

LOCAL
GOVERNANCE
DEVELOPMENT
PROJECT

FINAL REPORT

October 2008 - September 2011

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CONTENTS

INTRODUCTION	3
SUMMARY OF INDICATORS	10
SUMMARY OF ACCOMPLISHMENTS	31
ASSISTANCE PROVIDED, IMPACT OF ASSISTANCE, LESSONS LEARNED	35
1. BEST LOCAL GOVERNANCE PRACTICES ENHANCEMENT.....	35
2. LOCAL GOVERNANCE ACTORS' PROFESSIONAL COMPETENCES AND SKILLS TRAINING.....	44
3. PARTICIPATORY LOCAL GOVERNANCE	45
4. PUBLIC INTEREST CONSENSUS BUILDING	54
5. INSTITUTIONAL DEVELOPMENT.....	58
KEY LESSONS LEARNED	62
ANNEX. NATIONAL, REGIONAL AND MUNICIPAL LEGAL ACTS	64

INTRODUCTION

The Basic Charge

The program *Local Governance Development Project* was conceived by USAID as a three year Cooperative Agreement with the Institute for Urban Economics (IUE) that would aim at addressing the following problems: lack of credibility of municipal governments as efficient managers of local resources; lack of consensus-building mechanisms in the society, which inhibits achieving optimal development patterns at the local level; lack of integrity and cohesiveness in local communities; lack of regulations and bylaws on key issues of the reforms and lack of human resources at all levels.

According to the Terms of Reference the overarching goal of the Local Governance Development Project (Program) is to have more transparent and accountable local governance in Russia. The proposed program addresses the issues which undermine the sustainability and credibility of local governments and limit their ability to capitalize on new opportunities in the current economic environment in Russia. The purposes of the Program are to:

- strengthen local governance in Russia through its improved coordination with local communities, and to contribute to local decision-making responsibility;
- strengthen local governance actors' (local government administrators, business operating at local level and non-government community leaders) capacity to develop and manage financial, human and physical resources;
- increase awareness and willingness of local governments to operate transparently and in a sustained partnership with their communities.

The objective of the Program was two-fold: first, to ensure the adoption of the best local governance practices; to contribute to the increase of local governance actors' competences; to foster the increase of citizens' participation in local governance; and to develop the community actors' capacities in public interest consensus building and second, to support the institutional strengthening of the Institute for Urban Economics as it moves towards full sustainability.

Each year of the Cooperative Agreement has its specific objectives. The specific objectives of **the first year of the Program implementation (October 2008 – September 2009) and the second year of the Program implementation (October 2009 – September 2010)** were almost the same:

- to address the lack of local governance actors' expertise in addressing local economic development issues in the market economy environment;
- to develop and offer training courses with a strong emphasis on the use of concrete problems and case studies to convey the principles being taught;
- to support development of grass-roots democracy and creation of a favorable legal, financial, and economic environment for smart growth of municipalities;
- to contribute to marginal and vulnerable groups integration into development of local communities;
- to demonstrate the effectiveness of consensus building mechanisms.

As for the second year of the Program implementation (October 2009 – September 2010), it pursued a specific objective - to modify and offer new training courses with strong emphasis on concrete problems and case studies to convey the principles being taught.

The specific objectives of the third year of the Program implementation (October 2010 – September 2011) were formulated with due account for the negative impact of 2008 – 2009 economic crises and accordingly were focused on anti-crisis management and post-crisis development. Within the **third year of the Program implementation**, it was also important to modify and offer new training courses with strong emphasis on concrete problems and case studies mainly developed on the basis of results of pilot projects carried out under current Cooperative Agreement, develop models of community involvement in decision-making in different spheres of local governance; draw public attention to issues of marginal and vulnerable groups integration into local communities and effectiveness of consensus building mechanisms of decision making in different spheres of local governance and inter-governmental relations.

The specific objectives of the third year of the Program implementation (October 2010 – September 2011) were as follows:

- to address the problem of local governance actors' lack of expertise in tackling local economic development issues with due attention to anti-crisis management and post-crisis development;
- to modify and offer new training courses with strong emphasis on concrete problems and case studies mainly developed on the basis of results of pilot projects carried out under current Cooperative Agreement;
- to develop a series of instrumental models of community involvement in decision-making in different spheres of local governance;
- to draw public attention to issues of marginal and vulnerable groups integration into local communities;
- to draw public attention to effectiveness of consensus building mechanisms of decision making in different spheres of local governance and inter-governmental relations.

During the project period IUE paid special attention to the process of improving federal legislation, in particular on supporting governmental commitment to set favorable conditions for more effective and transparent use of local resources. There is also a permanent demand for guidelines and comments, regulatory acts and program documents on the enacted legislation on urban reforms.

Special attention was also paid to summarizing the best practices in the field of socio-economic development of municipalities and to disseminating them. IUE continued to update its Code of the most progressive solutions to economic and social problems at the local level.

As in the previous period, IUE was constantly involved in informing the Russian society on the most pressing issues of socio-economic development. These activities revealed the constantly growing need of the state and municipal officials, of the journalists and other target audiences in new information on municipal development.

The Final Report contains the overall description of the activities under the Program during the period of this Cooperative Agreement (October 2008 – September 2011) and the significance of these activities; summarize the program's accomplishments; elaborate the issues and problems that emerged during program implementation; the lessons learned in dealing with them and provide comments and recommendations.

For details see IUE *Annual Report (October 2008 – September 2009)*; *Annual Report (October 2009 – September 2010)*; *Annual Report (October 2010 – September 2011)*.

Participant Cities

Selection of pilot cities was made according to the following criteria:

- ✓ *Commitment and Readiness.* Selected cities demonstrated their willingness to commit municipal resources, depending on the particular reform initiative.
- ✓ *Demographic, Social, and Economic indicators.* The project team examined demographic and economic indicators of the cities in order to ensure that the final array of selected cities corresponds to the project design and requirements;
- ✓ *Interests and capacities of local stakeholders, including business community and NGO sector.* The opportunity for synergetic cooperation with other donor projects in related areas was also taken into account.

During 2008-2011 the IUE experts collaborated with 74 municipalities from 42 constituent entities of the Russian Federation. Table 1 specifies the collaboration efforts made under the projects (see Table 1 and Figure 1).

TABLE 1

CITIES PARTICIPATING IN THE PROGRAM IMPLEMENTATION

1. BEST LOCAL GOVERNANCE PRACTICES ENHANCEMENT	
1.1. DEVELOPMENT AND IMPLEMENTATION OF EFFICIENT MODELS OF LOCAL GOVERNANCE AND MUNICIPAL MANAGEMENT	
1.1.1. Development and dissemination of new models of providing affordable housing to moderate and slightly below moderate income households	<p><i>1st Year: Rostov-on-Don, Taganrog</i></p> <p><i>2nd Year: Rostov-on-Don, Nalchik, Maikop, Cherkessk, Orenburg</i></p> <p><i>3rd Year: Smolensk, Blagoveschensk, Rostov-on-Don, Vladikavkaz, Volgograd, Irkutsk, Orenburg, Cherkessk, Samara, Krasnodar, Maikop, Tver, Stavropol, Magnitogorsk</i></p>
1.1.2. Development of a model for increasing the affordability of preschool education and upkeep services	<p><i>1st Year: Stavropol</i></p>
1.1.3. Development and dissemination of the model of municipal asset management	<p><i>1st Year: Krasnodar</i></p> <p><i>2nd Year: Tver (Tver Region)</i></p> <p><i>3rd Year: Syktyvcar, Ryazan</i></p>
1.1.4. Development of a model of the quality evaluation of financial management on municipal level	<p><i>1st Year: Krasnodar, Mozdok, Vladikavkaz</i></p>
1.1.5. Development of a monitoring technique and a performance efficiency indicators system as applied to autonomous institutions	<p><i>1st Year: The Project was non-existent</i></p> <p><i>2nd Year: Ryazan (Ryazan Region)</i></p> <p><i>3rd Year: Ryazan, Mytishi</i></p>
1.1.6. Development and dissemination of a model of municipal services standardization	<p><i>2nd Year: Azov (Rostov Region)</i></p> <p><i>Ivanteevka (Moscow Region)</i></p> <p><i>3rd Year: Azov, Ivanteevka, Mytishi</i></p>

