogorod

The final conference of the SPAN program took place in Nizhnii Novgorod on December 14-15, 2001. The conference played a critical role in carrying the momentum and lessons learned of the SPAN project into the new PartNER project for Volga Federal District. The conference raised the awareness of the new VFD project as well as the SPAN project both on a grass roots level with NGOs and on a political level given the involvement both of US Ambassador Vershbow and Governor Sergei Kirienko.

The conference was targeted at Volga NGO's, local businesses, current and former SPAN Russian partners, regional and local government officials, and US Government representatives, including Ambassador Alexander Vershbow and Ms. Carol Peasley. With approximately 250 participants, the conference served as a close-out activity for the SPAN project, while launching USAID's new PartNER project for the Volga Federal District (VFD).

Local NGO participants were selected for participation in the conference by a selection committee convened in Moscow where more than 400 applications were reviewed by local resource center directors from Nizhniy Novgorod and Saratov, along with a representative of Sergei Kirienko's office and IREX SPAN personnel. Volga NGOs were required to submit an application with information on the organization's activities, along with a workplan, which detailed how the organization would distribute the information packets from the conference to other NGOs and businesses in each region.

The first day of the conference provided an opportunity for USAID and IREX personnel to publicize the new partnership project for the VFD, as well as to provide experience from SPAN partners about program activities in Russia under the IREX-administered SPAN project. At the conference opening, keynote speaker Sergei Kirienko, Authorized Representative of the Russian President to the Volga Federal District, reiterated the three primary priorities for the VFD - social reform, local governance and business development, and rule of law. Participants of the conference had an opportunity to ask questions, gather feedback and lessons learned from former SPAN partners, and network with other NGOs and businesses from every region of the VFD.

An example of the networking success was illustrated by the Volga women's groups, which informally created

a new coalition during the first day of the conference with NGOs working on gender issues gathering to discuss a potential joint project.

The second day of the conference was dedicated to training for the local NGOs on financial reporting and budgeting, as well as a session on proposal writing and Volga PartNER project priorities. USAID policies and procedures, including discussion on issues such as what constitutes match and the role of Russian governmental participation under the project, were outlined. The most notable accomplishments of the second day of the conference, according to the participants, were the generation of new project ideas under the priority sectors in the VFD and the introduction of techniques for USAID proposal writing, the latter of which was totally new for the majority of the attending local NGO's.

A collateral accomplishment of the conference was the follow-on distribution of conference materials by local resource centers and NGOs throughout the VFD. More than 600 packets were taken by conference attendees and distributed in every region of the Volga. Many NGOs have contacted other organizations, often with the same client base, such as the disabled, pensioners, or women's groups, and have broadened their network of contacts and peer associations through the distribution of informational materials. Additionally, during and after the conference, many NGOs and businesses networked with local and regional governmental representatives within and across the VFD, in some cases for the first time.

Through the participation of the US Ambassador Vershbow, Governor Sergei Kirienko, and USAID Mission Director Peasley, the level of interest in the new partnership project was enhanced and media coverage on the first day was extensive.

Lessons Learned:

- **It is crucial to provide financial training, especially for the Russian partners, early on in their projects.**
  Although IREX provided extensive financial training at each of the introductory workshops, many of the partners needed the more hands-on assistance that is provided during financial site visits. Such visits early on also provide important information about transparency in communication between the partners that is essential in properly managing an international project.

- **It is important to ensure that program and financial people are working together to manage the project.**
  In many cases, IREX found that problems in partnership management were connected with the fact that the financial manager or financial department did not have a clear understanding of project goals and therefore could not effectively plan for spending funds; or the program manager did not understand the financial procedures for SPAN or how to make changes in the budget as program needs changed.

- **Overseas site visits for key program management team members are useful for greater understanding of cross-cultural differences and project progress as a whole.**
  Traveling abroad to visit partnerships on-site in Russia and the US provided IREX staff with a more complete picture of how the partnerships worked as a whole, particularly from a financial standpoint. Rules and regulations are very different in the two countries and having a greater understanding of how each side works is invaluable. This perspective gives staff greater capability to solve problems with their partners at home.

- **Performing site visits as a team of financial and program staff is more effective in assessing project performance and providing partners with the kind of advice and assistance they need to improve program management.**
  IREX found that conducting site visits with both the financial and program managers improved communication between the two staff members and also made the site visit more effective for the partners since we could answer both financial and programmatic questions at one time.

- **Pre-award visits during the best and final phase of selection would be helpful to ensure that partners are financially sound and have sufficient human resources capability to manage the program. Face-to-face conversations also prove much quicker in resolving many of the questions that arise during the best and final process.**
  In many cases, IREX found out only after grants had been awarded that there were significant problems with a partnership's management structure or financial department. While IREX carries out an extensive best and final process, this cannot replace a site visit that allows IREX managers to review important

files and talk with potential program staff.

- **Partners often find it difficult to understand what kind of information that is most relevant for IREX and USAID. Reporting templates that clearly spell out the types of information needed are effective at obtaining clearer, results-oriented analysis.**
  IREX spent a lot of time encouraging the partners to include more relevant information into their quarterly reports in order to provide the kind of information most applicable to USAID SO's and indicators. However, many partners were not familiar with these terms and concepts. At the Round IV conference, IREX designed a special session to discuss these terms in greater detail and provide partners with an opportunity to practice applying them to their project. The next step was to design a reporting template that more closely guided the partners in providing the kind of information required.

- **Russian-led partnerships provide Russian partners with more experience in grant management and increase their confidence in finding other grants and working with international organizations in the future.**
  Under the small grants program, IREX required that all projects have Russian leads. Russian partners who had been supporting partners in the main SPAN program noted that this experience provided them with better financial management skills and prepared them to manage larger grant projects.

- **IREX had to be flexible in allowing partners to change their programs to fit conditions as they arose in Russia.** Several partners made significant changes to their work plans and objectives based on issues such as the financial crisis, political changes that brought new officials to key positions, and the emergence of new opportunities and synergies over the course of the project.

Mid-Term Evaluation

The mid-term evaluation of the SPAN project took place between November 23, 1999 and January 24, 2000. A team of five evaluators visited IREX offices in Moscow and in Washington, DC, and partnership organizations in Washington, DC, New York City and eleven Russian cities. Evaluators met with the relevant staff members of USAID-Russia and consultants working for USAID-funded partnership programs in the US. In one month, the evaluation team conducted over 100 interviews and reviewed more than 60 documents in order to gather data concerning the SPAN project.

The primary objective of the Mid-Term Evaluation was to assess the impact of the 24 ongoing partnership activities and to determine if these activities were achieving the overall goals of the SPAN project. An additional task was to examine the impact of partnership implementation techniques on achievement of the overall goals of the SPAN project. The evaluation team considered the overall managerial role of the Program Administrator (IREX) in the progress of particular partnerships and the SPAN project in general.

Major Conclusions and Recommendations

SPAN Selection Process

On the basis of interviews and an analysis of relevant documentation, the evaluation team concluded that the criteria used by IREX to identify US-Russian partnerships capable of broadly promoting SPAN objectives were adequate and effective, conformed with SPAN objectives, and reflected the main indicators of effective partnerships. The evaluators noted, however, that the presence of a "common partnership strategy" was not utilized enough in the selection process.

IREX Response: In future partnership projects, IREX revised the selection criteria in the RFA and other selection tools to more accurately capture a common partnership strategy. For example, in the RFA for the VFD PartNER project, IREX requests that partners address how they plan to continue the activities outlined for the project and to further develop the partner relationship between the organizations after the completion of the PartNER project. In particular, the partners must describe how the project activities will help make the partnership more stable and long-lasting.

SPAN Project Implementation

The independent evaluators found IREX's extensive experience in managing selection processes evident. According to the evaluation report, the only area that required special attention by IREX and USAID was the development of shared policies and procedures for managing grant rounds. The evaluators noted that formal policies and procedures did not exist and the absence of shared, formal rules led to miscommunication between IREX and USAID.

IREX Response: IREX and USAID worked together to formulate a clearer approach to selection of

grantees following Round IV. These procedures were utilized in the selection process during the best and final round for the small grants program and they were very effective. The more open communication process helped to clear up misconceptions that had caused problems in earlier SPAN rounds. IREX now strives to create and communicate clear guidelines for the implementation of its projects, such as the VFD PartNER program. Further, it may be a good idea to develop joint IREX and USAID procedures prior to selection of Round I under the PartNER program.

Monitoring and Evaluation

The evaluators noted that IREX managers systematically monitor partnership projects. The report stated that IREX gathers sufficient pertinent information on the projects' progress to identify any emerging issues on a timely basis, thus helping the projects to achieve good results. This experience, however, was not formalized in any working document. USAID's monitoring of IREX's activities was similarly not systematized. USAID had no clear rules and procedures for monitoring IREX's activities and the SPAN project in general. The report pointed out that this had led to miscommunication between USAID and IREX.

IREX Response: IREX compiled a policy and procedures manual that covers all aspects of project management including guidelines for monitoring partnerships. This document has proved helpful in introducing new staff members to partnership projects, especially in the financial aspects of project management.

Reporting and feedback

The evaluators felt that the requirements for SPAN project reporting were well formulated. Regular, detailed reports were prepared and submitted by all the parties. The problem mentioned by the majority of persons interviewed was that neither partners nor IREX receive feedback from the offices receiving their reports, i.e., from IREX and USAID respectively. In other words, information flow was one-way. The evaluators noted the importance of maintaining a two-way information exchange by including mandatory feedback on submitted reports.

IREX Response: Program managers made greater effort to provide partners with feedback on their reports. This proved very effective in Round IV when IREX used achievement plans to track partnership goals and objectives more carefully. Following up with partners helped to clarify vague points in their reports and to provide more detailed information about project results. USAID and IREX also established better communication about IREX quarterly reports. USAID sent detailed letters with questions regarding reports which helped to clarify areas that were unclear in the IREX report.

Dissemination of Information and Networking

The evaluation revealed that IREX fulfilled all its obligations for information dissemination in accordance with the Cooperative Agreement. However, partners interviewed by the evaluation team had some suggestions for improving this function including enhancing and updating the web site and providing opportunities to intensify practical networking among SPAN partnerships and beyond SPAN. Another area for possible development suggested was to address the lack of publicity for American audiences about Russian-American partnerships.

IREX Response: IREX revised its program web sites in the US and Russia to include more description about the various projects, links to partner sites and pictures. In order to promote greater ties among the partners, IREX organized a networking conference for all SPAN partners and began the distribution of a quarterly project newsletter that detailed project activities, upcoming funding opportunities and major achievements for the quarter. IREX also wrote letters to US Congress Representatives and Senators informing them of the main goals and accomplishments of the partnerships in their respective state and district. Additionally, IREX published several articles about the SPAN project and partners in the organizations electronic newsletter *Frontline*.

Partnership sustainability

The evaluators concluded that IREX and SPAN project partners have accumulated a unique body of knowledge related to their experience implementing Russian-American partnership projects. On the basis of the mid-term evaluation, the evaluators also defined "sustainable partnership" as a relationship between two financially sustainable organizations with a long-term joint strategy. According to this definition, the approximate number of sustainable partnerships, i.e., those able to continue their joint activities after the completion of the SPAN project, will range from 8 to 16 out of how 24 . All of the partner organizations continue to count on some level of donor assistance with USAID and private foreign foundations accounting for 60% of the funding received by Russian partners. The evaluation report also noted the following important points:

- In many cases SPAN partners already have long-term, sustainable relationships; they know that they will cooperate irrespective of their success or failure in this or that competition. It seems clear that the meaning of the word 'sustainability' becomes real for partners in their long-term, common partnership strategies which do not depend on a specific project or projects.
- Sustainable joint activities are nevertheless dependent on funding. Several partners said that it was necessary to perform some joint work in order to maintain the relationship, and for this purpose they needed funds. However, the level of joint activity necessary to maintain the relationship does not need to be very high. Partners may have enough money to maintain joint activities if both organizations are individually financially stable.

A chart of partner feedback regarding what makes a partnership successful is included in Appendix 5.

A. Business Development

Alexander Egorushkov, Deputy Minister for Anti-Monopoly Policy and Support to Enterprises Vladimir Starovoitev, Kirzhach City Mayor (middle) and Sergei Tishkin, CEO of Ticom, Inc. and SPAN Project Director (right) at the press conference to announce the new strategic plan.

Participants of the seminar "Small Business Incubator Model" in Volkhov, Russia - December 1998

St. Petersburg Training Center course for designers

Round I

LENINSKUGOL COAL COMPANY (LENINSK-KUZNETSKY)
&
PARTNERS IN ECONOMIC REFORM, INC. (WASHINGTON, DC)

Project Duration: March 1, 1998-May 31, 1999

USAID Award: $144,773

Matching Funds: $61,480

Training Statistics: 56 individuals

Project Goal: The partners sought to foster effective, long-term communications and exchanges between Russian and US mining companies in order to accelerate the development and growth of viable restructured coal enterprises. During the project they carried out several exchanges for senior mining personnel, conducted safety awareness training seminars in Leninsk-Kuznetsky, and provided instruction in business management techniques to improve the financial status of the mines.

Major Accomplishments:

Outcome 1: Support coal industry restructuring programs by giving Russian coal industry managers additional knowledge and essential skills required to succeed in a market-driven environment and expose them to essential management methods as well as the personnel policies and training practices employed by successful US companies.

- The partners organized two professional training visits to the US for a total of 10 Russian mining engineers, technical directors and mine directors. In addition to visits to Jim Walters Resources Central Mining Office in Brookwood, AL the Russian specialists visited the mines of six other coal companies across Kentucky, Ohio, and West Virginia.

- William Carr who was formerly the President of Jim Walters Resources with over 50 years of successful and profitable operations in the US, Canada and Great Britain, visited four Leninskugol mines to conduct a detailed evaluation of overall management procedures, equipment efficiency, and personnel policy. During this visit Mr. Carr also presented a seminar on modern mining methods and organization at the Kemerovo Training Institute for mining officials and Institute instructors. During this training seminar, he offered steps that could be taken to alleviate production bottlenecks and major inefficiencies.

Outcome 2: Expose Russian mine managers and experts to the diverse and highly productive capabilities of coal mining, processing and the environmental protection equipment, used in the US coal industry.

- Through the two exchanges mentioned above, Russian managers and technical directors were exposed to the unique methodologies in place at Jim Walters Resources used for the recovery of methane gas from mine reserves. In addition, Russian chief engineers and managers visited a number of US manufacturers that produce specialized mining equipment to learn more about what types of equipment would best be employed in Leninskugol to improve mining performance and environmental protection. The Russian delegations also had the opportunity to ask questions of US mining experts in order to gain a solid understanding of how the US mining industry ensures environmentally safe and effective techniques in the mines.

Outcome 3: Explain safety and health practices used in US coal mines and familiarize the Russian managers with US specialized safety and health equipment.

- The Russian technical directors visited the Mine Safety and Health Administration District (MSHA) headquarters in Barboursville, KY where they were briefed on the role of the MHSA in regulating safety and health conditions in US mines. They accompanied MHSA inspectors on visits to local mines, which afforded them an opportunity to observe approaches used by US companies in managing and conducting their safety and health programs and the role of state and federal agencies in enforcing such measures.

- Two seminars on safety standards were conducted by the US Mine Safety and Health Administration (MSHA) experts at the Kemerovo Upgrading Institute. A total of 8 hours of training was conducted for 50 participants, consisting of mine inspectors, heads of laboratories, mine directors, chief engineers, chief mechanics, and heads of production and safety.

Partnership Development and Sustainability:

The partners worked together for six years prior to the SPAN project, focusing mostly on exchanges with the Kirov Mine, the largest of the newly organized Leninskugol Coal Company. Through prior exchanges, Kirov made extensive changes in its method of mining and achieved significant improvements in productivity and safety standards. Leninskugol's mine conditions are quite similar to those of Jim Walters Resources and this made a strong match from an operational standpoint.

Under SPAN, the partnership emphasized the management of the coal mining enterprise, rather than the physical operation of the mine and its technical considerations. Those who participated in the project from Leninskugol were senior mining officials who were graduate mining engineers with extensive management experience in mines. They were familiar with most modern mining techniques, but had not been trained or required to pay as much attention to economic considerations as US mining executives. Therefore, the project was designed to cover all the vital functions in the management of successful coal mining company, including: organization; mining and maintenance operations; marketing; material management; personnel administration and training; personnel safety and health. The project managers also sought to familiarize Russian mine mangers with US financial procedures such as purchasing, cost accounting and budgeting.

As a result of this project, the Russian mining specialists and managers made important contacts with their counterparts in the US. They now have access to unique sources of information on mining practices in the US as well as concrete suggestions on improvements necessary at Leninskugol from US specialists who visited the Russian mines. The Russian miners now have people they can turn to for guidance as they begin the process of reforming their operations. Those specialists who participated in the exchanges now have a new outlook on the possibilities for coal mining and are an important resource for Leninskugol Company. Also, there is a heightened awareness of the need for codified safety standards as a result of the MHSA training sessions conducted in the US and Russia.

Given the financial constraints faced by both partners and the likely merger of the coal companies in Russia, future collaboration between the partners will likely take the form of information sharing. The benefits of the partnerships' achievements are long-term. This project helped to raise the awareness of efficient US mining procedures among a group of managers and chief engineers who are committed to changing the system for the better. They will need time to implement reforms, especially given the economic and political difficulties they face. Should the possibility of additional funding through third sources become available, the partners are eager to continue more active forms of cooperation.

Lessons Learned:

- The most effective visits to Russia are those in which US specialists have previously visited Russian mines and understand the safety system in place, geology, and mining equipment employed. With this background, specialists are better able to comment more critically on areas needing improvement. Russian mining specialists are also more receptive to suggestions from someone with on-the-ground experience in the field.

- It is very important for US mining managers and specialists to explain the rationale behind the management and safety standards they employ. For example, when visiting the Russian mines, it proved beneficial for the American inspector to engage in dialogue with Russian inspectors and mining staff to

explain the history behind US safety codes and how they could be applied in Russian mines. Simply touring the mine is not effective.

Products:

- **Videotape** of the US Mine Safety and Health Administration seminar at the Kemerovo Upgrading Institute on Hazard Awareness Programs and Mining Safety.
- **Resource Manual** on US mining procedures for use in training and educational programs.

The Russian Grain Union (Moscow) & US Feed Grains Council (Washington, DC)

Project Duration: March 1, 1998-June 30, 2000

USAID Award: $107,357

Matching Funds: $60,390

Training Statistics: 180 individuals

Project Summary: The goal of the project was to further strengthen the Union's membership base in different locations of Russia by setting up six additional representations of the Union to expand the influence of the Union in various regions of the Russian Federation. The partners in fact established nine new offices in addition to hosting numerous conferences to strengthen the Union's organizational procedures and expanding services offered to members. Of particular note, the Russian Grain Union was effective in lobbying for new legislation: Putin endorsed the Union's initiative to remove a ban on grain transference and instructed state bodies to do the same.

Major Accomplishments:

Outcome 1: Expanding the regional membership base of RGU by establishing new branch offices and recruiting new members.

- The partners established nine new regional representations of RGU, three more than they had originally included in their work plan. These new representations will foster greater cooperation among grain producers in the RF. By expanding the possibilities for private firms and enterprises to take part in making political and economic decisions, these representatives will also provide further support for democratic processes and market reforms.

  The regional membership was expanded to the following areas: Volgograd oblast, Rostov-on-Don oblast, Samarskaya oblast, Saint-Petersburg and Leningrad oblast, Saratov oblast, the Republic of Bashkortostan, Krasnodar Region, Stavropol Region, and the Novosibirsk region.

- Although the partners were able to establish more representative offices than they had planned, they had difficulties attracting the expected number of new members due to the fact that the industry was adversely affected by the August 1998 crisis and the record poor harvest of 1998. In accordance with the partner's workplan; however, 85 new members entered the RGU, 42 of which were recruited from regions with new RGU representative offices.

Outcome 2: Developing the institutional capabilities of regional RGU representations by providing training for RGU representatives and rendering assistance in regional grain market development.

- The Grain Union conducted the following training events jointly with the Institute of Food and Grain Processing Industry (IPP): International Conference "Quality - 98"; Seminar "Grain market and the Internet. Potentialities, Technologies, Perspectives"; Seminar on working out standard contracts for grain and grain products trading; Seminar "Food and Grain Processing Industries and the Internet"; and All-Russian Conference "Crediting of Agricultural Producers and Processors in 1999" (held jointly with commercial bank "SBS-Agro").

- The partners held two conferences to bring together all RGU members—the Fourth and Fifth Annual Conferences on November 11, 1998, and November 10, 1999 respectively. Participants included RGU members and guests from other participants of the grain market from 40 regions of RF, with more than 200 participants attending each meeting. The main results of these conferences were the development of new wording for the RGU Charter, the development of "The Main Trends of RGU Development" manual, and revisions to "The Concept of the Grain Market Development" paper. In addition, a draft of "Trade Rules for Grain and Grain Products" was submitted for discussion and approval.

- The RGU also widened the range of services rendered to members at discounted rates and entered into agreements with: the insurance company Ingosstrakh, which provides discounted insurance rates for the development of property and the risks of the grain industry; the closed joint-stock company INFO, which improves information and computer technology; and AST Corporation, which provides information and training support in developing systems of warehouse receipts in operational, financial and investment activities.

- Under the SPAN project, a delegation of the Grain Union (Mr. Yukish, Mr. Petrichenko, and Mr. Ivlev) traveled to the US to visit the US Grains Council on September 27-October 9, 1999. During this trip, they attended a number of one-day seminars organized by the US Feed Grains Council, which acquainted them with the work of a number of American associations, including the North-American Export Grain Association (NAEGA), the National Grain and Feed Association (NGFA), and the US Wheat Association (USWA). Following these seminars, they discussed ways in which the structure and work of these associations could be adapted to the Russian case. This information will be of great help as the partners continue to promote association-building in Russia.

Outcome 3: Strengthening the RGU members network as a professional association of grain market participants by providing informational and organizational support to the members.

- In order to standardize relations between the various representatives of the RGU, the partners developed a "Standard Regulations on Representation of the Russian Grain Union" manual. Based on the conditions described in the manual, the RGU established contracts with each new representative office and required representatives to submit reports on their activities, including: information on their initiatives, potential new members, performance in the regional mass media, price level of grain and grain products, sowing and harvesting campaigns, and so on. These reports allowed the RGU to better track progress made in the regions and also keep representatives informed about achievements made in all regions of the project.

- The RGU Board of Directors issued a letter to the President Yeltsin of the Russian Federation, the Chairman of the Government Vladimir Putin, and the Chairman of the Federation Council Egor Stroyev, encouraging them to cancel a ban on grain transference in the regions of the Russian Federation. As a result of this action, Putin sent a telegram removing the ban on grain transference and gave instructions to the state bodies to do the same. These prohibitive decisions were annulled in 14 Russian regions.

Partnership Development and Sustainability:

The relationship between the partners started under the Institutional Partnerships Project in 1994. The main outcome of IPP was the establishment of the Russian Grain Union as a viable organization able to develop market mechanisms for a functional grain marketing system.

The partnership of RGU and the US Grains Council is oriented toward developing commercial channels in Russian grain trading, formation of universally recognized trade rules, procedures of arbitrage, mechanisms of quality control, operation of progressive storage system and cutting of risks. Realization of this project and the establishment of regional RGU representations allowed the partners to strengthen the effectiveness of these kinds of activities and to increase the scale of RGU presence in Russian regions.

Over the course of the SPAN project, however, IREX noted that the partners did not collaborate as closely as they should have. In particular, the US Feed Grains Council representative in Moscow did not seem to play an active role in organizing partnership activities. IREX found if very difficult to contact him regarding information on partnership events. Although the partners do have some contact with the Washington, DC

office of the US Feed Grains Council, they do not communicate on a regular basis. The US office functions more to consult with the RGU on particular issues and does not provide the kind of constant feedback recognized as an important element in sustainable partnerships. However, the partners did meet with each other over the course of the grant to help solidify ties between the organizations. The US Feed Grains Council officials (Chairman of Board of Directors Mr.D.Robinson and President Mr. K. Hobbie) attended a special meeting of the RGU Board of Directors at the RGU Moscow office. Also, as mentioned above, RGU members visited the Washington office of USGC in October 1999.

In addition to the SPAN grant, the partners also collaborated in a wide-range campaign on laboratory testing of Russian feed grains crop that was carried on in July–August 1998. In the scope of partnership, the Russian Grain Union and US Grains Council prepared the "Elaboration and Introduction of Grading Standards of the Russian Federation for Grain and Oilseeds, Flour, Groats and Compound Feeds" for the Common Fund for Commodities. This program is of great importance for Russian grain market development and its integration into the world market because it brings Russian standards into line with international ones. Thus, the partners will likely continue to maintain contact with each other to discuss project activities, but will not actively purse joint programs and activities.

Lessons Learned:

- Following the August crisis, the Administrative Board of the Grain Union had to make difficult decisions regarding membership payments. They decided that instead of holding one uniform policy for membership payments, they would provide several options in response to the different needs of potential members. They introduced the following measures: 1) paying fees by installments (quarterly or twice a year); and 2) offering discounts to designated enterprises. For example, in December 1999, the Board of Directors of RGU decided to reduce membership fees to $300 for agricultural commodity producers.

- The financial crisis also placed great importance on the question of secure financing for RGU activities. For example, a special fund with special fees from interested members was established to help publish the publications "Grain Union. Annual. 1999" and "Reference Book of Grain Trading. Part II."

Products:

- **Bi-weekly Newsletter**: The Newsletter provided updates on RGU activities and was distributed throughout the project to RGU members and representative offices.
- **RGU Bulletin**: The bulletin was published starting in December 1999 and was distributed to all RGU members.
- ***The Development of the Grain Market in Russia*:** An analytical guide published in April 2000 that examines the evolution of the grain market in Russia and changes needed for future growth.

RUSSIAN GUILD OF REALTORS (MOSCOW) & INSTITUTE OF REAL ESTATE MANAGEMENT (CHICAGO, ILLINOIS)

Project Duration: March 1, 1998-March 31, 2001

USAID Award: $149,587

Matching Funds: $81,211.86

Training Statistics: 360 individuals

Project Summary: The partners set out to establish a cadre of professional real estate managers and instructors in real estate management throughout Russia. They taught four different courses in more than ten regions across Russia and trained more than 360 individuals. In addition, the Russian Guild of Realtors (RGR) improved its training materials and staff capabilities.

Major Accomplishments:

Outcome 1: To develop the profession of Russian real estate property managers through dissemination of the Certified Property Manager (CPM) program to the regions of Russia.

- At the very beginning of the project the partners held a conference in Moscow for 25 leaders of regional associations of the Russian Guild of Realtors, representing 17 regional organizations, to introduce the RGR/IREM CPM program, its goals and objectives.

- The partners translated into Russian, adopted and updated training manuals designed by the Institute of Real Estate Management (IREM). These materials were used in four courses that make up the Certified Property Manager (CPM) program, including: Course 302 ("Fundamental Principles of Property Management"), Course 400 ("Financial Analysis of Real Property"), Course 500 ("Advanced Case Studies in Property Management"), and Course 800 ("Applied Ethics and Professional Standards in the Business of Real Property Management").

- During project implementation, the partners conducted ten CPM training seminars on Courses 302 and 400 and three training seminars on Courses 500 and 800. This exceeded the original goal of holding only two seminars on 500 and 800 courses.

- Over 360 managers, real estate lawyers, and economists, as well as representatives of local administrations from more than ten regions of Russia, including Barnaul, Ekaterinburg, Irkutsk, Kaliningrad, Krasnoyarsk, Khanty-Mansiysk, Moscow, Nizhnii Novgorod, Novosibirsk, Perm, Rostov-on-Don, St. Petersburg, Tumen, and Ufa attended the CPM seminars.

Outcome 2: To increase the number of Russian CPM designees.

- During the project two students passed all four course exams, defended their business plans, and obtained the CPM certificate. These new CPM designees will form a new group in order to train instructors to continue the CPM program throughout Russia.

Outcome 3: To increase the number of a Russian cadre of instructors qualified to teach all aspects of the CPM program.

- Four Russian instructors were trained to teach the courses of the CPM program. Two of them have received permission from the Institute of Real Estate Management to teach the whole course of the CPM program without the IREM instructors' supervision. Previously, RGR did not have any staff fully qualified to teach the entire group of CPM courses. Therefore, RGR now has an opportunity to take more initiative in training certified property managers in Russia.

Partnership Development and Sustainability:

The partnership between the Russian Guild of Realtors (RGR) and the Institute of Real Estate Management (IREM) began in 1995. In 1997, with the assistance of the Eastern European Real Property Foundation (a USAID contractor), the Guild and IREM initiated a joint project to train property managers in Russia, using the Certified Property Manager (CPM) program that was created by IREM. More than thirty students passed the full series of training courses that took place in Moscow and St. Petersburg in 1997. As a result, the first eleven Russian real estate professionals received IREM's CPM designation. Since April 1998, the CPM program has been taught in the framework of SPAN project.

During the implementation of the SPAN project, RGR and IREM stayed in contact with one another and shared information about project activities. The Russian Project Director visited the USA three times to discuss opportunities for enhancing the program, to coordinate joint steps and adapt the program as needed. The IREM representatives visited Russia twice for this purpose. However, the partners do not have extremely close ties, and the US partner was often not well acquainted with the details of how the project was being implemented in Russia. Serious financial problems arose during the course of the project regarding fees that were being charged for the training seminars and reporting discrepancies. The US partner, however, was not aware of these issues at all and did not take an active role to resolve them.

Nevertheless, the partners are looking for ways to work together after SPAN that will be meaningful for Russia as well as the IREM and RGR partnership. The partners agreed upon the following directions of cooperation:

- Developing a program for training certified condominium managers in 2002 – 2003 for Russia.
- Conduct a seminar in 2002 for 15 new Russian CPMs with the purpose of training new professional instructors for further realization of the CPM training in Russia on a commercial basis.

- Organize and conduct the First International Conference of property managers in 2004 in Moscow in cooperation with the Institute of Real Estate Management.

The joint work of Russian and American instructors at the seminars played an important role in adapting the courses to Russia and answering questions about how the reality market functions in the US. As a result, the partners will make an effort to include American instructors in future training events. One consideration here, however, is that this increases the cost of seminars where Americans are involved. According to the partners' estimates, many students might not be able to pay for seminars if no grant is provided for seminars and the costs are high. One solution could be a remote participation of American instructors through the use of videoconferences. It would be useful to arrange a test conference using capabilities of telecommunication companies operating on the real estate market in Moscow and St. Petersburg. Preliminary negotiations showed that they can provide this capability at a relatively much lower cost.

Lessons Learned:

- It would be expedient to further adapt the program of the CPM seminars to the situation in Russian, especially in terms of existing Russian legislation regarding property management and legal aspects of property operation. The basics of accounting should be included when teaching different legal arrangements of property management. Case studies from the Russian real estate practice with real financial indicators specific to the Russian market should also be added.

- Several sections of the course could be presented as lectures at different conferences of real estate market participants to attract additional students and help company management to train not only property managers but also legal advisors, marketing experts, managers in business planning, and so on.

- Only a small percentage of students have practical experience in property management, making it necessary to allot additional time to explain business fundamentals. This is due to the inadequacy of property management business in the regions. The seminars contribute to the employment of the new technologies by realtors.

- Participant surveys showed that the property management seminars could be tailored to the types of students enrolled. For instance, legal advisers of reality management companies attended the CPM seminars to get training in legal aspects of the property management profession. Economists and managers of business planning were interested in a more detailed investment analysis, etc. Due to a considerable regional variance in real estate market development, training objectives vary among different cities of Russia.

Products:

CPM Program Training Package: Includes training manuals in Russian for each of four independent courses that combine the Certified Property manager program, including course 302 ("Fundamental Principles of Property Management"), course 400 ("Financial Analysis of Real Property"), course 500 ("Advanced Case Studies in Property Management"), and course 800 ("Applied Ethics and Professional Standards in the Business of Real Property Management").

Round II

VOLKHOV INTERNATIONAL BUSINESS INCUBATOR (VOLKHOV) & ALLIANCE OF AMERICAN AND RUSSIAN WOMEN, INC. (NEW YORK, NY)

Project Duration: June 1, 1998 – July 31, 2000

USAID Award: $136,880

Matching Funds: $194,187.67

Training Statistics: 210 individuals

Project Summary: The goal of the project was to accelerate small business development and women's empowerment in Russia through the development of small business incubators. During SPAN, the partners made great strides toward integrating Volkhov International Business Incubator and Training Center (VBI) into the regional community. They trained an impressive number of individuals and were successful in promoting the development of numerous small businesses. The project also helped improve the outreach capacities of VBI to include more women in the community and reach and international audience.

Major Accomplishments:

Outcome 1: To develop and implement a program of training and consultation for aspiring entrepreneurs and intermediary organizations in six or more cities.

- The partners developed a special program of training and consultation in four areas: how to develop and implement a Women's Business Support Program; how to create and implement an equipment leasing program; how to establish a small business incubator; and how to effectively manage and operate a small business incubator.

- Eleven organizations developed training programs through VBI under an intensive train-the-trainers program that included numerous case studies relevant and adaptable to the situation in each of the participating cities. During the seminars program, participants observed VBI operations, and visited leasing clients on site as well as graduates of the Women's Business Support Group.

- The VBI and the Alliance of American and Russian Women (AARW) created an instruction manual on how to establish a small business incubator. The manual was distributed to each of the 11 organizations to be used in future training programs.

Outcome 2: To provide on-site training and consultations to help participating communities initiate local business development activity and to create at least one operating business incubator in one of these cities.

- Over 210 representatives (124 of which were women) from city governments and women's business organizations were trained in the fundamentals of small business incubators, women's business support groups and equipment leasing programs. The training and on-site consultations have stimulated the development of incubators, women's business support programs, and small businesses in these cities and regions.

- Instead of developing one incubator, the partner established five operating sites during the project in the following cities: Shadrinsk, Baikalsk, Marks, Saratov and Taganrog. An additional incubator in Balakovo was expected to have a registered incubator within a few months after the close of the project. These incubators constitute a network for future collaboration with VBI and AARW.

Outcome 3: To establish an incubator online and develop joint websites for both partners.

- The partners developed linked web sites: <www.vbi.ru> and <www.AARWomen.org>. VBI became the very first organization in Volkhov to launch its own web site. Web sites include information on the

business incubation process, business education programs, women's support program, equipment leasing programs, and contact information.

Partnership Development and Sustainability:

VBI was founded in 1995 by the AARW and the Mayor of Volkhov under the USAID-funded New Business Development Program. The organizations have been involved in continuous joint activity since then, with projects targeting a wide range of small business development issues with particular focus on women's entrepreneurship in Volkhov and the Leningrad Region.

The opportunity to work together under the SPAN project appreciably strengthened and deepened the partnership between the Incubator and the Alliance and has allowed an expansion of contacts and services for both sides. The experience gained under the program, and the track record established under the grant, have positioned both partners to be more effective in carrying out their activities and in particular has helped put the Incubator on the road to financial sustainability.

The financial sustainability of the Incubator depends on income from a number of sources, such as services, training programs and the equipment leasing program. The SPAN grant has given VBI the opportunity to access a wider circle of clients in the regions. During this grant period, a number of organizations contacted VBI with requests for the type of training developed under the SPAN grant. For example, the Incubator was able to offer such training on a fee-for-service basis to representatives of the government and to several business centers of Belorussia and the Department of Unemployment of the Leningrad region. The variety of clients that have surfaced as a result of this project has helped the Incubator to determine its position in the marketplace and given the staff more confidence in pricing its services.

The role of lead partner has given the Incubator new and important experience in seeking additional financial support from external sources. The Incubator staff polished their training and marketing skills and developed the capacity to adjust services based on demand. Access to e-mail and the Internet opened additional avenues for the partners to market their services.

Similarly, the AARW has gained experience in working in a number of regions and developed additional expertise on such issues as mentoring developing businesses, training and servicing clients, and improving communications via the internet. This has positioned AARW to work more effectively in establishing a long-planned Women's Business Exchange and in fulfilling its mission of support to women entrepreneurs in Russia.

The partners developed strong relationships with the NGO and business communities both in and outside Volkhov and the Leningrad Region, and they received strong support from local government. VBI in particular has a reputation as a model business incubator and both partners look forward to continuing their mission of support for small business development and women entrepreneurs. Finally, VBI and AARW were awarded a SPAN Round IV grant that should allow them to continue to their progress towards this goal.

Lessons Learned:

- Support from the local administration is very important in order to create a small business incubator.
- A small business incubator should not be a competitor to large businesses. These two types of businesses should collaborate and complement one another.
- Incubator staff should have solid economic background and good knowledge of the market situation in the region in order to create a strong and sustainable business incubator. The programs for the clients should be based on the local needs and conditions.
- It is very important to keep the public informed about the incubator's mission and activity in order to keep building support for the organization and gain new clients.

Products:

- **Manual in Russian on Small Business Incubator Model**: The partners developed this text to introduce the incubator model for those who are unfamiliar with such entities. The manual was distributed among participants during the seminars and on-site consultations.

- Russian (www.vbi.ru) and English (www.AARWomen.org) web sites of VBI and AARW devoted to small business development.