1.1.7. Enhancing the efficiency of social services delivery	<p>2nd Year: Kirov Region</p> <p>3rd Year: Kirov Oblast</p>
1.2. Dissemination of advanced local governance procedures and models	<p>1st Year: Yelets, Gryaznensky municipal district of Lipetsk Oblast, Yakutsk, Birobidjan, Jewish AO, Kuibyshevsky municipal district in Rostov Oblast, Zaoksky raion of Tula Oblast, Maikop, Belokurikha, Altai Krai, Shkotovsky raion (Primorsky Krai)</p> <p>2nd Year: Rostov (Rostov Region); Cherkessk (Karachayevo-Cherkessiya Republic), Yelabuga (Tatarstan), Yaroslavl (Yaroslavl Region), Velikiy Novgorod (Novgorod Region), Cheboksary (Chuvash Republic), Irkutsk</p> <p>3rd Year: Anapa, St. Petersburg, Khanty-Mansiisk, Moscow, Archangel, Penza, Omsk, Ryazan, Maikop, Novyi Tariat and Medvedevo settlements (Resp. Marii El), Tula, Mineralniye Vody, Cherkessk</p>
1.3. Improving federal and regional regulation on local governance strengthening, use of local resources for development purposes	n/a
2. LOCAL GOVERNANCE ACTORS' PROFESSIONAL COMPETENCES AND SKILLS TRAINING	<p>1st Year: Maikop, Nalchik, Vladikavkaz, Taganrog, Kislovodsk, Astrakhan</p> <p>2nd Year: Vladikavkaz (Republic of North Ossetia – Alaniya), Cherkessk (Karachayevo-Cherkessiya Republic), Rostov-on-Don (Rostov Region) Maikop (Republic of Adygeya), Mozdok (Republic of North Ossetia – Alaniya), Pyatigorsk, Lermontov (Stavropol Krai)</p> <p>3rd Year: Vladikavkaz (Republic of North Ossetia – Alaniya), Cherkessk (Karachayevo-Cherkessiya Republic), Mineralniye Vody, Maikop (Republic of Adygeya), Mozdok (Republic of North Ossetia – Alaniya), Stavropol</p> <p>Pyatigorsk, Lermontov (Stavropol Krai), Nevinnomyssk (Stavropol Krai)</p>
3. PARTICIPATORY LOCAL GOVERNANCE	
3.1. PARTICIPATION OF COMMUNITY GROUPS IN PLANNING AND BUDGETING AT LOCAL LEVEL	<p>1st Year: City of Prokhladnyy (Republic of Kabardino-Balkariya), Mozdok (Republic of North Ossetia-Alania)</p> <p>2nd Year: Mozdok (Republic of North Ossetia – Alaniya), City of Prokhladnyy (Republic of Kabardino-Balkariya), Lermontov (Stavropol Krai)</p> <p>3rd Year: Beloomut, Cherkessk, Nevinnomyssk, Mozdok, municipal districts of the Republic of</p>

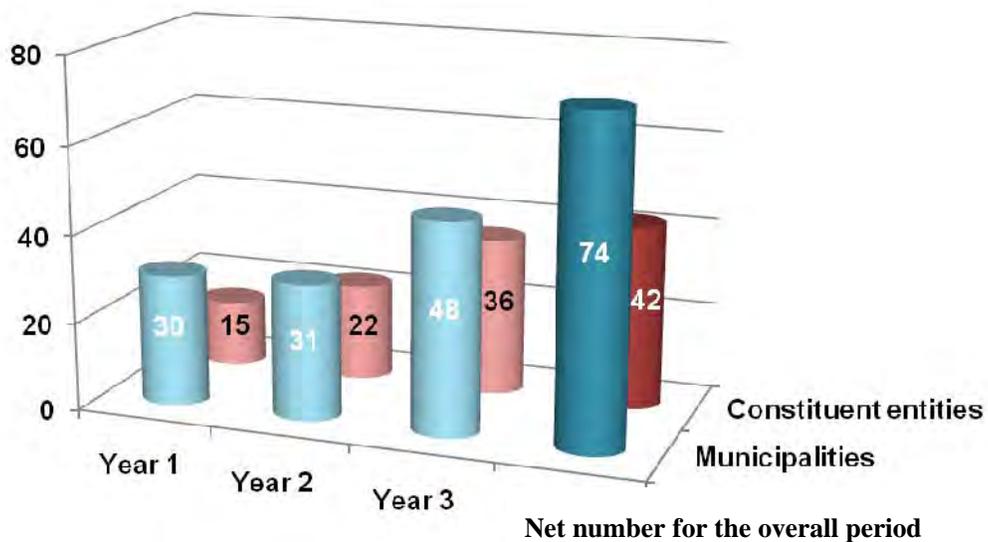
	<i>Marij-El, Perm, Lermontov Izhevsk, Mozhga (Udmurtiya Republic), Kaliningrad, Novosibirsk, Ulan-Ude, Chita, Dmitrovsky raion (Moscow Oblast)</i>
3.1.1. Engaging Citizens in the Strategic Planning Process	<i>3rd Year: Beloomut, Cherkessk, Nevinnomyssk</i>
3.1.2. Participation of Community Groups in Planning and Budgeting	<i>3rd Year: Mozdok, municipal districts of the Republic of Marij-El</i>
3.1.3. Enhancement of Models of Public Hearings on Urban Development Regulation	<i>3rd Year: Perm, Lermontov</i>
3.1.4. Fostering Dissemination of Efficient Models of Apartment Buildings' Management and Development of Homeowners Associations	<i>3rd Year: Izhevsk, Mozhga (Udmurtiya Republic), Kaliningrad, Novosibirsk, Ulan-Ude, Chita</i>
3.1.5. Civil Society Institutes' Participation in Local Governance	<i>3rd Year: Dmitrovsky raion (Moscow Oblast)</i>
3.2. INTEGRATION OF THE MARGINAL AND VULNERABLE POPULATION GROUPS	
3.2.1. Facilitation of public discussion and development of policy recommendations regarding the marginal population groups, including the homeless	<i>1st Year: Maikop 2nd Year: Rostov-on-Don, Volgodonsk, Moscow 3rd Year: Rostov-on-Don, Volgodonsk, Arkhangelsk, Moscow</i>
3.2.2. Drawing public attention to the problems facing replacement families and families with handicapped children and facilitating the engagement of these family groups in the community life	<i>1st Year: Balashiha, Dubna, Zheleznodorozhni, Elektrostal, Stupino (Moscow oblast)</i>
3.2.3. Enhancement of the potential and integration of families in crisis and in precarious social situation in the community life	<i>1st Year: Rubtsovsk (Altai Krai) 2nd Year: Barnaul, Biysk, Sibirsky (Altai Krai) 3rd Year: Volgograd Oblast</i>
3.2.4. Application of the Concept of Positive Parenting in the Process of Social Services Delivery	<i>n/a</i>
3.3. Fostering dissemination of efficient models of apartment buildings' management and development of homeowners associations	<i>2nd Year: Izhevsk, Kaliningrad, Novosibirsk, Ulan-Ude 3rd Year: Izhevsk, Mozhga (Udmurtiya Republic), Kaliningrad, Novosibirsk, Ulan-Ude, Chita¹</i>
4. PUBLIC INTEREST CONSENSUS BUILDING	
4.1. Inter-municipal Cooperation	<i>1st Year: the city of Gukovo and Kamensky,</i>

¹ See Annual Report October 2010 – September 2011, project 3.1.4.

	<p><i>Kuibyshevsky and Sulinsky regions of Rostov Oblast</i></p> <p><i>2nd Year: Gukovo, Kuibyshevsky raion (Rostov Region)</i></p> <p><i>3rd Year: Krasnogorsk Raion (Moscow Oblast), Yuzhno-Sakhalinsk, Dmitrovsky raion (Moscow Oblast), Ivanovskaya Oblast, Yaroslavskaya Oblast</i></p>
4.2. Economic and territorial development planning coordination among various government entities	<p><i>1st Year: Azov, Volzhsk</i></p> <p><i>2nd Year: Azov (Rostov Region)</i></p> <p><i>3rd Year: Azov (Rostov Oblast)</i></p>
4.3. Fostering New Public-Private Partnerships and Financial Institutions Supporting Local Activities	<p><i>1st Year: Maikop</i></p> <p><i>2nd Year: Novoshahktinsk (Rostov Region)</i></p> <p><i>3rd Year: Novoshahktinsk (Rostov Region), Stavropol</i></p>

FIGURE 1

**NUMBER OF MUNICIPALITIES AND CONSTITUENT ENTITIES
PER EACH YEAR OF THE PROGRAM IMPLEMENTATION²**



² Cooperation with some of them took place in more than one year

SUMMARY OF INDICATORS

Workplans for the three years of the Cooperative Agreement were developed with due account for the necessity of meeting target indicators by the end of implementation of the Cooperative Agreement, and contained interim target indicators.

Table 2 provides summary of performance indicators under the Cooperative Agreement as they were defined in the text of the agreement. The summary reflects the attainment of the foregoing indicators with breakdown by the years of the Cooperative Agreement (Table 3).

The Table shows that as regards most of the target indicators (10 out of 12), the planned values were attained. Indeed, as regards four indicators (1.1., 2.1., 3.2., 3.3.), the target values were exceeded considerably. Unfortunately, the planned values for the following indicators were not attained:

Indicator 1.3. Number of national legal documents enacted supporting democratic and market-oriented local governments. The number of adopted federal-level regulatory documents is 21 (against 25 planned), which can be explained by the fact that within the 3rd year of the project implementation the planned values were not attained. The reason behind this is as follows: during the final year of the political cycle, the federal authorities had less propensity to adopt documents that could lay the grounds for serious reforms in all areas, including the area of municipal development. Some draft laws, in the development of which the IUE experts took active part, were adopted without taking into account our proposals. Because of that, we found it impossible to include them in our report on meeting the target indicators.

At the same time, the active participation of the IUE in preparing draft laws, expert opinions, draft concepts and programs never subsided, which enables us to hope that the foregoing materials will be used in 2012-2013 – in the beginning of a new political cycle.

IUE financial sustainability indicator. Diversified funding includes own-source, government, international and private source. The target values of this indicator were set in mid 2008, when the trend of macroeconomic indicators, as well as that of the IUE activity indicators was positive. For example, the share of the USAID financing in the IUE turnover fell down from 55% (in 2006) to 30% (in 2007), as a result of an increased scope of contracts implemented by the IUE for Russian and foreign clients. However, the global financial meltdown changed the overall situation sharply: in 2009-2010, the number of orders placed with the IUE drastically decreased. Moreover, the market of orders placed by state authorities or local governments, which is of crucial importance for the IUE, became much more corrupted and non-transparent. As a result of the downfall of 2009-2010 the percentage of the USAID funding sharply increased. Nevertheless, by 2011, the IUE managed to reduce this share practically to the level of 2007.

Table 2. Performance Indicators

INDICATOR	VALUE OF INDICATORS 2008 -2011	
	Target	Actual
Indicator 1.1: Number of new local governance practices developed	At least 7	15
Indicator 1.2: Number of best local governance practices disseminated through municipal associations	At least 60	66
Indicator 1.3: Number of national legal documents enacted supporting democratic and market-oriented local governments	At least 25	21
Indicator 2.1: Number of professional training courses offered to local governance actors	At least 7 new courses	11 new courses
Indicator 2.2: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization actors	At least 10,000	10,242
Indicator 3.1: Number of citizens who participated in community planning and development	At least 200	282
Indicator 3.2: Number of USG-assisted local mechanisms for citizens to engage their sub-national governments	At least 4	6
Indicator 3.3: Number of mechanisms for cooperation between community social groups	At least 3	8
Indicator 4.1: Number of consensus-building issues addressed by community actors	At least 12	15
Indicator 4.2: Number of services in sub-national government entities receiving USG assistance in which improvement was registered	At least 12	12
Indicator 4.3: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government	At least 5	6
Diversified funding includes own-source, government, international and private source: USAID's share in IUE revenue:	1st Year: 19% 2nd Year: 16% 3rd Year: 9%	1st Year: 46% 2nd Year: 49% 3rd Year: 35% (forecast)

Table 3. Summary of Performance Indicators

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
Indicator 1.1: Number of new local governance practices developed	Target: At least 7 Actual: 15		
	1 st Year: 4	Rostov-on-Don Stavropol Krasnodar	New local governance practices developed: <ol style="list-style-type: none"> 1) <i>model of organizing housing construction for moderate and slightly below moderate income households</i>, see Analytical Report on “Model of organizing non-profit housing construction for certain categories of citizens in Rostov-on Don and instruments of its implementation”; 2) <i>model for increasing the affordability of preschool education and upkeep services</i>. The model for application of modern practices of delivery of preschool education and upkeep services was submitted to the City of Stavropol in August 2009; 3) <i>model of municipal assets management</i>; see “Concept of municipal assets management” (Krasnodar); 4) <i>model of the quality evaluation of financial management on municipal level</i>, see “Concept of evaluation of financial management efficiency” (Krasnodar)
	2 nd Year: 4	Nalchik, Maikop, Cherkessk Ivanteevka (Moscow Region) Ryazan Tver	Proposals on approaches to the establishment of a maneuverable housing stock, which were discussed in Nalchik, Maikop and Cherkessk. Proposals were made to amend the federal legislation so as to overcome the obstacles that interfere with municipalities’ efforts to establish a maneuverable housing stock. Model for the development of a financial justification for quality standards of municipal services (see Policy Note “Development and Financial Justification for Standards of Municipal Services Delivery”).

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>Model for monitoring and performance evaluation of an autonomous institution (see Guidelines for Monitoring and Performance Evaluation of Autonomous Institutions).</p> <p>Model of municipal asset management.</p>
	3 rd Year: 7	<p><i>Smolensk, Blagoveschensk, Rostov-on-Don, Vladikavkaz, Volgograd, Irkutsk, Orenburg, Cherkessk, Samara, Krasnodar, Maikop, Tver, Stavropol, Magnitogorsk, Ryazan, Azov, Ivanteevka, Mytischki, Syktyvkar, Kirov Oblast</i></p>	<ol style="list-style-type: none"> 1) Models of housing construction affordable to moderate and slightly below moderate income: a model of a housing cooperative for the categories of citizens entitled to benefits with the support of local governments and other structures of public authority; a microfinance model (self-construction). 2) Possibilities of the implementation of models of housing construction affordable to moderate and slightly below moderate income households and the problems facing their implementation (revealed as the result of the monitoring and evaluation of the implementation of these models in some regions). 3) Guidelines on the system of analytical accounting and management of municipal asset for the purposes of current and strategic management. 4) Implementation of the system of monitoring and evaluating the performance of a municipal autonomous institution. 5) Designing municipal services' quality standards which make it possible to evaluate the cost of services. 6) Applying economically feasible and market-oriented management tools for nursery service delivery to elderly and disabled people. 7) Tools required for engaging NGOs and businesses in maintaining buildings of social services delivery.