Round III

CENTER FOR CITIZENS' INITIATIVE (SAN FRANCISCO) & THE TRAINING CENTER (ST. PETERSBURG)

Project Duration: December 1, 1998 – July 31, 2000

USAID Award: $ 94,053

Matching Funds: $134,245.46

Training Statistics: 1,475 individuals

Project Summary: The project aimed to increase the scope of practical training provided by the Russian Initiative for Self-Employment (RISE) program at the Training Center and to strengthen the garment sector by providing entrepreneurs with both classroom training and practical work experience through internships at the Training Center's Light Industry Support Center (LISC). SPAN funding helped the Training Center grow into an independent and successful small-scale apparel production with its own award winning trademark, as well as launch a new service in advertisement development.

Major Accomplishments:

Outcome 1: Offering instruction in small business management" through seminar style lessons devoted to the basics of how a business functions and the organization of the garment production process.

- The partners developed an innovative training and consulting program adapted to the specific nuances of Russian business. This program included seminars on major issues of business management, apparel production organization and fashion trends. The seminars were attended by 791 individuals; about 250 persons among them were starting their own businesses. As a result of the training, approximately 30 people (12%) started their own business.

- The SPAN program facilitated the development of tailored consulting and training services at the Training Center. Through this program, private businesses receive regular consulting sessions and monitoring. Entrepreneurs, already registered and running their own businesses, can visit the model business for consultations, or the Center's instructors can visit their businesses to monitor them on-site.

Outcome 2: Offering professional training opportunities so that participants may learn the various skills needed to work in the garment industry.

- Specialized courses were developed for those constructors, technology engineers, foremen, seamstresses and market specialists who want to complement their previous education and improve proficiency. The course offerings include "Pattern Making," "Fashion Illustration," and "Computer Design." Graduates of these training seminars showed a higher chance of finding employment or getting promotions.

- The Training Center offered free instruction for start-up entrepreneurs in the form of seminars and site visits to small apparel businesses. New entrepreneurs thus became acquainted with the structure of the apparel business in general and how its various divisions are inter-related. "

Outcome 3: Creating a "model business" training structure which allows beginning entrepreneurs to gain practical experience.

- An apparel firm was established as an operating small business study model that manufactures garments for teenagers at the Light Industry Apparel Innovation Center (AIC). The *CARGO* trademark was developed and officially registered for a line of teenage clothing. With its *CARGO* collections, the AIC

received the 1st Prize in 2000 and the Grand Prize in 2001 for "Best Garment for Young People" in the *Spring Fashion Week* in St. Petersburg.

- The partners created a training program on computer-generated advertising. This program gained popularity with existing small and medium businesses seeking to improve staff skills in product advertising and promotion, as well as with individuals willing to add a new field of specialization to their education in order to increase opportunities for employment.

- This study model has been successfully replicated at the Ulyanovsk Business Incubator and at the Kalach Center for Entrepreneurship Support in the Voronezhskaia oblast'.

Outcome 4: Providing practical training opportunities and actual work experience at function small businesses in managing the production process.

- The Center developed a special one-month course on various aspects of organizing and running a small business in the apparel sector. The curriculum includes information on organizing a business, marketing techniques and material sourcing and merchandizing. The short course helps experienced entrepreneurs and start-ups gain know-how without interrupting their own production process.

- The Center obtained a license for publishing and printing activities that enabled them to add souvenirs to the products they offer. With the license, the Center was able to offer students an opportunity to study the printing business structure at the following various stages: assortment development, creating a new concept, production, product distribution and sales monitoring.

- The Center collaborated with top universities in St. Petersburg to develop a new internship program for students interested in the field of fashion design. This program initiated a new concept in the sphere of higher education—combining theoretical knowledge with practical training in an existing apparel manufacturing businesses. Through this program, fashion school, college and university students had an opportunity to take specialized practical courses, which led them further to part-time jobs or contract work to complement their study.

Partnership Development and Sustainability:

The Center for Citizen's Initiatives (CCI), a San Francisco-based non-profit organization and the Training Center, a Russian non-governmental educational institution have been collaborating on programs in the field of Business Development since 1996. The Center for Citizen's Initiatives has run complex, multi-year programs between the United States and the Former Soviet Union since 1983. In the 1990's CCI monitored the changes rapidly taking place in the Newly Independent States (NIS) and responded quickly with specifically targeted programs. The programs offered through CCI are aimed at empowering citizens, not officials, to take responsibility for their personal futures and their role in societal change. CCI works with local partner organizations in six Russian cities: St. Petersburg, Volgograd, Rostov-on-Don, Voronezh, Ekaterinburg, and Dubna. Funding for CCI's programs is provided by private American citizens, the Bureau of Educational and Cultural Affairs, and the United States Agency for International Development.

The Training Center in St. Petersburg was officially registered in 1996, and since that time has been working with CCI. CCI and the Training Center jointly administered the St. Petersburg-based RISE program which provided business training, small loans, and an industry-specific business incubator. The program was supported by the Charles Stewart Mott Foundation. Later, it expanded to include a program in Small Business Management, which is still running at the Center. The current project is a result of the previous lengthy collaboration between the two partners based on common goals and the understanding of individual, private initiative.

The SPAN grant allowed the Training Center and CCI to purchase a variety of equipment for different stages of sewing production which provided the Center with a tangible opportunity to create its own small-scale apparel production. This added a new dimension to RISE's activities and helped it to move further along its path to self sustainability and establish the program's first-ever serial production of world-class apparel, *Cargo*, which is now sold in stores throughout and beyond the St. Petersburg region. Every month the production has increased since the beginning of the project, increasing the sustainability of the center and its prestige within the apparel industry.

Having moved its premises into the renovated 200 year-old building and continuing its training programs along with successful production, the Training Center remains a vibrant community of people dedicated to

small business development and CCI remains its chief partner, as they jointly develop new programs for the community of small apparel businesses.

In order to assist entrepreneurs in establishing appropriate contacts and creating interest among specialists, the Center is working on establishing a professional club where small business fashion shows will be held periodically in the presence of trade representatives and others involved in the field.

Lessons Learned:

- Industry-oriented training centers for small business support are extremely helpful for fostering entrepreneurial activity and supplementing university training.
- The partners learned that the best teaching methods are those that are oriented around client needs.
- Specific emphasis in any teaching program must be placed on practical skills that enhance the learning process and encourage more interest in students.

Products:

- Within the model business, three fashion collections and three production lines for teenagers were developed. The printing business developed souvenir St. Petersburg and Old St. Petersburg sets of postcards.

Round IV

THE MOSCOW CHAMBER OF COMMERCE & INDUSTRY (MOSCOW)
&
THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK (NEW YORK, NY)

Project Duration: April 1, 2000 – August 31, 2001

USAID Award: $ 169,945

Matching Funds: $ 59,750.46

Training Statistics: 125 individuals

Project Summary: The project aimed to create an Inter-Regional Corporate Management Center (ICMC); to provide services and information to improve the financial management of enterprises in Central Russia; and attract investment. The partners successfully opened this Center in collaboration with several Russian and American partners. In addition, they completed the development of a comprehensive web site which includes an enterprise database of more than 9,500 enterprises and a search engine, in addition to product/service descriptions where necessary to promote the exchange of information among Russian business and attract foreign investment. MCCI contracted experts to carry out a pilot project in restructuring a business in crisis and lessons learned from this project were shared at a conference for top managers of local industrial enterprises and the US partners and published in four newsletters. Lessons learned from this process will be instrumental in MCCI's future programs.

Major Accomplishments:

Outcome 1: Creation of an Inter-Regional Corporate Management Center to support the institutional development of entrepreneurship in Central Russia.

- The partners selected two entities to serve as founders of ICMC in addition to the Moscow Chamber of Commerce and Industry: TICOM Management, Ltd. and the Federal Fund of Assistance to Small Innovation Enterprises. By the project's end on August 31, 2001, statutory documents were negotiated by the Project staff and approved by its founders and submitted to the Moscow Registry Chamber for formal registration of the ICMC.

Outcome 2: Creation of a web site to provide information to support entrepreneurial activity.

- The partners successfully opened this Center in collaboration with several Russian and American partners. The partners created a unique, interactive web site for the Inter-regional Corporate Management Center (www.ceo.ru) to provide information exchange and interactive cooperation amongst crisis managers, creditors, investors and other participants. The web site is comprised of four sections: Enterprises, Investments, Services and The Market Place (for shopping). The site includes a registration form, an enterprise database of more than 9,500 enterprises and a search engine, in addition to product/service descriptions where necessary to promote the exchange of information among Russian business and promote foreign investment. By the end of the project, the ICMC web site was registered in more than 100 major RU.NET search machines, rating systems and catalogues.

Outcome 3: Publication of materials to facilitate the development and growth of private enterprise.

- The partners published and distributed four ICMC newsletters to publicize results of the Ryazan pilot project on restructuring a business in crisis (see Outcome 4 below).

- MCCI and SUNY compiled a "Corporate Management and Internet" seminar booklet that summarized the results of the project's conference on this topic. The booklet includes conference materials developed by independent experts. Fifty copies of the brochure were distributed to students of the National Academy of Economics.

- Finally, the partners developed a "Practicum of Enterprise Restructuring" Brochure (132 pp), which was distributed through MCCI (500 copies), regional Chambers (500 copies), the Academy of National Economy and the Academy of Civil Service (300 copies each) and the State Investment Agency (400 copies). The brochure was designed to present essential information on crisis management and restructuring practice in a compact format. Material was based on the results of research conducted by Russian and foreign experts on the topic.

Outcome 4: Conduct training to increase the effectiveness and qualifications of corporate managers.

- The partners held a seminar entitled "Corporate Management & the Internet" in Moscow on November 18, 2000. Outside experts made presentations on how business people can utilize informational technology and the Internet in corporate management practices. A detailed questionnaire was distributed to attendees prior to the conference to collect information about the needs and uses of various Internet services by Russian companies. The results of the poll were discussed at the seminar. Main conclusions from the survey were:

- The majority of participants have access to the Internet and e-mail addresses, their technical equipment (hardware, communication channels) is generally acceptable, 77% of participants use the Internet to get actual news, 69% - for searching information.

- Direct use of Internet for business is comparably low – only 26% of regular users search for customers and buyers in the Internet, and 25% - for investors at the same time the overwhelming majority of participants (84%) are considering possibilities for developing business through Internet, 20% of participants plan to represent themselves in the Internet (web-page or functional web site) in the near future, 44% are ready to submit information on their companies, products and investment projects for ICMC database, the most required services are law (25%) and management (18%) consulting.

- The project team completed a pilot project in restructuring a Ryazan company, "Ryazanavtodor," that was in economic crisis. The partners developed a business plan for the enterprise's reorganization and consulted with the company's managers on how to best implement the recommended changes. Lessons learned from this experience will enable the partners to better serve other clients in the future and inform others about key steps that must be taken in such situations.

- Finally, as the project came to a close, the partners organized a conference entitled "Experience of reforming and restructuring Russian industrial enterprises". Attendees included representatives of the Ryazan Association for Enterprise Economic Co-operation Chairman, top managers of local industrial enterprises and the US partners. Presenters included pilot project consultants and outside experts in business development, investment and corporate management. Presenters addressed the practical experience obtained during the Pilot Project and various aspects of reforming and restructuring Russian industrial enterprises.

Partnership Development and Sustainability:

The partnership between the Moscow Chamber of Commerce and Industry (MCCI) and the State University of New York (SUNY) began in 1994 with their joint participation in the Morozov Project. Their cooperative efforts have been concentrated mainly in two areas: business education and investment support. Together, they have developed techniques and infrastructure to deal with crisis management and have offered various seminars on Enterprise Restructuring and Management.

During the SPAN project, the partners further solidified their collaboration and are working together after the project to look for further grant opportunities. Both partners are committed to the success of activities begun under SPAN. Implementation of the ICMC plan continues enthusiastically despite the end of the SPAN project. At the heart of these results is the working relationship between MCCI and RF SUNY, which matured and strengthened as a partnership during the project.

The relationship was strengthened due to greater opportunities for face-to-face meetings and planning sessions. Anne Chetwynd, SUNY Project Director visited Russia in September 2000 in order to participate in the seminar "Corporate Management and the Internet" in Moscow. She was able to network with many seminar participants, and in doing so, discovered areas of mutual interest. She is pursuing several contacts, which may lead to new project opportunities. Karen Glenski, SUNY Project Coordinator and William Brigham, Director of the SUNY Small Business Development Center of Albany traveled to Russia to take part in the seminar "Experience of Reforming and Restructuring Russian Industrial Enterprises" in Ryazan and to consult with the Russian project staff on program activities. In addition, Oleg Sukhorukikh, MCCI Project Director traveled to the USA to work with the American project staff on promotion of ICMC web site and negotiations concerning future cooperative efforts.

Furthermore, SUNY International Development Group has now added both MCCI and ICMC to its cadre of highly trained experts available to contribute to business development efforts around the world. These consulting opportunities would mutually benefit the recipient of the consulting as well as the ICMC, as the revenue would help support the financial operations of the center.

Within Russia, the project helped to establish a number of new partnerships, both within Central Russia and between Russian and US organizations. For example, high level of cooperation was formed between MCCI and the Federal Fund of Assistance to Small Innovation Enterprises, which took active part in preparation and conducting both of above-mentioned seminars and finally acted as one of the founders of the Non-commercial Partnership "Inter-regional Corporate Management Center". The Pilot Project consultants, "NPConsult", "Yandex" and "Tradition" also intend to develop relations with participants of the Project.

Lessons Learned:

- This project showed that registering an organization such as the ICMC requires great attention to legal requirements as well as the practical and long-term implications of maintaining the organization. The project staff spent considerable time discussing and weighing the two options of registering the ICMC as a commercial enterprise versus a non-commercial enterprise. After conferring with high-level SUNY officials, it was determined that SUNY, as a public institution, could not participate as a founder in a commercial enterprise. However, by this point in time, the ability of the project to continue financially as a not-for-profit had come into question. The partners researched opportunities for long-term funding and eventually concluded that a non-commercial enterprise that charges fees for services would be the most reliable long-term solution.

- While the project team initially intended to create a web site with financial information available to anyone, the workload involved in maintaining such a site proved to be too great to continue without a direct source of funding for staff. In order to keep the website useful, a constant effort must be made to keep the financial information current and fresh as well as to expand and update the databases. After thoroughly considering the options including the input of Mr. Spenser Raggio, IT Specialist, the project staff has regretfully resigned itself to altering the purpose of the web site so that it will serve more as a marketing tool to attract paying customers to the center than a free service in and of itself.

Products:

See Outcome 3 above.

TICOM HOLDING COMPANY (MOSCOW)
&
INTERNATIONAL CITY MANAGEMENT ASSOCIATION (WASHINGTON, DC)

Project Duration: July 1, 2000- October 31, 2001

USAID Award: $178,995

Matching Funds: $49,440.50

Training Statistics: 141 individuals

Project Summary: The project's primary goal was to develop and apply state of the art techniques in local economic development, such as strategic planning and regional marketing. The partners designed a comprehensive Strategic Development Plan for the city of Kirzhach and trained regional business leaders, governmental officials and community members in how to apply the Plan to promote economic growth. Several businesses have begun collaborating with the Kirzhach administration to pursue economic opportunities in the Vladimir region. Based on activities begun under the SPAN project, the partners have also formed a Corporate and Municipal Management Center for Russia which provides corporate and municipal structures with professional management services.

Major Accomplishments:

Outcome 1: Creation of a Strategic Plan for Local Economic Development

- Ticom and ICMA took a very open and participatory approach to creating an appropriate strategic plan for the economic development of the city of Kirzach. At the beginning of the project, the partners carried out a sociological survey of the local citizenry to determine development priorities for the region. They used the survey results (from over 700 respondents) as well as input from economic experts to create a Kirzhach Strategic Development Plan. A draft version of the Plan was put forward for discussion in Kirzhach at two separate public hearings. Comments and suggestions from these public hearings were incorporated into the final version of the strategic plan which outlined key economic development issues for Kirzach, including: development of the industrial sector; infrastructure development; improving and expanding of city services (including tourism and recreational services); development of the downtown; improved social marketing; and strengthening of the education system.

- The Strategic Plan of Local Economic Development (and the SPAN project as a whole) was presented at a conference in Moscow. The aim of the conference was to provide information based on the process of developing and implementing the strategic plan to other regional and city administrations. The partners envisioned that their strategic plan and pilot project results could be replicated in other regions to promote local economic development by fostering close collaboration between local authorities and community members. The conference was attended by a wide range of representatives from Vladimir Oblast and Kirzhach City governments, Moscow region city administrations, the Congress of Municipal Bodies, Alliance of Russian Cities, Alliance of Small Cities of Russia, and representatives of private companies working with the Kirzhach City administration.

- The results of the partner's strategic planning efforts are already visible in Kirzhach. The public process of developing the strategic plan helped to spur business activity in the city. Several private companies contacted the local administration, offering their services in different areas of business. For example, the Moscow-based A.I. Audit-Service Company, which specializes in small city development, is working with the city administration to help restore economic, administrative, and workforce potential in order to create attractive business conditions and further development in the industrial and social sectors. Also, a consortium of construction companies proposed a housing program called "Migration of Citizens from the North" to the Kirzhach city administration. "Alfa Group" is also interested in developing some unique local deposits of brick and tile raw materials.

Outcome 2: Publish and disseminate informational resources on strategic planning and regional economic development.

- Four publications were produced during the implementation of the SPAN project (see full list under Products section below). The publications were disseminated throughout the Vladimir oblast and other

Central Russian regions via conferences, presentations, mass media. Copies of project materials were also provided to other organizations, including Business Centers of Morozov, the Federation Council, the Duma, the Russian Academy of State Service and its branches as well as to different scientific and research institutions.

Outcome 3: Representatives from Kirzhach administration , City Council, and private companies are trained in strategic planning and managing regional economic development.

- The Strategic Development Plan would have had little discernible impact if local administration representatives and other key parties had not received the practical skills to implement it. To ensure that the Kirzhach community fully understood how to implement the Strategic Development Plan, the partners conducted regular individual consultations and training seminars for representatives of the local administration, City Council members, technical specialists, financiers of enterprises and other organizations. Training seminars were conducted by skilled lecturers from the Russian Academy of State Service and other organizations. Training topics included: conducting and analysing sociological research; fostering a positive business environment; the role of local administration, private businesses, social organizations and citizens in the strategic planning process; aims and structure of city promotion plan; and American and international experience in strategic planning and promotion of cities.

- By the end of the project, several other regions near Moscow had expressed an interest in adapting the SPAN project to their region. TICOM staff and other experts held a training and information seminar in Orenburg City in September entitled "Application of new municipal management technologies in Russian regions." Among the 80 participants were representatives of numerous regional and city administrations and non-governmental bodies from Central Russia and many Russian regions including the Urals and Siberia, Chuvashia, Dagestan, Buryatia, Kalmykia, etc. The participants received extensive training materials and information about lessons learned in the Kirzhach project.

Outcome 4: Creation of the Kirzhach Regional Development Agency.

- Towards the end of their SPAN project, the partners established the Kirzhach Regional Development Agency to promote regional marketing, solicit potential investors and secure agreements with consulting and investment companies that have displayed an interest in regional economic development. The Agency also helps attract local specialists to collaborate on projects, organizes seminars and disseminates project information via local mass media. The Kirzach city government has shown strong support for the Agency, contributing to its creation and paving the way for large-scale practical implementation of the goals of the SPAN project.

Partnership Development and Sustainability:

Partnership activities between TICOM and the International City/County Management Association (ICMA) began several years prior to their SPAN project with their joint participation in the "US-Russia International Resource Cities Partnership Program." This project resulted in the publication of a book on financial management for municipal governments that was endorsed by the State Duma, Russian Federation Council, and Chambers of Commerce and Industry of the Russian Federation. Under this project the two organizations built a strong relationship and an interest in expanding their cooperation which led to the development of their SPAN project concept.

The partners' cooperation is likely to continue with the creation of the Corporate and Municipal Management Center in Russia, a concept developed under the SPAN project. The main goal of this Center is to provide corporate and municipal structures with professional management services to spur economic development and growth of private enterprises in Russia. The center's services will include: methodological and technical assistance to local authorities, consultations on advanced finance and corporate and municipal management methodologies; an information exchange network in Central Russia using the experience and direct participation of foreign experts; and general business information concerning the private and public sectors.

The main Russian partners in this new project are the TICOM Holding Company and the Moscow Chamber of Commerce and Industry (MCCI), another SPAN partner. The American partners will include ICMA, the State University of New York, the International Economic Development Council (Washington DC), the National Commission on Entrepreneurship (Washington, DC), and the Development Counsellors International (New York City). At the close of their SPAN project the partners were in the process of registering the Center, and had already begun activities.

Lessons Learned:

- The partners concluded that participation in partnership projects requires preliminary research into the experience of American and other foreign partners to would make the common work more relevant and effective. The partners suggest that organizations considering working together on a partnership project should establish a thorough understanding of each other's goals and expectations before beginning joint activities.

- The partners also emphasized the need to build flexibility into the budget, to be prepared for possible changes in program development and direction that might necessitate reallocating funds from one line item to another.

Products:

- **Manual on Strategic Planning** based on the strategic economic development plan created for Kirzhach City (500 copies printed)
- **Manual on Regional Promotion:** methodological recommendations for local administrations (500 copies printed)
- **The Concept of Strategy of Kirzhach City Development** (500 copies printed)
- **Strategic Planning and Cities Promotion: Russian and American Experience** (500 copies printed)

VOLKHOV INTERNATIONAL BUSINESS INCUBATOR (VOLKHOV) & ALLIANCE OF AMERICAN AND RUSSIAN WOMEN, INC. (NEW YORK, NY)

Project Duration: April 1, 2000-October 31, 2001

USAID Award: $168,504

Matching Funds: $350,308.96

Training Statistics: 1,600 individuals

Project Summary: The goal of this SPAN program was to jointly expand and strengthen the products the partners offer, the clients they serve, and the ways they serve them in order to support the development of small business in Russia, with a special focus on women entrepreneurs. The partners established a successful Pilot Voucher Program (PVP) that offered committed business people, primarily women, vouchers for business training at various organizations throughout the Leningrad oblast'. The partners reached 1600 individuals through this program and created a potential clientele for the VBI and its partners. The VBI also developed a unique software program that greatly improved the organization's leasing capabilities. Finally, the partners implemented a Women's Business Exchange program that brought US women entrepreneurs to Russia to share expertise with their Russian counterparts.

Major Accomplishments:

Outcome 1: To develop the support structure to implement the Women's Business Exchange Program

- The partners first step towards achieving their project goal was to strengthen their capacity to effectively develop and implement the Women's Business Exchange (WBE). The WBE is a network of US and Russian based women business organizations and professional individuals who are interested in participating in volunteer consultancy opportunities with women-led businesses in Russia. AARW in New York and Moscow worked together with VIBI to develop the policies and procedures of the exchange program and to expand their database of potential consultants and interested clients. AARW and VIBI recruited a number of successful businesswomen in the US and Russia to participate in the program. The network of like-minded organizations developed in the formation of the WBE will benefit AARW and VIBI in future programs as well. Additionally, several organizations have shown an interest in replicating the WBE program, including Winrock, and Citizens Democracy Corps.

Outcome 2: To develop a Voucher Training Program

- The Pilot Voucher Program (PVP) allowed entrepreneurs and potential entrepreneurs the opportunity to participate, at a low cost, in training seminars on business planning and management. The PVP, which involved more than 1600 participants in seminars and consultations, forged a partnership between business support centers in Leningrad oblast. The results of the program not only helped determine future strategies for educational programs of the Incubator and other centers, but also created monitoring centers to qualify potential clients for the Incubator's leasing program and monitor lessees. Most importantly, the program gave potential clients access to another micro-credit institution and VIBI partner in the program, Fora Fund (OI in Russia), which has a branch in Novgorod.
- In keeping with the partners' goal of focusing in particular on supporting women-owned businesses, over 50% of PVP participants were women.
- During the project, 60 people who attended the trainings or received consultations under the PVP applied for financing from the Incubator's Credit Committee Leasing Program. Ultimately, 31 of the 60 applicants received financing.

Outcome 3: To develop micro-leasing portfolio management software for the Incubator

- The partners developed a microleasing portfolio management software program to strengthen the Incubator's leasing activities and expand its services to entrepreneurs and the community. The Incubator and its subsidiary Microleasing LLC face a great deal of competition from larger organizations that offer very low leasing rates. The leasing portfolio management system installed under SPAN increased efficiencies of time and human resources and decreased expenditures. As a result, BVI can continue offering leasing services at 100% portfolio quality to sole proprietors, small businesses and private farmers, and remain profitable.

Partnership Development and Sustainability:

VBI was founded in 1995 by the AARW and the Mayor of Volkhov under the USAID-funded New Business Development Program. The organizations have been involved in continuous joint activity since then, with projects targeting a wide range of small business development issues with particular focus on women's entrepreneurship in Volkhov and the Leningrad Region.

The SPAN IV grant enabled the partners to build on their initial SPAN project to develop innovative ideas to support small businesses, with a focus on women-led businesses. Through implementing this project, the partnership was strengthened in a number of tangible ways including: Expanded contacts in the US which proved to be valuable to both organizations, building visibility for AARW and providing assistance to VBI and Microleasing; the cultivation of additional partnerships with five business support centers in Leningrad oblast; an updated and expanded database shared by both partners; and the establishment of AARW's Russian office, which allowed the partners to work together more closely and effectively.

AARW and VIBI plan to continue collaborating to develop and implement projects, such as the Women's Business Exchange, to support women entrepreneurs and strengthen the environment for small businesses in Russia.

Lessons Learned:

- In creating a Pilot Voucher Program the partners did not take into consideration several Russian accounting principles which necessitated making significant changes to the program. Initially, voucher and payments discounts were intended to be provided to individual entrepreneurs. But, because Russian accounting regulations regard vouchers as taxable income for entrepreneurs, the partners had to revise their plan to pay the Business Support Centers providing the training, rather than providing payment through participant vouchers. Fortunately, however, the basic principles and goal of the PVP remained intact.
- During the course of their SPAN project, the partners learned the importance of effective and open communication to avoid misunderstandings and unnecessary delays in project implementation. This became particularly clear near the end of the project, when the partners and both IREX offices were communicating quite frequently to resolve an important financial issue. While the partners were

providing information to the respective IREX offices, and IREX DC and Moscow were corresponding regularly about the situation, the partners were not always keeping each other apprised, and as a result, IREX found that it was receiving contradictory information from the partners. Although the issue was resolved to everyone's satisfaction eventually, the resolution was temporarily delayed due to the miscommunication. The partners have since acknowledged the importance of keeping each other in the loop on all important issues.

Products:

- **Pilot Voucher Program materials** including:
    1. Cooperative Agreement for participating Business Support Centers
    2. Agreement between Business Support Centers and trainees
    3. Questionnaires for training sessions and consultations attendees
    4. Monitoring Procedures
    5. Agreements for the Monitoring Centers under the Incubator's leasing program
    6. Curricula for training sessions and programs
    7. Reporting criteria

- **MIS software for micro-leasing operations.**

- **A manual of policies and procedures for the WBE program.**

B. Civil Society

Counterpart International staff (Washington, DC) and Partner International (Moscow) trainers with new certificates for training in organizational governance.

Education Development Center (Newton, Massachusettes) & FOCUS (Moscow): Students painted a mural at School No. 19 in Kaluga as part of the small grants program

Children at the Obninsk orphanage, "Charity," with IREX staff members Sasha Chulkov (back left) and Inga Pagava and (back right), and Gennady Artemyev (back center), orphanage director and member of the Our Children Fund board.

Round I

COUNTERPART INTERNATIONAL (WASHINGTON, DC)
&
PARTNER FOUNDATION (MOSCOW)

Project Duration: March 1, 1998-February 29, 2000

USAID Award: $142,974

Matching Funds: $35,971

Training Statistics: 187 individuals

Project Summary: Counterpart and Partner established two main goals for their project: to foster long-term institutional sustainability within the Russian NGO community and within Counterpart's local affiliate, Partner Foundation; and to build on previous and existing joint NGO development activities through the development, localization, and implementation of a pilot Organizational Governance (OG) training module in Central Russia and the Moscow region. Under the SPAN program, they created the first-ever organizational governance training module adapted to Russian conditions. Using the module, Partner conducted training sessions on OG for more than 105 NGOs; more than 52% of them signed up for additional consultations. Partner has now established themselves as the premier OG specialists in Russia.

Major Accomplishments:

Outcome 1: Adapt, develop, and pilot the Organizational Governance training module.

- Counterpart and Partner successfully developed, adapted, tested, and refined the organizational governance training module (materials and methodology) to ensure its relevance to the local Russian context. The OG training materials are available through NGO Resource Centers that participated as "hubs" in the program.

Outcome 2: Enhance the institutional capacity of Partner and the skill set of Partner's cadre of local trainers in participatory training methodology and Organizational Governance.

- Partner emerged as the premiere local expert on organizational governance in Russia. Seven of Partner's trainers received extensive training and accumulated practical experience to provide NGOs with quality training and consultations in governance.

- Thanks to the wide exposure provided by the SPAN partnership grant, Partner now serves as a governance resource for not only Central Russia but for other regions of Russia as well as the CIS. Partner will also serve as a resource for other Counterpart NGO support programs across the CIS.

- Finally, Partner has adopted organizational governance as one of its "know how" topics and has developed a client base for its OG training and consultation services – not only NGOs participating in the OG training program (52% of participating NGO's signed on for additional consultations following the trainings), but also other SPAN grantees, internationally-sponsored NGOs, and others.

Outcome 3: Provide a core group of advanced NGOs in Central Russia with an understanding of the function, utility, and advantage of developing and working with a functional governing body.

- One hundred and five NGOs across six regions participated in the OG training program. By February 2000, 33 NGOs were actively developing their governance structures involving a variety of stakeholders, thereby improving the NGO's potential to effectively meet the needs of their clients and community.

- As a result of the trainings and consultations, NGOs learned to involve community members in their activities through their governance structure, which enable citizens an opportunity to participate in local decision-making structures. NGOs also learned to involve their governing bodies more in fundraising and public relations campaigns.

Partnership Development and Sustainability:

Counterpart International and Partner Foundation began working together in 1996, when Partner Foundation was created as a local affiliate. The Pilot OG Training program was designed to help social service NGOs in Central Russia understand why functional governing bodies are needed, how they would operate in the Russian context, and to identify and address their own governance needs. Through the OG Training program, it was envisioned that a target group of NGOs would gain the skills and know-how to promote good governance practices, thereby raising standards of operation and fostering a positive image of the NGO community in Central Russia. Moreover, the partners designed the program to foster the existence of functional governing bodies capable of promoting sustainable linkages among NGOs, developing an institutionalized system of interaction with them, and promoting self-regulation of the sector.

Counterpart and Partner's relationship transitioned from a mentorship to a partnership. As a result of the capacity building component of the SPAN partnership grant, Partner developed its network of trainers, monitored and evaluated program activities, and worked more efficiently with clients and partners. Moreover, Partner undertook steps towards ensuring its longevity by going through its own intensive strategic planning process.

Partner has worked with Counterpart to extend the reach of the OG training module outside of the SPAN grant, across Russia and the CIS. Counterpart and Partner continue to offer the OG training under the auspices of other NGO support programs in Russia (through USAID and UNHCR-funded programs) as well as in other CIS countries, including Central Asia, Western NIS, and Georgia. The partners participated in a Soros-funded two-day conference on Standards of NGO Operations, OG training for Ukrainian and Belorussian NGOs in Kiev, and OG training for a group of business support organizations (BSOs) under the auspices of the Entrepreneurial Business Services program for Western Russia.

Partner Foundation trainers have also been asked to conduct additional trainings in the topic for individual client NGOs and, on a limited basis, Partner is beginning to conduct OG training for a fee. The potential for providing the training on a fee-for-service basis is positive, especially for those NGOs that are part of a network or national umbrella.

The partners also are in the process of developing several proposals to foreign donors that would expand the original OG training program regionally and programmatically.

Lessons Learned:

- The Russian language does not provide for easy linguistic distinction between the English concepts of management and governance. Therefore, it is necessary to agree upon terms and functions at the beginning of the training program in order to establish a common operating language among participating NGOs.

- Many grassroots Russian NGOs have governing bodies, but these bodies often exist solely on paper (in the NGO's bylaws) and are not functional. These NGOs are unable to differentiate (both conceptually and in practice) the roles and responsibilities of governing and management bodies. The necessity to differentiate arises with the growth of an NGO.

- A new topic such as OG needs to be introduced where there is a vibrant NGO community, a fully operational NGO Resource Center, and access to regular NGO management trainings.

- Training materials should include a sufficient number of examples of Russian governance practices or of Russian NGOs who have succeeded in developing functioning governing bodies.

- Communication procedures between partners (via e-mail, telephone, bilateral meetings) need to be developed at the start of the project and strictly adhered to.

Products:

- **Organizational Governance Training Manual:** The OG Training Manual includes a full package of introductory materials, a glossary, handouts and exercises, a sample annual plan, and other information for the OG training participant. The Training Manual was developed by Counterpart International and Partner Foundation using materials developed by National Center for Nonprofit Boards for Eastern European NGO audiences. Materials were also contributed to by governance expert, Jewel Mandeville, and Partner Foundation Russian trainers.

- **Organizational Governance Trainer's Handbook:** The OG Trainer's Handbook is a resource for trainers to use in preparing and conducting the OG training. The Handbook is a compilation of notes on training methodology, background on the governance topic, training session plans, handouts, description of exercises, notes to trainers, as well as sample agendas, certificates, and consulting agreements.

EDUCATION DEVELOPMENT CENTER, INC. – EDC (NEWTON, MA)
&
FOCUS (MOSCOW, RUSSIA)

Project Duration: March 1, 1998-February 29, 2000

USAID Award: $157,329

Matching Funds: $70,227.20

Training Statistics: 53 individuals

Project Summary: The main objective of the project was to develop and test a replicable model to increase citizen participation in addressing community concerns in the Kaluga region. Based on a survey of primary social concerns of the Kaluga community, the partners launched a small grants competition, which supported six organizations in implementing projects that engaged Kaluga citizens in addressing problems related to increased delinquency among youth. The campaign stimulated a 33.7% increase in public readiness to take part in a decision-making process in the community. The model is being promoted among different regions by the Department of Self-Government of the President of the Russian Federation, the Department of Regional Development of the Russian Federal Government, and the Committee on Regional Politics of the Federation Council.

Major Accomplishments:

Outcome 1: To increase NGO effectiveness in attracting and working with community members in Kaluga.

- Originally the partners had expected to select 10 NGOs to carry out small projects but, of the grant proposals they received, only six organizations demonstrated sufficient capacity to carry out a targeted project in the area of youth issues. Six organizations implemented small grants that engaged Kaluga citizens in working on problems related to youth. During this process, FOCUS and their partner in Kaluga, Strategia, provided one-on-one training in methods of engaging the public, mobilizing resources, planning, program development, and public relations. Thus the project not only helped raise community involvement in solving youth issues, but also helped strengthen the institutional capacity of the NGOs involved.

- The results of a poll conducted three months following the public campaign in Kaluga showed that the campaign successfully involved community members and changed attitudes about the effectiveness of NGOs. Positive views towards NGOs increased by 43% and public readiness to take part in a decision-making process increased by 33.7%. These results indicate that a campaign of some length that includes a series of related events can increase the potential of people to participate in constructive civic activities.

Outcome 2: To strengthen interactions among local government, private business, media, and NGOs in Kaluga in order to increase program impact.

- The project established a Project Support Council composed of members from the local power structures, business circles, and mass media. The Council added a great deal to the project by bringing influential community members together around a common idea, familiarizing them with the work and potential of NGOs, and encouraging them to create "social capital."

- The Council will continue to meet after the conclusion of the project and will serve as an important mechanism by which community activities can be organized and supported. Currently the Council is setting up a Fund to support civic initiatives in Kaluga.

Outcome 3: To create and promote a replicable model, based on a broad public campaign, to increase citizens' involvement in addressing community problems.

- To assist in the Federation-wide dissemination of this model, the partners published 1,000 copies of a brochure entitled "Involvement of Citizens in Addressing Community Problems: Description of a Model used in the City of Kaluga." The brochure describes in detail the approach used under the project, what grants were implemented, and the results of the final polling. It is written for specialists in community development, officials of government institutions, and managers of public organizations. The brochure is being distributed via conferences, seminars and special events organized by FOCUS, as well as through NGOs resource centers, the press service of the President of the Russian Federation, and regional unions of the PR office of the President's Administration.

- FOCUS and *Strategia* effectively reached out to the community to inform them about the campaign by posting information about the project and reaching out to mass media. They also encouraged participating NGOs and Council members to use the mass media to inform the public about events and actions and to encourage public participation. FOCUS posted 500 posters with the name of the campaign "Site of the Action: My Town, Time of the Action: Now" and with the logotype and motto "Start It Today!" The posters were hung in local businesses, libraries, schools, youth entertainment centers, and cafes, as well as on public transportation. They distributed 3,000 booklets to Kaluga youth, which outined the principal idea of the campaign in accessible language, described the concrete actions launched by the Kaluga NGOs, and encouraged youth to join in these actions.

- The model is being promoted among different regions by the Department of Self-Government of the President of the Russian Federation, the Department of Regional Development of the Russian Federal Government, and the Committee on Regional Politics of the Federation Council. In addition, the PR office of the President's Administration requested a special article on the model for a national magazine and a monthly bulletin. The model itself is also being applied in the establishment of a Council of Trustees in Obninsk and Klin where FOCUS is working on other projects

Outcome 4: To continue to strengthen FOCUS as a leading organization in mobilizing Russian citizens ad the NGO organizations that support them.