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
Indicator 1.2: Number of best local governance practices disseminated through municipal associations	Target: At least 60 Actual: 66		
	1st Year: 5	<i>the Republic of Sakha (Yakutia)</i> <i>Zaoksky region of Tula Oblast</i> <i>the city of Yelets and Gryaznensky municipal district of Lipetsk Oblast</i> <i>Kuibyshevsky municipal district (Rostov Oblast)</i>	The following new best local governance practices were disseminated through municipal associations: 1) “Elements of Corporate Management in Heat Supplying Enterprises” by example of the model implementation by GUP “Housing and Utility Sector of the Republic of Sakha (Yakutia)”, which supplies heat to residential settlements on the territory of the Republic of Sakha (Yakutia); 2) “Enhancing the Quality of Municipal Governance”. The practice was implemented in Zaoksky region of Tula Oblast; 3) “Comprehensive Introduction of Performance Budgeting Tools in a Municipality”. The model is described on the basis of the experience of work in a municipal district in the city of Yelets and Gryaznensky municipal district of Lipetsk Oblast; 4) “The model recommendations on the evaluation of the quality of municipal governance and enhancement of its efficiency”. The model was tested in municipalities of Perm Krai, Rostov Oblast, Stavropol Krai, Khabarovsk Krai, and Republic of Mari-El in the previous period. Model dissemination was carried out by using the capacity of municipal associations and during conferences and seminars on the issues related to the improvement of municipal governance. 5) “Inter-municipal cooperation in providing legal and administrative services”. Recommendations on the model implementation were developed and discussed with the Kuibyshevsky municipal district administration”.
	2nd Year: 41		1. “Comprehensive System of Monitoring and Evaluating Municipal Socio-Economic Development, Implementation of Plans and Efficiency of Municipal Governance” (by the “Municipal Economic Development”

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>Department).</p> <ol style="list-style-type: none"> 2. "Target grant-in-aid technology in the form of social vouchers to pay for child-minding and child care provided to pre-school children" (by the "Social Policy" Department). 3. "Self-Sufficiency Targeted Social Assistance Technology" (by the "Social Policy" Department). 4. "Developing Local Standard Requirements to Town Planning Design (by "Real Estate Reforms" Department). 5. "System of Evaluating the Possibility and Advisability of Transformation of a Public Institution into Autonomous One" (by "Municipal Finance and Intergovernmental Fiscal Relations"). 6. "Inter-Municipal Cooperation as a Tool for Addressing Local Issues in the Area of Construction of Utility Infrastructure Facilities" (by "Urban Economy"). 7. "Establishment of a Municipal Self-Sufficient Business-Park" (by example of the city of Serpukhov) 8. "Holding an exhibition of deliverables of organizations that manage apartment buildings" (by example of the city of Cherepovets) 9. "Municipal order for a pre-school education service" (by example of the city of Perm) 10. "Preparation of local town-planning norms" (by example of the city of Khabarovsk) 11. "Designing Municipal Assignments as a Tool of Financing and Evaluation of an Institution Activity" (by example of Velikiy Novgorod)
	3 rd Year: 20		<ol style="list-style-type: none"> 1. "International practices of conducting rehabilitation and upgrading of apartment buildings. 2. "Standard requirements-based financing of municipal services (works)

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>provided (executed) by municipal public and autonomous institutions”.</p> <ol style="list-style-type: none"> 3. “Technology of monitoring and performance evaluation of autonomous institutions”. 4. “Public engagement in the strategic planning process”. 5. Development of Master Plan on the basis of parametrical city model (by example of the city of Perm). 6. Activity of the Agency for city marketing (by example of the city of Yekaterinburg). 7. Technology of public engagement in evaluation and quality enhancement of municipal services. 8. Universal technology of monitoring and evaluation of comprehensive programs of socio-economic development and development of utility infrastructure. 9. Selection and ranking of projects and programs ensuring the implementation of comprehensive programs and strategies of socio-economic development of municipalities. 10. Development of quality standards of municipal services (works) and their financial support. 11. “Development of Program for Implementation of Master Plan on the Basis of City Budget Forecast” (the city of Perm case study). 12. “Organizing Work with Homeless People” (the city of Novodvinsk case study). 13. “Enhancement of the System of Forecasting and Planning of City Development” (the city of Petropavlovsk-Kamchatsky case study). 14. “Revision of the Approaches to Managing the Utility Sector in Urban Settlement” (the city of Sovetskaya Gavan).

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>15. "Organizing the Municipal Tangible Support to Small and Medium Enterprises" (the Elizovsky raion case study).</p> <p>16. "Holding Open and Public Hearings in the Course of Establishing Public Servitudes within the Framework of Land Subdivision Projects".</p> <p>17. "Analysis of the Network of Municipal Institutions for Keeping the Balance between Assets and Liabilities".</p> <p>18. "Generation of the City Brand Concept".</p> <p>19. "Creation of the System of Analytical Accounting of Municipal Assets".</p> <p>20. "Forming of Legal and Organizational Framework for Managing the Municipal Treasury Assets".</p>
Indicator 1.3: Number of national legal documents enacted supporting democratic and market-oriented local governments	Target: At least 25 Actual: 21		
	1st Year: 9		<ol style="list-style-type: none"> 1. The RF Government Resolution #1001 dated December 24, 2008, "On Amending the Rules of Granting Housing Allowances". 2. The RF Government Resolution #388 dated April 30, 2009, "On Amending the RF Government Resolution #921, dated December 4, 2000 and Resolution #1301, dated October 13, 1997". 3. Federal Law #225-FZ, dated December 1, 2008, "On Amending the Federal Law 'On the Fund for the Promotion of the Housing and Utility Sector Reform' and Individual Legislative Acts of the Russian Federation". 4. Federal Law #323-FZ, dated December 30, 2008, "On the Procedure of Determining the Minimum Volume of Participatory Financing of Capital Repairs of Apartment Buildings and Relocation of Residents of the Crumbling Housing Stock with Due Account for the Necessity to Promote the Housing Market Development, for Which Purposes the Budget Funds of Constituent Entities of the Russian Federation and/or the Funds of

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>Local Budgets Shall Be Used in 2009, and on Amending Individual Legislative Acts of the Russian Federation”.</p> <ol style="list-style-type: none"> 5. Federal Law #147-FZ, dated July 17, 2009, “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and the Federal Law ‘On Participation in Cost-Sharing Construction of Apartment Buildings and Other Real Estate Units and on Amending Individual Legislative Acts of the Russian Federation’ and on Recognizing Some Provisions of Legislative Acts of the Russian Federation as Ceased to Be in Force”. 6. Order by the Ministry for Regional Development of the Russian Federation #28, dated February 11, 2009, “On Approving a Set of Measures to Reform the Housing and Utility Sector of the Russian Federation in 2009-2011”. 7. “Concept of Long-Term Socio-Economic Development of the Russian Federation for the Period up to 2020”, approved by the RF Government Resolution #1662-p, dated November 17, 2008. 8. Resolution #322 issued by the Government of the Russian Federation on April 15, 2009, “On Measures to Implement Decree #825 by the President of the Russian Federation dated June 27, 2007”. 9. Instruction by the Ministry for Regional Development of the Russian Federation to draw up a report by a head of the local administration of an urban district (a municipal district) in a constituent entity of the Russian Federation on the indicators attained to evaluate the performance efficiency of local governments of urban and municipal districts over the reporting period and on the indicators planned for a three-year period (http://www.minregion.ru/WorkItems/ListNews.aspx?PageID=436)
	2 nd Year: 7		<ol style="list-style-type: none"> 1. Federal Law #70-FZ, “On Making Amendments to Article 104 of the Housing Code of the Russian Federation”, dated May 4, 2010

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<ol style="list-style-type: none"> 2. RF Government Resolution #982-p “On Enhancing Legal Regulations of Town Planning Activity, Implementation of Control, Oversight and Approval Functions and Optimization of Public Services Delivery in the Area of Town Planning” issued on June 15, 2010. 3. RF Government Resolution #731, “On Approving the Standard of Disclosure by Organizations Engaged in Activities in the Apartment Buildings Management Area”, dated September 23, 2010. 4. RF Government Resolution #646, “On the Principles Observed by Executive Authorities in the Constituent Entities of the Russian Federation When Compiling a List of Measures for Energy Saving and Enhancing Energy Efficiency with Regard to the Common Property of Owners of Premises in an Apartment Building”, dated August 23, 2010. 5. RF Government Resolution #1201-p “Strategy for the Development of Housing Mortgage Lending in the Russian Federation up to 2030”, dated July 19, 2010. 6. Order of Ministry for Regional Development of the Russian Federation # 303 “On confirming the Methodical Recommendations Regarding the Assignment of Dwellings to the Economy Class Housing” dated June 28, 2010 7. Order by the Ministry for Regional Development of the Russian Federation #394 “On Approving the Model List of Measures for an Apartment Building (a Group of Apartment Buildings) with Regard to Both the Common Property of Owners of Premises in an Apartment Building and Premises in an Apartment Building, Implementation of Which Considerably Facilitates Energy Saving and Enhancing the Efficiency of Use of Energy Resources” dated September 2, 2010
	3 rd Year: 5		<ol style="list-style-type: none"> 1. Federal Law #123-FZ “On Making Amendments to the Housing Code and Individual Legislative Acts of the Russian Federation”, dated June 4, 2011.

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<ol style="list-style-type: none"> 2. Federal Law #349-FZ "On Making Amendments to the Federal Law 'On Promoting Housing Construction Development' and Individual Legislative Acts of the Russian Federation", dated November 30, 2011. 3. Federal Law #403-FZ "On Amending the Code of Administrative Offences of the Russian Federation", dated December 6, 2011. 4. RF Government Resolution # 18 "On Approval of the Rules of Establishment of Energy Efficiency Requirements for Buildings, Premises, Constructions and Requirements to Rules of Defining of a Class of Energy Efficiency of Apartment Buildings", dated January 25, 2011. 5. RF Government Resolution #354 "On Provision of Utility Services to Owners and Users of Premises in Apartment Buildings and Detached Houses", dated May 6, 2011.
Indicator 2.1: Number of professional training courses offered to local governance actors	Target: At least 7 new courses Actual: 11 new courses		
	<i>1st Year: 6 new</i>	<i>See the list of the Training courses – Annual Report October 2008 – September 2009 (Annex B)</i>	<ol style="list-style-type: none"> 1. Enhancement of Municipal Governance Quality, Maikop, April 8-9, 2009 2. City Marketing and Development Strategy”, Maikop, April 28-29, 2009 3. Administration of Social Assistance Programs, Kislovodsk, May 25, 2009 4. The development of various forms of assistance to moderate and slightly below moderate income households aimed at improving their housing conditions, Nalchik, 14-17 July, 2009 5. Development of Professional Management of Apartment Buildings”, Maikop, 16-17 July, 2009 6. City Development Strategy: Technologies for Strategy Designing and Implementation, Maikop, 29-30 September, 2009
	<i>2nd Year: 2 new</i>	<i>See the list of the</i>	<ol style="list-style-type: none"> 1. “Application of Result-Oriented Management Tools in the Social Sector at

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
		<i>Training courses - Annual Report October 2009 – September 2010 (Annex B)</i>	the Local Level”, the city of Mozdok, 23-24 September, 2010 2. “Urban Development Regulation as a Tool of Municipal Territory Management” Pyatigorsk, 11-12 August, 2010; the city of Lermontov, 27-28 September, 2010
	3 rd Year: 3 new	<i>See the list of the Training courses - Annual Report October 2010 – September 2011 (Annex B)</i>	1. “Enhancement of the efficiency of public and municipal finance management”, the city of Maikop, 05-06 April, 2011; the city of Mineralniye Vody, 26-27 April, 2011 2. “Organizing the Investment Activity Management”, the city of Cherkessk, 22-26 May, 2011; the city of Nevinnomyssk, September 22-23, 2011. 3. “Organization of the Monitoring and Assessment of Socio-Economic Development of Municipalities and Activities of Local Governments”, the city of Pyatigorsk, July 13-14, 2011
Indicator 2.2: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization actors	Target: At least 10,000 Actual: 10,242		
	1 st Year: 2,942	<i>See the list of the seminars, training courses and conferences - Annual Report October 2008 – September 2009 (Annex B, Annex B-1)</i>	Calculated according to the table of the list of participants of offered training courses
	2 nd Year: 3,150	<i>See the list of the seminars, training</i>	Calculated according to the table of the list of participants of offered seminars training courses and conferences

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
		<i>courses and conferences - Annual Report October 2009 – September 2010 (Annex B, Annex B-1)</i>	
	3 rd Year: 4,150	<i>See the list of the seminars, training courses and conferences - Annual Report October 2010 – September 2011 (Annex B, Annex B-1)</i>	Calculated according to the table of the list of participants of offered seminars training courses and conferences
Indicator 3.1: Number of citizens who participated in community planning and development	Target: At least 200 Actual: 282		
	1 st Year: 0	<i>Mozdok (the Republic of North-Ossetia-Alania) Prokhladny (the Republic of Kabardino-Balkaria)</i>	The process of designing city strategies with active public engagement has been started within the framework of seminars conducted in the cities of Prokhladny and Mozdok
	2 nd Year: 65	<i>Lermontov (Stavropol Krai) Mozdok (Republic of North Ossetia –</i>	The total number of participants amounted to almost 65 persons (including those who regularly took part in the proceedings of the control group monitoring the implementation of the Strategy of the city of Lermontov, as well as those who participated in the working group set in the city of Mozdok to

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
		<i>Alaniya)</i>	improve the quality of municipal services)
	3 rd Year: 217	<i>Beloomut, Cherkessk, Nevinnomyssk, Mozdok, municipal districts of the Republic of Marii-El, Perm, Lermontov, Izhevsk, Kaliningrad, Novosibirsk, Ulan-Ude, Chita</i>	The total number of citizens amounted to 217 persons including 64 citizens who engaged in the strategic plan implementation, 60 - in the process of municipal governance, 30 - in the process of making decisions on priority development agenda in municipalities and 63 citizens involved in public discussion and collaborative decision-making on apartment building management issues
Indicator 3.2: Number of USG-assisted local mechanisms for citizens to engage their sub-national governments	Target: At least 4 Actual: 6		
	1 st Year: 3	<i>Mozdok (the Republic of North-Ossetia-Alania) Prokhladny (the Republic of Kabardino-Balkaria)</i>	Model guidelines on public engagement in the budgetary process at the municipal level. Technologies of engaging local communities to address vital local problems by example of participation in the process of setting priorities for municipal development on the basis of quality evaluation of municipal services were implemented in the city of Mozdok. Technologies of engaging local communities to address vital local problems by example of participation in the development of strategies for municipal development on the basis of taking part in questionnaire survey, brainstorming and SWOT-analysis of proposed scenarios were implemented in the city of Prokhladny (the Republic of Kabardino-Balkaria)
	2 nd Year: 1	<i>Lermontov</i>	Mechanism of public participation in strategic planning during realization of Marketing strategy of the city of Lermontov development till 2020 (Stavropol

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
		<p><i>(Stavropol Krai)</i></p> <p><i>Mozdok (Republic of North Ossetia – Alaniya)</i></p>	<p>Krai) and in budgeting process in Mozdok (Republic North Ossetia – Alania). Public participation in strategic planning included trainings for citizens to familiarize them with technologies of strategic planning, carrying out of strategic sessions and seminars for discussion of strategic directions of the city development and mechanisms of their realization, focus groups, questioning and interview. Public participation in budgeting process included carrying out of public actions for discussion the socio-economic priorities and the account of citizens priorities during formation of the budget and enhancement of the quality of services</p>
	3 rd Year: 2	<p><i>Beloomut, Cherkessk, Nevinnomyssk, Mozdok, municipal districts of the Republic of Marii-El</i></p>	<p>The model for engaging citizens in the strategic planning at the stage of the strategic plan implementation.</p> <p>Techniques of public involvement in assessing and improving the quality of municipal services (see techniques of public involvement in assessing and improving the quality of municipal services on the IUE website)</p>
<p>Indicator 3.3: Number of mechanisms for cooperation between community social groups</p>	<p>Target: At least 3 Actual: 8</p>		
	1 st Year: 3	<p><i>Balashiha, Dubna, Zheleznodorozhnii, Elektrostal, Stupino (Moscow oblast)</i></p>	<p>Foster families support: mechanisms for enhancing availability and quality of services</p> <p>Social rehabilitation of families with children with disabilities: mechanisms for enhancing availability and quality of services</p> <p>Social integration of families in crisis or in precarious social situation in the community life: Community-Based Arrangements for Social Services Delivery to Families</p>