- FOCUS well understood the importance of gaining support for the project not only with the local administration, but also within Federal branches of the government. Although FOCUS had difficulties maintaining steady relations with administration officials given the constant political flux during the grant period, they established solid ties with Ms. Elena Kurbanova, previously a consultant of the Department of Domestic Politics and now Department Manager for the press service of the Administration of the President. She helped disseminate and promote the results of the SPAN project among various groups in the Duma, the Federation Council, and the Federal Administration. Importantly, she also assisted FOCUS in spreading information about the Kaluga model through the press service of the Administration of the President.

- At the request of the Strategic Development Center of Russia, FOCUS took part in developing the document "State Politics in a Sphere of Assisting Civil Initiatives" a portion of which was included into the Strategic Development of Russia Program by President Putin.

Partnership Development and Sustainability:

This partnership has been active since 1994 when EDC established a field office in Russia in order to participate in the USAID-sponsored Civic Initiatives Program (CIP). Under this program, EDC worked to improve the perception of NGOs held by the Russian people and trained NGO leaders in social marketing skills. In order to implement the program as effectively as possible, EDC helped establish and train a Russian counterpart, FOCUS. Based on shared interests and goals, the partnership evolved from a "one project" alliance to an independent partnership that implements training programs in the sphere of public education and NGO development.

The project has strengthened the partnership between EDC and Focus and the partners have begun to work together on a more equal basis. Closer ties were formed between the organizations under the SPAN project through regular correspondence about project objectives and by two visits by FOCUS to the US. Throughout the project, the partners struggled to overcome cultural differences that often put a strain on partnership relations. A contributing factor to this was the change in project coordinators at EDC, which meant that ties between the organizations had to be established all over again. However, toward the end of the grant, both

partners stated that they felt the partnership relationship had been greatly improved as a result of the grant and looked forward to future collaboration.

In fact, this grant has served to solidify EDC's interest in working in Russia, which will ensure that the partners continue to work together past the SPAN grant. Together the partners received a two-year grant from the Mott Foundation to replicate SPAN results in Obninsk (Kaluga oblast') and Klin (Moscow obast').

Lessons Learned:

- In past projects FOCUS concentrated primarily on strengthening the non-profit sector by providing training to help organizations establish themselves as sustainable NGOs. Thanks to experience gained under the SPAN project, they have moved on to a whole new level of working with NGOs. They are now implementing programs to develop, test, and replicate technologies to change people's attitudes toward civic initiatives and to get them involved in community decision-making. Similarly, they are also working to form local and state mechanisms to support civic initiatives.

- Initially, the partners felt that IREX reporting requirements were too demanding. However, they found that this reporting system greatly assisted in organizing the project as a whole and served the project well. For example, reports on business trips were the basis for quarterly accounts, which in turn were the basis for the brochure. Reporting requirements also encouraged regular contact and coordination between the partners and helped them work together closely to clearly formulate ideas and positions. The partners even created a new position, project administrator, to better monitor the work of local participants and assist them when they faced problems.

Products:

- The partners developed and published 1000 copies of a **comprehensive brochure "Involvement of Citizens in Addressing Community Problems: Description of a Model used in the City of Kaluga"** that provides a detailed description of how the project was structured and offers an analysis of how the project impacted the Kaluga community. The brochure is written for specialists in community development, officials of government institutions, and managers of public organizations.

- FOCUS distributed 3,000 **booklets**, addressed to the Kaluga youth, which described the principal idea of the campaign and encouraged youth to participate.

- The partners developed and distributed 500 **posters** with the name of the campaign "Site of the Action: My Town, Time of the Action: Now" with a logotype and motto "Start It Today!"

HUMAN SOUL HOUSE (MOSCOW)
&
FOUNTAIN HOUSE (NEW YORK, NY)

Project Duration: March 1, 1998 – August 31, 2000

USAID Award: $180,301

Matching Funds: $96,668

Training Statistics: 109 individuals

Project Summary: The partners worked toward strengthening the Russian network of Clubhouses serving the mentally ill by increasing their capacity and building relationships with local authorities, sponsors and the psychiatric community. To this end, Human Soul House (HSH) expanded its capacity by establishing a Research Unit to analyze the effectiveness of the Clubhouse model and disseminate information on its benefits throughout Russia and the international Clubhouse community. HSH and FH also hosted two international conferences in Moscow for more than 140 individuals from Russian regions as well as the US, Great Britain, Finland, Sweden, Denmark, and Poland to build greater support for the Russian clubhouse movement. Under the SPAN project, HSH also provided targeted technical assistance to two regional organizations interested in developing clubhouses.

Major Accomplishments:

Outcome 1: To improve the effectiveness of programs offered at Human Soul House, especially the collection of data for rehabilitation programs.

- HSH revised internal procedures and activities to meet the standards of the International Center for Clubhouse Development (ICCD). The ICCD awarded HSH received a one-year certificate, which states that HSH is an official Clubhouse whose programs meet the quality standards of the ICCD. A second ICCD review of HSH took place in August 2000 and the partners were granted a three-year certificate.

- During the course of the SPAN project, seventy new members were admitted in the program, which brought total membership up to 127. Average daily attendance during the project increased from 12-14 people to 20-22 people and average hours of attendance showed an increase from 4 to 5 hours.

- The partners collaborated to establish a Research Unit at HSH to analyze the effectiveness of the Clubhouse and disseminate information on its benefits throughout Russia and the international Clubhouse community. The partners hired a research coordinator to develop a system for designing, collecting, and categorizing data on HSH patients.

- Primary research was carried out using a special system called MEMPHIS, which tracks all aspects of member life (such as employment, housing, symptomatology, hospitalization etc.). Introduction of the MEMPHIS system at HSH was crucial to improving reporting, accountability, and quality assurance. MEMPHIS also allows members of Clubhouses to prepare confidential self-reports from which Clubhouses can gauge members' satisfaction with the services offered to them by the Clubhouse.

- The new data produced by the Research Unit is crucial to the Clubhouse movement in Russia and for HSH itself because it demonstrates the effectiveness of the Clubhouse model. HSH interviewed 180 individuals during the SPAN program. Analysis of the data showed that HSH programs made a big difference in members' lives. Active participation in the Clubhouse program shortened the duration of hospital stays for members and reduced isolation. After participating in HSH rehabilitation programs for 6 months, members increased their social networks on average from 5 to 7 people. Members also showed increased independence in everyday life and activities and had greater self-confidence.

Outcome 2: To increase the regional outreach of Human Soul House to facilitate closer collaboration between Clubhouses in Russia and the NIS, as well as increased cooperation between state mental health services and Clubhouses in the regions.

- Under the SPAN project, Human Soul House identified two organizations for targeted technical assistance to expand the Clubhouse movement--a psychological support group in Ryasan whose members are committed to establishing a Clubhouse and Nevsky Clubhouse, located in Kuvshinovo in the Tver region. HSH provided the two groups with consultations and organizational, informational, and technical assistance. Each organization also received office equipment (a computer, fax-machine, modem, printer) to further their organizational capacity.

- The partners created two databases of approximately 1,000 entries both for individuals and organizations across Russian regions in an effort to promote Clubhouse programs for all psychiatric institutions of Russia and NIS. These addresses were utilized in all HSH dissemination efforts to reach targeted audiences.

Outcome 3: To participate more actively in international events and publicize the progress of the Clubhouse Model in Russia and the NIS.

- HSH and FH hosted two international conferences in Moscow for more than 140 individuals from Russian regions as well as the US, Great Britain, Finland, Sweden, Denmark, and Poland.

- In addition to the two workshops hosted by HSH in Moscow, the SPAN project also supported a trip of 3 staff members to the 10th International Seminar on the Clubhouse model in Toronto, Canada, October 1999. About a thousand members and staff from 13 countries attended. HSH presented at 5 sessions. Using matching funds, the partners also sent 7 individuals to the 5th European Clubhouse Conference (Naantali, Finland, 1998). They presented reports on fundraising and development at HSH as well as how to attract new members.

Partnership Development and Sustainability:

The SPAN project is a continuation of partnership relations between Human Soul House and Fountain House that started in 1994. During the first years of their cooperation, the partners implemented a joint project called "Russian Clubhouses" to establish Human Soul House as the first official Clubhouse in Russia. This included acquiring premises and training personnel and mentally ill volunteers on Clubhouse management. Fountain House provided the training based on their unique approach to social rehabilitation of the mentally ill that has established them as a leader in spreading the Clubhouse model throughout the world. In order to continue activities begun during this first stage, the partners developed the SPAN project to improve the rehabilitation program of Human Soul House, broaden their regional contacts, and develop procedures for working with regional representatives on a regular base.

Partnership efforts between Fountain House and HSH after the SPAN project will center around plans to establish HSH as a training center for the Clubhouse model in the NIS. Fountain House maintains the oldest training base in the international Clubhouse movement and is therefore uniquely qualified to help HSH establish such a program. According to ICCD regulations, a Clubhouse must be established three years before gaining the position of a training center. Therefore, these are long-term plans for the partners. HSH would also like to expand partnership relations with ICCD. Under the SPAN program, HSH worked more closely with the Center than with FH in developing a network of Clubhouses in Russia, spreading the Clubhouse methodology, and holding workshops.

Lessons Learned:

- In the future, HSH will work to carry out research work in collaboration with scientific institutions instead of carrying out research efforts in house. Research under the project often took longer than necessary due to the level of involvement from Clubhouse members. The same level of research could be conducted much more quickly at a research institute.

- The SPAN grant taught the partners needed skills for managing a long-term grant. Most importantly, they learned how to manage budgets of various projects simultaneously and integrate them all into an overall budget for the organization.

Products:

- **Quarterly Newsletter *Clubhouse*:** Ten issues were printed and distributed under the project. Each issue had a circulation of 1000 copies. 800 of them were sent to regional representatives from HSH databases, 200 were distributed among staff, members, visitors of Human Soul House as well as among relatives of members.

- **MEMPHIS Research Software (hard copy):** One hundred copies were distributed among members of Human Soul House and staff to develop a systematized method of evaluating effectiveness of HSH programs and member progress.

- ***How to Organize Research Work at the Clubhouse*:** A guide for new Clubhouses on best methods for establishing research programs. 1000 copies were printed. 800 will be distributed among regional representatives and 200 among visitors and staff at Human Soul House.

- **Three articles on the Clubhouse model:**
  - I.Donenko, Y.Shashkova, T.Vetschugina "Rehabilitation people suffering schizophrenia at the Clubhouse," published in "Social and Clinical Psychiatry", # 1, 2000;
  - I.Donenko, Y.Shashkova, T.Vetschugina "Multidisciplinary approach to the evaluation of characteristic peculiarities of the Clubhouse rehabilitation program in Russia," submitted to "Social and Clinical Psychiatry" in July 2000;
  - I.Donenko, N.Shashkova, T.Vetschugina "Evaluation of the effectiveness of the Clubhouse rehabilitation program for the mentally ill," submitted to the XIII Congress of Rusian Psychiatrists to be held in October 2000.

WORLD INSTITUTE ON DISABILITY (WID)
&
PERSPEKTIVA (MOSCOW, RUSSIA)
ARSD KRASNODAR REGIONAL BOARD (KRASNODAR)
ARSD PERM REGIONAL BOARD (PERM)
ARSD KOMI REGIONAL BOARD (SYKTYKAR, KOMI REPUBLIC)

Project Duration: March 1, 1998-July 30, 1999

USAID Award: $168,578

Matching Funds: $63,469

Training Statistics: 10,497 individuals

Project Summary: The World Institute on Disability (WID) and Perspektiva aimed to develop a replicable model for increasing the participation of disabled young people in the civic and social life of their communities. The partners recruited and trained a total of 46 disabled youth activists (DYAs), 36 more than originally planned, to conduct public awareness campaigns in the three ARSD regions. The DYAs and ten volunteers conducted disability awareness workshops to 10,451 Russian school children in 370 classrooms from 76 schools. They also worked extensively with the media to cover project events and improve language used by journalists. At the end of the project, the partners conducted an Independent Living Camp for youth with disabilities in Moscow June 25-30, 1999 that highlighted the successes of the SPAN project and helped to foster greater ties amongst the disabled.

Major Accomplishments:

Outcome 1: To organize a public education campaign in each region which promotes the inclusion of disabled persons in community life through the involvement of the regional ARSD offices, disabled youth, the local media, schools and universities, local government and civic organizations and local business.

- The partners managed to recruit a total of 46 disabled youth activists (DYAs), 36 more than originally planned.
- Not only did the partners recruit more than three times as many DYAs as originally anticipated, they also expanded the project beyond their initial expectations. While only one city was targeted in each region, the regional youth programs, on their own initiative, expanded within each region, thereby including Syktyvkar in the Komi Republic, Nytva in the Perm Oblast, and Krymsk in the Krasnodar Krai.
- The DYAs and ten volunteers conducted disability awareness workshops to 10,451 Russian school children in 370 classrooms from 76 schools in Krasnodar, Krymsk, Perm, Nytva, Ukhta, and Syktyvkar.
- An intensive media campaign yielded: 70 print articles in local international papers; five TV segments on local, national and international stations; and three radio pieces on local, national and international stations. Through their efforts with the media, the DYAs in each region have acquired new skills and

practical experience in interacting with the media in order to improve public attitudes about disability issues.

Outcome 2: To train a team of young disabled leaders in each region to conduct disability awareness education in local elementary schools and universities.

- Active Disabled Youth Programs are supported by 46 Disabled Youth Activists (DYAs) and many volunteers in seven Russian cities, including: Ukhta, Syktyvkar, Perm, Nytva, Krasnodar, and Krymsk.

- WID and Perspektiva trainers conducted 13 training workshops, as well as at an additional three workshops conducted by ARSD trainers in the regions. The DYAs received a total of 638 participant-training days through these workshops. WID, Perspektiva and the DYAs themselves also conducted training for an additional 148 youth with disabilities over the course of the project, totaling 955 participant-days of training.

- Community disabled youth received 955 participant-days worth of training in peer support, disability awareness, and self-advocacy.

- As a group, the DYAs have grown personally through their participation in the project. They are more independent in their daily lives, have employment skills and experience, and are personally involved in their communities. As a result, the DYAs are beginning to be regarded as leaders in their community. One indicator of this new status is that the ARSD leadership in the three regions has accepted the DYAs as colleagues, instead of as consumers or clients. This is essential if the ARSD is going to improve their ability to serve young people with disabilities—it is also essential to effectively recruit new leadership.

Outcome 3: To develop, organize, and present a National Conference On Empowering Disabled Youth in the ARSD which will share strategies and experiences on promoting the inclusion of persons with disabilities in Russian society.

- The partners conducted an Independent Living Camp for youth with disabilities in Moscow June 25-30, 1999. The partners decided that an informal format would be more accessible to youth than a formal conference. The event, "Development of Independent Living for Young Russians with Disabilities," was partially funded by the British Know How Fund and the Soros Foundation. The camp had two primary goals: to develop and strengthen connections between Russian disabled youth organizations; and to activate young leaders of the Russian Disability Rights Movement by developing their knowledge and skills of independent living.

- A total of 116 youth with disabilities from 37 Russian regions attended the camp. Of them, 92 were new to the project. They represented the ARSD, the All Russian Society of the Blind and the All-Russian Society of the Deaf, as well as other alternative organizations.

- Participants received a tremendous amount of new information about disability issues and how to resolve them. The approach of the conference followed the social model of disability, which postulates that the person with a disability is an expert in his or her own life, confronting barriers that are primarily social in nature, such as accessibility barriers or discrimination. Many participants arrived with the common notion that the problems hindering their ability to fully participate in society are unresolveable, stemming from their disabilities (the medical model of disability) and left feeling that there was a lot that they can do to improve their own situation.

Partnership Development and Sustainability:

The World Institute of Disability (WID) developed ties with the All-Russian Society of the disabled (ARSD) through a series of USAID-funded projects beginning in the early 1990s, including a "Training of Trainers" (TOT) project financed by USAID through IREX as part of the Institutional Partnerships Project (IPP). During the IPP project, WID registered a branch of its organization in Moscow, which evolved into the non-profit organization *Perspektiva*. Following IPP, *Perspektiva*, WID, and the Novgorod ARSD implemented a disability awareness training program in the Novgorod schools under the USAID-sponsored Partnerships for Civil Society and Economic Development (PCSED) project in Novgorod-the-Great. The lessons learned from the PCSED initiative formed the basis for the project funded under SPAN, in which WID and *Perspektiva* collaborated with the ARSD to conduct public education campaigns in the regions of Perm, Krasnodar, and Komi.

It is clear to the project partners that the next step for the DYAs is to begin developing partnerships in the community in order to implement local community changes that will directly impact on the independence of people with disabilities. Three objectives were identified by the DYAs in the last two workshops: broaden their outreach and recruitment of youth with disabilities in their regions; strengthen their knowledge and skills to promote community change among journalists, social service professionals and public officials; and lastly, develop new practical skills that will help them to implement community change projects. Progress has been made in the three regions in support of these objectives.

Perm: The DYAs in Perm have committed to continuing their public education work in the schools on a volunteer basis. Local schools have contacted the ARSD in Perm requesting that the youth teams return with the disability awareness sessions for the next school year. In October 2000 they started providing disability awareness programs in the schools.

The ARSD regional board has continued to support the youth program by acting as a contact point for school officials to arrange workshops for the next year. The DYAs are planning to request funding from the Department of Social Protection to support this activity. The DYAs in Perm have created a disabled youth organization at the request of the ARSD Central Board. Svetlana Namitova is the Chairperson of the new organization.

Krasnodar/Krymsk: The situation in Krymsk is even more positive. The local department of Social Protection has offered to provide minimal funds for the DYAs in that city to continue their work in the schools this next year. Through the DYS Support Center the city administration provided mini-grants to cover a portion of printing costs of accessible environment posters and to cover building ramps in the city.

Also, *Perspektiva* has received funding from the Eurasia Foundation to conduct several disability awareness sessions with the media, the department of social protection, local architectural committees and other community groups. The DYAs in this region are also participating in this project. A roundtable discussion was held in October 1999, one result of which is that the local Pioneer Club has agreed to devote October to building curb cuts around the city of Krymsk.

Komi: The partners are working together with the team to promote the continuation of public education activities. *Perspektiva* staff is traveling to Ukhta in mid-October to support the DYAs in developing an action plan for public education activities in the schools.

The DYAs in Komi will also work with *Perspektiva* in the 4-month project funded by Eurasia Foundation. In October, they plan a two-day training with local NGOs and a round table discussion on volunteerism. The youth team hopes that the session on volunteerism will help them in their recruitment activities.

Lessons Learned:

- When forming a group of participants for such a project, it is important to define roles immediately. All participants should share information on their progress and results. It is preferable to have one participant who is responsible for dealing with mass media.

- It is important to discuss the social approach to disability awareness often with participants, especially in the beginning of the project. This approach teaches the participants that the person with a disability is an expert in his or her own life. This concept is not widespread in Russia and it took a great deal of effort to ensure that this approach to disability was adopted emotionally, rather than just understood intellectually.

- The concept of peer support groups is also not widespread in Russia. The partners concluded that in future projects peer support groups should be included early on as a tool to help the DYAs empower themselves about their disabilities. After having participated in a number of well-run groups, the DYAs will better understand their power and be able to run the sessions themselves more effectively.
- To ensure that project activities have the maximum impact and effect, it is critical to actively involve representatives of government agencies of all levels in project implementation from the very beginning.

Products:

- **Disability Awareness Curriculum for school children:** The partners jointly developed this training program for use in all school awareness programs in the three regions.
- **Peer Support Curriculum:** This training program was developed for use in training the DYAs. It includes modules for one-on-one and group training sessions.

- **Self Advocacy Curriculum:** This curriculum was developed for training DYAs how to work as advocates for the disabled in their respective communites.
- ***Empowering Youth with Disabilitie:*** This training manual was produced for the Disabled Youth Conference and Independent Living Youth Camp which was held in Moscow on June 25-30, 1999.
- Three **Informational Bulletins** about the project were produced and disseminated to approximately 50 ARSD Regional Boards.
- 70 print articles published locally and internationally.

Round III

TOMSK TV-2 (TOMSK) & DOWNTOWN COMMUNITY TELEVISION CENTER (NEW YORK, NY)

Project Duration: December 1, 1998 – July 31, 2000

USAID Award: $ 122,983

Matching Funds: $ 164,672.22

Training Statistics: 128 individuals

Project Summary: The goal of this project was twofold: to invigorate civil society and spur economic development by strengthening the position of independent community-based media centers and fostering further training of talented young professionals; and to expand the training for producers in Tomsk, increase community participation in decision-making processes, and create new links among community actors. The partners expanded the training curriculum to include instruction on conducting community outreach; developed public programs; continued training of young television producers and student summer exchanges between New York and Tomsk; broadcasting of student work on both local television as well as at selected video festivals in both the USA and Russia. The youth in the project collaborated to create to major documentary films that were aired on US and Russian television.

Major Accomplishments:

Outcome 1: Strengthening community connections by expanding the audience for workshops and reaching out to attract new participants.

- Partners established a new course entitled "Basic Video Production Workshop" at Tomsk TV-2's Community Media Center (CMC) in order to accommodate more individuals, and individuals with different levels of skill. It is now taught regularly to students from the Tomsk State University Journalism Department. This workshop covers the basic skills needed to produce a video, including camera operation, editing, and story composition.

- Tomsk Community Media Center also continued holding its summer youth camp "Sun Republic." CMC instructors and Tomsk TV-2 reporters worked as instructors at the camp. During the course of the project over 80 young journalists from Tomsk and suburbs took part in the camp and learned both creative aspects of TV production as well as managerial and financial sides.

- During this project, the partners provided advanced training to a core group of young producers (these are individuals who had received beginner training during DCTV's and TV-2's previous collaborative project). Members of this "core group" of trainees have formed the production studio "Ellipsis," which produces a monthly TV program entitled "Ellipsis 2000" for broadcast on TV-2. Equally important, this advanced training enabled these students to become effective trainers of others in their community. Through their work as producers and teachers, the influence of this core group – members of the first generation of independent media producers in Russia – will ripple throughout the Tomsk area and beyond.

Outcome 2: Continued training of and exchanges between young television producers in both New York and Tomsk.

- In July 1999, DCTV's professional editor and instructor Duncan Cameron conducted a 10-day intensive video journalism training session for trainers of Tomsk Community Media Center and producers of TV-2. The training centered on electronic field reporting and feature-length video documentary production. The influence of this training session has increased multi-fold as reporters and producers have introduced the new ideas, techniques and styles to others at CMC, TV-2, and centers beyond Tomsk.

- In both Tomsk and New York City, a core group of 6 to 8 students received extensive training in video production and participated in the international exchanges. Through international dialogue, "video exchanges", email, on-line "chats," the students were guided in how to work closely together as a team, across borders and time zones, and crossing language and cultural barriers. The students exhibited their new skills in their production of individual projects and two joint projects "*Ten Dollars/Ten Rubles*" and "*War or Peace.*"

- Three Tomsk students who worked with the SPAN partnership were hired by Tomsk TV-2 as a result of their training under the program.

Outcome 3: Broadcasting of student work on local television, as well as at selected video festivals in both the US and Russia, and sponsoring annual amateur video competitions.

- Each program produced by the students was aired through local venues in both countries. These venues were the monthly TV-2 program "Ellipsis," and DCTV's bi-weekly cable program "DCTV Presents ... " on the Manhattan Neighborhood Network.

- A new weekly TV program "Youth Avenue", the only informational TV program for youth in Tomsk and Tomsk Region, has been aired since December 1999 on the Tomsk TV-2 channel under SPAN. This program is produced by Tomsk Community Media Center students and showcases their work.

- In both countries the students' work was also screened at video festivals and other venues. The youth video festival "Ellipsis-99," sponsored by TV-2 and Tomsk Hobby-Center, was held in Tomsk on March 29, 1999. Twenty-two videos created by students from Tomsk and the Tomsk region were shown in the festival, which was open to people 20 years of age or younger. The festival was attended by over 100 people. In March 2000 "Ellipsis-2000" was held, at which 31 videos were screened.

- The joint DCTV/TV-2 production *War or Peace* was screened at the Moscow International Video Festival, where it won awards for "Best Patriotic Content" and "Best Sound Design." While in the United States, the Russian students also publicly screened their videos at a DCTV screening.

- On April 28, 2000 DCTV students Natalie Neptune, Boakye Boakyewaa, and Rubin Polizzi were guests on the "On the Line" program, and participated in a panel discussion on high school during which they spoke about the DCTV programs and their collaborative work with Russian teens. Rafael Rosaria was a guest on the **WNYC's "Working Families Series"** on June 13, 2000. This series was part of WNYC's local NPR programming. He took part in a panel discussion on working families, and shared his unique experience of becoming a teenager producer and reporter, and the lessons he learned through international reporting assignments.

Partnership Development and Sustainability:

The relationship between Downtown Community Television Center (DCTV), a nonprofit community-based media center, and Tomsk TV-2, one of the earliest non-state broadcasters in Russia was initiated with assistance of a 1996 grant from USAID. This grant was used by DCTV and Tomsk TV-2 to create the Tomsk Community Media Center, a unique model which provides citizens of Siberia with access to a free education in the media arts. In addition, the USAID grant was used to establish an international exchange program for teenage media arts students from DCTV and from the Tomsk Community Media Center.

SPAN grant was used to fund the extension of the mutually beneficial relationship between the partners. The partners felt that the SPAN grant was needed to "consolidate" TV-2 and their efforts to this end were very successful. During the project, the partners sought to strengthen the quality and reach of TV-2's educational programs and ensure TV-2's place as a leader in community media in Tomsk and across Russia. It is the belief of the partners that public recognition and popular support will sustain TV-2 during this new and still fragile age of independent media in Russia.

The SPAN project has strengthened DCTV's commitment to provide varied international projects for students as a centerpiece of their media education. DCTV's work on the SPAN project has given them

increased motivation to undertake other international initiatives, and concurrently has taught them lessons rendering them better able to ensure the success of their international programs. For example, in late 1999, DCTV was selected as the training provider for the World Learning/TRANSIT-Europe Program in Video Journalism – Training of Trainers.

While both TV-2 and DCTV are committed to maintaining an on-going relationship, continued collaborative projects will require funding. Without funding, the relationship will be primarily one of providing updates and advice, but not one with tangible products. The partners found the visits to each other's country to be crucial to cementing these relationships and their commitments to each other. Without outside funding these trips are simply impossible. Both partners agree that continuing a more purposeful relationship is desirable.

Lessons Learned:

- The partners learned the importance of keeping regular contact between DCTV and TV-2. At first the partners would communicate with the Russian partners on an "as-needed" basis – when the partners had to make plans or communicate specific information. The partners realized that weekly communication, even just to touch base, is important for maintaining the trust and spirit of collaboration upon which this project depended.

- Students and instructors were also exposed to very different pedagogical styles. The DCTV instructors and students found the TV-2 instructors to be more "top-down" in their teaching approach, in contrast with DCTV's student centered pedagogy. The Russian students seemed to respond well to the less hierarchical teaching style of the American instructors. Despite the fact that they have little experience with this pedagogy, the Russian students successfully adapted to the larger amount of latitude the American instructors gave them.

- This project demonstrated that efforts to cultivate a thriving independent community media in Russia must be centered on youth. DCTV trainers noted that it is more difficult to "re-train" current colleagues since they tend to be more set in their ways. Members of the next generation of journalists in Tomsk, however, are open to and ready for new kinds of training. These youth are interested in conducting journalism in a more open fashion than is currently the case in Russia. Because of their receptiveness to new ideas, younger journalists benefit tremendously from instruction, mentoring, and collaboration with journalists from other countries.

Products:

Two video projects produced jointly by TV-2 and DCTV students: "*Ten Dollars/Ten Rubles*" and "War or Peace." The first documentary film examines the buying power of the American and Russian currencies and the latter the impact of war on society. The films were aired on television stations in Tomsk and in New York City.

ECOJURIS INSTITUTE OF ENVIRONMENTAL LAW (MOSCOW)
&
EARTH JUSTICE LEGAL DEFENSE FUND (SAN FRANCISCO, CA)

Project Duration: December 1, 1998 – September 30, 2000

USAID Award: $82,091

Matching Funds: $94,360

Training Statistics: 84 individuals

Project Summary: The partners included three components in their project's goal: 1) To design and implement a pilot project in conjunction with the Moscow city government to achieve meaningful opportunities for effective public participation in environmental health decision-making processes in Russia. 2) To provide comprehensive legal education and follow-on support to key law reform players in Russia. 3) To conduct multi-media public education campaigns, encourage public participation in the issues, and provide direct consulting and support services. To accomplish the objective, Ecojuris and Earth Justice Legal Defense Fund (EAJUS) coordinated three educational workshops on public participation and environmental human rights for 84 participants in Kamchatka, Ufa and Moscow. They opened legal consultation centers for citizens and NGOs in Izhevsk, Novgorod and Petropavlovsk-Kamchatski to provide weekly support to those interested in environmental rights issues and also represent select citizens in civil cases. In Moscow, the partnership team focused on introducing the principles of public participation into draft laws and regulations. Ecojuris helped to draft a new federal Environmental Impact Assessment (EIA) Regulation, which was adopted in July 2000. Ecojuris Director Vera Mischenko was awarded the Goldman Environmental Prize in recognition of her pioneering efforts in supporting citizen's rights on environmental issues.

Major Accomplishments:

Outcome 1: Educate the public (citizens, government officials and industry managers) in "environmental human rights."

- The partners coordinated three educational workshops on public participation and environmental human rights for 84 participants in Kamchatka, Ufa and Moscow during the project. Through the workshops Ecojuris developed and refined an interactive training program that emphasized role-playing and case studies. Every workshop consisted of role-plays, case studies and lectures on general issues such as an overview of applicable Russian or American law on public participation in environmental-decision making and updates on key pending Russian federal environmental and public health draft laws.

  Each workshop consisted of 25-30 participants and lasted from 2-5 days. After the workshop, participants gained necessary skills to bring cases to court and many wrote letter to Ecojuris that after the workshop they began to gather people together and develop cases regarding breaches in environmental law.

Outcome 2: Enable citizens and NGOs in selected regions to participate more actively in local environmental decision-making and increasing their capacity to prevent or mitigate environmental pollution.

- Ecojuris and Earth Island Legal Defense Fund opened legal consultation centers for citizens and NGOs in three different cities: Izhevsk (The Udmurtian Republic in The Volga-Urals region), Novgorod (the Northwest of Russia) and Petropavlovsk-Kamchatski (the Russian Far East). The centers provided weekly support to those interested in environmental rights issues and also represented select citizens in civil cases. Over the life of the project the centers provided approximately 160 consultations on issues such as preparing legal pleadings, drafting requests for access to information to officials, claims to the courts, representing interests of the plaintiffs in civil cases on environmental rights, and legal education through the distribution of legal materials among applicants and via mass-media. All lawyer consultations were given free of charge and covered issues such as construction sites where building had taken place without any public participation and environmental review; deforestation of parks and forests; and violations of Russian environmental legislation in specially protected areas and watershed zones, such as construction or cutting down trees in first group forests.

- Ecojuris Director Vera Mischenko was awarded the Goldman Environmental Prize in recognition of her pioneering efforts in supporting citizen's rights on environmental issues. Her work under the SPAN grant

included a successful lawsuit filed with Russia's Supreme Court challenging a Russian government decree that waived an environmental impact review of a proposed Exxon drilling operation. This was the first environmental victory in Russia involving the interests of a multinational corporation.

Outcome 3: Design and implement a pilot project on a better approach to public participation in the adoption of environmental regulations.

- In cooperation with the Moscow city government, the partners began a pilot project to introduce public participation principles into draft laws and regulations. Ecojuris, EAJUS, and the representatives of the Moscow government worked closely together under this component. The project team focused on introducing the principles of public participation into draft laws and regulations. Ecojuris helped to draft a new federal Environmental Impact Assessment (EIA) Regulation, which was adopted in July 2000. The regulation includes a separate section providing concrete mechanisms of public participation for the first time in Russian legislation.

- The pilot project is now in its second stage – i.e. testing the "public participation chapter" of the federal EIA regulation in the city of Moscow. The Moscow government concluded an agreement with Ecojuris to draft the City Law on EIA. Additionally, Ecojuris will choose a proposed project, such as a gasoline station or other polluting facility to test the new mechanism of citizens' participation in the EIA procedure, including providing information support, conducting public hearings, analyzing comments received, and publishing information about the process in both the municipal newspaper and Ecojuris publications.

Partnership Development and Sustainability:

Ecojuris Institute began in the early 1990's as Russia's only non-governmental environmental law organization. Ecojuris has represented citizens, NGOs, and local governments across Russia on a variety of environmental issues. Earth Justice Legal Defense Fund (EAJUS) is the largest non-profit environmental law firm in the United States, and began international work in 1990 with a United Nations study. In 1997 EAJUS took on the Russian Environmental Law Project. Before joining together for their SPAN project, the organizations worked together to coordinate law seminars and fellowships, organized international exchanges, and published a variety of environmental law materials.

The partners' joint efforts on education and law reform programs have provided a solid foundation for expanding the project to other regions of Russia, and other areas of environmental, health, and human rights law in the years to come.

The Consultation Centers, organized in three different regions, are still functioning after the termination of the SPAN project, as is the Consultation Center that is an adjunct to Ecojuris, which has operated continuously since April 1997.

It is likely that the rapid rate of drafting new laws and regulations in the areas of environmental protection, pollution control, and public health will continue apace for some time to come. Ecojuris will continue to be well placed to have a positive impact on future draft laws, especially regarding the inclusion of effective mechanisms for public participation and protection of public health. EAJUS lawyers' significant experience in drafting and analyzing US state and federal laws and regulations, as well as international legal instruments, will continue to provide valuable support to Ecojuris' law reform work.

Lessons Learned:

- While it is good to spread the news of positive results among the population through the media, it is even better to allow people the chance to ask questions and get answers in situations like the workshops conducted under the grant.

- As suggested by seminar participants, Ecojuris plans to prepare a short video of the best elements of the projects' workshops for distribution in the NGO community as well as broadcast on regional television channels.

Products:

The Public Interest Environmental Law Newsletter: This publication, which was printed in 2,000 copies, contains case studies from various regions of Russia and an article about public participation in administrative decision-making in the US. US legislation is a good model for further developing public participation in Russia. The newsletter was distributed in all three regions workshop participants, resource centers, NGOs, and those who sought consultations under the project. All newsletters were distributed free of charge and were included as match on the SPAN project.

Round IV

UNITED WAY OF ANDERSON COUNTY (OAK RIDGE, TENNESSEE) & THE NON-PROFIT FUND "OUR CHILDREN" (OBNINSK)

Project Duration: February 14, 2000 – May 15, 2001

USAID Award: $73,886

Matching Funds: $25,353

Training Statistics: 74 indivuiduals

Project Summary: The project's overall objective was to introduce the concepts of volunteerism and improve the environment for non-profit, social service organizations in the Obninsk community. Under SPAN, the partners worked together to explore ways in which the support system model used by UWAC and its sponsored agencies could be adapted for use by similar agencies in Obninsk and other cities of the Kaluga region to provide needed services to local residents at risk. As a result of the project, several new initiatives dedicated to strengthening social services and community life were established and cooperation between the local government and NGOs was strengthened, with NGOs participating actively in decision-making processes pertaining to social services provision in the community.

Major Accomplishments:

Outcome 1: To educate the "Our Children", Obninsk Community Foundation (OCF), and Coordination Volunteer Center (CVC) staff and volunteers from Obninsk on volunteerism and the United Way experience.

- The study of the American model of volunteerism took place through workshops, discussions, Russian and American visits to Oak Ridge and to Obninsk, and the close-out conference. The total number of Russian participants in these events was about 250. This number also includes representatives of local government, business, media, municipal establishments, and educational facilities. Eleven workshops and a two-day conference were organized. Most of the participants were representatives of Obninsk NGOs seeking information on the US experience in (a) how to attract volunteers to provide various services to target population groups; (b) how to raise the prestige of volunteerism and volunteer work in society; (c) how to raise funds for various purposes; and (d) how to network with the government and corporate communities.

- Four workshops attended by 74 participants were organized by the Coordination Volunteer Center (see Outcome 2 for information on the Center). These workshops were devoted to issues of community life, identifying social problems in the community, and opportunities to adopt and apply the American experience in concrete activities. It is important to note that the CVC workshops resulted in the establishment of a new civic movement "Computers to Schools," as well as the founding of the NGO "Obninsk Volunteers for International Partnership," and the development of a new consortium of local organizations - "Network of Active Organizations" - with a mission to unite local resources in resolving city problems on the basis of institutional volunteerism.

- Information and materials about the Oak Ridge experience were disseminated through the *Good Will* bulletin (published as an attachment to the *Chas Pik* local NGO paper) which was distributed among Obninsk organizations, as well as during various meetings, seminars and conferences.

Outcome 2: To strengthen the third sector in Obninsk and expand the spectrum of its services in the field of social programs by attracting volunteers from the community and through the establishment of two new not-for-profit organizations.

- The Coordination Volunteer Center (CVC) was established under the SPAN project as an umbrella organization providing services for a wide range of NGOs. The CVC actively recruits volunteers to assist non-profit organizations in providing services and organizing events. One example of the effectiveness

of the CVC's work is the Guriev forest clean-up which was organized by environmental and youth groups and involved 31 volunteers recruited by the CVC. The CVC also provides technical assistance to local non-profit organizations.