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
	2 nd Year: 3	<i>Rostov-on-Don, Volgodonsk, Archangelsk, Irkutsk, Moscow, Petrozavodsk Izhevsk, Kaliningrad, Novosibirsk, Ulan- Ude</i>	<p>A model of interaction of stakeholders to address the problem of homelessness.</p> <p>Standard of information disclosure by management organizations as a mechanism of providing information for residents in multifamily buildings on management companies activities and the base for joint discussions between homeowners and management companies and making decisions on maintenance and repairs of common areas in multifamily buildings</p> <p>Mechanism of advocacy homeowners interests in multifamily buildings and regional alliances of homeowners associations in front of regional/local authorities, utility providers and property management business community</p>
	3 rd Year: 2	<i>Rostov-on-Don, Volgodonsk, Volgograd Oblast</i>	<p>Methodology of stakeholders' interactions evaluation in the field of work with homeless people on the local level.</p> <p>The model of integration of families in crisis in the community life. The model is integrated into a regional standard of social rehabilitation of families in crisis (the draft of the regional standard for rehabilitation services to mentally handicapped disabled children prepared)</p>
Indicator 4.1: Number of consensus-building issues addressed by community actors	Target: At least 12 Actual: 15		
	1 st Year: 2	<i>Kuibyshevsky region and the city of Gukovo (Rostov Oblast)</i>	Plans for the execution of pilot projects on developing inter-municipal cooperation were agreed upon with the Administration of Kuibyshevsky region and the city of Gukovo (Rostov Oblast).
	2 nd Year: 4		Methods of regulatory support for organizational forms of inter-municipal

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>cooperation.</p> <p>Model for inter-municipal cooperation “Local History Museum” in the form of an autonomous non-profit institution.</p> <p>Model for inter-municipal cooperation “Collective Specialist” – on combining administrative functions</p> <p>Model for inter-municipal cooperation in implementation of joint projects in water supply and sanitation area</p>
	3 rd Year: 9	<p><i>Sakhalin Oblast, Krasnogorsk Raion (Moscow Oblast), Dmitrovsky Raion (Moscow Oblast), Ivanovskaya Oblast, Yaroslavskaya Oblast</i></p>	<p>Models for intermunicipal cooperation were developed aiming at:</p> <ol style="list-style-type: none"> 1. Establishing an agricultural market (the city of Yuzhno-Sakhalinsk). 2. Developing ethno-cultural tourism and eco-tourism “The Multifaceted History of Sakhalin”. 3. Developing housing construction in border territories (the city of Yuzhno-Sakhalinsk). 4. Establishing the Aniva bay coast recreation zone. 5. Supporting socio-cultural projects (Dmitrovskiy Raion). 6. Holding a joint intermunicipal tender for competitive selection of an investor for execution of a municipal property lease agreement and renovation of municipal property (Ivanovskaya Oblast and Yaroslavskaya Oblast). 7. Constructing water supply and sanitation facilities (Ivanovskaya Oblast and Yaroslavskaya Oblast). 8. Treating solid domestic waste (Ivanovskaya Oblast). 9. Developing a common system of water supply and sanitation for four municipal entities located in Krasnogorskiy Raion of Moscow Oblast

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
Indicator 4.2: Number of services in sub-national government entities receiving USG assistance in which improvement was registered	Target: At least 12 Actual: 12		
		Azov, Volzhsk	<p>The changes were proposed to be introduced into the following services: 1) <u>social and economic planning</u>; 2) <u>land use planning</u>; 3) <u>utility infrastructure development planning</u>; 4) <u>budget planning</u>.</p> <p><u>Social and economic planning</u> including: a) <i>strategy planning</i>; b) <i>social and economic development forecast</i>; c) <i>long-term target programs</i>; d) <i>departmental target programs</i>.</p> <p><u>Land use planning</u> comprising: a) <i>land use planning scheme</i> (for a raion) or <i>master plan</i> (for an urban district or a settlement); b) <i>plan for implementation of land use planning scheme or master plan</i>; c) <i>land use and development rules</i>; d) <i>physical planning documents</i>.</p> <p><u>Utility infrastructure development planning</u> including: a) <i>comprehensive utility infrastructure development program</i>; b) <i>investment programs for utility companies</i>.</p> <p><u>Budget planning</u> consisting of: a) <i>three-year budget or annual budget with a medium-term annual plan</i>; b) <i>target investment program</i>.</p> <p>Further project activity was aimed at finalizing the proposals developed with regard to the improvement of the quality of services, designing guides and drafting regulatory documentation. These include:</p> <p>Guidelines for developing planning documentation based on coordination of various types of planning and interaction between various levels of planning, which were supplemented with a new section “Interaction and coordination of municipal plan documentation with the planning documentation of the Russian Federation”.</p> <p>Methodological guidelines for the application of a planning by objectives</p>

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>method in a municipality.</p> <p>Methodological guidelines for the application of a projections making procedure in a municipality.</p> <p>Guidelines on socio-economic planning.</p> <p>Guidelines on land use planning.</p> <p>Guidelines on planning the development of utility infrastructure systems.</p> <p>Guidelines on budget planning.</p> <p>Guidelines on ensuring correlation between municipal development planning documents, as well as between municipal development planning documents and a RF constituent entity development planning documents.</p> <p>Draft of municipal legal act of the city of Azov Administration on comprehensive planning system including the following components:</p> <ol style="list-style-type: none"> 1) Drafts of municipal legal acts ensuring the implementation and functioning of the comprehensive planning system. 2) Planning procedures as a part of the planning process. 3) Entities involved in the planning process. 4) Documents containing the plan parameters. 5) Standard forms applied to ensure the interaction during the planning process. 6) Classifiers of the planning system components. 7) Mechanisms of the planning process and procedures. 8) Calendar plan and benchmarks of the planning process. 9) Scheme of coordination between the planning process and other main processes of municipal governance.

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			<p>10) Planning process guidelines.</p> <p>11) Regulation on setting tasks for a target period.</p> <p>12) Guidelines on the monitoring and assessment of the comprehensive planning functioning</p> <p>These documents significantly strengthen the coordination of various types of planning at the local level and introduce system-based approach to municipal governance in general</p>
Indicator 4.3: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government	Target: At least 5 Actual: 6		
	<i>1st Year: 2</i>	<i>Maikop</i>	<p>Recommendations for local governments on the development of key requirements to long-term PPP contracts in the utility sector were developed and discussed with the city of Maikop administration.</p> <p>Guidelines on the procedure of preparing tender documentation and drafting the decision-making criteria to develop PPP in the utility sector were developed and presented to the city of Maikop administration</p>
	<i>2nd Year: 2</i>	<i>Izhevsk</i> <i>Novoshakhtinsk</i>	<p>Mechanism for interaction between owners of premises and local governance bodies with regard to enhancing the energy efficiency of rehabilitation works on apartment buildings and relevant activities.</p> <p>Methodological assistance was rendered to the city of Novoshakhtinsk in Rostov Oblast with developing PPP mechanisms</p>
	<i>3rd Year: 2</i>	<i>Azov, Ulan Ude, Dmitrovsky raion (Moscow Oblast)</i>	<ol style="list-style-type: none"> 1. The administrations of the city of Azov and Ulan Ude received assistance with designing programs for energy conservation by the introduction of the energy saving technologies in the apartment buildings. 2. The tool of engaging the population in local community affairs the Concept

INDICATOR	VALUE OF INDICATORS 2008 - 2011	LIST	NOTES
			and drafts of normative and legal acts on organizing a Fair and Tender of Socio-Cultural Projects as well as regulatory documents on establishing a non-governmental fund to support socio-cultural initiatives have been prepared and submitted to the Administration of Dmitrovsky raion
Diversified funding includes own-source, government, international and private source: USAID share in IUE's revenue:	Target: 1 st Year: 19% 2 nd Year: 16% 3 rd Year: 9% Actual: 1 st Year: 46% 2 nd Year: 49% 3 rd Year: 35% (forecast)		The share was calculated on the basis of the aggregate revenue of IUE foundation and IUE, LLC (the data derived from turnover accounting registers and accounting documents of two organizations submitted to tax authorities was used)

SUMMARY OF ACCOMPLISHMENTS

This chapter summarizes results of the Program period September 30, 2008 – September 29, 2011.

TABLE 4

WORKPLAN ACCOMPLISHMENTS

Period	Number of expected outputs	Number of accomplished outputs
Year 1: October 2008 – September 2009	53	50 (94 percent)
Year 2: October 2009 – September 2010	62	58 (94 percent)
Year 3: October 2010 – September 2011	82	74 (90 percent)
TOTAL	197	182 (92 percent)

Some of the goals were not met because a city or a regional administration could not be persuaded to undertake the planned activity.

The project “Application of the Concept of Positive Parenting in the Process of Social Services Delivery” (*Project 3.2.4 of the Workplan October 2010 – September 2011*) was not implemented because at the very outset we concluded that it was practically impossible to implement it due to resignation of IUE experts with unique competences required for the execution of this project.

The first year of the Cooperative Agreement has demonstrated significant difficulties in the process of the pilot projects implementation in the North Caucasian region on the whole and in the Republics of the Northern Caucasia in particular. These complications resulted from the fact that local partners are weakly motivated in terms of introducing new models of municipal management while reached agreements need to be approved by sub-federal authorities.

In fact the agreements on implementation of the projects 1.1.2 and 3.2.1 (for details see IUE Annual Report of the first year of the Program implementation): more - previously reached with partners in the Stavropol Krai and the Republic of Adygeya respectively - have been disowned. In November of 2009 it became clear that either increased budgetary financing of pre-school education (the Stavropol Krai) or established homeless assistance centers (the Republic of Adygeya) would be hardly possible in 2010 because the partners have apparently used the joint project preparation procedure only as a way to justify increased budgetary financing in 2010. When this turned out to be unreal the joint project became of no interest any more. In this connection there was a strong need to start seeking new partners actually from the very beginning.

During the reported period IUE experts actively participated in drafting federal laws, resolutions and decrees of the Government of the Russian Federation, other federal legal acts, regional and municipal legal acts (see Fig. 2 – 4.)

FIGURE 2

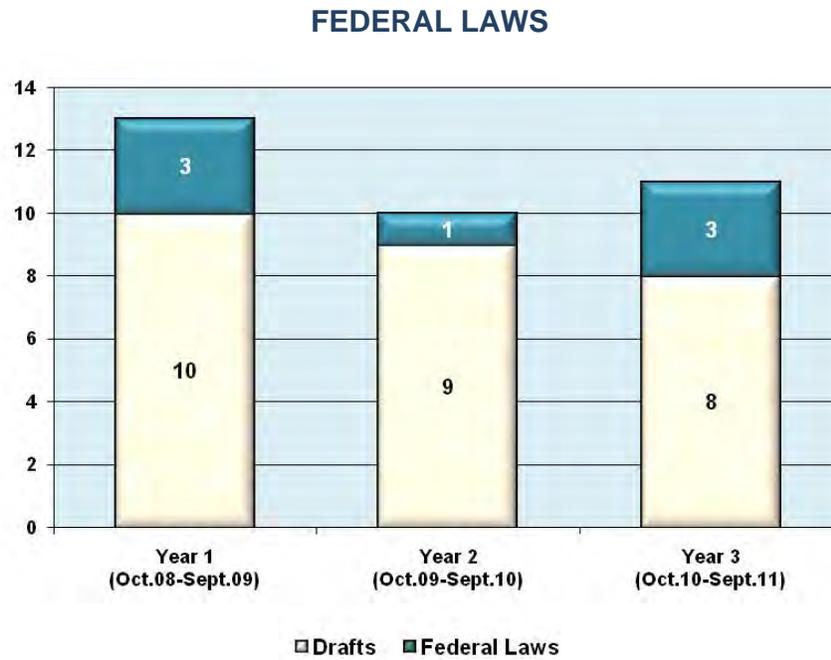


FIGURE 3

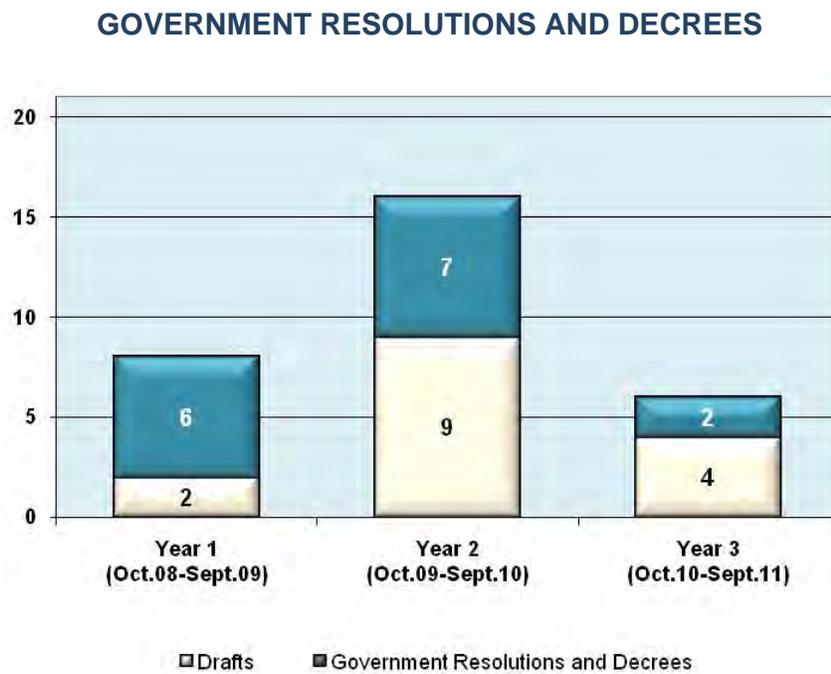
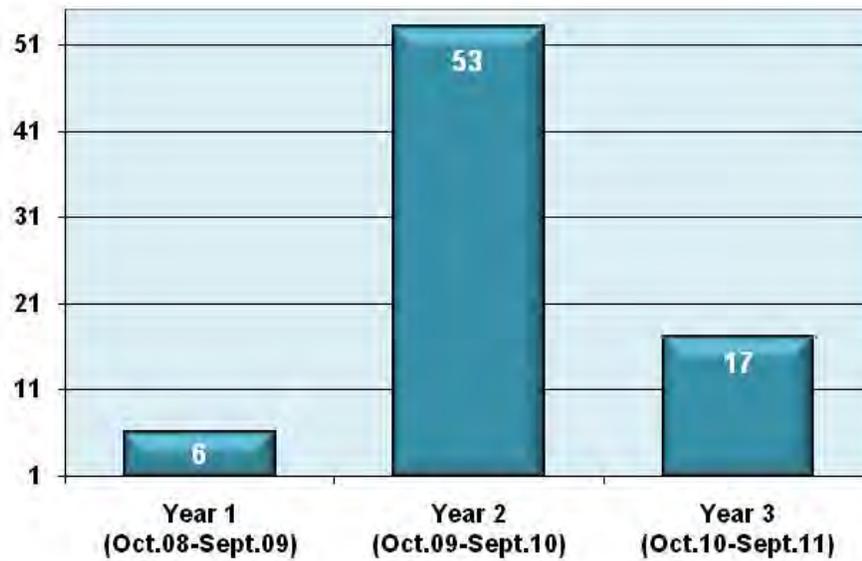


FIGURE 4

REGIONAL AND MUNICIPAL ACTS



Also 66 expert advices, guidelines, and comments were prepared on various aspects of the federal land and housing legislation and 6 letters of guidelines/explanation.