- The partners initially planned to established an addition organization called the *White* Cross. However, halfway through the process of establishing the *White Cross* organization the partners decided instead to merge it with an already existing organization the *Fund for Social Charity* (FSC). The merger was appropriate because the FSC had a mission and activities similar to those planned for *White Cross* – a center providing various support services to senior citizens in need of medical, psychological and household help. The FSC was initiated by Dr. Sergey Kirichuk, director of the Prosthetic and Orthopedic Center in Obninsk. Dr. Kirichuk planned to organize a care center for seniors through the FSC since his organization already had facilities which could be used for such a center. The partners approached him with a proposal to join forces, and joint project activities began in January 2001. Around the close of the SPAN project, Mr. Kirichuk was elected as Chair of the local Red Cross organization, which strengthens his position in promoting the care center to the local government, and is expected to help extend the project's impact and sustainability.

- Forming the CVC and other project activities clearly had a favorable impact on the third sector in Obninsk. According to the partners' estimates, no less than 300 individuals took part in volunteer and community-oriented events organized during the project. Volunteer events included those connected with Victory Day celebrations, International Day of Children and the Day of Knowledge. Volunteer activities for seniors included giving presents to veterans, patronage services, concerts for veterans, excursions to a monastery, etc. Activities for youth included concerts, exhibitions, horseback riding, sporting competitions, etc. It is important to note that the project initiated a youth group of a local Orthodox congregation to provide social services to seniors.

Outcome 3: To foster a positive image of volunteers as the core of not-for-profit organizations by means of a proactive public relations campaign.

- Raising the profile and image of volunteers and voluntarism was an integral part of all the project activities. At the very beginning of the project, volunteers and the organizations that utilized them encountered mistrust and skepticism on the part of the community, especially among seniors and war veterans, regarding the volunteers' motivation. With time, through meetings and negotiations as well as volunteer activities, that attitude started to change for the better. Information about volunteerism, including examples provided by American organizations, and success stories in Obninsk was published in a monthly bulletin *Good Will*. A total of 10 issues were produced under the project, with an average circulation per issue of 5,000. The bulletin was distributed among local NGOs, business organizations, and local government. One important lesson that the Obninsk team learned from its US partner is to appreciate or acknowledge volunteers publicly through making their names known during volunteer activities, publishing names in the monthly bulletin, and writing letters of thanks.

Outcome 4: To expand and strengthen partnership between Oak Ridge and Obninsk by establishing links between individuals and agencies dedicated to providing support for individuals at risk.

- Over the course of the project, especially during the exchange visits, many individuals and different organizations from Obninsk that provide various services and support to the community established relationships with Oak Ridge counterparts. Approximately 20 Obninsk and Oak Ridge organizations and institutions ranging from public libraries to senior citizen centers to business associations to youth groups developed contacts and relationships with their Russian or American partners.

- Additionally, the city administration pledged to develop a strategic policy aimed at fostering international links and promoting development of partnerships between Obninsk-based organization, mainly NGOs, and international counterparts.

Partnership Development and Sustainability:

The partnership between the United Way of Anderson Country and Our Children and Community Foundation has its roots in the longstanding Sister City relationship between the two cities of Obninsk and Oak Ridge dating back to 1992. Obninsk and Oak Ridge share some similarities in their history and face similar economic and social problems at present, which is one of the main reasons for their active and successful partnership. Their collaboration has included activities in different areas of community life and citizens' exchange. Through the SPAN project, the UWA and Obninsk partnership acquired invaluable

experience working together on grants and, specifically, USAID grants with specific requirements for financial and program reporting.

During the course of their SPAN project better understanding was achieved between other organizations involved in the project, their profile raised, and networking improved considerably. One of the highpoints among the project outcomes is the fact that the Obninsk community has considerably consolidated, and hence improved, its approaches to socially related issues. Due to the project, several new initiatives were established in Obninsk (to mention a few – CVC, Computers to Schools, and Fund for Social Charity). In addition, a number of organizations from Obninsk started participating in sister city relations directly with their US counterparts (see above). Moreover, participation in the high-profile SPAN project helped the Our Children Fund become a more visible organization in the community. This helped them find more partners among the local NGOs which is expected to strengthen their effectiveness and sustainability.

Lessons Learned:

- In the process of establishing the CVC, the partners realized that having citizens and organizations engaged together in *open discussions* based on real community problems is an important factor for the successful establishment of a community organization. Focusing discussions around the problems of youth policy and care for seniors allowed the partners to unite many different organizations in creating the CVC though it was not easy to reach a mutual agreement.

- The partners noted that the *mechanism* of social partnership is something that must be adopted first and foremost in NGO work. Many good concepts do not work well in Russia because people and organizations do not understand that it is far more profitable to cooperate than to compete when solving community problems.

Products:

- A **monthly bulletin entitled *Good Will.*** A total of ten issues with an average circulation per issue of 5,000 were published under the project. The bulletin was distributed to local NGOs, business organizations (Chamber of Commerce and industry and Union of Entrepreneurs), and local government.

    - A special **web-site** was created to organize, document and publicize activities of volunteers and the 3rd Sector in Obninsk: www.volunteer.okclub.org

    - A **brochure called *How to Attract and Keep Volunteers*** was produced and a total of 500 copies were printed and distributed to local NGOs.

C. Environment

Lubov Fainentel of Clean Home and Alexandr Ivanov, General Director of Spetsavtohozyaistvo (a municipal enterprise that deals with collecting and utilizing waste in Nizhnii Tagil) by the two waste collection vehicles purchased under SPAN program for the Solid Waste Management Project. Nizhnii Tagil - February 2000.

Baikal Watch (San Francisco) & Baikal Environmental Wave (Irkutsk, Russia): Program participants relax in the Kamchatka Region

Ecoline educational materials on how volunteers can take an active role in environmental management.

Round I

THE BAIKAL ENVIRONMENTAL WAVE (IRKUTSK)
&
BAIKAL WATCH AT EARTH ISLAND INSTITUTE (SAN FRANCISCO, CA)

Project Duration: March 1, 1998 – September 30, 2000

USAID Award: $149,904

Matching Funds: $182,020.22

Training Statistics: 950 individuals

Project Summary: The goal of this project was to increase awareness among professionals and the general public of the effects of hazardous waste on human and environmental health and to promote solutions to these problems. In particular, the partners focused on pollution caused by a pulp and paper mill located on the southern shore of Lake Baikal and burning of trash in the region. The Baikal Environmental Wave (the Wave) recruited more than 120 volunteers to lobby key officials and businesses about mill pollution as well as carry out various research projects pertaining to pollution caused by medical waste and automotive oil. The partners were successful in raising awareness of toxic pollution in the Baikal region by hosting three international workshops each with between 60 and 80 participants. They also fostered grassroots activity through a "Best Courtyard" contest that drew attention to the problem of burning trash in neighborhood yards. City authorities and the Mayor supported the contest with a monetary donation for the prize and have continued hosting the competition ever since. Finally, the State Environmental Department, invited the Wave to make corrections and suggestions to the City's 1998 draft Resolution «On Solid Waste Management..." an important step toward enabling the Wave to take part in decision-making in the region.

Major Accomplishments:

Outcome 1: To raise public awareness of the dangers of hazardous waste and safe methods for its disposal and/or recycling.

- The partners produced over 30 videos and pamphlets on issues of environmental waste and posted most of them on the Wave's web site at <http://www.baikalwave.eu.org>. The information generated over the course of the project was designed to reach a wide audience, ranging from the average citizen to the environmental specialist. The Wave's journal, "Volna" (Wave), was especially successful—the partners printed and distributed 6,500 copies over the course of the grant. The journal was awarded the Golden Nike and a first degree diploma at the All-Russian Contest of Journalists for the best "green journal".

- Volunteer work was crucial to the success of the project. Volunteers conducted a public opinion survey on the question of domestic waste. Wave members and over 120 volunteers recruited for the project addressed issues of pulp and paper mill pollution with important players such as the State Environmental Committee, the Oblast Administration, pulp and paper consultants, and economists. Student volunteers were also instrumental in carrying out various research projects. They developed schematic maps of illegal rubbish dumps in 5 districts of Irkutsk and carried out a study on motor oil pollution that entailed visiting 57 automotive businesses and interviewing more than 700 motorists. At Irkutsk's medical school, professors, students, and interns printed questionnaires and traveled to Shelekhov and Arshan, in the Sayan Mountain area to assess health problems related to the extreme pollution from aluminum, in the region. This was the first time a survey of this kind was carried out in Irkutsk Oblast.

- Wave staff held 23 presentations for more than 850 individuals of diverse professional backgrounds and locations on the dangers of burning trash. They reached audiences from more than 21 towns and settlements of the Irkutsk oblast, including schoolchildren, teachers, librarians, administration officials, community activists, concerned citizens, hospital staff, landfill managers, and environmental organizations.

Outcome 2: To inform and/or train medical staff, grassroots activists, business people, and representatives of local governments and regional administrations about hazardous waste issues.

- The partners were successful in raising awareness of toxic pollution in the Baikal region by hosting three international workshops each with between 60 and 80 participants. The workshops brought together professionals and citizen activists from various sectors to facilitate dialogue regarding dioxin pollution in the Baikal region and develop concrete strategies for how individuals and organizations from the business and NGO sector as well as governmental institutions could work together to reduce pollution. These conferences were integral to forming stronger ties between the Wave and other environmental groups and activists. They also helped develop further citizen participation in the environmental movement of the Baikalsk community through special training sessions dedicated to grassroots activism.

- To provide accurate information and train students in methods of measuring toxins, the Wave partnered with the Irkutsk Institute of Geochemistry at the Russian Academy of Sciences to develop a laboratory to analyze various products such as soil, food products, industrial waste and so on for the presence of organocholorines. The SPAN grant supported the purchase of a chromatograph for the laboratory to test various samples for PCBs. The scientists collected numerous samples for testing and at the close of the project they were working to establish consistent standards for PCB analysis

Outcome 3: To create mechanisms for preventing hazardous waste and insuring proper disposal through collaboration with representatives from both the business sector and local, regional and state government departments.

- The partners decided to foster grassroots activism through a "Best Courtyard" contest. The object of this contest was to bring citizens together with state authorities and municipal services to resolve an environmental problem facing the community. The contest was approved by the City authorities, and the Mayor issued an order to support the prize fund with 69,250 rubles ($2,600 at that time). One of the major criteria for the competition was whether or not the citizens regularly burned rubbish in the courtyard. The contest drew the attention of the local mass media, and the campaign won the sympathy of three local TV channels and the press. The event received wide press and awareness of the problem has greatly increased in Irkutsk. Several branches of the Wave also launched educational campaigns in their regions as well. The event was so successful that participants and city officials decided to hold the event again in the following year.

Outcome 4: Ensure enforcement of Russia's present environmental laws and advocate for improved legislation to protect human and environmental health.

- The State Environmental Department, invited the Wave to make corrections and suggestions to the City's 1998 draft Resolution «On Solid Waste Management," an important step toward enabling the Wave to take part in decision-making in the region.

- In order to reduce pollution associated with burning trash in and around Irkutsk, the partners established an 'inspection' team equipped with warrants from the State Environmental Committee to review reported incidents of people burning trash. This proved to be an effective method of cooperating with the Committee. Due to the project's public awareness campaign the City Environmental Department was receiving 50 to 100 phone calls daily from citizens complaining about rubbish being burnt in their neighborhood and Committee staff were pleased to hand over some cases to the Wave's inspection team. Unfortunately, the merging of the State Environmental Committee into the Ministry for Natural Resources by Presidential decree put an end to the strength of these warrants. Investigations are under way to have new ones confirmed by *some* state authority so that the inspections can continue.

Partnership Development and Sustainability:

The Baikal Environmental Wave (BEW) began in 1990 as an informal gathering of scientists and citizens concerned with the environmental situation in the Baikal region and the global environmental crisis. The partnership between the Wave and Baikal Watch began a year later, in 1991, when Earth Island Institute staff members visited Lake Baikal and met with members of the Wave. The partners have since cooperated on a variety of environmental projects.

Prior to and during the project the partners enjoyed a very close working relationship and they will continue collaborating together on issues of pollution in the Baikal region past the SPAN grant. Continuing in the area

of toxic waste prevention, the partners are working together to find carry out a project against medical waste. The partners are also now working on fundraising for a forest monitoring project and on developing small environmental action groups in the Baikal region that will deal with specific local issues. Baikal Watch continues to give the Wave informational backup and its volunteers provide support with translations of scientific articles.

Lessons Learned:

- The partners learned that it is crucial to have documents from state agencies verifying the right to work as "public inspectors" issuing 'acts' and protocols on violations of environmental law. These documents proved to be the necessary instruments for dealing with people who otherwise do not take environmental law seriously.

- In developing videos, the Wave noted that short public service announcements for TV are a cost effective way to get a message out to a wide audience since TV channels are willing to show them free of charge.

- Unfortunately, the partners learned that local administrators are often willing to collaborate only on those projects they consider important and initiate. They are wary of working closely with NGOs on topics with which they are less familiar, especially if they are uncertain whether or not there will be negative findings that could reflect poorly on the administration.

Products:

- **Quarterly journal "Volna,"** which was distributed in **6,500 copies** including the Wave's environmental network in the Baikal region and beyond, participants at project seminars, state agencies, institutions of higher education, and schools.
- **Ten thousand copies** of eight different **leaflets on the dangers of burning trash** were distributed at schools, enterprises, public meeting places, and organizations working throughout the Irkutsk oblast' that collaborated in the educational campaign. The leaflets were often distributed at educational events where the Wave staff made presentations on why burning of trash is harmful.
- **Video films: "A New Day Begins"** –a 15 minute documentary on interactions between the Baikalsk Pulp Mill, the state, and the community; **"Mitiugin's Planet"** –a 110 minute documentary about a Bratsk businessman who is developing a recycling program for toxic waste; and a 10 minute film on **toxic waste and human health in the Irkutsk region**. Part of the video was used by the Irkutsk TV studio TV-Aist for the popular program "My Town" on the impact of automobile transport in the city.
- **Public Service Announcements**: 1) Series of six video clips for TV on **hazards of burning rubbish.** The videos were shown and continue to be shown on local TV channels. 2) Series of three video clips against **improper disposal of car batteries and used motor oil** and effects of using unleaded fuel. 3) Video report on waste transport in Irkutsk. 4) Three **musical public service announcements** for the anti-burning campaign. They were broadcast on three radio stations, approximately twice a day for each station during the height of the campaign.

Institute for Sustainable Communities (Montpelier, VT)
&
Clean Home (Nizhnii Tagil)

Project Duration: April 1, 1998–June 30, 2000)

USAID Award: $167,263

Matching Funds: $69,030.64

Training Statistics: 14 individuals

Project Summary: The goal of the project was to improve solid waste management in Nizhnii Tagil and to strengthen the capacity of community leaders to involve the public in decision-making processes. The process used in developing the new plan to improve waste management practices in Nizhnii Tagil accomplished for the first time, a forecast by the city of future waste management needs, and a systematic look at the existing system to establish priorities for improving current conditions.

Major Accomplishments:

Outcome 1: To strengthen the capacity of community leaders to facilitate participatory public decision-making processes.

- ISC and Clean Home facilitated the formation of a multi-stakeholder advisory committee to collect information and advise the city on the recommended directions for the solid waste management plan that would be developed as part of the project. Members included comprehensive representation from the city administration, the okrug nature protection committee, and the municipal waste utility, as well as representatives from education, media and public organizations.

- The partners organized a public meeting at the start of the project to identify the public's thoughts and concerns regarding the need to improve solid waste management practices in the city. As a result of public input in subsequent public meetings, participants noted several new issues that had not previously been included in the project, and identified several interested and active individuals who were invited to join the advisory committee. City leaders associated with the project recognized the value of public input.

- Project partners assisted the Advisory Committee in organizing focus group meetings to highlight current waste management difficulties and ensure that proposed solutions and alternatives detailed in the plan were practical and acceptable to the groups that would be most impacted by them. Separate interrogative meetings were held with Communal Services Department staff connected with household waste collection, street captains from private home districts, and owners of small commercial enterprises.

Outcome 2: To improve solid waste management practices in Nizhnii Tagil.

- New collection programs, including the purchase of two new trash collection vehicles and the construction of six central collection stations, were established for private residences in all districts of the city where waste was previously commonly disposed of by burning or dumping.

- At the behest of members of the project's Advisory Committee, the city Duma passed legislation to increase the user fees gradually over three years for collection and disposal of household waste until fees approach the actual cost, making the provision of these services self-sustaining. The city is able to reapply the budget resources, no longer required to subsidize waste services, for more costly capital improvements to update the system.

- Members of the Advisory Committee worked with the city administration to pass regulations requiring applicants for new and renewal business licenses show proof of having contracted for waste disposal services. Previously, businesses were technically required to contract with the city's utilities for their waste disposal needs, whereas in reality a large majority either commingled the waste into residential containers, burned it, or simply dumped it illegally.

- The partners conducted an economic analysis to evaluate competing options for the city's future waste disposal mechanism. As the new landfill in the Dzerzhinskiy District took on increased importance for the city's waste disposal needs, it was recommended that several improvements be made to the site, including an additional ground water monitoring well, and equipment and training for radiation control measures. Additional funds were provided for design work to enable the capping and re-vegetation of the city's two closing landfills.

- The Advisory Committee generated a database depicting all significant illegal dumpsites in the city including each dumpsite's location, size and composition. The city used this information during clean-up activities to help prioritize and organize liquidation efforts to clean up the city. Approximately 48 of these dumps were removed during these periods, and more than 700 cubic meters of waste was transferred to the landfill.

- The Advisory Council recommended in the five-year solid waste management plan that a position for a citywide coordinator be created, a position that was filled in April 2000. The coordinator received additional training on a study tour to the United States, and is now responsible for implementing the solid waste management plan at the citywide level.

Outcome 3: To stimulate citizen involvement and activity in local policy.

- As part of the Committee's work to develop the document that was ultimately approved as the city's five-year municipal solid waste management plan, the Advisory Committee worked diligently to engage and involve the public in the process via public meetings, focus groups, surveys, newspaper articles, mass media appearances, and public service announcements. The committee also piloted an innovative method for gathering public input involving asking readers of the Telekon Weekly newspaper questions via the regular weekly raffle drawing. This method raised the visibility of the project, increasing citizen attention on solid waste issues, and ensured that issues and recommendations were congruent with public sentiment.

- Project partners organized a community small grants competition for organizations and initiative groups in the city to raise citizen awareness by working on small projects that would have concrete visible benefits, contributing to the goals on improved solid waste management in the city. Ten proposals from elementary, secondary and university level students were selected to receive up to $800 for projects lasting approximately five months. The small grant projects mobilized hundreds of volunteers for projects from park clean-ups to educational programs to keep common areas clean. The small grants were funded from the cash matching contributions of ISC and the city administration.

Outcome 4: To foster the sustainability of the Clean Home-ISC partnership.

- The project helped establish a number of new partnerships, both within the city and between Russian and US organizations, which will assist Clean Home extend its abilities and program results. The ISC Russia Country Director noted that the results of the Nizhnii Tagil Solid Waste Management Project could be excellent candidates for replication funding under the ROLL project, a USAID program making grants to support Russian-to-Russian capacity building assistance to replicate successful environmental projects.

- Clean Home developed important connections with media outlets for the promotion of a series of public service announcements (PSAs) within Nizhnii Tagil, a collaboration that will serve the organization well into the future. Similarly, several of the university students who assisted with the solid waste management project now work with the Clean Home director on the NGO Support Center program. Involving the students in a significant way has also interested them in the opportunities and objectives of working within the third sector.

- The project also benefited from the assistance (provided in-kind) from Tony Barbagallo of Vermont's Chittenden Solid Waste District (CSWD). Barbagallo traveled twice to Nizhnii Tagil to assist the advisory committee in formulating the solid waste management plan. The main solid waste utility in Nizhnii Tagil has maintained contact with (CSWD) and Barbagallo helped coordinate the June 2000 study tour for the new solid waste coordinator in Nizhnii Tagil.

Partnership Development and Sustainability:

ISC and Clean Home have been working together since 1994 on various activities related to the USAID-funded Nizhnii Tagil Environment Projects. The participatory activities of the Nizhnii Tagil Solid Waste Management Project built upon the innovations and results of the earlier Nizhnii Tagil Environment Project (1993-98). It was during the earlier project that Clean Home, assisting ISC as the project's administrative office, became a registered independent public organization. The organizations jointly coordinated a community-wide environmental priority-setting process which led to the increased availability of local environmental information, a more active public, and concrete improvements in the city designed to reduce health risks related to air and water pollution. During the Solid Waste initiative, the partnership has matured from a simple grantor-grantee relationship into a collaborative partnership. The SPAN grant became a logical extension of the partnership relationships between ISC and Clean Home.

The successful completion of the Nizhnii Tagil Solid Waste Management Project has facilitated the development of new funding opportunities, most notably additional SPAN funds to implement the Nizhnii Tagil Green Futures Project. These community projects allow the organizations to test various methods of collaboration between officials and the public to achieve lasting local improvements.

Having the additional work in Nizhnii Tagil and lasting project collaboration with Clean Home allowed ISC to assist its partner with other organizational activity. In 1998-99, Clean Home was funded by the Eurasia Foundation to serve as an NGO Support Center for the city. ISC staff was able to provide suggestions and assistance for Clean Home staff, as well as participate in specific activities, such as NGO roundtables. ISC assisted Clean Home in starting a strategic planning process in 1997.

Lessons Learned:

- In selecting Advisory Committee members, project partners needed to recognize the desire of the local city administration to name individuals that it was comfortable working with. At the same time, partners needed to maintain their commitment to ensure that committee membership is inclusive of key constituency groups in the city. Evaluating participant interactions and interest level at the first meeting and reviewing questionnaire responses for additional input on solid waste issues, project partners were able to select a group of participants that not only fulfilled a diversity requirement, but were also clearly motivated and interested in working on the project.

- The small grants competition under the solid waste project was the fourth time that ISC, Clean Home and the city administration have organized such a program in the city. Small grants continue to be an excellent means to stimulate participation and interest in the project: community members have ideas for improving local conditions but often need just a small amount of funding to build momentum for their project; promotion of the small grants competition raises awareness about the larger community action project and draws people in; the small grants program highlights the benefits of a competitive submission process to bring in good project ideas and demonstrates the use of an open and transparent selection process; and, projects create immediate, concrete improvement to local conditions and show the population that individuals and small groups are capable of making positive improvements in the city.

Products:

- **Nizhnii Tagil Solid Waste Management Plan** 1999-2003
- **"And You Want to Live in a Clean City" booklet** on waste issues and the new solid waste management plan (published in September 1999);
- **Waste awareness brochures** – three variants: general awareness, illegal waste burning, and home composting (April 2000);
- **Waste Awareness Posters** – three variants incorporating themes from children's art and prose; and
- **Video documentary** of the process used in developing the waste management plan and the initial implementation steps (June 2000).

Round II

ECOLOGIA (Middlebury, Vermont) & Ecoline (Moscow, Russia)

Project Duration: June 1, 1998–November 30, 1999

USAID Award: $132,037

Matching Funds: $39,662

Training Statistics: 240 individuals

Project Summary: The goal of the project was to increase the capacity of local and regional governments, enterprises, and NGOs to work with the public to deal collectively with environmental pollution as a threat to public health and natural resources. The partners promoted EMS principles in the pilot regions of Vladimir, St. Petersburg, Chita, Buriat Republic, and Moscow. Representatives from over 15 enterprises received necessary environmental management information to assist them in formulating environmental policies.

Major Accomplishments:

Outcome 1: ECOLINE and ECOLOGIA work with several local communities, enterprises, and local governments to support a wide range of voluntary EMS in Russia, including but not limited to ISO 14000 initiatives.

- Due to international funding for projects such as that of ECOLOGIA and ECOLINE, the Russian Federation government is now paying greater attention to the importance of environmental management systems (EMS) and their applicability to domestic industries. The "National Environmental Action Plan of the Russian Federation for 1999-2001" includes positions contributed by ECOLINE, and emphasizes that gradual introduction of EMS based on ISO 14000 is one of the Russian Federation's national priorities. A significant part of the plan explains the need for the application of the new market instruments of environmental regulation in the country.

- At least one third of the businesses in the pilot regions of Vladimir, St. Petersburg, Chita, Buriat Republic, and Moscow that received necessary environmental management information from partners, assessed environmental impacts, and began communicating their environmental performance issues to stakeholders. Environmental improvements have been achieved through low cost and no cost measures.

- Visible results of the pollution reduction achieved in the Vladimir region, specifically two glass industries (Simvol and Steklovolokno), include: development of an environmental policy; preparation of a number of EMS procedures (such as hazardous materials containment); selection of priority environmental management and pollution prevention measures; monitoring of environmental performance parameters; and communication of results achieved to the wider public, NGO community, governments, partners, etc. In addition, in the Leningrad region, a lead battery plant (Baltelectro) began working to: implement an initial environmental assessment of the site; and communicate environmental policy and commitments to the wider public, to the NGO community, government agencies, partners, etc.

- Due to the extremely low level of economic activity and lack of economically sustainable enterprises in Chita after the Autumn 1998 economic crisis, partners adjusted program activity to focus primarily on providing training and motivation to regional enterprises for the development of voluntary environmental practices. A number of enterprises in the nearby Buryat Republic expressed interest in environmental management trainings and workshops, as well as greater capacity for developing an EMS. Project staff worked with management at BaikalPharm to identify priority environmental aspects and impacts and develop a draft environmental policy.

- After attending an EMS workshop in Chita conducted by ECOLINE, the East-Siberian Railway Company (Irkutsk) decided to develop an environmental policy. The company began drafting a policy and

developed its own Statement on Biodiversity Conservation. Project staff helped develop materials for a course on environmental management systems at the Institute for Natural Resources in Chita. Also, due to the high local interest in EMS workshops, the Institute took steps to create a regional EIA/EMS Center.

Outcome 2: Particular emphasis is placed on the role and value of public participation in developing, implementing and evaluating voluntary EMS.

- Public participation in the creation of incentives, development, implementation and evaluation of voluntary EMS has increased dramatically as a result of the project. Relatively unknown at the beginning of the project, EMS principles and ISO standards have been explained to the partner NGOs and through them to the general public in eight subjects of the Russian Federation. Through Internet discussions, meetings, round tables, conferences, and site visits, approximately 500 individuals representing various groups of interests have been contacted, provided with relevant information, standards, articles, etc.

- In all regions, ECOLOGIA/ECOLINE worked with partner NGOs to help identify interested enterprises, disseminate project information, and liase with government representatives and regulators. They held numerous training sessions for 240 participants in the areas of: awareness evaluation; training needs assessment; information and training materials preparation, reproduction and dissemination; consultations provision; EMS principles, achievements, constraints discussion; and results evaluation.

- Representatives from local and regional governments expressed interest in project activities and attended a number of workshops in all three pilot regions. Regulators, local groups, and project participants discussed opportunities to introduce incentive schemes for enterprises using EMS and demonstrating a commitment to environmental improvement.

Outcome 3: ECOLOGIA and ECOLINE use their experience in the field of voluntary EMS in the Russian Federation to present documentary evidence of both the opportunities and challenges of such systems in transition economies at international meetings.

- ECOLOGIA secured liaison status with ISO/TC207 in April 1999, allowing ECOLOGIA and ECOLINE representatives to participate directly in the committee responsible for developing the ISO 14001 and 14004 standards.

- The partners attended the ISO/TC207 plenary meeting in Seoul, Korea in June 1999 where they presented a joint paper on the challenges and opportunities for implementing EMS in the Russian Federation, shared experiences gained from the SPAN project. As a result of persuasive evidence presented by Ecoline representatives on how NGOs are vital conduits of environmental information in transition economies, TC207 leadership requested that a research paper on how NGOs can assist in the implementation of EMS be prepared for the next plenary meeting in Stockholm.

- ECOLOGIA continued to participate in the US Technical Advisory Group (TAG), which helps devise the US position on ISO 14000 issues. Drawing from experience gained from the SPAN project, ECOLOGIA provided other US TAG members with information on EMS development in Russia as well as demonstrated the benefits of NGOs in implementing EMS.

Outcome 4: Supporting the active involvement of Russian NGOs in international for a on voluntary EMS such as ISO is intended to correct a long overdue under-representation of NIS countries in such international bodies. In turn, this allows Russian NGOs to bring reliable and up to date information on EMS back to Russian colleagues in academia, government, the private sector and in the NGO community.

- Through participation in the TC 207 meeting in Seoul and other international meetings funded through other grants, ECOLOGIA and ECOLINE brought back to Russia reliable and up to date information and disseminated it actively to interested parties in academia, government, and the NGO community using electronic communications, publications, and meetings and conferences. The international position of the partners was taken very seriously and attentively by the local and regional governments in Russia, as well as by federal authorities, such as the Federal Committee for Environmental Protection.

- Similarly, the English and Russian language web sites devoted to environmental management issues maintained by each of the partners provided for wide dissemination of information acquired at international forums. ECOLINE's website contains information on: environmental auditing;

environmental management; and environmental monitoring methods applicability for environmental performance indicators selection and monitoring. Regional SPAN pilot project activities are discussed in detail, with an overview of the general project and chronological reports from each of the pilot regions. ECOLOGIA's website contains information on ISO 14000 specifically aimed at NGOs. The site includes a section of online resources related to ISO 14000.

Partnership Development and Sustainability:

ECOLOGA and ECOLINE have been actively involved in joint projects since 1990 with one another's staff, and formally through cooperative agreements since the founding of ECOLINE in 1994. The partnership between the two groups has created the foundation for joint international activities in Central Asia and in China. The SPAN project allowed ECOLINE and ECOLOGIA to further develop and demonstrate their capabilities as EMS experts, and they have worked to obtain funding to capitalize on new skills through AED, MATRA program of the Netherlands Government, and TACIS' New Environmental Policy for NIS and Mongolia' project.

The SPAN project added a new dimension to ECOLINE/ECOLOGIA cooperation by allowing both organizations to function more effectively in the international arena. As an international team representing a diversity of NGO interests, they were able to gain more credibility in international forums by understanding the perspectives of both transitional and developed economies. ECOLOGIA will continue to participate in ISO/TC207 and promote public involvement in the development of environmental management systems.

Lessons Learned:

- Many industry managers and business owners see the benefits of International Management Standards only in terms of winning certification and entering the global market and fail to understand that these standards can be used as a tool to the business activities of their enterprises. Unlike other countries, it is the NGO community in Russia that is helping businesses understand how EMS tools can be cost-effective methods of improving production. Therefore, it is critical that dialogue and collaboration between civil activists, enterprise managers, and regional and local officials be encouraged in order to promote wider acceptance of sound environmental management in Russia.

- Similarly, governmental and administrative bodies at the regional and federal level are much more supportive of initiatives such as EMS when they understand its applicability for sustainable development in a transitional economy. Therefore, it is essential to include them in round table discussions and individual meetings to educate them on the principles and overall effectiveness of EMS.

- Keeping the public aware of and active in the implementation of EMS at enterprises is crucial to the overall credibility of the process. Public meetings between stakeholder groups (community groups, local government representatives, and regulatory officers) and enterprise management to discuss issues of concern, helped stakeholders clearly understand EMS principles.

Products:

- English and Russian **web-sites** devoted to environmental management issues.
- **Video documents** describing the environmental performance of various industries.
- **Brochures:** *Voluntary Environmental Practices: Opportunities that are Not Used,* and *Lead Contamination.*
- **Position paper**, "Perspective on EMS Implementation in the Russian Federation."
- **Analytical paper** on the applicability of EMS principles, published in the collection "Civilized Business as a Factor of Sustainable Development of the Russian Federation."
- **Analytical paper** describing environmental management procedures for glass industries.

Round III

ECOPOLIS PRESS (MOSCOW) & TERRACARE SOFTWARE INC. (STRAFFORD, VT)

Project Duration: December 1, 1998 – November 30, 2000

USAID Award: $100,243

Matching Funds: $75,748

Training Statistics: N/A

Project Summary: TerraCare and Ecopolis press conceived a project to develop, test and market a prototype software called the "Green House Game." The software was designed to teach people how to identify, assess, and manage the risks of exposure to indoor pollutants associated with "sick building syndrome" in Russia. Players learn how to eliminate some pollutants, how to improve apartment ventilation, how to choose less toxic products, etc. by applying these skills to solve common, everyday air quality problems in a simulated virtual world of the Smirnof family. Before the final production of the game, the partnership successfully tested the software at conferences, workshops, and educational settings in Russia and the United States for over 700 students, teachers, and experts. They are now following leads to market the game within Russia and beyond.

Major Accomplishments:

Outcome 1: To develop a prototype software title designed specifically for Russian health professionals, teachers, students, and their families to teach them how to identify, assess, and manage the risks of exposure to indoor pollutants associated with "sick building syndrome" in Russia.

- The partners developed a software program through which students can experience—in a safe, simulated, and low-risk environment— a wide variety of indoor air pollution sources and gain the ability and motivation to solve these problems.

- The SPAN project deliverables will enable students to learn very practical risk management skills: how to eliminate some pollutants, how to improve flat ventilation, how to choose less toxic products, etc. Students first apply these skills to solve common, everyday air quality problems in the simulated virtual world of the Smirnof family. They can then apply these skills through a series of planned take-home assignments by investigating and managing indoor air problems found in their own homes, passing on the benefit of their new capacity to their families.

- The simulation software successfully combines the best of Russian and American design and problem solving. For example, the American technology-based problem solving approach is reflected in the flat walkthrough where sources of indoor air pollution (such as faulty heating or cooking appliances) are identified and then modified, changed, or removed. The Russian behavioral-based approach is reflected in the survey of resident activities where the lifestyle patterns of the residents (such as smoking or painting indoors without ventilation) are examined and then modified. The integration of both approaches is critical to a comprehensive and successful risk management strategy of indoor air pollution and is an example of the successes that cross-cultural collaboration can bring.

Outcome 2: To engage a select group of professionals, teachers, students, and families in a series of twelve pilot tests, which will test the effectiveness of the software and make content and programming revisions to the product, based on the pilot test results.

- The partnership successfully tested the software at conferences, workshops, and educational settings in Russia and the United States for over 700 students, teachers, and experts. Based on these testing and evaluation activities the partnership completed eight major revisions to the software.

Outcome 3: To develop a marketing strategy which includes product demonstrations and training courses as well as targeted outreach to past, present, and likely users of the partnership's products.

- TerraCare Software and EcopolisPress continue to seek partners to aid in publishing, or distributing the software in 2001. They are holding discussions with prospective non-profit and for-profit parties regarding strategic publishing, marketing, or training opportunities. Their continuous market research during the project suggested two likely approaches for distribution in Russia: (1) a partly-subsidized distribution model, whereby the software and teaching materials will be distributed for a reasonable fee, or (2) a wholly subsidized distribution model, whereby the software will be distributed free-of-charge. The distribution model ultimately chosen will depend on the amount of funds successfully raised in 2001.

- The partners designed a great amount of flexibility into the software that will help to make it a marketable project long into the future. Its multidimensional, component-based architecture provides possibilities for additional development. Different scenarios can be designed and loaded into the software engine. The current prototype scenario features a typical Russian flat filled with the most common sources of indoor air pollution. Although the software is targeted at Russian high school students and their families, the partners would like to expand the software scenarios so that Russian users can choose the kind of living environment scenario (and indoor pollution problems) which best reflects their own. The final product would be playable not only in major Russian cities but throughout Russia. Such scenarios could include a country dacha scenario, an office or industrial scenario, and others.

- Based on evaluation sessions of the Russian software prototype conducted by TerraCare with U.S. air quality experts, TerraCare was recruited by the City of Albuquerque, New Mexico to develop customized indoor air quality software tools for the City's Internet site. The City has agreed to finance the two-year project using funding available under the federal Congestion Mitigation and Air Quality Program, beginning in 2001.

Partnership Development and Sustainability:

TerraCare is a small, commercial organization dedicated to developing educational software games. In the past 15 years, TerraCare has developed 21 educational programs, distributed to more than 30 countries. Despite the organization's commercial status, they collaborate almost exclusively with NGOs as in the case of EcopolisPress. Previously, the partner's collaboration was organized through the Ecological Laboratory at Moscow State University, which during the SPAN project was registered as an independent NGO, EcopolisPress. The laboratory has a 20 year history and developed the first educational simulation game in the former Soviet Union. The partners have been collaborating together since 1989, during which time they developed and adapted four simulation games.

Under the SPAN program, the partners greatly expanded the level of collaboration. They were in regular contact with eachother and solidified ways in which they can combine strengths to create effective software programs. A major breakthrough for the partners was figuring out how to effectively exchange large computer software programs via the Internet given the slow Internet connection at the MSU lab. Although the partners do not currently have funding to continue active collaboration like the SPAN program, they continue to communicate on a regular basis and are looking for funding to distribute and expand the software developed under SPAN.

For example, in future published editions, the partners plan for a set of "take-home" assignments will enable students to extend and apply the learning by investigating and managing indoor air problems found in their own homes, passing on the benefit of their new expertise to their family members. This form of family outreach has never been realized before in Russia. Because it provides public access to environmental information, and the skills with which to solve environmental problems, the partner's software represents a genuine step in the process of democratization of society.

Lessons Learned:

- Have multiple backup strategies for technology-based activities. Technological challenges related to the Internet, computer hardware, and software throughout the project taught the partners the following. (1) Have multiple ways to communicate and exchange data via the Internet. This includes having access to multiple servers for ftp transfers, multiple email addresses, multiple servers for web site hosting, and multiple software programs. A variety of options ensures that at least combination of components will

work when needed. (2) Have a ready supply or source of spare parts for equipment. The partners purchased most of their equipment via Internet auction because the prices were dramatically cheaper. This allowed the partners to buy additional equipment to serve as spare parts for the critical equipment.

- Build in adequate travel for person-to-person interaction. In spite of all the advantages the Internet provides (cheap communication and data exchange) it remains important that partners involved in intensive collaborative work meet face to face on a regular basis, at least once every six months.

Products:

A prototype educational software title to teach health professionals, teachers, students, and families how to identify, assess, and manage the risks of exposure to indoor air pollutants in their own homes.

Round IV

ECOLOGIA (Middlebury, Vermont) & Ecoline (Moscow, Russia)

Project Duration: March 1, 2000–September 30, 2001

USAID Award: $179,910

Matching Funds: $103,207

Training Statistics: 200 individuals

Project Summary: The goal of the project was to facilitate the gradual introduction of the RF into the sustainable development process by promoting public participation in environmentally sound decision-making concerning the implementation of modern environmental management based on internationally approved EMS (Environmental Management System) approaches. This project demonstrated that an EMS developed in open and participatory way can help enterprises in the RF prevent pollution and save money. Environmental management systems are of particular value in transition economies, such as the RF, as they provide enterprises with a flexible mechanism for allocating scare resources and pinpointing low cost solutions for pollution problems.

Major Accomplishments:

Objective 1: To develop a series of on-site trainings based on selected environmental site assessments (introductory environmental audits).

- In August 2000, the first industry environmentally audited by partners was the glass factory "Krasnoye Echo" located in the Vladimar Region. Ecoline experts discussed their recommendations for the development of the company's management systems, including ways to integrate its production, quality control, safety and environmental management systems, with the financial director and the Quality, Environmental, and Safety officers of the company. In the course of the audit as well as during consultations and two follow-up visits, six employees were trained in Quality and EMS, principles of environmentally friendly working procedures development and other relevant issues, and are actively involved in the future development of the industry management system. Ecoline will continue to work with the company on an environmental impact assessment of a reconstruction project aimed at re-opening an old industrial site located within the boundaries of the nearby National Park.

- The initial environmental review of "Dieselprom" of Chebocksary in the Republic of Chuvashia was conducted in November 2000. The February 2001 visit by partner experts found: a number of environmental impacts were reduced via the rational use of metal resources and decreased waste of non-ferrous metals; on-the-job training for eight employees; identification of quality management problems being solved gradually; improved motivation of personnel and it has become easier to retain qualified personnel at the enterprise; and incorporation of the environmental improvements in the companies

marketing activities. Ecoline continues to work with "Dieselprom" by, for instance, offering training programs for new employees of the Department for Quality and Environmental Management, and sending MSc students of D. Mendeleyev University to the industry for practical training.

- ECOLOGIA expert Ed Shoener and Ecoline experts conducted the preliminary environmental assessment of "Revda" Non-Ferrous Metal Works in the Sverdlosk Region in February 2001. Although "Revda" received the ISO 9002 Certificate from Lloyd Register in 1995 and confirmed its conformance in 2000, a number of necessary improvements for Quality Management Systems were identified. Five employees were given on-the-job training. Later in 2001, "Revda" management contacted the Center for Environmental Training and Information (CETI) in Ekaterinburg, the Association of Consultants and Auditors (Moscow), and Ecoline seeking support for the full-scale implementation and certification of an EMS that will conform to ISO 14001 requirements.

- The last industry "Tomsky Instrument", one of the leading Siberian metal works enterprises, was audited in April 2001. Using materials provided by Ecoline at the initial workshop in June 2000, the industry's environmental manager prepared an Environmental Policy that incorporates environmental aims and objectives into the company's overall development plan. Environmental, operational, and management performance indicators were developed, and detailed procedures such as metal waste management procedures, were proscribed. During the audit as well as during follow on consultations, five employees were trained in Quality and EMS. Based on the results of its participation in the project, the "Tomsky Instrument" management made a decision to join a DFID (UK) funded project aimed at the introduction of Cleaner Production methods at Tomsk industries.

Objective 2: To promote federal, regional and local institutions' understanding and cooperation in the implementation of voluntary environmental management systems through the organization of training and awareness workshops.

- Ecoline and ECOLOGIA organized six training and awareness workshops during the project with over 200 attendees including: interested civil activists (NGO representatives); enterprise managers and supervisors; and federal, regional, and local governmental officials. Emphasis was put on the importance of continued dialogue, collaboration, and transparency regarding environmental management. All four environmental audits provided "case studies" of how an EMS can benefit private enterprises and the general public in the RF.

- In Chebocksary the workshop in November 2000 was strongly supported by the Ministry for Industry, Energy and Transport of the Republic of Chuvashia. One of the key objectives of the new Chuvashia Development Policy and Plan was identified as: *Development and Implementation of Environmental Management Systems as an Internationally Approved Instrument of the Sustainable Economic Growth.* The Ministry suggested a series of incentives for industries implementing Quality and Environmental Management Systems, which is currently considered by the President of the Republic.

- In Ekaterinburg, CETI began running EMS training programs for various stakeholders based on the materials and information received from ECOLOGIA/Ecoline at the February 2001 workshop. CETI has also established a partnership with the Association of Consultants and Auditors (Moscow), invited to the regional workshop by Ecoline, and started providing joint consultations to regional industries interested in the implementation of Environmental Management Systems.

- The April 2001 workshop in Tomsk was actively supported by the newly established Committee for Environmental Protection as well as by the Tomsk Regional Academy for Certification and Standardization. The most active project participants went on to take part in a competition to participate in an AED Training Course *"EMS and Environmental Auditing as Modern Tools for Promoting Environmentally Sound Industrial Management for West Siberia Region."* Using the information and materials from the training course, "Tomsky Instrument" environmental manager and the leading specialist of the Committee for Environmental Protection, as well as other project participants, subsequently conducted EMS training at other locations in the Tomsk region, embodying the principle of training of trainers promoted by Ecoline and ECOLOGIA. After the training, the Tomsk regional Academy for Certification and Standardization took concrete steps to promote EMS implementation in the Tomsk Region.

- The final workshop became an international conference for 47 participants in Moscow September 24-26 2001, held jointly with the RF Organization for Standardization and the Center for Projects Preparation

and Implementation (CPPI). Representatives of the RF Ministry for Natural Resources also took part. Among the main topics discussed were: approaches to facilitating the development and implementation of EMS, results of the project in Russia; other forms of voluntary environmental activities; independent environmental ratings of enterprises; and adopting corporate environmental codes. Also discussed were the draft documents: *Concept of Integrated Support for Implementation of the EMS at the Russian Enterprises*, *Draft Regulation on the System of Voluntary Certification of the EMS*, and *Russian-English Environmental Management Glossary*.

- Tailor made sets of training materials were produced by ECOLOGIA/Ecoline for each workshop to explain pollution prevention principles, environmental management elements and overall structure, and related Russian and international standards and recommendations. Materials for each regional workshop were updated based on comments from participants. Final workshop participants received a special report containing technical articles contributed by representatives of leading NGOs, consulting companies, industries, and governments, devoted to the development of environmental management in the Russian Federation.

Objective 3: To increase project impact and to promote wider acceptance of EMS in the Russian Federation by providing assistant services in the form of consultations and information dissemination.

- Ecoline's website (http://www.ecoline.ru/mc/management), developed during the first SPAN project, has become the preeminent site in Russia for obtaining information on EMS related information. Ecoline's website attracts an average of 60 visitors per day. The availability of the Russian-English Glossary of Environmental Management terms (http://www.14000.ru/glossary) has made the site very important to technical specialists across Russia. By the end of the project the Glossary was attracting up to 40 visitors a day requesting up to 380 pages of text in total.

- ECOLOGIA's site (http://www.ecologia.org/iso14000), the only website devoted exclusively to NGO issues and ISO 14000, was redesigned to include new publications and references, as well as an Internet discussion on ISO 14000 and NGOs. A section was devoted to reporting on how NGO and public participation issues were handled at the ISO meeting in Stockholm and Kuala Lumpur.

- The kind of information and advice provided in response to desk support information requests can be categorized as: pollution prevention, cleaner production, responsible care and other approaches used by foreign companies (case studies); international EMS standards and those introduced by the RF Government; results achieved by Russian industries implementing EMS principles; the involvement of the general public and NGOs in the development of EMS and in the discussions on environmental labeling issues; the existing Russian (regional) incentive schemes for industries-environmental leaders; sample environmental policies, programs and reports; and Russian environmental legislative and technical documents and standards. The demand for information and advice on environmental issues shows that the project played an important role in increasing the awareness of NGOs, citizen activists and the general public in the use of EMS for environmentally sound decision-making.

Objective 4: To increase the participation of citizens and NGOs in economically sustainable, environmentally sound decision-making via their active participation in EMS promotion and implementation.

- A total of five regional working meetings were organized by ECOLOGIA and Ecoline in Gus-Khrustalny, Tomsk, Ekaterinburg and twice in Chebocksary to provide additional information on EMSs, and to discuss the information obtained during workshops and audits. One of the most successful follow on meetings was held in Chebocksary in July 2001. Held at the House of Government of Chuvashia, the meeting attracted the attention of stakeholders representing Government, industry, Academia, and non-governmental organizations.

- In Tomsk, the establishment of a new Non-Governmental Training Center for Environmental Management was announced in October 2001 to serve the needs of West Siberia. IREX/SPAN regional project leader Mrs. Vera Bareisha has become the Director of the Center. According to Tomsk Committee for Environmental Protection, the impact of the current IREX/SPAN project on the decision-making process in the region was one of the factors that led to the formation of the Center.

- A significant impediment to successful citizen participation in EMS decision-making had been the lack of common understanding of EMS terms. Ecoline made the best use of their practical knowledge as well as knowledge of English to take a leadership role in developing a Russian-English Glossary of EMS terms. After five years of work (started by Ecoline ROLL project and a joint ECOLOGIA/Ecoline AED/USAID ISO 14000 training course), the terminology and approaches suggested by Ecoline have been embodied in a document prepared in cooperation with RF authorities and professionals. The Glossary contains 103 terms, including practical examples and explanations.

Objective 5: To assist government environmental organizations in the preparation of national recommendations on EMS (translation of the international standards into national and regional policy) and to present project case studies and participate in international forums.

- In the summer of 2000, the Putin government decided to decentralize environmental decision-making by reorganizing and cutting back staffing for Federal Agencies, and giving more authority to Regional Environmental Agencies. The partners therefore decided to focus their efforts at the regional level while seeking opportunities to contribute towards EMS related policies prepared by the RF Organization for Standardization and CPPI for the RF Ministry for Economic Development and Trade.

- The most impressive results achieved at the regional level were in the Tomsk region where a new, more flexible approach to environmental enforcement was introduced by the regional Committee for Environmental Protection taking into full consideration the recommendations from Ecoline and other organizations providing support to EMS oriented projects in the region. The Tomsk experience was reflected in policy suggestions prepared for the Ministry for Economic Development and Trade in the course of the development of the National Concept of Integrated Support for Implementation of the EMS at the Russian Enterprises.

- On the national level, Ecoline contributed towards the development of the draft National Concept of Integrated Support for Implementation of the EMS at Russian Enterprises and in the draft version of the System of Voluntary Certification of the EMS. Both documents were prepared jointly with governmental representatives of RF Organization for Standardization and CPPI. One of the special features of the Voluntary Certification of the EMS System is its Public Consultative Body, which is made up of interested NGOs, associations of entrepreneurs, etc. Additionally, the recently established Tomsk Non-Governmental Training Center for Environmental Management will become one of the nuclei of the new System, thus providing for the both the regional and national policy impact of the project.

- The project also had a significant influence on the policy positions that the RF took at International meetings. The RF Organization for Standardization voted for the formation of a special NGO Task Group, which participated in the development and discussion of International Standards on EMS (ISO 14000) at the International Organization for Standardization TC 207 Committee. This position was based on consultations with Ecoline and on the positive results of the current project. Thus, for the first time, Russia supported NGO involvement in the TC 207 standards development process. All successful or problematic case studies were analyzed by ECOLOGIA/Ecoline and presented to the international environmental community via participation in international meetings (including ISO meetings in Stockholm in 2000 and in Kuala Lumpur in 2001), conferences, and published articles. Ecoline presentations have been made at venues including the International Round Table devoted to Cleaner Production and EMS Implementation, the Ministry for Nuclear Energy of Russia, and the International Congress "Chemical Education and Sustainable Development" in Moscow.

Partnership Development and Sustainability:

ECOLOGIA was founded in 1989 and Ecoline was founded in 1994. Public participation in environmentally sound decision making is the central point of ECOLOGIA/Ecoline collaboration. Under the SPAN project, not only was the partnership between Ecologia and Ecoline improved, but also the partnership between ECOLOGIA, Ecoline and many other environmental NGOs. Substantial progress was made nationally and regionally on improved relationships with their key partners in such regions as Tomsk, Sverdlovsk (Ekaternburg), Vladimir and Povoljie, including the Republic of Chuvashia.

The most important achievement of the project concerning the partnership was the improvement of their joint position on international environmental management arena. The partners have been recognized as an

international team with solid experience in the wider promotion and implementation of Environmental Management Systems in countries in transition. They have built a unique reputation as professional and collaborating NGOs offering capacity building, staff training and methodological support to various stakeholders in the field of EMS and related subjects. The partners intend to apply their standing and experience to implement the EMS project model in China. Under this project, ECOLOGIA lead partner responsibilities will shift to Ecoline.

Lessons Learned:

- The approach an NGO can select to influence environmental management development in countries in transition needs to be open, flexible, and highly professional. This leads to trust and respect of all stakeholders involved and forms the necessary conditions for active participation in national policy development.

- Also, the partners were convinced of the need to continually search for new opportunities and approaches. For example, working meetings with NGOs that were not planned during the project proposal preparation became a very useful instrument to assess intermediate results and to reach the most difficult target groups.

- The partners continue to patiently provide information to all stakeholders considered to be important even if they show very little interest. Adequate, timely, concise, transparent information provided to the project target groups is in the final analysis the most effective tool.

- The development of environmental management and auditing as instruments of economic growth compatible with the goals of sustainable development needs attention and support from the government and its agencies, competent authorities, domestic and foreign experts, business circles, public of the Russian Federation, as well as international organisations.

- Support of the development and implementation of Environmental Management Systems in the Russian Federation should provide for a system of preferences, incentives and motivation for enterprises. It is necessary to consider opportunities for building an incentive system based upon international, national and regional experience.

Products:

- Project training and awareness materials (hand-outs, questionnaires, booklets, articles in local and regional newspapers);
- Project research and methodological publications (articles in research and technical journals, methodological recommendations); and
- Papers presented at various conferences, meetings and seminars.

Institute for Sustainable Communities (Montpelier, VT)
&
Clean Home (Nizhnii Tagil)

Project Duration: March 1, 2000– October 31, 2001

USAID Award: $172,026

Matching Funds: $90,111

Training Statistics: 6 individuals

Project Summary: The goal of the Nizhnii Tagil Green Futures project was to assist the city administration in undertaking a participatory community planning process to create a master plan for a Greenway resource in Nizhnii Tagil and to develop new management structures to ensure that existing and future park space can be well-maintained. Greenways are linear park spaces that preserve open space while creating new recreation and tourism development opportunities. Under this second SPAN project, the partners developed a diverse adivisory committee to create appropriate plans for the Greenway, presented the plans to the public and successfully worked with the city administration to gain local resources to help support the future of the Greeway. The project fostered grassroots activism and interest in the Greenway through a targeted small grants program and the creation of the Nizhnii Tagil Park Friends Association. The Nizhnii Tagil-Chatanooga Sister City relationship was also strengthened through exchanges that took place under the SPAN program.

Major Accomplishments:

Objective 1: Development of a greenway plan using a participatory process.

- Clean Home and ISC worked together to organize a multi-stakeholder advisory committee that was formed in May 2000. This committee formed working groups on technical issues and public outreach to accomplish specific tasks related to writing and obtaining public support for the greenway plan, which was completed in June 2001.

- The public outreach working group used a variety of methods to inform the public about the greenway issue and to solicit public input for design elements and amenities that might be included within the plan. Outreach methods included publishing newsletters (three editions), holding focus group meetings, and making presentations at larger public meetings. These activities resulted in increased support for the greenway concept, several offers to collaborate and assist with the Greenway development effort, as well as significant suggestions on how to improve the developing plan.

- ISC organized a study tour for six members of the advisory committee to visit Chattanooga, Tennessee; Birmingham, Alabama; and Pittsburgh, Pennsylvania in September 2000 to learn more about greenway planning and design, and to show the group examples of how cities have incorporated industrial heritage sites (especially former steel mills and foundries) into park and greenway plans.

- Members of the project's advisory committee helped convince the city to include the greenway plan in its Municipal Improvements Program, which was officially approved by the city administration in September 2001. As part of the city's comprehensive plan, greenway implementation activities will be scheduled and funded under the leadership of the city's municipal improvements utility. This support has already generated a 1 million ruble commitment from the city budget for greenway implementation activities during 2001. The city's plan calls for increasing financial commitments for the greenway from the city budget for the next five years of the plan.

- The project's advisory committee, in consultation with the city administration recommended using the project's plan implementation funds ($24,000) toward building the capacity of Gorzelonstroi, the city's parks and horticulture utility. These funds were used to purchase new equipment for the utility including mowers, clippers, chainsaws and other landscaping implements. The new equipment improves Gorzelonstroi's capacity to maintain the existing green space under its care and provides tools that can be used for future greenway development activities.

Objective 2: Development of public-private partnerships to care for parks and gardens.

- Clean Home and ISC, together with the Nizhnii Tagil City Administration organized a competition to distribute small grants of $500 each to organizations and initiative groups interested in clean-up and beautification projects for the city. Funding for these activities was provided by ISC's Special Opportunities Fund and from the Nizhnii Tagil City Administration. Project activities improved nine separate public spaces around the city during May – October 2000 and helped extend outreach efforts to inform and educate the public about the greenway planning initiative.

- The group leaders who had implemented the most successful small grant projects were invited to found a new Park Friends Association for the city. The association received its registration in August 2001. By October 2001, the Park Friends' Association had 25-member groups. The Park Friends Association and its member groups sponsored large park clean-up activities in April/May and July/August. Twenty-six separate public areas were improved during these actions.

- In April 2001, ISC received $20,000 in match funding from the Trust for Mutual Understanding to coordinate a study tour for leaders in the Nizhnii Tagil Park Friends movement. A six-member delegation traveled to the US during late May and early June 2001 to visit Chattanooga and Nashville, Tennessee; New York City; and Philadelphia, Pennsylvania. Delegation members learned about a wide range of ways that organizations and citizens' initiative groups are working with city parks departments to improve park management. Clean Home and ISC also organized small workshops for affiliated members of the Park Friends Association in July and October 2001. These sessions focused on key tasks for new park friends groups, including establishing an organizational identity, recruiting and maintaining membership, planning and organizing activities and events, and developing sponsor and funder relationships. Such sessions will be organized on a quarterly basis into the future.

Objective 3: Renew the Nizhnii Tagil—Chattanooga sister-city relationship and extend cooperation to new areas.

- As a result of ISC's early projects, Nizhnii Tagil and Chattanooga signed a formal sister-city agreement in June 1996, however there had been little formal interaction between the cities after that point. Gene Hyde, a board member of the Chattanooga Sister City Association and also the Chattanooga City Forester, as well as an in-kind consultant, traveled to Nizhnii Tagil three times during the course of the project. As a result, a new relationship emerged between School#5 in Nizhnii Tagil and the School for the 21st Century in Chattanooga. Children exchanged letters and other mementos that were carried back and forth by the project's travelers.

- Gene Hyde helped to organize a group from Chattanooga that visited Nizhnii Tagil in August 2001. While there had been many Russian delegations visiting Chattanooga in the past, this was the first delegation from Chattanooga to travel to Nizhnii Tagil. The five-member group raised their own funds for the journey and traveled to take part in Nizhnii Tagil's City Day festivities. During this trip, new ideas emerged for future collaboration, including a match between chess clubs in the cities, which is already going on via the Internet (with reports in the local press) and a planned future tour of a Nizhnii Tagil-based folk ensemble to Chattanooga. The Chattanooga Sister City Association is already planning for a return delegation visit to Nizhnii Tagil for 2003.

Partnership Development and Sustainability:

With the close of the Nizhnii Tagil Green Futures Project, ISC's collaboration with Clean Home has spanned nearly seven years and three significant projects. In the Green Futures Project, Clean Home staff took the lead in implementing project activities, with ISC playing a more advisory role. The long collaboration with ISC has built the capacity of Clean Home to effectively manage and implement a wider range of programs. ISC has benefited from this relationship by gaining a richer understanding about how to make public participation projects more successful in the Russian context.

Clean Home representatives were able to attend an ISC Tenth Anniversary Dinner in Washington, DC and were honored as the only organizational partners to be present. ISC and Clean Home will continue to look for opportunities to work together in the future. Given that so much of ISC's Russian experience with community action programming has taken place in Nizhnii Tagil, it is clear to include Clean Home as future

community action project opportunities develop. Clean Home is a strong member of ISC's community action partner network in CEE and NIS.

Lessons Learned:

- ISC usually tries to incorporate a study tour within its community action projects because they offer an opportunity for key participants to directly see the results of potential implementation activities that may be planned for their own community. Furthermore, a study tour can develop as a strong bonding event that helps keep the diverse interests and personalities active and focused on project activities once the group returns home. On the other hand, organizing study tours is a complex, time-consuming, and fairly expensive process.

- The Nizhnii Tagil Green Futures Project was the first time that ISC organized two study tours as part of the same community action project (one funded from the project budget and the second out of an additional grant.) Despite the additional effort required to get the second tour planned and implemented, it proved to be a very valuable addition to the project. As a result of the first study tour, the advisory committee was able to use a successful public participation technique discovered in Pittsburgh to use a generalized territory map and ask community members to fill in design attributes they desire for new park and greenway development. The second study tour of the Green Futures project provided activists who were working to form a Park Friends Association in Nizhnii Tagil with concrete examples of how such park friends groups operate in the United States. Overall the visit helped to consolidate the determination of the group to persevere and complete the lengthy and bureaucratic registration process to have the association acknowledged as a legal entity.

- ISC also commonly includes a small grants competition within its community action projects as a way to generate increased enthusiasm, participation and early concrete results in the project. By forming a Park Friends Association, this enthusiasm and desire to work for concrete improvements for the city is channeled into a structure that can have a sustaining influence for these ideals. Furthermore, the structure of the Park Friends Association provides an open, inviting presence so that all organizations, especially those who had applied but were not awarded a small grant, may join and work together on park improvement activities. Due to the success of the Park Friends Association, ISC is considering ways to encourage similar structures in its other community action models.

Products:

- First public meeting materials "Description of creating Greenways. World experience." (April 2000)
- Questionnaires. "Problems and ideas to create the Greenway in Nizhnii Tagil." (April 2000)
- Small grants materials. Guidelines document for participants, criteria & evaluation documentation. (April 2000)
- Two Project newsletters. (April, and November 2000)
- First Advisory Committee meeting materials. (April 2000)
- Campaign "Beautiful city by your hands" materials. Guidelines, stages, condition. (April 2001)
- Parks Friends Association materials. Goals and objectives. Park Friends application form. (March – April 2001)
- Participatory Design Entry "Beautiful city by your hands."

D. Finance, tax reform and energy

Valerii Kruchkov, Deputy Director of Leninsk Ugol, and IREX Program Manager Vadim Medvedev inside the Kirov mine in Leninsk-Kuznetskii (about 2500-300 meters below the ground level)

"Banks in Action" workbook which accompanied the "Banks in Action" software program developed by Junior Achievement Russia and Junior Achievement International.

Surish Srivastava, Professor of Accounting at the University of Alaska presents information on Western accounting methods at the final conference for the project in Khabarovsk, Russia.

Round I

JUNIOR ACHIEVEMENT INTERNATIONAL (COLORADO SPRINGS, CO) & JUNIOR ACHIEVEMENT OF RUSSIA (MOSCOW)

Project Duration: March 1, 1998 – July 31, 2000

USAID Award: $146,855

Matching Funds: $162,562

Training Statistics: The project involved 173,703 students from 7,215 classes throughout Russia.

Project Summary: The partners' main objective was to provide high school students with a fundamental understanding of how banks operate and their critical role in the market system. Under this project, they worked with a software development expert to adapt the Banks in Action (BiA) computer simulation to Russian conditions and conduct several tests for the revised version. Working with their regional representatives, Junior Achievement Russia (JAR) implemented the BiA program in more than 7,215 classes across Russia and held regional and national competitions for students.

Major Accomplishments:

Outcome 1: Adapt JAI's "Banks in Action" - a competitive computer-based simulation in which students assume the role of bank directors and learn to manage banks efficiently for the Russian context.

- The *Banks in Action* program materials, provided by JAI, were translated, localized and tested. JAR created a Review Committed composed of bank executives, Russian and foreign companies, such as CITIBANK Moscow and Arthur Anderson as well as JAR Moscow and regional staff. Over the course of the project, Bill Glass, software developer for the project, presented the program and its contents at three Review Committee sessions to solicit their suggestions for adapting the BiA program to Russian conditions. The software adaptation was completed in December 1999, at which point the partners began to distribute the material to schools.

Outcome 2: Provide training to Russian economics teachers in the use of the software.

- The JAR team and Mr. Glass developed a *Banks in Action* learning kit (25 student's workbooks, a software user's manual and the simulation software on a floppy disk) and distributed copies to 3,232 teachers. Using the kit as a base, JAR Moscow held a TOT training seminar for 34 regional JAR managers who in turn carried out BiA seminars for teachers in their regions. In total, JAR conducted 128 training seminars for 3,208 teachers to introduce the software, the goals of the game, basic economic terms, and game strategy.

Outcome 3: Introduce "Banks in Action" to over 131,600 students over the 30-month grant period.

- The program provided training to 173,703 students from a wide spectrum of regions including: Central Russia (Moscow, Saint-Petersburg, Kazan, Yekaterinburg, Samara), the Northern Russia (Vologda, Komi, Karelia, Pskov, Novgorod, the Khibins region, etc.) Southern Russia (Sebastopol, Khkassia, Novorossiysk, North Osetia), the Far East and Siberia (Sakhalin, Vladivostok, Novosibirsk, Magnitogorsk, Kemerovo, Tomsk, Krasnoyarsk). In addition to the aforementioned cities, the project also included numerous small towns and villages via the Internet.

- After teachers attended the training sessions, they implemented the BiA simulation program in their schools by organizing groups of 25 students who assumed the role of a bank director and made decisions about how to manage their banks most effectively. The students attempted to capture as many deposits as possible and loan funds so that "their" bank operated at maximum profitability. The program was based on students making six decisions about bank operations: short-term interest rates on deposits;

short-term interest rates on loans; long-term interest rates on deposits; long-term interest rates on loans; marketing expenditures; and research and development investment. After eight rounds the bank with the greatest retained earnings was the winner. Schools reported their scores to JAR and the top teams from the regions became eligible to participate in the national finals.

- In order to include participants from more remote areas at lower costs, JAR also organized an e-mail tournament with 143 teams and 426 participants in October 1999. The same principles and goals applied as with the school-based competition, although the software was modified to allow users to participate via e-mail.

- In April 2000, JAR held a national finals competition for 40 teams at the Moscow Educational Center. These teams were the winners of the regional and e-mail competitions. Thirty teams participated from the regional competitions, plus ten teams from the e-mail competitions.

Partnership Development and Sustainability:

Junior Achievement of Russia (JAR) was established by Junior Achievement International in 1991. JAI and JAR have worked together on several educational projects funded by the Eurasia Foundation, Soros Foundation, USAID, USIA, Peace Corps, and CIPE. Since 1991 the partners have worked to train over 9,000 teachers throughout Russia, and over one million students have participated in their educational programs to date.

The Banks in Action project under SPAN further strengthened the partnership by deepening mutual trust as the partners confronted some major setbacks early in the project: the first obstacle was the economic crisis in which the partners' grant funds were frozen at their bank and the second was a fire in the publisher's office that destroyed all the layouts of the educational materials the day before they were to be distributed to the regional managers. The partners worked together to overcome these early setbacks and successfully kept the project on track.

The future of the Banks in Action program looks bright. Possible strategic directions for the program were discussed at a training session held for teachers. Ideas included the creation of a network version of the simulation software; international *Banks in Action* competitions; the development of additional winning criteria (BPI); the development of more simulations scenarios; and the possible graphical presentation of the simulation's progress.

Lessons Learned:

- It was important for partners to be flexible. During the project the partners were forced to change time-lines and workplans twice due to a late start-up and the August financial crisis. They also had to postpone the e-mail tournament upon realization that at the time of the originally proposed start there were not enough participants involved in the training seminars in many regions. The goals of the project were met, but flexibility was important.

- The best results were with participating students who had some experience with economics to understand the procedures and the simulation.

- A more detailed model description, pre-simulated tutorials and scenarios of current economic situations will help improve future versions of the software and workbook. Additionally, it will help to develop a special teacher's manual with a better coverage of the subject and simulation methods, as well as further theory on banking activities, procedures and terms.

Products:

- **Workbook:** Student's introduction to banking activities and procedures, explanation of decision making and possible consequences, intended to help the students interpret their results during the simulation and find a better strategy. Paperback, 16 pages. Translated from English.
- **User's Manual:** Thorough instructions and explanation for *Banks in Action* simulation software, software description and specification, hardware requirements, step-by-step guidance. Translated from English and adopted for Russian users. Paperback, 16 pages.
- ***Banks in Action* simulation software**. Localized. Copy-protected. Distributed on a 3.5" floppy.

VOZMOZHNOST DLYA VSEKH (NIZHNII NOVGOROD)
&
OPPORTUNITY INTERNATIONAL (NIZHNII NOVGOROD)

Project Duration: March 1, 1998-February 29, 2000

USAID Award: $192,870

Matching Funds: $207,216

Training Statistics: N/A

Project Summary: Under the SPAN program, the two partners worked to promote the creation of a market economy in Russia and the Nizhnii Novgorod Oblast' by expanding the distribution of microcredit loans to small businesses. Vozmozhnost' dlya Vsekh (VDV) opened six new representative offices in the Novgorod region to become the largest microfinance institution in the region. During the project, the partners issued a total of 2, 13 8 loans for a total value of $1,723,011 and 105% operational sustainability rating.

Major Accomplishments:

Outcome 1: To increase Vozmozhnost's governance and management capacity, particularly in areas of organizational growth.

- *Vozmozhnost* has steadily improved its performance during the course of this project and has become the largest microfinance institution in the region. During this project, *Vozmozhnost* developed an expansion methodology that will allow Opportunity International's other Russian partners to expand rapidly with minimal costs and with high quality portfolios.

Outcome 2: To open 3 new branch offices of Vozmozhnost' dlya Vsekh.

- The partnership opened more than twice the number of Vozmozhnost' dlya Vsekh branches than was expected. The partnership opened branches in Vyksa, Dzerzhinsk, Lyskovo, Lukoyanov, Sergach, Arzamas, Nizhnii Novgorod and Kstovo.

Outcome 3: To increase the loan portfolio of the credit cooperative.

- The total portfolio of the organization has grown to $305,730 and the value of loans disbursed by the end of the 1st quarter of 2000 was $4,258,386 (of which $1,723,011 was disbursed during the SPAN grant period). By the end of March, *Vozmozhnost* had issued its 4000th loan (Program to Date).

- The partnership between Opportunity International and *Vozhmozhnost dlya Vsekh* has produced results that far outreached the original expectations. The Partnership set goals at the beginning of the program regarding the number of loans to be given and the value of the loans. The table below shows the results of the project by the end of grant period as compared to the expected Life of Project Goals:

	Expected LOP	**Actual PTD**
# of loans	1576	2138
$ value of loans	1,100,000	1,723,011
Operational Sustainability	100%	105%
# of branches	3	7

- In order to evaluate the real impact that *Vozmozhnost*'s program has had on the social and economic life of it's clients, the partnership performed Impact Research in conjunction with the Microfinance Center for Eastern Europe and the NIS in 1999. The research was performed in Nizhnii Novgorod and the surrounding region and was done using questions developed by AIMS Inc.

  The Impact Research found that:

- Vozmozhnost clients are able to add more product lines/services to their businesses;
- More Vozmozhnost clients have personal cash savings than non-clients;
- Out of the clients and non-clients that have personal cash savings, more clients have been able to increase their cash savings amount in the past year;
- Although few clients are involved in civil society organizations, clients participate in civic service work more than non-clients do.

Outcome 4: To document the expansion experience so that other OI partner organizations in Russia can learn from it.

- This experience of Vozmozhnost Dlya Vsekh's expansion was documented in the form of a Loan Manager's Manual. This manual now is being used by all other Russian partners of Opportunity International as a tool to train their loan managers in the areas of expansion and growth.

Partnership Development and Sustainability:

Opportunity International (OI) is a global NGO that focuses on creating employment and income opportunities for the poor through small and micro enterprise development. Since 1971 Opportunity International has developed and coordinated an international confederation of 57 microfinance institutions operating in 27 countries of Africa, Asia, Europe, Latin America and the Middle East. Opportunity International began working in Nizhnii Novgorod, Russia in 1993 and, with a grant from a USAID-funded World Learning program, created a local micro enterprise development partner that was registered as *Vozmozhnost dlya Vsekh*.

In May 1994 Opportunity International and *Vozmozhnost* received another USAID grant from World Learning to create an alliance of not-for-profit organizations working in job creation. The scope of this club grew and it eventually became a separately registered association, *Sluzhenia*, which currently operates as the primary NGO support center in Nizhnii Novgorod. In 1994 the partners also created a credit cooperative, which offers individual working capital loans averaging $4500, and a leasing program with an average loan size of about $9,000. In early 1995 *Vozmozhnost* expanded its programs, through another USAID grant, to include a micro and small business incubator. The result of these programs has been the creation and support of over 2500 jobs. Vozmozhnost's lending programs, meanwhile, have maintained repayment rates over 90%.

When the Opportunity International and Vozmozhnot dlya Vsekh project began, OI already had a strong team and well-developed training and business development materials. The main task of the project, then, was to bring Vozmozhnost to a new level of financial and operational sustainability, so that it would not be dependent on OI or grant funding. This task was successfully achieved. During the course of the SPAN grant, *Vozmozhnost* became operationally sustainable and made great progress towards financial sustainability. For the year 2000, *Vozmozhnost* expects to earn about $250,000 through revenues from its loan activity, which should allow *Vozmozhnost* to further increase its viability and move closer to financial sustainability.

Vozmozhnost' is the most important partner out of a number of partners for Opportunity International in Russia. And it has now become the first to achieve operational sustainability and to establish permanent and independent support for small business entrepreneurship. Both partners regularly stress that funding under the SPAN program has strengthened the partnership. Opportunity International is committed to continuing its work in Russia and plans to base its relationship with other Russian partners on the model of its relationship with *Vozmozhnost*.

Lessons Learned:

The experience with *Vozmozhnost* has encouraged Opportunity International's staff to establish an incentives system based on major indicators of performance for their other partners throughout Russia. The successful performance recorded by *Vozmozhnost* has been a stimulus for other OI partners to increase the quality of their work and scale of operations.

Products:

- **Loan Managers Manual**: a tool to train loan managers in the areas of expansion and growth.

UNIVERSITY OF ALASKA AT ANCHORAGE
&
RUSSIAN FAR EAST TRANSPORTATION UNIVERSITY
SAKHALIN PEDAGOGICAL INSTITUTE
MAGADAN INTERNATIONAL UNIVERSITY
PETROPAVLOVSK KAMCHATSKIY MARITIME ACADEMY

Project Duration: June 1, 1998-May 31, 2000

USAID Award: $173,939

Matching Funds: $64,755

Training Statistics: 508 individuals

Project Summary: The goal of this project was two-fold: 1) to continue the work between the UAA, MIU and the Sakhalin Pedagogical Institute in developing the faculty to the point were they can effectively teach three of the courses (Financial Accounting, Managerial Accounting and Finance); and 2) to disseminate this work to three additional cities by training faculty members from institutions of higher learning in Khabarovsk, Komsomolsk-na-Amure and Petropavlovsk-Kamchatskii. During SPAN, the partners carried out two semester-long exchanges for 8 professors. Upon returning to Russia, the professors applied their new skills in the local universities and local administration structures. The Russian partners developed two textbooks and distributed close to 800 copies throughout the Russian Far East. These textbooks are in great demand given the dearth of modern teaching materials on Western finance and accounting practices.

Major Accomplishments:

Outcome 1: To carry out two semester-long faculty exchanges to enhance the Russian faculty members' knowledge of fundamental theory and practice in accounting and finance and train them in participatory teaching methods used by US universities with accredited business degree programs.

- RFE professors and university administrators recognized early in the program the need to train their students in Western accounting and finance for future economic development of the RFE. Therefore, four professors of accounting and four professors of finance from four Far East Universities were selected to work closely with their counterparts at the University of Alaska in order to develop a program of study in these two fields for their Russian students. Each of the professors spent 3 ½ months at the University o Alaska where they attended specially designed courses and carried out relevant research.

- A condition of the grant was that the Russians maintain and expand their newly acquired knowledge upon returning to Russia by teaching the courses at their institutes. However, given the tough economic conditions in the RFE, professors receive low salaries and at times do not receive payment at all. The training the professors received in the Alaska allowed them to move on to work in stable spheres. Overall, results of the prjoect exceeded expectations in Khabarovsk, met expectations in Yuzhno Sakhalinsk, but fell somewhat short of expectations in Petropavlovsk Kamchatsky and Magadan where teachers went on to pursue other opportunities. However, even in the latter two cities, the course material was taught for a period of time and was made available to students.

- The best results were achieved in Khabarovsk where professors Natalia Chipiga and Elena Shishova continue to teach the Finance and Accounting materials to several sessions of students. In addition, Elena Shishova teaches the materials at affiliate locations (Blageveshensk, Kamsomolsk-na-Amure, Ulan-Ude, Chita, Yakutsk, and others) under a grant from the Eurasia foundation.

- Thanks in large part to research conducted during the SPAN program, Dr. Natalia Chipiga was promoted to Department Chair at the Far East State Transportation University.

Outcome 2: To implement new curricula in finance and accounting at participating Russian universities based on newly acquired business knowledge and teaching techniques.

- Elena Skuratova, Assistant Instructor of Accounting at Magadan International University recorded a one-hour video lecture on depreciation that can be used by all partner universities and also distributed to other interested institutes. The video was reviewed and edited by US Project Director Peter Sokolov to ensure that it will be useful as a teaching tool. Project participants mentioned that such lectures are especially effective when delivered by Russian instructors with Western training because they can explain the nuances of Western practices from the Russian perspective.

- An unplanned but significant accomplishment under the project was the development and distribution of two short textbooks: *Upravlenye Finantsovoi Deiatelnosti* (138 pp) and *Mirovaia Praktica Buchgalteroskovo Ucheta* (62 pp). The partners printed 500 of the first and 300 of the latter, all of which were distributed to the partner universities and other relevant organizations. Due to the shortage of current textbooks in the fields of finance and accounting, these texts are much-needed resources.

- One of the main objectives of the program was to introduce new methods of teaching Western Finance and Accounting in the Russian Far East that would lead to improved accounting and financial decisions throughout the regions. This goals was exceeded in Khabarovsk, where such courses are not only taught at the Far East State Transportation University, but also at its branches in Komsomosk-na-Amure, Chita, and Blagoveshensk.

Partnership Development and Sustainability:

The SPAN grant was a logical extension of the partnership project between the University of Alaska/Anchorage and several of the Russian universities developed under the USAID Institutional Partnerships Project (IPP). During IPP, all partners realized that the Russian instructors needed a better understanding of the course materials and subtleties of a market economy to effectively teach more technical courses in the fields of Finance and Accounting. Their past experience showed that the most effective exchange model was prolonged individualized training and exposure to the American economic system. This approach, in addition to conveying the concepts of a free market also builds personal relationships that sustain the partnership beyond the expiration of the grant. The need for future specialists in the proposed areas was well reasoned and obviously demonstrated: besides the oil findings in Yuzhno-Sakhalinsk, the Russian Far East is going through invigorating economic exposure to the western standards of financial management and accounting through joint ventures and there are an increasing number of opportunities for Russian enterprises to participate in the international market. Thus, the project was aimed at meeting anticipated demand in the RFE through training instructors for Russian universities who would, in their turn, teach future specialists.

The project greatly strengthened the relationship between UAA and the universities in Sakhalin and Khabarovsk. During a visit from the rector from FESUT in mid-June 200, the partners discussed potential plans for expanding the relationship. In particular the rector would like to introduce some courses in Project Management, Project Planning and Logistics at FESUT. UAA is seeking funding for such a program and they are hopeful that the project will come through soon. There are plans to apply to USAID and Eurasia for grants to start international centers of accounting at FESTU, as well as there are plans to start 2 centers at the Faculty of Advanced Professional Training for training professional accountants and social service specialists with international experience.

UAA also continues relations with Sakhalin State University. The two schools are pursuing the possibility of establishing a Joint Degree program in Business similar to the UAA/FESUT program. SSU recently achieved University status (previously it was a Pedagogical Institute) and in conjunction with this, it plans to expand its course offerings in western accounting and finance. The two SPAN partners are training other instructors to make this possible. Demand for this education is strong, primarily by Western companies that work in conjunction with oil development. Employees of these companies often need to know both Russian and western accounting and finance in their everyday jobs.

Magadan is a sister city to Anchorage and there are several cooperative projects between UAA and NIU and between Alaskan and Magadan businesses. Over 100 NIU students have studied at UAA. Although the SPAN project suffered a setback by both partners leaving NIU, the university is increasing the teaching of international accounting and finance in their regular courses. The Russian American Center in Magadan continues to offer seminars in western accounting and finance and the demand for this training is strong.

PKMU began offering courses in western accounting and finance before the SPAN program began and the participation of their instructors in SPAN has strengthened these curricula. However, financial constraints limit cooperation between the two universities beyond email exchanges.

Lessons Learned:

- Analyzing the wide scope of outcomes of this project indicates programs are more effective with larger Russian institutions that have a history of successful cooperative programs. The successful conclusion in Khabarovsk is largely due to the support from the Administration of FESUT and its Rector, Victor Grigorenko. FESUT is a large institution that has many resources to draw on, and it selected as SPAN participants its most capable people. UAA and FESUT have a long history of cooperation that has established a long-standing atmosphere of mutual trust.

- Videotaped lessons in subjects such as western accounting and finance are best taught by Russian instructors trained in the subjects rather than American instructors. In addition to avoiding the need for interpreters, who often introduce some distortions in meaning, Russian instructors can relate the subjects to practices in Russia and emphasize the salient differences between Russian and international practices.

- The partners strove to create a collegial atmosphere where they viewed each other as colleagues rather than in a "teacher-student" relationship. This contributed to better in-depth discussions of the subjects. It occasionally caused constructive deviations from the planned program to cover specific items of interest to the Russians.

- It is essential that interpreters are familiar with the subject matter. In the SPAN grant, a graduate student who was completing his MBA served as the primary interpreter. He often perceived misunderstandings between Russian and American partners and clarified them.

Products:

- **Textbook:** "Upravlenye Fintsovi Deiatelnost" (138 pp)
- **Lecture and Outline and Textbook:** "Mirovaia Praktica Buchgalteroskovo Ucheta" (23 and 62 pp)
- **One-hour video lecture** by Elena Skuratova on Depreciation
- **Lectures on Strategic Management:** By George Geistauts (78 pp).
  (NOTE: This project remained in draft form after the original IPP project. It was finally edited and printed as a supplement to this project. The SPAN costs were limited to printing)

E. Health

USAID/Moscow representatives and IREX/Moscow field staff with staff from the Moscow Burn Center of the Sklifosovskii Institute

A young scientist at the Koltsov Institute of Developmental Biology, Moscow researching the skin cell grafts using equipment that was purchased under the LILAS-Sklifosovsky joint SPAN project.

A group of US nurses provides training for Russian nurses at the Burn Unit of the Red Cross Hospital in Vladimir.

Round I

CENTRAL CLINICAL HOSPITAL (MOSCOW)
&
PREMIER INC. (WESTCHESTER, IL)

Project Duration: July 1, 1998 – July 31, 2000

USAID Award: $88,823

Matching Funds: $77,559

Training Statistics: 676 individuals

Project Summary: The goal of the project was to improve the quality of medical care provided by Russian hospitals through expanding the number of the monitored Quality Indicators of the Maryland Hospital Association. Under the project the partners developed a special methodology and computer software that to encourage other Russian hospitals to incorporate the same principles for improving the quality of hospital care services. The Russian partner disseminated the results of the project and the information on the quality indicators practice among higher educational institutions, healthcare administrators and medical staff from various hospitals.

Major Accomplishments:

Outcome 1: Increase the number of Maryland Hospital Association (MHA) quality indicators monitored at CCH.

- The number of quality indicators monitored at CCH increased from 18 to 39, namely (a) hospital mortality rates were tracked by 11 more Diagnostically Related Groups (DRG), (b) unplanned re-hospitalizations within 31 days were tracked by 5 more DRGs, (c) unplanned hospitalizations within 15 days – by 5 more DRGs. Monitoring new indicators enabled the comparison of data for participating Russian and American hospitals on a larger scale and presented ways of improving the quality of medical assistance.
- Over the course of project implementation, the values of most indicators at the three of Russian hospitals participating in the monitoring program either improved or remained stable – a significantly positive result, considering the lack of financing in the Russian healthcare system.
- The project also demonstrated that the values of indicators at the Russian hospitals taking part in the project and American hospitals are quite comparable. Moreover, in a range of indicators (such as hospital mortality, operative mortality, etc.) the values of Russian hospitals are equal to those of American hospital indicators.

Outcome 2: Develop a methodology for applying MHA quality indicators in Russian hospitals.

- CCH developed a methodological manual "Using Quality Indicators of Maryland Hospital Association to Evaluate the Quality of Medical Assistance at Russian Hospitals". The manual provides a methodology for using the Maryland Hospital Association (MHA) Quality Indicators (QI) as well as ways in which they can be further disseminated to Russian hospitals. The results of comparison and analysis of the indicators from different hospitals that introduced QI were also reflected in the manual. The methodology also provides for opening a Russian coordination center for project dissemination, and conducting seminars and lectures for administrators and physicians from Russian hospitals.
- This methodology includes special software for data collection and processing, which was developed under the project. The software facilitated the introduction of the methodology at new locations and helped attract more participants to the project.

- Four seminars were conducted for Russian hospitals involved in the project and 25 lectures were given for hospital managers, physicians, healthcare administrators, and insurance companies of Moscow and other Russian cities.

Outcome 3: Disseminate material on the use of MHA quality indicators to three other Russian medical institutions.

- Over the course of the project, three other hospitals joined the project: a hospital united with the Polyclinic, Clinical Hospital #1 of the Medical Center of the GMD, and Central Medical-Sanitary Unit #122 (St. Petersburg).

- Other Russian hospitals used this information as well to improve the quality of medical assistance and with certain visible results. Thus, within the time of the project fulfillment at the Clinical Hospital #1, unplanned returns to Special Care Units were practically eliminated, returns to operating rooms decreased by 3 times at the Hospital United with the Polyclinic. At the Central Medical-Sanitary Unit #122 (St. Petersburg) with an increased urgency of operated patients the indicator of operative mortality remained practically not changed and stayed at the level not exceeding the average under the project.

Partnership Development and Sustainability:

In 1996 the International Patient Department opened at Central Clinical Hospital (CCH) to address the issue of quality service provision matching international standards. The Medical Center at CCH and Premier Health Alliance (USA) joined efforts shortly thereafter to research and apply the Maryland Hospital Association (MHA) Quality Indicators (QI) at selected Russian hospitals. CCH served as the primary site in the MHA QI Project. CCH successes in this project led to further collaboration under the SPAN grant. The new project sought to increase the number of MHA indicators monitored at CCH, develop a methodology for applying QIs at Russian hospitals, and add three Russian hospitals to the project.

As a result of participation in the SPAN project, each of the partners benefited in various ways. The Russian partner acquired new methodology and technologies, as well as office equipment; the personnel received training and was exposed to the U.S. experience in improving the quality of medical service. The project enabled the improvement of hospital administration's and department chiefs' qualifications in the quality management. There are premises established for a system of continuous quality control at Russian hospitals similarly to the American one.

The American partners benefited from the project by gaining experience in improving the quality of medical assistance, and had the opportunity to evaluate different approaches to work and how these influence the quality indicators.

It is important to mention that the partners arrived to a fundamental conclusion that in the RF support of health management bodies and hospital administration is essential for the dissemination of the project achievements to other medical institutions. In this respect, the data, experience, and skills that the partners accumulated over the project can be appropriately used to demonstrate the effectiveness of the MHA QIs on the whole and their adaptability to the Russian healthcare context. Both partners have ongoing plans to continue joint activities on the Quality Indicators project, specifically, to expand the number of MHA quality indicators to be tested and introduced. Importantly, the project will continue to receive support from the hospitals participating in the project and Premier will facilitate interaction with MHA QI project coordinators.

Lessons Learned:

- Teamwork vs. more customary in Russia bureaucratic style of work should be preferred in partnership relations as it fosters a creative and informal communication setting, emancipation of initiatives of the group participants and better work results.

- Work ethics: «Improving the quality of medical assistance through identification and elimination of shortcomings rather than search and punishment of the guilty» - a new approach suggested by the American partners that helped create an atmosphere of openness and friendliness when finding ways of improving quality of healthcare in hospitals involved in the project.

Products:

- **Methodological guidelines "Using MHA Quality Indicators to evaluate the quality of medical assistance at Russian hospitals."** One thousand copies of the manual were produced to be disseminated to the hospitals involved in the project, representatives of healthcare management bodies, hospital administration that took part in seminars and lectures under the project, as well as other hospitals that expressed interest in the project.

- **Software for data processing.** This includes 2 program complexes:
  1. Program complex for counting the values of QI to be used at Russian hospitals participating in the project.

  2. Program complex for free database and providing response to be used by the Russian project coordinator at CCH and to add to the general indicator database and to draw up comparative reports for distribution and analyses.

REBIRTH TREATMENT AND PREVENTION CENTER (DUBNA) & GUNDERSEN LUTHERAN HOSPITAL – LA CROSSE (LA CROSSE, WI)

Project Duration: March 1, 1998 – July 31, 2000

USAID Award: $152,350

Matching Funds: $116,861

Training Statistics: 1318 individuals

Project Summary: Gundersen Lutheran and the Rebirth Center created a program to improve public health in Dubna by enhancing sustainable social service programs through training in prevention and cessation methods in the areas of alcoholism, smoking, and toxicomenia (inhalant abuse). In order to improve education at the University of Dubna school of social work, the partners collaborated to incorporate three new courses into the University's social curriculum. They also created a sustainable network of community fieldwork training sites for University of Dubna social work students and area professionals, organizing 150 student placements and 66 trained specialist placements. The partners have established prevention strategies in the areas of toxicomenia and smoking in Schools and in the community. Working closely with teachers and parents, the partners established the following youth programs to help prevent smoking and inhalent abuse among youth: Volunteer School, Conflictology School, Panther Club and the Oktagon Youth Club.

Major Accomplishments:

Outcome 1: To reduce the public health risks of alcoholism and smoking by incorporating social service delivery components into the social work professional preparation program at the University of Dubna. Social service delivery will focus upon reduction of negative health impacts of alcoholism, to include toxicomenia (inhalant abuse) reduction of negative health impacts of smoking.

- The partners incorporated three new courses into the social curriculum at the University of Dubna. They have enhanced other courses by adding 47 new social work topics to the existing courses in the General Discipline area. In addition, the partnership introduced over 100 new hours of curricula into the specific discipline area of course work.

Outcome 2: To establish a sustainable network of programs through the creation of regional community fieldwork training sites for University of Dubna social work students and area professionals.

- The partnership was able to extend their partnership network to Dubna and three other communities with over 150 fieldwork placement sites and 66 trained specialists.

Outcome 3: To expand the services of the Dubna Rebirth Treatment and Prevention Center. To develop and implement school and community prevention programs in the areas of alcoholism and toxicomenia prevention, and cigarette smoking cessation and prevention.

- The partners have established prevention strategies in the areas of toxicomenia and smoking in Schools and in the community. The partnership was also able to write and translate prevention training programs in the same areas. A number of model programs have been established as a result of the prevention work in Dubna and other project cities: Volunteer School, Conflictology School, and Panther Club. Two more model programs, the Oktagon Youth Club and the Hotline, were enhanced through the work of the partners.

- Currently, the partners are piloting a Healthy Habits course for grades K-11 geared toward preventing inhalant and alcohol abuse. They will make the necessary revisions to the program after the pilot period and will then present the curriculum to the Ministry of Health to be used as a model nation-wide.

Partnership Development and Sustainability:

The cities of La Crosse, Wisconsin and Dubna have collaborated on health partnerships over the course of the last 8 years. Through collaboration between health professionals in both cities, they have established numerous programs in the health field. Relating to the SPAN project, their partnership efforts led to the establishment of the "Rebirth" Alcohol Treatment Center for Dubna and the surrounding area. They also provided training for alcohol counselors and community specialists in three replication sites in the Moscow region. Partnership efforts established Alcoholics Anonymous programs and Al-Anon groups in six cities throughout the Moscow region. The cities were united through a communication network for support and continuing education. Finally, the partners set up a videoconference link between Dubna and La Crosse for monthly educational conferences between the two cities. Thus, the La Cross-Dubna International Health Partnership offered leadership to collaborative undertakings between the major health providers in La Crosse, Wisconsin and the health care institutions in Dubna, Russia which put into place important building blocs for the SPAN project.

The Dubna City Administration and community have agreed to support the work of the SPAN Project and assure its continuation. It will be a model for cooperation between non-governmental organizations and city government to support school and community prevention programs. The partners worked with the city administration to make sure that the staff salaries of those working on programs begun under SPAN will continue to be funded after July 30, 2000. At first there was some some concern about continued leadership for activities started by the project. Fortunately, the Dubna City Administration agreed to help fund the two positions in question, the project coordinator and a counselor.

The curriculum changes within the Social Work Department at the University of Dubna have a great potential of being sustained. The curriculum has been approved and has been in place for at last two years. Grant resources are not dependent on their continuation. The university administration has been impressed with the curriculum development and is applying the process to other departments at the university.

The school curriculum and programs developed as part of the SPAN Project also have great potential in being sustained. Grant funds allowed for their development, but their continuation is not dependent on external funds. Teachers appreciate the tools for teaching that have been given to them. They are likely to continue their work in the classroom. The out-of-school activities are gaining in popularity with the students and will be sustained through their enthusiasm.

Both partners received many benefits from participation in the SPAN project. The American Partners felt that being able to teach others about the different components involved with prevention and their methods in implementing prevention curricula into community and school programs was reinforcing to what they already had learned. They received personal and professional satisfaction in seeing the attitude about prevention in Dubna change over a period of time. Barbara Pretasky, the project coordinator, noted that almost every American involved in the Partnership commented on the value of the cultural exchange.

In addition to the technical knowledge they gained from the project, the Russian partners felt that the SPAN project enabled them to see the many different components of prevention. The project drew to light that it takes families, communities and schools working together to achieve prevention of substance abuse.

Lessons Learned:

- The partners experienced initial difficulty enacting change in the community. Initially, individuals and people from other agencies responded with apathy or conflict to the prevention ideas of the partners. It was difficult to get people to want to participate in the program. The partners learned that establishing common ground and focusing on those areas where everyone can agree may provide a springboard for discussion. After the partners were able to spotlight areas of substance abuse and cigarette smoking on which people agreed, they were able to focus on showing people the importance of prevention.

- The partners learned to be flexible with their program. As the situation in Dubna changed, they were able to alter their curriculum program to fit the current social situation. For instance, much less time was spent on inhalant abuse than originally planned, as there was a shift in drugs of choice in the Dubna area.

Products:

- **A smoking cessation facilitator's training manual** has been developed, translated and incorporated into prevention centers in Dubna, Dmitrov, Taldom, Zaprudnia, and Klin.
- The **Smoking Cessation Manual** was printed by Gundersen Lutheran Medical Center and bound by a local printing shop. Two hundred Russian copies and 20 English copies have been published.
- **Two new guides** have been drafted under the SPAN project for use in Dubna:
  1) The Role of the Primary Care Physician in Identifying Substance Abuse in Patients
  2) The Role of the Primary Care Physician in Helping Patients Quit Smoking

MEDICAL ACADEMY FOR POSTGRADUATE STUDIES (ST. PETERSBURG)
&
UNIVERSITY OF IOWA (IOWA CITY, IA)

Project Duration: March 1, 1998 – July 31, 2000

USAID Award: $187,410

Matching Funds: $164,185

Training Statistics: 669 individuals

Project Summary: The goal of the project was to develop a community-oriented social services model based on the principles of family medical care in the St. Petersburg region. The first Family Medicine Center was opened under the SPAN project. The Center provides care services to the population of the Pontonnaya district of St. Petersburg. Through extensive exposure to the US experience and resources, MAPS and its faculty realized the need to establish a new department – the Department of Public Health. The SPAN grant increased the prestige of the organization and promoted its professional contacts with the Scandinavian region of Europe turning it into *a leader* of the healthcare reform in the entire northern region of Russia.

Major Accomplishments:

Outcome 1: To conduct a needs assessment in the St. Petersburg region to identify the target population, health concerns and risks, environment risk factors and community resources in the areas of medical services and social services.

- A **comprehensive screening program of more than 600 individuals in the St. Petersburg region** was conducted to determine the main health problems of the area. The study also included a thorough review of major environmental and social factors that affected the health of the population. The study results helped health professionals gained a more thorough understanding of the overall health needs of the population as well as patients' knowledge of effective prevention methods. Apart from the findings on the most common or on the rise health diseases (substance abuse, sedentary work and bad nutrition, the collected data demonstrated the need for a CVD (cardiovascular diseases) prevention program, changes in school environments, and measures to be taken to improve atmospheric pollution monitoring. The study also allowed MAPS to obtain data on the training needs of physician and nurses and revise clinical procedures accordingly.

- Based on the findings of their study, MAPS began an **effective outreach** plan to improve peoples' health offering so-called "schools" for members of the community in the following areas: "Modern treatment of arterial hypertension", " Principles of treatment of diabetes mellitus in the polyclinic", "Education for patients with diabetes and decreased glucose tolerance", "Principles of bronchial asthma treatment", "Modern recommendation of bronchial asthma management." During these schools, trainees learned how to better care for themselves by improving their diet, developing an exercise regime, and gaining a better understanding of the nature of their health ailments. The schools functioned for the last six months of the project during **which over 235 patients received training.**

- As a result of the grant the St. Petersburg Medical Academy for Postgraduate Studies (MAPS) established a fully operational **Family Medicine Center** in one of the city suburbs targeted for the assessment, **Pontonnaya.** In addition, a coalition for disease prevention in Pontonnaya was formed to include representatives from the Department of Family Medicine (MAPS), Policlinic 73, Pontonnaya Administration, St. Petersburg Legislature, Department of Commerce, Department of Consumer Protection, mass media, "Harmony", insurance company, Veterans Board, and Businessmen Council.

Outcome 2: To develop a primary-care based, social services curriculum incorporating relevant topics from the areas of public health, health promotion, disease prevention, social work, management, patient advocacy, patient rights, and responsibility.

- A new curriculum in training physicians and nurses in Family Medicine has been developed and is in use at MAPS. More than 434 health professors and administrators were trained using the curriculum. The curriculum can be easily adapted to other university settings and MAPS plans to distribute the curriculum to other universities through the training seminars for health professionals and teachers

- A curriculum for the education of social workers and medical specialists in social work, a new concept for the Russian healthcare system, was developed during the Russian team's visit to the U.S. in May 1998. The social services curriculum consists of several modules: (a) General questions (b) Principles of social work (c) Methodology of social work and (d) Social work in health service.

- As a result of the exchange and the new curricula, a new training program "Social work in geriatrics" targeted at social workers and nurses was instituted at the Department of Nursing. The program was approved by the Methodological Commission of the College of Public Health at MAPS and obtained high marks in an independent review by Swedish specialists. More than 11 MAPS faculty members, as well as specialists in social work, physicians working with the disabled, and faculty and practicing physicians working with socially unprotected population, took part in teaching a seminar using the new curricula. Around 434 physicians and administrators have undergone training in this course.

Outcome 3: To develop selected technology to support the educational programming and to support the clinical services for the regions

- Videoconferencing is now used at MAPS as a limited tool to replace videophone, which was a really poor quality connection.

- Audio-conferencing can be done through regular phone lines within the city limits, as well as for peer-to-peer conversation with North America.

- Fax-on-demand could be used as a back-up system to disseminate the project materials in combination with PC-Fax software and regular phone lines. More details on the results of technical analysis could be found on the Internet at http://members.xoom.com/splav/DIST/index.htm.

- Finally, the project staff developed software for creating multiple-choice tests that can be run directly from the Web. For more details visit http://members.xoom.com/splav/DEATH/.

Outcome 4: To educate trainers of health care and social care providers in the developed curriculum

- Training offered to healthcare and social work trainers and administrators, as well as for physicians and nurses under the project covers a variety of issues (pre-screening, social work in general practice, the concept of family medicine, dietary recommendations, prevention, etc.) According to Russian

educational standards, the number of trainees per month under this project is equivalent to the output of the whole department working full-time for more than 7 months.

- The partners organized and held an International conference on Family Medicine in June 1998, which about 120 participants attended from all over Russia and from some of the NIS.

Outcome 5: To disseminate the defined curriculum and health data to trainers of health and social care providers, government officials and the public

- In an effort to introduce systemic changes to the healthcare sphere, new legal documents supporting practice of a Family Physician have been developed. These documents stipulate legal basis for opening and functioning Family Physicians' Office in St. Petersburg and the region, establishing the status of general practice offices as equivalent to that of polyclinics. The documents were approved by of the Head of Health Care Committee of St. Petersburg and were disseminated among all district health administrations. Ultimately, these documents will serve as a tool for the dissemination of the project results and experience.

- In 1998-2000 the working group prepared draft legislation on the reform of medical and social care at the municipal level. This legislation passed through all the committees of legislative assembly and was signed by the St. Petersburg Governor in early 2001.

- In December 1999, a regional Association of Family Medicine Professionals was established to include family physicians, family nurses and social workers engaged in general practice offices. The association deals with issues of general practice and social care.

Outcome 6: To evaluate the effectiveness of the teaching programs and the selected components of the model

- The needs assessment allowed MAPS to identify the most significant heath concerns, to design and implement preventive programs, and to obtain data on the training needs of physician and nurses. From a physician's perspective it demonstrated the need for evidence-based guidelines on different aspects of treatment, screening and prevention

- Patient interviews showed that they were mostly satisfied with the treatment and care given, and that they trusted project members and followed their recommendations. The assessment in Pontonnaya experience proved that face-to-face contact between medical staff and patients ensures that the message gets to the target audience, whereas usage of mass media is less effective (except for very expensive national programs).

- Questionnaires were used to evaluate trainings, teaching courses, and lectures. The comments revealed that the information presented was very well received. Those surveyed appreciated the new curricula and related programs as opening up a new, socially oriented vista for the future of the healthcare system. They noted that it provided them with clear guidelines for introducing changes, as well as with the inspiration to make changes in their methods of addressing health issues.

- The evaluations indicated that the real 'breakthrough' in the new programs was training family nurses to take on more responsibilities and engage in independent decision-making instead of just fulfilling doctor's orders.

- Evaluation results of the MAPS training programs can be found on Internet (http://members.xoom.com/splav/SPAN/)

Partnership Development and Sustainability:

Since 1995 the partnership between the University of Iowa (UI) and the Medical Academy of St. Petersburg (MAPS) has successfully implemented USAID-funded programs to: Establish a family medicine curriculum and family medicine clinic in St. Petersburg, improve family medicine in Novgorod Velikiy, and, under the SPAN I grant, develop and implement a community-based primary care program, as well as a family medicine training program that led to establishing a new family medicine department and developing a new curriculum.

The partnership proved to be most effective, long-lasting and vibrant, turning MAPS into *a leader* of the healthcare reform in the Russian Federation. The activities implemented under this partnership have helped MAPS become one of the most developed and prominent health care institutions, equipped with progressive knowledge and new practical and research skills.

A new plan was developed for collaboration between MAPS and the newly founded (August 1999) College of Public Health of the University of Iowa on educational programs to combat smoking and alcohol/drug and in the sphere of women's health. The Department of family medicine, with its increased involvement in preventive and socially-oriented programs logically became part of the College of Public Health that includes other participating departments. This collaboration has received strong support from various international funders. In 1999 Swedish International Development Agency started to sponsor activities similar to those of the SPAN project of the School of Public Health. Two Ministries of Health and Welfare - of Finland and Norway have since joined these efforts. In 2000, the Open Society Institute supported further development of the School and plans to continue funding through 2001.

Lessons Learned:

- It is vital to first train health care administrators and gain their support and commitment before launching any kind of preventive treatment program.
- Prevention issues should be a part of all general practitioners' training.
- A successful cross-cultural partnership calls for tolerance, patience and open style of communication based on mutual and support.

Products:

- The following curricula have been created:
  1. Family and public health (including violence against women, familistics, life cycle and reproductive health) - 108 hours - for family physicians, specialists in Public Health.
  2. Preventative Medicine in General Practice (including healthy nutrition and accidents prevention, as well as general preventive measures) - 108 hours – for family physicians, specialists in Public Health.
  3. STD prevention in general practice - 60 hours - family physicians, specialists in Public Health.
- Distant learning materials for Family and Public Health published on the web sites: http://stphs.narod.ru/W2001 and (prevention) http://stphs.narod.ru/S2001 .
- Eight educational brochures containing recommendations for physical activity and healthy nutrition, high blood pressure, etc.
- Scientific Publications in Russian:

  Frolova E.V. The problems of family nutrition. Russian Family Physician, N2, 2001, 27-33.
  Frolova E.V., Kuznetsova O. Yu., Swanson E. Zlatieva N. Peculiarities of the prevention in women, Russian Family Physician, 2001, N3.
  Frolova E.V. Analysis of the results of prevention program in St. Petersburg, Gubernskie Vedomosti, Tver, 2001, N11.
  Reshetova T.V. Personality, family, and disease. Russian Family Physician, 2001, N2, 4-8.
  Plavinski S. Basics of the familistics, Russian Family Physician , 2001, 215-19.
  Plavinski S. Development of the women health curriculum, RFP, 2001, N3.

Round II

LILAS International, Inc. (Hercules, CA)
&
Skilfosovsky Research Institute of Emergency Care (Moscow)

Project Duration: June 1, 1998–March 31, 2001

USAID Award: $139,800

Matching Funds: $260,467

Training Statistics: 4 individuals

Project Summary: The partners' primary objective was to create the first skin cell bank in Russia, which they successfully achieved during their SPAN project. Using the technology and knowledge gained under SPAN, they cultivated a supply of skin cell grafts that were used to treat over 130 patients in medical institutions throughout Moscow.

Major Accomplishments:

Objective 1: To create the first Russian skin cell bank.

- The first Russian sk in cell bank was created in Moscow located at the Koltsov Institute of Biology Development under the Russian Academy of Sciences, and the donor grafts cryostorage facility at the Sklifosovsky Research Institute of Emergency Care. The equipment the partners purchased from US sources include: a Laminar strongbox to provide sterility when working with cells; a roller plant for mass cultivation of human cells; a programmable freezer to freeze cells; and a Low-temperature freezer to store biomaterial under low temperatures. Equipment acquired by the Russian partner as their contribution to the project include: a dry-heat strongbox for sterilization of instruments; a biomaterial storage plant for long-term preservation of biomaterial; water clearing system for production of deionized highly cleared water for cells and skin preservation conservant growth; and computers, office equipment, and communication means for bank operations.

- The American Association of Tissue Banks (AATB) is the most authoritative organization combining banks of tissues and cells. In preparation for establishing Russia's first skin cell bank, a number of doctors and technicians from the Sklifosovsky Institute traveled to the US to understand the principles of US Skin Bank operations and AATB requirements for tissue and cell grafts preparation, storage, and use.

- The first training in the US was held in Cincinnati, OH and New York, NY in December of 1998 to familiarize Russian participants with activities of the Shriner Burn Institute and Skin Bank. American specialists provided Russian participants with details of the system of skin bank operation. Russian trainees also witnessed blood bank operations, works on skin growth, liver cell transplantation, microbiological laboratory operations, etc. As a result of the US the training in the Skin Bank, S. Smirnov, V. Khvatov and A. Vassiliev were recommended to join the AATB. The final phase of the training was held in New York, NY, where Russian specialists took part in a workshop on application of modern computer methods in medical practice at the New York Cornell Hospital.

- The second training was conducted in the US in February and March of 2001. Russian specialists saw activities of the University of San Diego Medical Center Burn Department. The procedure of donor skin preparation and preservation in the Bank was very similar to that created under the project in Russia. The trainees observed the specialized laboratory in the University of San Diego and its research on use of cells in wounds and burn treatment, Transcyte preparation technology in particular. This procedure using a bandage of cultivated cells is unknown in Russia. The American specialists supplied Russian trainees with a document only just produced in 2001 of innovative material that regulates preparation, preservation, and use of human tissues and cells.

Objective 2: To create and maintain a supply of skin cell grafts to provide to medical institutes and a reserve supply for clinical practice.

- Russian partners, using the skin storage technology adopted from the US and the equipment purchased under the SPAN project, produced 11000 cm^2 of donor skin. Skin conservant provided preservation of live donor skin under various modes for the first time in Russia. Over 51 patients were successfully treated with the grown donor skin. The preservance conservant is being tested by the State Medical Commission, and a Wide-Use Pharmacopeia Conservant Article is to be approved for broad medical usage.

- The project was able to provide the following clinical organizations of Moscow and its region with free skin and cellular grafts: the Sklifosovsky Research Institute of Emergency Care (33 patients), Hospital 29 in the Name of the Mother of God Consolation of the Afflicted (51 patients), the Moscow Region Children's Burn Center (4 patients), the Gertsen Oncology Research Institute (8 patients), the Gelmgolts Eye Diseases Research Institute (9 patients), the Burdenko Central Military and Clinical Hospital (13 patients), the Fedorov Eye Microsurgery Hospital (5 patients), the Vishnevsky Central Military and Clinical Hospital (3 patients), and the Filatov Moscow Children's Clinical Hospital (5 patients). During the course of the project, grafts for 131 patient treatments were prepared for mostly aged, low-income people, and children. Recovery and remission after transplantation was observed with more than 70% of patients treated.

- Furthermore, new methods of treatment for some serious diseases and trauma have been developed and approved under the project, such as donor cell transplantation methods for eye burn treatment for the first time in world practice. These methods help to reduce surgical intervention and anesthesia application, and patients do not lose their sight. The first grown cell transplantation was carried out in February 2000 for treatment of a patient with serious alkaline cornea burn. The patient's sight was restored as a result of the treatment, and they returned to their work without disability. Results of work with these methods were reported at special conferences including the All-Russia Ophthalmologic Conference.

- A unique method of larynx defect recovery with specially constructed cell grafts was invented under the project in cooperation with the Gertsen Oncology Research Institute. Eight patients gave their consent, and transplantation of a constructed equivalent to the surface of the larynx was carried out. Larynx and speech ability was restored in seven of the patients.

Objective 3: To transfer the experience of the skin bank activity, and assistance and methodology in organizing similar banks in other regions.

- Since the skin cell project is practically and technologically unique for Russia as well as for the CIS countries, the Russian partners made great efforts to disseminate information about the project methodologies and results among specialists around the region. The partners also used mass media to promote new humanitarian and technological approaches to the treatment of common illnesses. Project personnel provided considerable assistance to specialists from the Institute of Emergency and Restorative Surgery of Donetsk, Ukraine to work out required specifications for creating a bank of skin cells grafts. Specialists from the Donetsk Institute were trained in the Moscow City Burn Center and the Koltsov Institute of Biology Development in the skills and technologies of cell and tissue application. As a result, a laboratory (bank) for skin cell growth and tissue preparation is presently being developed in Donetsk, and slated for completion in September of 2001. [was this completed?]

- Project implementation resulted in the methodological recommendations containing social, legal, technological and clinical aspects of donor skin grafts application for a wide range of illnesses treatment. For the first time in Russia the recommendations include items such as, "Safety rules for donor material treatment", and "Safety enforcement for donor material use." The recommendations have been sent for approval to the Ministry of Health.

Partnership Development and Sustainability:

The collaboration between LILAS International, Inc. and Sklifosovsky Research Institute of Emergency Care began in 1995. In order to develop and strengthen their relations, the partners implemented a project aimed at introducing advanced American technologies into the practices of Russian hospitals.

During the course of the LILAS/Sklifosovsky SPAN project, IREX worked to facilitate dialogue and understanding between the partners, whose relationship was, at times, strained. IREX believes that the primary reason for the partners' distant relationship is the fact that LILAS is a commercial entity, specializing in the design, production and selling of medical equipment. Therefore, relations between the partners focused primarily on the purchase and delivery of needed medical equipment and supplies and beyond that there was little collaboration on the fundamental goal of establishing a skin cell bank. While both partners agreed that the skin cell bank was very important for Russia, their priorities for this project were quite different.

Delays attributed to the economic crisis, and equipment delivery, pushed the project's implementation schedule back. In June 2000, IREX agreed to a project no-cost extension to January 2001. In September 2001, discussions with the partners revealed that the planned visit of the Sklifosovsky team of doctors had been delayed due to the inability of the American partner to identify an appropriate medical facility in the US that was willing to provide training for the doctors. Dr. Hansborough, head of the San Diego Burn Center, agreed to host the team in late February, 2001. Recognizing the project's pioneering achievements and potential long-term impact on Russian society, IREX agreed to extend the project deadline to March 31, 2001.

It is difficult to determine further the sustainability of the partnership, as during a final review of their financial records following the close of their project, IREX discovered what appeared to be a serious abuse of grant funds. LILAS and Sklifosovsky had apparently, in the final days of the project, purchased materials unrelated to the SPAN project and unapproved by IREX, as stipulated in their subagreement. IREX tried for two months to clarify the issue with the partners, finally receiving confirmation that the funds were indeed used for unrelated purposes. While IREX demanded that the money be returned, we were also quite aware that this was unlikely, as the funds had already been spent. However, IREX elected to withhold the $10,000 in funds that Sklifosovsky/LILAS had been awarded under the SPAN Small Grants Project, in this way recouping the "loss" of the $10,000 that had been spent on materials unrelated and unapproved for their initial SPAN project.

Lessons Learned:

- The first parcel of laboratory equipment for the skin bank purchased under the SPAN project was delivered to Russia from the US with a four-month delay. The equipment had to be specially ordered to meet Russian/European electrical systems and had to pass through a lengthy import process. Partners should envisage such delays in the future and, upon purchase, ensure that medical equipment is suitable for the Russian environment.

- This project confirmed the significance of scientific exchanges and personal contacts between Russian and American specialists. The Russian doctors learned more during the US study tour than expected. In particular, during the first trip to the US, the Russian doctors found that their American colleagues use skin cell grafts not only for treatment of burns, but also for treating other types of skin problems. Sklifosovsky was able to share this information with other institutions that treat skin disorders for broader application of generated skin cells in the future in Russia.

Round III

SISTER CITY ASSOCIATION MEDICAL PARTNERSHIP COMMITTEE (NORMAL, IL) & VLADIMIR PARTNERSHIP ASSOCIATION MEDICAL PARTNERSHIP COMMITTEE (VLADIMIR)

Project Duration: December 1, 1998 – July 31, 1999

USAID Award: $ 95,274

Matching Funds: $85,822

Training Statistics: 6 individuals

Project Summary: The project's three main objective were: 1) to improve healthcare services in Vladimir by expanding available nursing care and improving the quality of nursing education; and 2) to help Vladimir students and professors gain exposure to the theoretical and practical experience of their American colleagues; and 3) to determine how this experience can best be applied in Russia. The partners succeeded in introducing concepts of the *family nurse* and *home care* through developing relevant curricula and training a select group of Russian nurses in the US. In addition, the partners translated and begun introducing US policy standards and procedures that create opportunities for nurses to increase their professional role in providing medical care.

Major Accomplishments:

Outcome 1: Development of nursing care in Vladimir, including the quality of training and retraining of nurses.

- After conducting a thorough assessment of nursing services offered in the Vladimir community, the partners developed a broad-based educational program for Russian nurses that included an activity plan, appropriate lecture topics, and US professors capable of teaching such courses.

- Six nurses went to Bloomington-Normal for 27 days in March 1999. During this period they completed 45 lecture hours in nursing curriculum and 45 hours of professional observation in a variety of professional settings.

- Following the March visit, the partners continued curriculum development, sending a delegation of three US nurses to the Medical College in Vladimir. The US nurses lectured on leadership and management in nursing, professional nursing development, patient teaching, home care and assisted with the development of the family nurse curriculum.

  The three US nurses further broadened the base of assessment for Russian nurses by providing information on pain management and cardiac assessment. A limited quality assurance survey was performed analyzing a 30-day introductory method of patient assessment. This put into practice skills the nurses learned during the March trip to Bloomington/Normal.

Outcome 2: Practical application of the knowledge acquired during internship training and teaching at the Medical College.

- During the March exchange program, the Russian nurses regularly visited hospitals in Normal to observe doctors and nurses in action. They gained access to hands-on training facilities at Illinois Wesleyan University where they could practice assessment procedures. During their lectures in Vladimir, the American nurses regularly used role-play techniques to demonstrate new procedures and skills.

- The partners introduced the practice of consistent and complete documentation to help demonstrate the impact that a nurse has in the process of patient treatment.

- Two model study rooms were opened and equipped with the help of SPAN funds - one at the Medical College and the other operates as the nursing laboratory at the Cardiology Hospital #3.

- New approaches to nursing education developed under SPAN have shown city healthcare administration officials what changes are needed in the health care delivery system and how these improvements can make healthcare more effective.

Outcome 3: Dissemination of information, popularizations of the new quality standards of nursing care.

- Dissemination of information proved to be a challenge for the partners since it is not customary for staff nurses to share information with their superiors or to teach in a hospital where they are not employed. The partners were able to work together to find alternative means of disseminating information. Namely, the partners identified institutions that expressed interest and were motivated to introduce new skills and practices, such as the Children's and City Hospitals, a hospital in the Suzdal region of the Vladimirskaia oblast', as well as the Medical College. Apart from direct sharing of information, the US partner provided these institutions with a one-year subscription for *Registered Nurse* journal (funding came from the Sister City Partnership Committee).

- The capstone conference in September 1999 attracted 150 healthcare specialists from Vladimir and surrounding regions and was one of the primary means of spreading word about the project and its results. The conference successfully addressed issues of a more inclusive style of hospital leadership that utilizes the unique skills of nurses. Several Vladimir nurses who participated in the SPAN project presented the knowledge they gained under the SPAN project to the rest of the community which helped to demonstrate how nurses can take a more active role in health care delivery.

Partnership Development and Sustainability:

The Bloomington-Normal Sister City Association and the Vladimir Partnership Association began their collaboration in 1989 when they formed a Medical Partnership Committee. In 1992 they strengthened their relationship through collaboration in the organization of a Bloomington-Normal community humanitarian effort through which medical equipment and supplies were donated by community healthcare institutions and citizens. Building on this cooperation, the Bloomington-Normal Medical Partnership Committee decided to focus on improving human resources through education and professional development for healthcare providers. To this end, the partners conducted exchanges that focused on examining hospital management and insurance issues. In 1996, the partners organized a cardiac conference in Vladimir and continued to arrange for professional trips for their Russian colleagues to Bloomington/Normal.

Over the course of these exchanges, it became clear that nursing care in Vladimir was an issue that required special attention. Thus, the partners began focusing on the improving the quality of nursing education and raising the status of the nursing profession. This new focus led them to develop a grant for the SPAN program. Participation in SPAN offered the partners an unprecedented opportunity to improve human resources in the nursing field in Vladimir and to solidify the partnership.

The exposure to the US experience of the implementation of nursing procedures enhanced the ability of the Russian nurses to institute change in their nursing practice and provided the support necessary for changing the curriculum for new nurses entering the profession. This is an important base from which the partners can build future partner relations and mutual activities.

The partners have demonstrated that they are committed to maintaining the partnership and will continue to collaborate after the conclusion of SPAN funding. The nurses are using new assessment and documentation procedures that will continue to improve health care delivery in Vladimir hospitals.

The partners are working to introduce a new family nurse course at the Medical College as well as a new family nurse clinical site. They are also working together to expand professional contacts in Russia and the US with whom they may collaborate on future projects. They are actively looking for international funding sources to expand on the SPAN successes.

Lessons Learned:

- Terms and conditions of a grant award should be interpreted for representatives of the local community in order to avoid misunderstanding of its purpose.

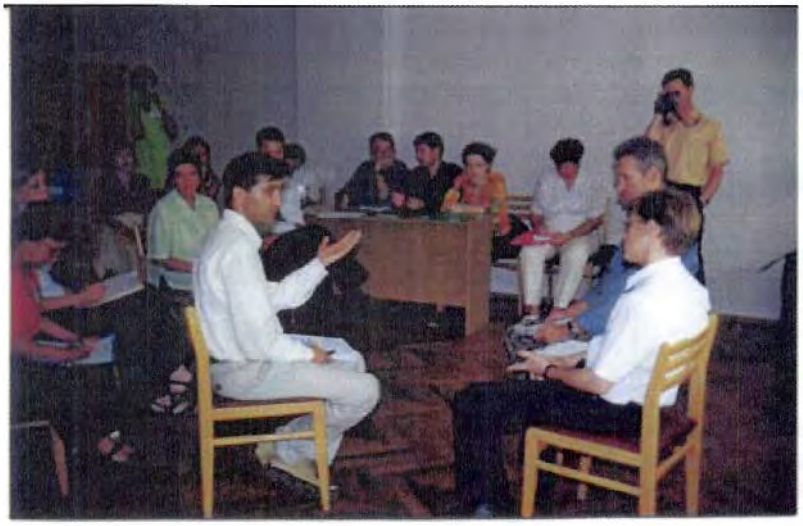
- The partners learned that having job descriptions in place with specific avenues of communication and documentation makes collaboration more effective.

- The lesson in the context of cultural differences is to be alert and to be aware of possible differences and treat them with patience.

Products:

- **Policy and Procedure Manual for Nurses** translated from English into Russian: The manual includes standards for carrying out diagnostics procedures, examinations, and check-ups for each different that nurses carry out prior to physicians' examinations.
- **Policies for Laboratory Use:** This document establishes procedures for carrying out laboratory tests. It was disseminated at the Medical College, Children's Hospitals and to other interested institutions.
- **New curricula "Family Nurse" and "Home Care"**: These are four-week courses (45 hours of lecture and 45 hours of professional observation) that were introduced at the Medical College of Vladimir.

F. Rule of Law



The Public Center for Legal and Judicial Reform (PCLJR) Trainer, Rustem Maksudov (left) leads role-play session on mediation at a program seminar in Dzerzhinsk, Russia.

Legal Clinic staff prepare to the final conference in Petrozavodsk

Round II

Moscow Media Law and Policy Center (Moscow)
&
Benjamin N. Cardozo School of Law at Yeshiva University (New York, NY)

Project Duration: June 1, 1998 – July 31, 2000

USAID Award: $ 139,880

Matching Funds: $59,926

Training Statistics: Not applicable

Project Summary: The goal of the project was to promote the development of an efficient legal telecommunications regulation system in the Russian Federation. The partners collected, analyzed and created free online database and disseminated telecommunications legal materials from the USA and other countries.

Major Accomplishments:

Outcome 1: Catalog and translate information on American and European law applications in telecommunication regulation for inclusion in a database to be available on the Moscow Media Law and Policy Center (MMLPC) web site.

- The partners translated 1,645 pages (82 items) of materials on telecommunications legislation. The materials included legislation posted on the MMLPC web site (http://www.medialaw.ru), research materials utilized in collaborative work between the partners, and articles used by the working group in completing the draft telecommunications law. The MMLPC web site now hosts a systemized database of telecommunications legal data pertaining to Russia and other countries, which can be freely accessed by all who are interested.

Outcome 2: Solicit regular support and advice from leading telecommunications specialists, including those from Russia's remote regions, regarding needed reforms in Russian telecommunications law.

- The partners held three international conferences ("Contemporary Issues in the Law of Communications," "Legal Aspects of Licensing" and "International and Comparative Media Law on Content Regulation") devoted to the problems of telecommunications in the Russian Federation and abroad. The conferences informed participants on recent law-making activity in the State Duma, introduced Western approaches to universal public access to telecommunication services, including the Internet, and widened knowledge of the 1996 US Telecommunications Act. Over 190 participants attended the conferences. In addition to leading experts from the USA and Moscow, the conferences brought together representatives from St. Petersburg State University and the Institute of Law, the Karachai-Cherkesskii, Altai, Kazan, Stavropol State Universities, and the Press Service for the Governor of the Nizhegorodsky Region.

Outcome 3: Disseminate information on partnership work in the area of telecommunications reform.

- Partners published materials of each of three above-mentioned international conferences in the book series "Journalism and Law" of MMLPC. One thousand copies of each booklet were distributed free of charge among the participants of the conferences and all other interested individuals and organizations, including the State Duma, the governmental bodies and the Administration of the President of the Russian Federation.

- In addition to information posted on the Internet, the partners distributed the results of their collaboration through a specialized insert supplement "ZiP-Telecom" to the MMLPC's organ ZiP

("Zakonodatelstvo i Praktika SMI" or "Media Law and Practice"), specially devoted to telecommunications law matters. One thousand hard copies of each of the 16 ZiP-Telecom issues (initially the partners planned to publish 14 issues only) were distributed free of charge among interested organizations and individuals.

- The "Clearinghouse" Project database, active since 1996 and designed to provide legal expert examination of vital legal conflicts in the media area, commentaries to court decisions, explanations of moot cases et cetera, was put to work as well to disseminate findings of the SPAN project among journalists and the general public. Using materials translated under the SPAN grant, the partners issued Clearinghouses dedicated to the issue of telecommunications regulation.

- Statistics gathered by the partners during the SPAN project showed an average of 187 hits per day for materials sponsored in full or in part by the SPAN project: 61,830 total hits to the telecommunications database; 9,911 total hits to ZiP bulletins; and 15,893 total hits to books published under the grant.

Outcome 4: Compile a draft law on telecommunications reform in Russia.

- The partners published a "Telecommunications and Law" book, a final product of the project that includes a draft telecommunications law and provided an overview of the state of telecommunications legal regulation in Russia, USA, Britain and Europe. The book will be provided to experts, deputies of the Duma, officials of the executive branch, and experts from the regions, to involve them in discussions about the bill and relevant problems, solicit their opinions, and widely disseminate information on the project. The book is also available on the MMLPC web-site.

Partnership Development and Sustainability:

The cooperation between Moscow Media Law and Policy Center and the Benjamin N. Cardozo School of Law at Yeshiva University began in 1995 with a two-year USAID grant under the Media Development Project. Under this project MMLPC institutionalized its status and implemented educational programs such as the annual summer school for Law and Journalism faculty and an annual class on media law for university students, as well as seminars and publications regarding Russia medial legislation. The partners also received further funding from USAID to develop a commercial law curriculum at Moscow State University. Thus, at the time of the SPAN competition, the partners were ready to take their acquired experience a step further to work with legislative bodies on revising telecommunications law to better support democracy and market relations in Russia.

The partners' relationship was further solidified under the SPAN project through mutual research efforts and participation in project conferences. Their project allowed them to gain experience in preparing new draft laws and amendments to existing laws and regulations, as well as proposing legal reforms based on foreign experiences. Both partners are interested in continuing their work by jointly publishing materials and hosting conferences to encourage Russian specialists to learn more about the US legal system and the US experience of dealing with sensitive legal challenges. They also plan to collaborate to continue expanding the public database on US legislation hosted on MMLPC's web site.

Both partners gained much from the partnership project. Research and publication conducted under the SPAN project has established MMLPC as a leading organization in the field of telecommunications law. This has led to other grant opportunities that will promote the future sustainability of their organization and efforts conducted under the grant. The American partner is engaged in ongoing research, teaching, and clinical activities regarding telecommunications and their cooperation with the Russian partner helped to identify complexities in U.S. telecommunications policy that are unique and need to be specifically addressed. In particular it helped the Cardozo School to assist in reviewing broadcasting legislation in India, as well as in collaborative projects with experts and institution in the U.S., Uganda, Poland, Uruguay, Indonesia.

The SPAN project also led to joint collaboration of the partners with the European Institute of the Media (Dusseldorf) to teach comparative broadcasting law to lawyers and editors of Montenegro, Yugoslavia. Experience gained under the SPAN project is also being utilized through programs of the MMLPC with the European Audiovisual Observatory (Strasbourg).

During the project the partners have established strong ties with government and private experts with whom they can work to disseminate and publicize the draft telecommunications law. The draft law is of interest not only to Russian experts, but also to experts from other areas of the former Soviet Union who are seeking to

make similar changes in their telecommunications legislation. For example, two lawyers from Kyrgyzstan, Tattu Mambetalieva and Yuri Khvan, who participated in the partners' conference, have expressed a strong interest in the draft Russian telecommunications law. They would like to use it as a model for drafting normative acts in Kyrgyzstan.

Also, the first project conference under SPAN attracted the attention of the Legal Advisor of the Metromedia Telcell Inc., a U.S. company in the telecommunications and broadcasting industries. He was interested in the practical importance of MMLPC's know-how and MMLPC began consulting for them on a number of issues of licensing, content regulation, and other problems, as well as the law-making process in the informational sphere. They plan to continue cooperation on a commercial basis, which will greatly benefit the sustainability of the MMLPC.

The Squire Firm invited the MMLPC to work as a subcontractor on a telecom-related project financed by the TACIS program of the EU. MMLPC's expertise will be utilized in work on the legal status of broadcasting in Russia.

Lessons Learned:

- It is very important to have an unbiased moderator when forming a cross-sector network of experts for a project. The moderator plays an important role of synthesizing views from different sectors since many individuals will offer advice specific to their fields without taking into consideration other approaches.

- Private initiatives connected to the development of free economic relations and principles of democracy and liberal values need to be encouraged more in the field of telecommunications. Recent controversy over the threats to the freedom press in Russia made a strong impression on the partners and led them to further reduce the role of the government in regulating the telecommunications in the draft bill.

Products:

- **MMLPC Website Database:** The database contains all major laws and by-laws and commentaries to them, examples from judiciary practice and documents related to concrete court cases in the field of telecommunications legal regulation pertaining to Russia, USA and other countries.

- **"ZiP-Telecom":** Sixteen issues of the insert supplements to the MMLPC "ZiP" bulletin, specially devoted to telecommunications law matter and include wide-ranging information about the state of affairs in telecommunications legal regulation and practice and the process of law-making.

- **Three Booklets in the Book Series "Journalism and Law":** The booklets cover topics discussed at the three SPAN-sponsored international conferences and include topical issues of legal regulation of telecommunications, legal regulation of content of broadcasting and telecommunications messages, legal aspects of licensing of TV and radio broadcasting and telecommunications, etc.

- **"Telecommunications and Law" Book:** The book includes a draft telecommunications law and provided an overview of the state of telecommunications legal regulation in Russia, USA, Britain and Europe. The book is composed of three parts: Strategies of Legal Regulation in the Russian Telecommunications Sphere; The MMLPC Law Project on Adapting and Expanding the Russian Federal law "On Communications"; and an annex. Overall, the book provides an introduction to the theory and practice of telecommunications law in Russia, Europe, and the US and offers suggestions for necessary changes in current Russian law and areas that will need to be examined more closely in the near future.

Round IV

PUBLIC CENTER FOR LEGAL AND JUDICIAL REFORM (MOSCOW) & MENNONITE CENTRAL COMMITTEE (AKRON, PA)

Project Duration: April 15 – July 15, 2001

USAID Award: $96,366

Matching Funds: $32,596

Training Statistics: 134 individuals

Project Summary: The partners set out to widen the practice of criminal justice based on conceptions and methods of restorative justice in Russia in order to help lower arrest and incarceration rates and promote the social rehabilitation of offenders. The project also aimed at expanding the experience of PCJLR in conducting such programs in Dzerzhinsk, Tyumen and Irkutsk. As a result of the project, the three pilot regions have functioning mediation programs that are tied into the judicial and law enforcement communities. Community organizations in the three regions are now collaborating more closely together to deal with the problem of juevenile crime. Under SPAN, the Russian restorative justice movement gained much greater international attention and also greater cohesion within Russia itself. PCLJR is now well-positioned to offer training services in restorative justice practices to the growing number of interested organizations and communities that received information about the SPAN program and other work conducted by PCLJR.

Major Accomplishments:

Outcome 1: To establish pilot Victim-Offender Reconciliation Programs (VORP) in the cities of Tyumen, Dzerzhinsk and Irkutsk.

- Both Tyumen and Irkutsk successfully established strong working groups with referral mechanisms in place. Each team is aware of its mission. They have established a referral system through *official agreements* for handling cases with the system of Commission for Juvenile Affairs and schools (in the case of Tyumen) and with the Commission for Juvenile Affairs, district police inspectors, Division of Juvenile Affairs with the Militsia (in the case of Irkutsk). Both cities have *partnerships* of civic, state and municipal organisations that are interested in implementing victim-offender reconciliation programs in their community.

- In Dzerzhinsk the project has established a committed working group that has support from some key players in official structures, such as the deputy prosecutor and deputy chairperson at the Committee on Youth Affairs (KDN). However, assistance to the program takes place in an *unofficial* capacity. For the time being all agreements are oral, although the partners have drafted a cooperation scheme that will be signed by all parties.

- All three pilot regions held mediation sessions. According to the achievement plan, each mediator was to hold two sessions a month. Both Irkutsk and Tyumen have met this goal. The Irkutsk team held a total of 21 for the December to mid-May period and the Tyumen team carried out approximately 19 for the December to mid-May period. In Dzerzhinsk, a total of approximately five cases have been held over the course of the project. In addition to holding mediation sessions, each team also described and analysed each team session with support from PCLJR. Materials on the work of Irkutsk and Tyumen groups were published in the third issue of *Restorative Justice Herald*.

Outcome 2: To strengthen the network of Russian organizations committed to restorative justice programs.

- PCLJR formed an official working group of staff members and other interested organizations to begin developing a solid workplan for the creation of a Restorative Justice Association for Russia.

- PCJLR conducted a seminar on restorative justice principals for social work professors and students from the Social Technologies Institute of Moscow State University (STI). Several social workers from the Fund "No to Alcoholism and Drug Abuse" also participated in the seminar. The goal of the conference was to launch cooperation between PCJLR, the Social Work Department of the STI, and the American partners to develop the concept "The Role of the Social Worker in Restorative Justice Programs." The results of the conference helped the partners move forward in developing the textbook "Restorative Justice as a New Field of Social Work," the first such book to be printed in Russia. The partners printed 800 copies of the book, which will be disseminated to Social Work Department at Institutions of Higher Education and to the network of NGOs dedicated to Restorative Justice program in Russia.

Outcome 3: To integrate PCLJR and other Russian organizations into the worldwide restorative justice movement.

- On May 22-24, 2001 PCLJR and MCC hosted a final conference for the project entitled "International Conference on Restorative Justice in Russia." The conference attracted a large audience of over 40 guests including representatives from the three pilot sites for SPAN, three regions that are beginning restorative justice programs, and several international guests—Ivo Airtsen of The European Forum for Restorative Justice in Belgium, Yanina Balyuk of the Polish Mediation Center, Roman Koval and Larissa Surovtseva of Ukraine, and Howard Zehr from the Eastern Mennonite University.

  The conference provided an important opportunity for people working in the regions to personally present their work and its results. This was the first such event of its kind in Russia. One result is that contacts between the European Forum and the Arzamas group are now being developed directly without intermediary assistance from Moscow.

- PCLJR was granted membership in the European Forum for Victim-Offender Mediation and Restorative Justice based on their active role in establishing VORP programs in Russia, in large part due to the SPAN grant.

- An effective system for disseminating information, both domestically and internationally, about RJ in Russia was created through the following components: printing and distribution of the first-ever Russian newsletter on RJ *The Restorative Justice Herald;* the establishment of an loan system for the internal PCLJR library of 139 Russian-language and 194 English-language RJ materials; the creation of an electronic library of RJ materials, which was distributed to the pilot sites and other interested organizations; and an on-line database of resources on how to establish RJ programs in Russia, key articles on RJ principles and services provided by PCLJR.

- Two participants of the project (Tatiana Laisha, head of the working group in Dzerzhinsk, and Mikhail Fliamer, Director of PCLJR) began study at the Summer Peacebuilding Institute through matching funds provided by the Eastern Mennonite University and the Mennonite Central Committee. This training helped to establish many new contacts, especially with Asian countries. A new association, the "Asian Network of Peacemakers," was formed and Russia was included. This will facilitate Russian contacts in with Asian countries and help spread information about programs taking place in Russia.

Partnership Development and Sustainability:

The partners have been working together since 1997 to implement Victim-Offender Reconciliation Programs (VORP) in Russia, mostly in Moscow. Prior to the SPAN grant, MCC and PCLJR collaborated on a series of seven large-scale training events and study trips for local activists, police officers and judges, including an international seminar called "Restorative Justice: The Experience of Eastern Europe and Prospects in Russia" (1998 in Moscow) and the seminar "Pilot Reconciliation Programs in Juvenile Delinquent Cases" (1999 in St. Petersburg). Along with training programs, the partners developed legal and procedural rules of victim-offender mediation for Russia, which were subsequently approved by the RF General Prosecutor's Office for application in the Russian Federation. With the legal framework in place for their work, MCC and PCLJR set about establishing their first pilot project in the Tagansky District in Moscow. They gained the backing of the RF General Prosecutor's Office, Moscow Prosecutor's Office, and the Moscow Department of Internal Affairs. Prior to the SPAN grant, the partners had finished a complete cycle of reconciliation work for a total of 15 criminal offenses.

The partners are continuing collaboration together, with EMU specialists playing a more consulting role in

mentoring the PCLJR staff on appropriate next moves for the project. The MCC continues to sponsor PCLJR by providing funds for basic office operating expenses, which allows the Center to use grant funds to greater effect in developing VORP program in the regions. They also plan to continue providing support to Russian specialist to travel to the Summer Peace-building Institute at EMU. MCC has also signed a three-year agreement with PCLJR to cover the costs of basic office support to ensure that the Center and its core staff have the resources to continue their work. The exact amount of the grant will be examined on a yearly basis.

The SPAN program helped establish PCLJR as a leader in the Restorative Justice movement in Russia. They interacted to a greater degree with international RJ programs; served as mentors for the three pilot sites; leveraged resources from other grants to pull together a total of 40 committed individuals who regularly correspond and collaborate to develop VORP projects; and gained greater skills in program management. Their future plans for sustainability include seeking greater funding from Russian sources to supplement grants from international donors. In order to gain support from Russian sources, they would like to develop fee-for-service training programs as well as seek funding from representatives of federation subjects as well as city administration—most likely this funding would come from the Privolzhsky Federal Region where PCLJR already has good support for their project.

Lessons Learned:

- Sustainability of the project depends not solely on further availability of funding but on initial identifying of future clients to whom organizations/partners can render services. These potential clients should be included into the project from the start.
- Management of the project should be assigned to the Russian partner if the project is being implemented in Russia. This would allow a more effective use of foreign specialists.
- The project team should include people who are dedicated to their specialty, as well as to the project and successful implementation of its major objectives rather than specialists who simply render technical assistance or work as consultant to 3rd World Countries.
- The team should make sure to hire interpreters who are well versed on the subjects; these interpreters should accompany the project throughout its life.

Products:

- **Organizer's Kit (Paket Vnedrentsa):** The document provides introductory materials on restorative justice and advice on how to organize a restorative justice project. Copies were distributed to each pilot site and added to PCLJR's library of materials. The organizer's kit will also be made available on PCLJR's web site.
- **Issues 1-3 of the *Restorative Justice Herald*:** This newsletter is the first Russian periodical on restorative justice practices. Copies of the newsletter were distributed to each of the pilot regions, in Moscow and to international contacts. The newsletter highlighted successes and lessons learned from the SPAN project and included pieces by international restorative justice experts in translation.
- ***Restorative Justice for Juveniles and Social Work***: The partners worked with a panel of experts to create this textbook on how restorative justice practices can be applied to the field of social work. The work was edited by L.Karnozova who is a Candidate of Psychological Sciences. PCLJR will distribute the text to social work departments at institutions of higher learning as well as to practicing social workers who have demonstrated interest in PCLJR's programs.
- **Restorative Justice: the Old Civilization in the New Russia:** The booklet provides an overview of the advancement of restorative justice practices in various regions of Russia (Moscow, Velikii Novorossijsk, Dzerzhinks, Irkutsk, Tyumen, Arzamas and Urai). PCLJR published 300 copies of the booklet and disseminated them internationally (Asia, Australia, New Zealand, Western and Eastern Europe, Canada and the USA) to inform their partners and contacts about the Russia's progress in establishing Restorative Justice programs.

Vermont Karelia Rule of Law Project (Burlington, VT)
&
Union of Jurists of the Republic of Karelia (Petrozavodsk)

Project Duration: March 15, 2000-October 31, 2001

USAID Award: $177,708

Matching Funds: $126,713

Training Statistics: 75 individuals

Project Summary: The overall goal for this project was to meet the common civil legal needs of indigent citizens in Karelia's capital city and surrounding region. Through the support of SPAN and other projects being implemented by the partners, the Petrozavodsk State University Legal Clinic (PSULC) has been expanded to become the basic legal services provider for Petrozavodsk and its surrounding region. The Clinic trained more than 75 students in providing legal advice who in turn served more than 1,600 clients in Karelia. The project conducted extensive outreach efforts, developing and printing a total of twenty-seven legal education brochures, which were distributed at intake sites in Karelia and provided to other interested programs across Russia.

Major Accomplishments:

Outcome 1: Expansion of the student legal clinic at PSULD to become the primary legal services provider for the indigent in Petrozavodsk.

- Initial planning for the project established four intake sites, the Prionezhsky District Court, with jurisdiction over cases that arise in the rural areas of Karelia outside the city, for a total of 2 cases under the program; the Office of the Ministry of Social Welfare with 34 total cases; Petrozavodsk City Court with a total of 1,292 cases; and PSU Law School Clinic with 272 total cases at the close of the project. Beginning in March of 2000 and ending in October of 2001, the SPAN project served approximately 600 more clients than originally predicted. As the program gained practical experience in all four sites, total intake sites were reduced to the Petrozavodsk City Court, and PSU Law School Clinic. The Chief Judge of the District Court indicated that she would like to have the project's intake back in the Court, provided room becomes available.

- With the assistance of James May, Vermont Law School Legal Clinic Director, the Petrozavodsk State University Legal Clinic Student Manual was completed in Cyrillic for students, faculty, and staff to use for proper intake of clients. The manual covers instructional information on topics including: student requirements, office procedures, professional responsibility and ethics at a legal clinic, client interviews, case preparation, consultation including professional skills of an advocate, negotiations, composing legal documents, civil presentation of a client before the court, the appeal process, and the execution of judicial decisions.

- The partners aimed to recruit and train a minimum of eighteen additional PSULC students to participate actively in the Legal Clinic. Far exceeding expectations however, over seventy-five students at the PSULC, assisted with providing direct legal services to the indigent. All students were supervised by Karelian advocates. Subsequently, the number of students who worked under SPAN enabled the project to handle a larger number of cases than anticipated. Previously, the PSULC handled approximately 100 cases per year. The students working with the project devote much of their time to legal reform projects with the support of the legal advisor to the Ministry. The mechanisms used to train these students are now formalized in the student manual.

Outcome 2: Achievement of solutions to common legal problems of indigent persons in Petrozavodsk through impact litigation and related services.

- From late March until mid-May 2000, four American consultants and the Vermont Karelia Rule of Law Project Executive Director visited Karelia for on-site training and project design. During that time the

program developed forms for intake, case processing and case closing, job descriptions for all of the key participants; and put in place processes for managing and overseeing the work of the students, supervisors, legal reform attorney and community legal education attorney. Three of the initial four American experts participated in developing a comprehensive evaluation of the SPAN project complete with recommendations in May 2001. James May, Director of the Vermont Law School Legal Clinic, continues to provide training to the PSULC through grant activities with Vermont Law School and the Petrozavodsk State University Law School partnership.

- A total of sixteen advocates provided effective supervision and assistance to the students, have written critical legal education pamphlets, and have participated in legal reform activities including drafting legislation. Five of these advocates visited Washington, DC and Vermont for training in the United States in October 2000. The Russian lawyers were exposed to a range of civil legal assistance activities through visits with key professionals including Judges and Board members of the Legal Aid Bureau, Maryland Bar Leaders, Justices on Maryland's highest court, and key staff at Vermont Legal Aid, the Zacchaeus Free Clinic, and the AARP Foundation Litigation and Legal Counsel for the Elderly.

- A second purpose of the American stay was to learn more about US law school clinical programs. The Russians visited the Washington College of Law at American University and were provided an orientation to clinical legal education by Elliott Milstein, the "dean" of American clinical teachers and then the President of the American Association of Law Schools. They also met with Michael Millemann, one of the most innovative clinicians in the country, who teaches at the University of Maryland School of Law.

- Finally, the US visit was to provide insight into the activities of a US bar association and included a visit and orientation to the District of Columbia Bar Association. One of the Russian partners in the joint civil legal aid project is the Union of Jurists of the Republic of Karelia, an association open to all lawyers in Karelia and the only bar association in Russia comparable to US state bar associations.

- In addition to a phone log to track PSU Clinic systems for tracking cases and contacts with clients, case files are opened with a file folder for cases calling for extended service or in which documents have been surrendered. The master case log contains the basic information including date opened, problem description, advocate assigned, current status, and date closed. Information entered at the courthouse is also transferred onto the master log at the clinic. A hard copy database of common legal problems of the indigent in Petrozavodsk has been developed from cases brought to the Legal Clinic intake site as well as the court and agency intake sites. The database continues to be a useful reference tool for students seeking precedents from earlier cases.

Outcome 3: Widespread awareness amongst indigent Petrozavodsk citizens of how to address legal problems through a well-publicized program of community legal education.

- Early in program implementation, the team of advocates collectively decided to participate in the creation of all legal education brochures versus having one person designated for this purpose as originally proposed. Over the course of the project, 27 community legal education brochures were written and published by the advocates in collaboration with the Petrozavodsk Legal Clinic, and distributed throughout the intake sites in Karelia and for colleagues in other regions in Russia who are observing the Karelian model for future replication. Topics of the brochures included: Salaries, Contract of a Loan, Compensation of Health Damage, Property of Spouses, Material Responsibility According to Labor Law, Divorce, Alimony on Minors, Rights of Shareholders, Defense of Customers, Compensation for Moral Damages, Appeal of Court Decisions That Violate Citizens' Rights and Freedoms, Benefits for Refugees, Benefits for Single Mothers, Reinstating in Workplace, Executive Actions, Defense of Rights in Car Accidents, Inheritance According to Civil Law, and Labor Law for Women.

- Brochures were widely distributed at intake places: Petrozavodsk State University Legal Clinic, Petrozavodsk City Court, Prionezhsky District Court, and the Ministry of Social Welfare. Brochures were also distributed at Clinic Conferences including NGO's of Karelia in Petrozavods, Clinicians of Northwest Russia in Pskov, and the Ford Foundation Conference in Tver. Copies of brochures were also given to visiting professors of Vermont Law School, representatives of American Consulate General in Saint. Petersburg, and the General Accounting Office of US Congress. Approximately seven additional brochures will be written by the advocates and published for distribution.

Outcome 4: Spreading of the legal services delivery model developed in Petrozavodsk for implementation in other regions of Russia.

- The Vermont/Karelia Rule of Law Program is the leader of the Russian American Rule of Law Consortium (RAROLC), a consortium of legal system partnerships between American states and Russian oblasts. Members are: Vermont/Karelia, Maryland/Leningrad Oblast, Maine/Archangelsk, New Hampshire/Vologda, Western New York (Rochester)/Veliiki Novgorod, Massachusetts/Tomsk, and Connecticut/Pskov. In the year 2002, the consortium will manage two new partnerships in the Russia Far East with two US West Coast states, Alaska and Washington. VKROLP will seek to phase in the following aspects of the SPAN project over time in the Russian regions that are partnered in the consortium: use of the community legal education pamphlets; intake at high volume sites, specifically the local courts; development of legal reform issues, including identification of issues affecting many clients, research on the solutions, and taking of specific cases to test legal and legislative solutions; and recruitment of volunteer advocates.

Partnership Development and Sustainability:

The SPAN grant offered the opportunity for existing partnership ties to become even greater, and to widen the scope of legal service delivery in Northwest Russia. Under the SPAN project, the partners were able to demonstrate to the Karelian policy decision makers that the need for the services provided to the indigent is real and worthy of public funding. The partners hope that public appropriations for legal service delivery will become a part of current funding cycles, but are aware that this will take some time and careful planning.

Vermont and Karelia are now entering their 10th year of partnership relations and will continue to collaborate on issues of providing legal services for the indigent, as well as other related issues. Drawing on the experience of the American legal services community through CLASP, two other national experts and VKROLP, the program is being developed as a model across Russia. In this way, the partners are uniquely situated to sustain partnership ties and build on new ones. The SPAN grant also allowed for outreach in communities beyond the members of the consortium. With IREX funds, the SPAN project was showcased in the region of Pskov.

Lessons Learned:

The process of creating community legal education brochures was originally designated for one advocate. The advocates decided early on in the project that this method was not as effective as having the entire team of advocates working together on the brochures. This method of having all of the advocates responsible for the final product proved to be much more effective than the partners originally thought.

Products:

- 27 community legal education brochures.
- SPAN Legal Aid Program produced video depicting law students and advocates working together throughout the entire legal process including the trial of a hypothetical case.

G. Social Sector Support

Svetlana Vasilieva from Krasnoyarsk, a blind student admitted in Fall 2000 to Novosibirsk State University thanks to the partnership project between San Francisco State University and FINIST. She received the highest grades of her class throughout her first year and is being considered for a prestigious Russia-wide journalism scholarship.

A counseling session for the unemployed with higher education in Nizhnii Novgorod. The counseling program was developed by the "Universe of Russia" Journal and Paragon Research International.

Round IV

THE W.J. USERY JR. CENTER FOR THE WORKPLACE (ATLANTA, GA) & THE COAL PROJECT CENTER (VORKUTA)

Project Duration: April 1, 2000 – March 31, 2001

USAID Award: $178,489

Matching Funds: $54,918

Training Statistics: 15 individuals

Project Summary: The goal of this project was to introduce conflict resolution concepts and establish mediation centers in Pechorsky, Chelyabinsky and Leninsk-Kuznetsky in order to reduce the number of strikes at coal mines in these coal-producing regions. The project's funding and activities were unfortunately suspended at the end of their first year of activitiy, and then ultimately terminated when IREX, after an exhaustive auditing process, determined that the project's Russian partner had committed serious violations of their SPAN subagreement and USAID regulations, including misuse and mismanagement of US government funds.

Major Accomplishments:

(Due to the abbreviated nature of this project, objectives were not fully achieved; IREX presents below a brief summary of the project's outcomes, followed by a lengthier report on the partners' financial management and reporting problems, and the process IREX undertook in deciding to terminate the project.)

Outcome 1: To develop a trained cadre of mediators on dispute/conflict resolution.

- A total of 15 mediator-candidates received training in basic mediation concepts and skills during two seminars held in Kopeisk and Leninsk-Kuznetsky . Of these 15 people, 8 went on to participate in two-week training seminars held at the W.J. Usery Center in Atlanta, Georgia. In addition to receiving further training on mediation and alternative dispute resolution techniques and practices, the participants learned about US labor legislation history, the application of mediation in collective bargaining, and interest-arbitration principles. They also met with representatives of the Federal Mediation and Conciliation Service, United Mine Workers, US Federal Court, and US Department of Labor.

Outcome 2: To establish non-profit public Mediation Centers in the three selected coal regions.

- One of the three planned Mediation Centers was opened in Vorkuta during the project, one month before project activities and funding were suspended.

Summary of Partnership Problems:

Serious questions about the partners' financial management and reporting began to arise in Januray 2001 when IREX discovered that the Russian partners had not been submitting financial supporting documents to their US, and lead, partner. IREX requested the Russian partner to submit all financial documents and receipts in support of project expenditures and match contribution since the end of the project. Despite several such requests, the Russian partner never fully complied, providing IREX with only a portion of the required receipts and other documents. On March 30, 2001 IREX temporarily suspended funding to the Usery/Coal Center SPAN Project. Following IREX's own review of the Russian partner's (incomplete) financial records, IREX hired an independent auditing firm to conduct a full audit of the Coal Center's financial documents in order to determine whether the Russian partner was appropriately spending grant funds. Two qualified auditors traveled to Vorkuta in July to conduct the audit.

IREX worked closely with the auditors in order to draw a fair analysis of their report, which provided evidence of fund misuse and financial mismanagement. Among other discrepancies, the audit report analysis revealed violations in the Russian partner's financial reporting, including their use of two separate sets of financial documents – one for the Russian authorities and one for IREX. The audit report also failed to uncover documented evidence in support of the match contribution of the Russian partner, which is an additional violation of the Subagreement.

Based on the audit, IREX identified two main categories of discrepancies in documenting fund allocations for use by the Coal Project Center: administrative and financial. The most serious administrative violations were the following:

- Failure to produce evidence of the branch offices (Kopeisk and Leninsk-Kuznetsk) in the funding documents of the Center, rendering them non-existent under Russian law (this raised concerns in regard to the legal status of the regional coordinators and status of the equipment purchased for these offices with SPAN funds).
- Failure to follow standard bookkeeping practices in compliance with Russian law. Specifically, there was no cashbook, no daily cumulative sheets, no registration journal for incoming and outgoing documents, no book of procurement, advance reports were not numbered and were completed with delay, and uniform payment documents used were of outdated standards. Payment forms produced by the Center in support of the bulk of expenses under the grant (such as for rent, office supplies, etc.), had been discontinued in 1998 by law. Expenses supported by these invalid documents amount to roughly $5,300.
- Failure to conduct an inventory of non-expendable property and cash in 2000, which meant expense records and location of equipment purchased under the SPAN project could not be tracked.
- Failure to notify and/or seek approval from IREX for hiring Alexey Dashko –the project director and accountant's son - to work on the project.
- Failure to produce legal rental agreements that are in accordance with Russian law. Funds associated with rent payments (including utilities as Mr. Dashko failed to separate them) amount to approximately $14,695.75 in matching funds and $4,810.03 in IREX funds.

Among the financial violations, the following were noted:

- Mr. Dashko cashed in his Delta ticket to the US, which was paid for by the US partner, for which he received roughly $850 and kept it as an expense-justifying document.
- Grant funds were used to purchase tickets for Alexey Dashko's trips to St. Petersburg that were not related to the SPAN project; neither the trip nor the per diem for A. Dashko were ever in the approved SPAN budget.
- Project accountant Elena Dashko was reimbursed with SPAN funds for tickets for her children to a holiday resort area in the south of Russia, with associated costs amounting to roughly $150.

Based on the independent auditors' report, as well as IREX's own review of the Coal Center's financial records, IREX determined that the Coal Project Center was not operating in accordance with USAID regulations for management of a government grant and accepted practices of the SPAN program. Following a review of the auditors' report by USAID lawyers, IREX made the decision to terminate the project, notifying both partners on of this decision on August 17, 2001. IREX further requested that the Coal Center return approximately $3200 in grant funds that remained in the Coal Center's bank account from the end of March 2001, when the project funding and activities were suspended. Additionally, IREX requested the return of funds that the auditors deemed were used improperly or not in support of the project (at least $5,300). The partners have not honored this request to date.

San Francisco State University, Disability Policy and Planning Institute (San Francisco, CA)
&
Novosibirsk Regional Center for Independent Living (Novosibirsk)
Novosibirsk State University (Novosibirsk)

Project Duration: March 1, 2000 - August 31,2001

USAID Award: $179,879

Matching Funds: $79,940

Training Statistics: N/A

Project Summary: The goal of the project was the creation of opportunities for higher education for people with disabilities. Thus, the partners have developed a strategy and partnered with the Novosibirsk State University to, first, disseminate information about a new opportunity for the disabled, then enrol potential disabled students for preparatory courses, and, finally, run admission exams. Finist was the key logistics coordinator in building ramps, renovating dormitory rooms and restrooms to accommodate wheelchaired disabled students. NSU's Library for the Visually Impaired worked hard to adapt teaching materials into Braille.

Major Accomplishments:

Outcome 1: Establishment of a Disability Component to NSU's existing Outreach Program.

- As a result of the SPAN project, Novosibirsk State University become the first regular university in Russia to accommodate students with significant disabilities. During the course of the project, 20 disabled students were enrolled at NSU from around Siberia. By placing its prestige as the nation's number-two university squarely behind the project, NSU broadcast a message to Russian society that people with disabilities should have the opportunity to receive a higher education. This is in stark contrast to the generally prevailing attitude towards the disabled, which is one of low expectations. This was a significant development not only because it allows disabled students access to NSU, but because it is the beginning of a systemic change in how Russia views and deals with people with disabilities.

- Svetlana Vasilieva from Krasnoyarsk, a blind student admitted in Fall 2000, received the highest grades of her class throughout her first year. Based on her achievements in her first year at NSU, Svetlana has been nominated for the most prestigious journalism scholarship in Russia.

- Recognizing that disabled youth generally receive an inferior secondary education in Russia, the project enrolled students with significant disabilities into NSU's existing correspondence course so that disabled students throughout Siberia could prepare for the exams. Of eight participating wheelchair users, one person passed the entrance exam and is presently enrolled in the faculty of law and economics. This student is the first wheelchair user to attend Novosibirsk State University, and the first to live in a regular dormitory.

- From its inception, the project partners have tried to work closely with relevant government agencies. Early on, the project developed a relationship with the Novosibirsk Regional Department of Social Protection (SP). SP provides support to the Library for the Blind, whose director, Yuri Yurevich Lesnevskii, was a member of the project's working group, responsible for adaptive technology for blind and low vision students. Project staff also worked with the Novosibirsk Department of Education (NDE). NDE organized three meetings with project staff and the directors of the Special Schools. As a result, the Special Schools agreed to provide the partners with a list of students interested in receiving tutoring with the prospect of entering NSU's School of Physics and Mathematics in the 9th grade.

- The regional government's Department of Higher Education and Science transferred several required texts to digital format at their own expense so that project staff could then have them printed in Braille or accessed by a text reader. In addition, the Siberian Accord, an NGO made up of the governors of the 19 regions of Siberia and the Far East, sent information about the project from each governor's office directly

to their respective regional departments of Social Protection, as well as a support letter from the Siberian Accord.

Outcome 2: Establishment of a Disabled Students Support Services Program (DSSSP) at NSU.

- To set up the DSSSP, the partners remodeled NSU facilities for accessibility, and equipped and staffed the disabled students office, or the Tech Center. Two dorm rooms and a bathroom were made wheelchair accessible according to international standards. Two large ramps were built over indoor stairs which connect the laboratory building to the main building, an all-weather ramp was built outside the laboratory building, and 13 departments and services were moved from inaccessible to accessible locations.

- The Tech Center provides specially adapted equipment for disabled students, including a photocopy machine that makes enlargements, three computer systems with electronic magnifiers (enlarged displays), Braille keyboards, software for speech output, a Braille printer, a scan jet printer, and large mouse trackballs for students with physical-motor problems. The students also have Internet and e-mail access. NSU hired a permanent employee with computer skills to staff the Tech Center.

- The Disabled Students Support Services Program provides personal assistants for each disabled student. Through DSSSP, the new students are trained in the use of the Tech Center equipment and the faculty is provided with assistance in adopting teaching methods, which ensure that all students have access to the material. It also prepares materials in accessible formats, such as audiocassette, digital audio, Braille and large print. As of July 2001, seven books had been translated into Braille format and 25 into digital sound.

Partnership Development and Sustainability:

Since 1993 San Francisco State University (SFSU), through the Department of Engineering's Wheeled Mobility Center (WMC) has carried on an active partnership with the Novosibirsk Regional NGO of People with Disabilities, Center for Independent Living "FINIST". From 1994 to 1996, with USAID funding and the support of SFSU, FINIST transformed itself into Russia's first independent living center, with services including a Disabled Community Health Clinic, a computer training program and automobile repair, and legal advocacy. In October 1998, the Disability Policy and Planning Institute (DPPI) at SFSU was established to address a broad spectrum of international disability issues. SFSU continues the partnership with FINIST through DPPI. Since November 1998, DPPI and FINIST have actively collaborated in developing a plan to promote opportunities for higher education for people with disabilities.

As a result of the SPAN project, SFSU has developed a direct university-to-university partnership with NSU. One of the first areas of collaboration will be on Orientation and Mobility (O&M) Teacher Training for the blind. The partners learned that there were only two places in Russia, which teaches O&M, and that neither is considered to be of professional quality. SFSU is currently preparing a proposal for a 3-year, $300,000 project to be submitted to the US State Department in early 2002. The project would establish a course in O&M instruction within NSU's Social Department. This program would train teachers of O&M from throughout Siberia to teach blind persons how to navigate independently using a cane.

The partners have also been in regular contact with the Canadian Centre for Disability Studies (CCDS). CCDS has a grant from the Canadian International Development Agency (CIDA) to develop disability studies programs in the universities of Stavropol and Volgograd. The partners are in discussions with CCDS to develop a similar program either at NSU or at the Novosibirsk Pedagogical Institute. The CIDA-funded project, which also includes other types of disability-related programs, is expected to begin in Spring 2002 with total funding of $4.4 million Canadian dollars. FINIST is one of the partners in this project.

The SPAN program has become an integral part of NSU; therefore, continuation of project activities will not require a great deal of additional funding. Some monetary and other support will be provided by NSU. Regional Social Protection is paying for personal assistants for some students, and FINIST has found a private sponsor to pay for an assistant for another student. The Novosibirsk Special Library for the Blind has received a $15,000 grant from the Soros Foundation to set up "technical libraries" equipped for the blind in four universities in and around Novosibirsk, including NSU. FINIST and NSU also jointly developed and submitted a proposal to TACIS (European Union) to provide continuation funding for the Disabled Students Program at NSU. The partners recently heard from TACIS that their proposal has received preliminary approval and they are now in the best and final stage.

Lessons Learned:

- The partners were surprised by the extent to which disabled youth receive an inferior education in Russia. It became clear to the partners within the project's first six months that there are a limited number of people with disabilities in their last year of high school who are prepared for study at the university level. The establishment of a Disabled Students Program at NSU provides opportunities for a relatively small number of people, but gives hope to far more. Now that it is possible for students with significant disabilities to attend a regular university, more will try, and more parents and teachers will encourage them.

- The partners found that it was extremely important that the original project proposal be developed in close collaboration so that all key players clearly understand the project's goals and objectives, and each partner's respective responsibilities, and to ensure that they truly agree on the project's philosophical underpinnings.

- The SPAN project confirmed the partners' experience from previous projects in Novosibirsk and elsewhere that e-mail contact needs to be supplemented with regular face-to-face contact between partners. Furthermore, they discovered that when one partner is designated as the lead partner – even if only for reporting purposes – it can create the appearance of an unequal relationship. When the lead partner can work side-by-side, at least at regular intervals, with the co-partner, then the relationship becomes more one of co-equal partners.

Products:

- **Film** about the SPAN project team members, FINIST, its partnership with SFSU Foundation, Novosibirsk State University, and the results of the project.

"UNIVERSE OF RUSSIA" JOURNAL (MOSCOW) & PARAGON RESEARCH INTERNATIONAL, INC. (NASHVILLE, TN)

Project Duration: March 1, 2000 – October 31, 2001

USAID Award: $135,800

Matching Funds: $48,313

Training Statistics: 393 individuals

Project Summary: The main objective of the project was to establish pilot consulting program with trained specialists in Voronezh and Nizhnii Novgorod for unemployedindividuals with higher education. The partners developed a comprehensive methodology of working with the unemployed based on foreign and domestic experience, conducted a series of trainings with the State Employment Services' employees, and opened two consultation sites. The methodology was printed and, after receiving approval and recognition by the Federal Employment Service, disseminated among all interested organizations in the two pilot cities and beyond.

Major Accomplishments:

Outcome 1: Establish pilot consulting programs with trained specialists in Voronezh and Nizhnii Novgorod for unemployed individuals with higher education.

- Between March and June 2000 the partners conducted a thorough survey of available Russia resources regarding counseling the unemployed with higher education. The partners used library and archive resources, as well as fact-finding discussions with experts at the Institute of Psychology of the Russian Academy of Science and appropriate officials at the Ministry of Labor and Social Development.
- As a result of this survey, the partners narrowed their search down to a selection of international and domestic methodologies that could be modified to reflect the local labor market for the pilot cities identified for the project (Nizhnii Novgorod and Voronezh). A key factor in selecting the methodology

was the inclusion of psychotherapeutic counseling. Finally, a US methodology developed by the University of Michigan (U of M) was selected for the project. The UOR project staff meticulously revised the U of M materials to conditions in Russia and provided extensive training to project members in the two cities in use of the methodology.

- The UOR team worked closely with the Voronezh and Nizhnii Novgorod Federal State Employment Service Departments concerning the establishment of psychotherapeutic consulting centers for the unemployed with higher education. All parties agreed on joint activities aimed at adaptation of this group of the unemployed to market conditions. Voronezh and Nizhnii Novgorod Employment Service Departments provided appropriate premises for consultations and training seminars, as well as assistance in spreading information of the project's activities. The SPAN project funds were used to cover salaries of consultants, provide for the methodological training and necessary equipment.

- The partners conducted an wide-spread outreach campaign to attract clients to the Counsultation Points (CP). Regional and District State Employment Service Departments assisted with informing the unemployed about counseling spots activity and improved their procedures of turning to the rehabilitation and adaptation courses both registered and unregistered unemployed. Vacancy fairs, regional mass media and other channels were used to publicize the Consultation Points' activities.

- As a result of this broad-based campaign, the CPs in both cities were in high demand. Interestingly enough, the CPs' activities attracted the attention of University and College graduates willing to take part in the training programs. By the end of the 3rd quarter graduates formed a significant percent of clients. Over the course of the project, about 300 unemployed persons visited the two CPs and the sites continue to be in high demand after the project's close. Fifty five people out of 175 in Voronezh and about 70 people out of 117 in Nizhnii Novgorod (or about 50%) of the unemployed people with higher education who underwent counseling under the auspices of the program were able to find new jobs and a number of them were able to create new jobs for other people as well.

- The solving of organizational and practical questions concerned an activity of counseling spots of social-psychological rehabilitation of unemployed persons who have a higher education. Corresponding algorithms can be used by State Employment Service Departments in regions of Russia.

Outcome 2: Conduct training in the techniques of counseling the unemployed with higher education.

In the course of the project realization there were several types of training that the partners conducted for different groups of participants.

- In September 2000 an introductory TOT seminar for unemployment counselors from Voronezh and Nizhnii Novgorod took place in Moscow. The project team talked about the project's tasks, the project's logistics (administration) and practical aspects of its implementation. They reviewed the related experience available in Voronezh and Nizhnii Novgorod, general application of sociological methods in the project, and creation of special forms for evaluating the CP's efficacy. Emphasis was placed on the coordination of the CP's activities with the State Employment Services' activities. The use of physiotherapeutic techniques (such as, tension removing and relaxation, self-regulation methods, and the *Job* technique developed by the Michigan University) was given separate space and sufficient time in the framework of the training.

- A year later, in September 2001, an educational seminar was organized for the employees of the State Employment Service in the Voronezh region to review the performance of the CP in Voronezh and discuss methodological issues connected with psychotherapeutic counseling for the target unemployed group. This seminar was attended by 50 individuals from various organizations: representatives of 33 Voronezh District Employment Centers; 6 Divisions of the local Employment Service; representatives of the administration of the oblast' Employment Service; the Center for the Rehabilitation of the Disabled; the Voronezh Professional Orientation Center; the Center of Young People Searching for Jobs; as well as representatives of subdivisions of the Employment Service unemployed persons. Some of the attendees even decided to cover their own costs in order to participate in the conference. The final number of participants far exceeded the numbers the partners expected.

  At the conference, the project team developed and disseminated a package containing the methodological materials used at the CPs. The training workshop also focused on the individual skills required for one who is unemployed to place themself in the labor market. All the participants received a full course on the U of M methodology entitled *Job*.

- A similar seminar was conducted in Nizhnii Novgorod next, which was attended by forty-five people. The audience was similar to that of the Voronezh seminar as was the training matierals and methodological approach. As in Voronezh, the number of participants exceeded the parnters' expectations.

Outcome 3: Disseminate results of the project to other regions across Russia

- The Moscow team completed the development of a manual with information about the project and its main results, the purpose of CPs, standard consultation techniques, and samples of the statistics forms for keeping track of the activity. The manual was published in 300 copies, of which 95 copies were disseminated at the seminars. An electronic version of all the materials on the trainings was sent to Employment Services. The remaining copies were disseminated at the final project presentation seminar in Moscow on October 23, 2001 and sent to the Ministry of Labor and Social Development, Ministry of Education, Ministry of Economics, and Employment Services of other regions of Russia.

- A final seminar was held in Moscow in October 2001 to disseminate the main results of the project. During the conference, which was held at the Higher School of Economics in Moscow, the project team presented the successes of the the two Consulting Points to the representatives of the abovementioned Ministries, the State Employment Services, the press, and social workers. The goal of this conference was to disseminate information on the developed methodology and suggest it for application to interested and appropriate organizations.

- A series of articles appeared in the "Kommuna" and "Trudinform" newspapers in Voronezh. One article about the psychotherapeutic aspect of working with the unemployed with higher education (by Dr. A.Berlin, Dr. M. Garsia-Iser, Dr. S.Smirnov, Dr. N.Tikhonova, Prof. O.Shkaratan) is expected to come out in the December issue of the "Chelovek i Trud" Journal (Moscow). In the course of the project implementation news about it appeared in the Voronezh and Nizhnii Novgorod regional mass media. Articles about the project accomplishments were published at the April editions of the journals *Universe of Russia* and *Obshestvennye nauki i sovremennost'*. And, finally, all the materials used for the main goals of the project, as well as its history, are posted on the web-site of the Russian Independent Institute of Social and National Problems (the project co-partner) at www.riisnp.ru.

Outcome 4: *Monitor and evaluate results of the consulting program.*

- At all stages of project implementation, the Consultation Point staff kept a detailed log on the number of clients and results of their participation in the counseling program. The Moscow team analyzed this generated data and provided feedback regarding possible changes and improvements of the methodology. Dr. A. Berlin of the Moscow team visited both CPs several times and made recommendations for improving their procedures.
- As a result of this detailed monitoring and evaluation, the following documents were created:
    - A package of statistical reports that provide analytical information about the CP's activities. This information will be used to help disseminate the model to other regions of Russia.
    - An adapted methodology for evaluating the economic efficiency of the CPs. This can also be replicated in other regions.

Partnership Development and Sustainability:

The US consulting company "Paragon Research International Inc." and "Universe of Russia" Journal were partners for 10 years before they received this SPAN grant. They had collaborated successfully on many different projects covering both research and practical programs such as the SPAN project. One of the focal points of their mutual interest and research was the needs of the unemployed with higher education living in the difficult conditions of a transitional economy. Based on this mutual interest, the partners developed the idea of organizing consultative points for to promote the social rehabilitation of the unemployed through psychotheraphy.

The US partner, Paragon International, played a key role in designing this project, particularly in identifying a suitable structure for the Consultation Points and the methodology to be used. The partners also enlisted the help of the State Employment Service of Finland on the SPAN project since they had earlier applied the *Job* program in their country and that could contribute valuable instructions and recommendations to ensure the efficiency of the CPs in Nizhnii and Voronezh. A group of Finnish consultants (Dr. Huttunen and his colleague Mia Haapasaari) visited Russia in the 2nd quarter of 2001 for two weeks and held detailed

discussions concerning the project concept, techniques applied and attended both regional CPs, observed group trainings based on the *Job* program, and, finally, analyzed the process and results with the respective psychotherapists. Their participation helped to improve the techniques applied. Thus, the SPAN project strengthened the partnership relations and but served to expand professional contacts beyond Russia and USA.

The project Consultation Points will continue their activities on voluntary basis up to the moment when the initiated work at the District Employment Services and other places will be realized fully. The UOR is hoping to get some funding from the State in the future to continue the program on a greater level. The sustainability of the project lies in its potential to be replicated beyond the two pilot regions. Free access to the information available on the web-site about the project's results will serve as a good instrument for disseminating the project. In addition, the partners have made high-level officials aware of the project and its successes through the Moscow conference this October.

The Federal State Employment Service evaluated the project's results highly and recognized the potential value of the methodology by recommending it for use at Urban and District employment centers of the two regions. Thus, the developed program is being applied in four out of eight districts of Nizhnii Novgorod, and the partners are working to spread the program to more Voronezh city districts. The partners also have plans to introduce the program in Arzamas, Bor, Dzerzhinsk, Kstovo, and Balahna of the Nizhegorodskaia oblast'. The project team is also in the process of identifying particular district departments of Voronezh that can serve as good locations for expansion of the program.

The Department of General Sociology and Social Work at Nizhnii Novgorod University is establishing a laboratory of social rehabilitation that will utilize the methodology of the counseling programs established under SPAN. In addition, the University plans to educate 4th and 5th year students on how to orient themselves in the current labor market with the help of the SPAN program. This work is scheduled to commence the 2nd semester of the 2001-02 academic year.

The Russian team is positive that the counseling program will be well disseminated across Russia, however, the long-standing partnership between "Universe of Russia" Journal and Paragon International came to an end with the death of Paragon's President in August 2001 Michael Swafford.

Lessons Learned:

In the course of the project implementation the partners learned that at the outset of any project its authors should plan for future replication efforts and pay special attention to the intended recipients. For example, if project results and findings are planned for a state structure, the pilot phase of the project should take place within or in close collaboration with a state organization. Similarly, if the inteded final recipient is an NGO, the project should be tested out at an NGO. This approach ensures that proper adjustments are made in the program design and that the future recipients feel a sense of ownership for the project.

Products:

- Three hundred copies of the manual ***The Methodology of Consultation Points' Work with the Unemployed with Higher Education.*** The publication summarizes the development of the project; descrbes the psychotherapeutic techniques as well as practical job search training provided by the program; and gives general information on how to open a consultation site in Russia.

- A package of procedural documents necessary for consulting points' activities, such as: an introductory questionnaire, recommendations for tension reduction and claim level adjustment, a successful job search manual, and service evaluation forms for the unemployed.

VI. Small Grants Follow-On Program

With nearly all Round I-III partners closed out in the fall of 2000, IREX noted that a portion of subgrantee funds remained unspent in the SPAN budget. In order to best utilize these remaining resources, IREX proposed a targeted small grants competition for Round I-III partnerships or individual Russian partners. The goal of the program was to allow SPAN partners to carry out projects that would improve their organization's sustainability and build on the results of their previous project. The follow-on program also fostered greater grants and financial management of the Russian organizations—Russian partners could apply on their own or they were to function as the lead partner in all partnership projects. In this capacity they were responsible for all financial and program reporting.

In order to carry out the small grants program, IREX compiled a Request for Proposals (RFP) which was approved by USAID and released to all Round I-III partners in good standing who had not received a grant under Round IV. After convening an independent review committee to evaluate all proposals, IREX provided funding recommendations to USAID for final consideration. Using USAID recommendations, expert comments, and the SPAN team's own experience, IREX conducted a best and final process in which the finalists were requested to make changes in their projects. A total of ten grants were awarded ranging from $2,500 to $10,000 to promote the sustainability of Russian partners and/or their activities. Project began in February 2001. Grantees were required to submit mid-program and final program reports. Expense reports were submitted on a quarterly basis, coinciding with the calendar quarterly reporting schedule. IREX/Moscow SPAN staff visited each Russian organization at least once during the course of their project and monitored activities on a regular basis via telephone and e-mail.

Below is a list of the subgrantees, the amount of their grants and summary of the activities carried out during their projects.

Vladimir Medical Partnership Committee and **the Bloomington/Normal Sister City Medical Partnership Committee**
Project Goal: To demonstrate improved and cost effective healthcare delivery through use of Family Physicians in the region of Sudogda, Russia.
Funding Level: $9990
Grant Period: February 15 - October 15, 2001

The Vladimir Medical Partnership Committee collaborated with its long-standing US partner Bloomington/Normal Medical Partnership Committee to hold the 3rd Annual Healthcare Conference "Health of the Society - Everyone's Concern" in Vladimir, which was attended by almost 200 physicians, nurses and administrators from Vladimir and Vladimirskaia oblast. The most notable outcome of the conference, and a milestone in the partnership project, was the decision to establish a *Regional Association of Nurses* to promote changes in the healthcare system. After traveling to Bloomington, IL two physicians from the Sudogda district of the Vladimirskaia Oblast' have encouraged the Sudogda municipal government to pay more attention to the status and needs of family practice doctors. In addition, the local administration allowed the Andreev Hospital to open a social unit where elderly and those without caregivers at home can stay for treatment. Notably, 75% of this unit's expenses are covered by the patients' pension, which are directly transferred to the hospital. During their visit in conjunction with the conference, the US partners succeeded in finding a new partner – another hospital in the Serpukhov district of the Vladimirskaia oblast' that is staffed with young and motivated for changes medical personnel willing to introduce adaptable US experience at their institutions.

City of Dubna Narcological Center and **LaCross – Dubna Friendship Association**
Project Goal: To establish a domestic violence crisis hotline for women in Dubna, Russia.
Funding Level: $9644
Grant Period: April 1- September 30, 2001
The **Dubna Narcological Center's** project with built on the previous SPAN project and aimed to enhance domestic violence services for women in Dubna through establishing a hotline and training consultants for it.

The partners recruited a multidisciplinary group of 14 consultants who are capable of providing different services (legal, social, psychological) for victims of domestic violence. Funds from the small grant project were used to provide training for these individuals in the following areas: individual consulting for victims of domestic violence (DV), group counseling, facilitating self-support groups and providing phone consultations

for domestic violence victims. After the training program was completed, the partners opened the first domestic violence hotline in Dubna in July 2001. The hotline operates daily from 4 pm – 7 pm and from 9 pm till 11 pm taking about 1,2 calls every two hours in average. The US partner contributed expertise regarding guidelines and survey forms that should be developed to collect and analyze data about the hotline service. In order to publicize the hotline and counseling services available in Dubna, the partners carried out a public awareness campaign by airing of a series of specially adapted TV programs on domestic violence. In addition, two local newspapers agreed to provide project coverage every two weeks about the existence of the hotline, services available to victims of domestic violence and general articles on the domestic violence problem. About 4000 booklets on the hotline were distributed at schools, the University, health institutions, business community, as well as though militia offices and Law Enforcement Department.

Ecojuris Institute of Environmental Law and **Earth Justice Legal Defense Fund**
Project Goal: To teach citizens representing all levels of society to use their rights effectively in the process of decision-making in order to positively influence the state of the environment and health of citizens.
Funding Level: $9413
Grant Period: February 15 - September 15, 2001

The partners provided grassroots environmental consulting and legal assistance for citizens through various seminars, press conferences, conferences and trips to regions outside of Moscow. In May 2001 the partners carried out a major training seminar on citizen participation in environmental decision-making which was attended by 44 people. Among them were representatives of NGOs, the business community, governmental bodies, mass media, citizen activists, students and graduate students, as well as professors of higher learning institutions. The partners used this seminar to teach practical steps that the public should take in working with the local administrations to impact an environmental decision. Besides other materials, the participants received a copy of the new Environmental Impact Assessment (EIA) Regulation of the Russian Federation.

The office in Barnaul was established and the staff has carried out a consulting program that has successfully rendering assistance and consultations to clients. Over the period of the project the center provided consultations to four clients assisting with writing complaints, claims, etc. One case was eventually resolved in favor of the center's client.

The partners also worked with the Moscow City government to improve citizen participation in decision-making. Ecojuris developed and presented a series of regulatory documents on environmental protection in the sphere of construction to the Moscow City Government. In preparing to establish a pilot test for public participation in defending environmental concerns on construction sites in Moscow, the partners learned that the New Environmental Impact Assessment (EIA) Regulation is barely used by building contractors because there is no mechanism enabling an effective dialogue with the public at large. Ecojuris has plans to initiate a pilot project with this purpose in the City of Taishet (the Irkutsk Oblast.) Besides, a draft of the Law of the City of Moscow "On Compliance of Industrial and Other Activities with Environmental Requirements on the Territory of the City of Moscow" was prepared at the earlier stage of the project, then it was sent out to various departments of the Moscow Government for preliminary consideration. Having received comments and suggestions on the draft, Ecojuris staff analyzed and summarized them and put forward another version of this document for the official consideration.

The Far Eastern State Transportation University and **The University of Alaska at Anchorage**
Project Goal: Development of application of the "International Standards of Accounting and Financial Statements" discipline into the curriculum of higher education institutions of the Russian Far East.
Funding Level: $9589
Grant Period: February 15 – September 15, 2001

Following the SPAN I outcomes, the Russian Far East Transportation University together with the University of Alaska Anchorage aimed under this project to prepare a cadre of qualified in international accounting standards cadre of instructors in various RFE higher learning institutions who planned to teach international standards . After careful consideration the partners selected ten instructors from five different RFE cities to take part in a training seminar. Elena Shishova (one of the participants of the training at the University of Alaska under SPAN I) and Tatiana Baronina together with two other colleagues conducted a 96-hour seminar in April 2001 at the FETU. Prior to this seminar, the partners developed and prepared for printing a set of teaching materials (part 1 that included a course work plan, notes of the lectures, lecture and seminar plan) and case studies that they distributed during the seminar. Both professors offered individual consultations to the seminar participants in order to enable them to create similar teaching sets for their own respective institutions. The advantage of this seminar on "International Standards of Accounting and Financial Statements" is that it can be replicated to other institutions that offer at least a basic course on the

US-British accounting standards. In the course of the project about 600 copies of this brochure were printed and disseminated among interested institutions of higher education and academic libraries.

Human Soul House
Project Goal: To strengthen the network of Russian clubhouses and other NGOs working with the mentally ill by reducing their isolation through increased collaboration and new Internet technologies.
Funding Level: $9597
Grant Period: February 15 - September 15, 2001

Under this small grant project Human Soul House (HSH) aimed to strengthen a network of Russian organizations working with mentally ill people through web-conferences and publications devoted to the organizing and development of the Club Houses. The 3rd Eurasian Seminar "First Steps in Club House establishment" (early June 2001) was the central and successful event of the project already becoming a tradition and serving a better integration of Russian clubhouses into the international clubhouse network. One of the Seminar objectives was to set a connection between Russian regional clubhouses and representatives from the organizations in the US, UK and Europe. Representatives from "Dom Dushy"(Orenburg), "Tochka Opory" (Ryazan'), "Russky Dom" (Moscow) had a great opportunity to meet with representatives from ICCD, Fountain House (USA), Mosaic Clubhouse (UK) and worked out future collaborative plans.

In addition, at the seminar participants were informed about the HSH upcoming web conferences, and a possibility to develop regional web pages as a part of Human Soul House web site free of charge. Representatives from Chelyabinsk, Ryazan', Nizhnii Tagil, Orenburg, and Kiev were among the first ones to submit materials for publishing on the web. HSH updated its web site www.humansoul.ru and maintained an on-line conference designed to be a forum on clubhouses management and issues of mental health. HSH had about 500 web site visitors (this number indicates a great increase in comparison with the previous months) by the end of September and answered their questions about mentally ill individuals' problems and the ways to solve these problems. During July-September period HSH web coordinator developed five web pages within HSH web site for the regional organizations.

Besides, during the project HSH prepared the 11th and 12th issues of the HSH Newsletter. Each issue was printed in 1,000 copies, about half of which were distributed to 322 Russian organizations, 163 CIS groups and three international partners.

Medical Academy for Postgraduate Studies and the University of Iowa
Project Goal: To develop a women's health curriculum for Russia.
Funding Level: $9990
Grant Period: February 15 – October 15, 2001

In July and August MAPS began screening women in the Kalininskii district of St. Petersburg. About 273 women took part in this screening. Analysis of screening results was completed in September 2001. The results of the screening revealed that the bulk of the population is not well informed of risk factors resulting from poor nutrition and inadequate life style and does not invest much trust in preventive measures. These are exactly the areas that the project team is aiming to work on through individual and group education. During this period, MAPS together with its partner prepared for the International Conference "Family Medicine: Problems and Perspectives" that took place in October 2001 in St. Petersburg and was supported by a satellite symposium "Development of a Women's Health Curriculum". The partners also continued joint efforts on developing two curricula for family physicians on women's health and sexually transmitted diseases, which will be used for training family physicians and nurses at MAPS to increase preventive work with the general public.

Partner Foundation
Project Goal: To enhance the sustainability, transparency, and accountability of Russian NGOs by raising their awareness about and skills related to Organizational Governance activities.
Funding Level: $8060
Grant Period: February 15 – July 15, 2001

Partner Foundation completed a web-site on NGO Governing Bodies (www.fpartner.ru), which was created as a tool for disseminating accumulated information and expertise on organizational governance among Russian NGOs. In all, 120 materials were posted to the site. Information about the newly opened site was distributed via NGO Resource Centers and networks; international donor agencies in Russia; Partner Foundation's clients; and other such organizations. In addition, the Partner Foundation continued hosting

an electronic conference/forum on how to establish NGO Governing Bodies, enabling web site visitors to have questions answered by Partner consultants and to interact with each other on various issues. By the end of the project, over 300 visitors had visited the web-site.

Regional Society of Disabled People Perspektiva
Project Goal: To increase the organizational capacity of Perspektiva as a training, advocacy, social policy and information center for the disability community. To provide the capacity for the replication of current and previous project activities in other regions.
Funding Level: $9311
Grant Period: February 15 - September 15, 2001

Under this project Perspektiva trained 12 people in Moscow to conduct train the trainer programs (TOT) in the areas of disability awareness, advocacy and peer support. The main topics of these trainings were: professional standards of a trainer, new training methods, developing new curricula, dealing with difficult training, strategies for further developing a training program for disabled youths, etc. These activists were able to apply the new skills and knowledge in developing manuals and brochures, such as "Peer Support Groups for People with Disabilities" and "Public Transport and Disabled People" and "A Moscow Accessibility Guide." Besides, From April through October 15, the youth activists led 31 seminars, or more than 2,500 participant hours for approximately 480 persons, i.e. disabled youths, professionals, students, NGO leaders.

Perspektiva developed and tested a strategy for using volunteers to increase effectiveness of projects, which address needs of the disability community. In particular, a questionnaire was developed by several members of Perspektiva's volunteer managing team and placed on Perspektiva's web-site to recruit volunteers over the Internet. The following activities were held with the participation of recruited volunteers: a clean-up at the center for disabled children *Preodolenie* together with 14 volunteers-teenagers; a group of volunteers spent the day cleaning up at the Culture House *Nadezhda* in Perovo neighborhood; on October 13, 2001 a group of 20 volunteers, supervised by two Perspektiva volunteer managers, built a ramp at the entrance to the *Podval* theatre; and on October 13-14 a seminar was arranged for 20 volunteers to announce planned youth community service activities and encourage volunteer participation.

Perspektiva staff together with Svetlana Polotaika (Nevsky Angel) developed and tested a 5-day curriculum for use in the Youth Community Service Project "Making Our Community Accessible." From Sept. 11- 15, a seminar was conducted by *Perspektiva* trainers for 37 disabled and non-disabled youths from 4 regions, who will be responsible for recruiting other youths to participate in making their community accessible.

Perspektiva staff also developed two computer presentations to promote replication of current and previous project activities (*Perspektiva's Activities* and *Higher Education in Moscow for Disabled Persons)*, which were presented in Novosibirsk in May 2001. In addition, Perspektiva designed a stand with photos and printed materials that was displayed at the Youth Conference in Moscow in June 2001.

Sklifosovsky Research Institute and **Lilas International, Inc.**
Project Goal: To establish a department of donor skin reserves at the skin cell bank.
Funding Level: $10,000
Grant Period: February 15 – October 15, 2001

The Sklifosovsky Research Institute of Emergency Care/LILAS International, Inc project has been poorly managed by the partners. Because of the partners' misuse of the funds under the SPAN Round II project, totaling roughly the amount of the small grant award and because the partners could not sufficiently justify the disputed expenses, IREX withheld funds allocated to the partnership under the Small Grants Program.

St. Petersburg Training Center
Project Goal: To provide access for small business owners to new production technologies, business management strategies, and information on current fashion trends in the sewing branch.
Funding Level: $2500
Grant Period: August 1 – October 31, 2001

The Training Center in St. Petersburg started implementing its small grants project in August. The Center procured subscriptions for fashion magazines for the next year. This subscription will further enrich the Center's unique fashion and apparel business library, which serves the West-Northern region of Russia.