IUE experts organized and made presentations at 173 conferences and seminars and conducted 36 training courses (see Fig. 5.)

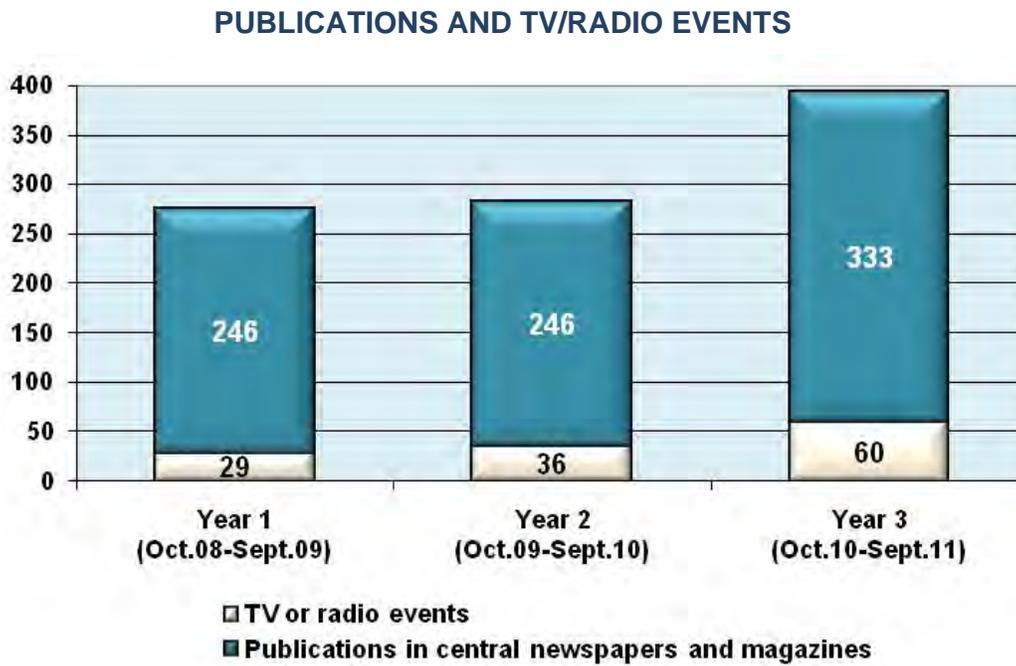
FIGURE 5

CONFERENCES, SEMINARS AND TRAINING COURSES



Overall 125 TV or radio events were documented and 825 publications in central newspapers and magazines were issued (see Fig. 6.)

FIGURE 6



Overall the workplan for the period September 2008 – September 2011 identified 197 expected outputs and 182 of them were accomplished (see Table 2.)

ASSISTANCE PROVIDED, IMPACT OF ASSISTANCE, LESSONS LEARNED

1. BEST LOCAL GOVERNANCE PRACTICES ENHANCEMENT

1.1. Development and implementation of efficient models of local governance and municipal management

1.1.1. Development and dissemination of new models of providing affordable housing to moderate and slightly below moderate income households

Assistance Provided

IUE experts, together with OAO “Rostov Regional Mortgage Corporation” developed a draft model for organizing non-profit housing construction for certain categories of citizens (young families, people on the waiting list for housing, etc.) in the form of a closed-type housing construction cooperative. A draft Charter of a housing construction cooperative, terms of admission to a closed-type housing construction cooperative, restrictions pertaining to quitting the cooperative and the possibility of selling housing in the market, procedure of subsidizing and issues related to crediting shareholders – all of the aforesaid have been developed by IUE.

Based on the model designed for the city of Rostov-on-Don the description of the following major models of resolving the housing issue for moderate and slightly below moderate income households was prepared: a model of a housing cooperative for categories of citizens entitled to benefits with support of local government bodies and other bodies of public authority; a model of self-building; a model of a housing cooperative for the staff of an enterprise supported by the latter; a model of a housing cooperative established with participation of a developer; a model of supplying housing on terms of a non-profit tenancy contract by local governments.

The finalized note describing major models proposed to address the housing problem of moderate and slightly below moderate income households, specifically: a model of a housing cooperative for the categories of citizens entitled to benefits with the support of local governments and other structures of public authority; a microfinance model (self-construction); a model of a housing cooperative for the staff of an enterprise supported by the latter; a model of a housing cooperative established with the participation of a developer and model of a maneuverable housing stock was prepared. Monitoring of opportunities and problems with putting these models in practice was conducted.

Impact of Assistance

The joint work of IUE and OAO “Rostov Regional Mortgage Corporation” made it possible to take into account regional specificities. Approaches to housing construction for such households were discussed within the framework of round table discussions and the Discussion Club meeting, which was attended by representatives of the Ministry for Regional Development of the Russian Federation, Fund for Housing Construction Development, Fund for the Promotion of the Housing and Utility Sector Reform, large companies that implement housing construction projects for their employees, as well as representatives of housing cooperatives, etc.

The information about the proposed models of resolving the housing issue for moderate and slightly below moderate income households and specificities of these models implementation was disseminated among the regions of the South Federal District, as well as other regions of

Russia. The models were discussed with representatives of Administrations and the housing market actors; analysis of the potential for the implementation of the models in various regions was made. In addition, seminars on issues relating to the models of housing finance for moderate and slightly below moderate income households were organized and conducted.

The note describing the models and the report on the monitoring and evaluation of implementation of models were transferred to regions of the Southern Federal District as well as to other RF regions for the use in developing regional housing programs. Opportunities to use models of affordable housing construction were demonstrated within the framework of round table discussions and seminars held in regions.

Lessons Learned

1. To address the housing problems faced by the population it is necessary to use various models of affordable housing provision, for example, a model of a housing cooperative for citizens entitled to benefits with active support by local governments and other public authorities; a model of self-provision of housing by citizens; a model of a housing cooperative for the employees of an enterprise supported by the enterprise; a model of a housing cooperative with a developer's contribution; a model of housing allocation by local government bodies on terms of non-profit tenancy. It is very important to subsequently work out the details of the schemes of implementation of these models adjusted for regional specificities.
2. Study of the process of establishing a maneuverable housing stock showed that most regions had not established such a kind of housing stock. This is mainly due to the lack of correspondence between legislative regulations because of which municipalities cannot finance the acquisition of housing to form a maneuverable housing stock. In connection with that other mechanisms of supplying default borrowers with housing, specifically the mechanism of tenancy, which may become the subject of further research.
3. Discussions of the designed models with representatives of regions revealed a great interest in their implementation, which is deterred by a number of obstacles, and the main obstacle is the absence of provisions in the land legislation that might allow to allocate, in individual cases, land plots for housing construction purposes without auctioning (or through closed-type auctions).

1.1.2. Development of a model for increasing the affordability of preschool education and upkeep services

Assistance provided

As a result of the project implementation the IUE experts collected, reviewed and systematized the data on modern Russian practices of addressing the problem of lack of places for children in municipal kindergartens, as well as designed a municipal model for addressing this problem with the help of two market-oriented practices – a target grant-in-aid and a concession.

Impact of Assistance

This model presented as a municipal draft target program supplemented by a package of regulatory legal and working documents required for the program implementation can be practically applied not only by a pilot municipality (Stavropol), but also by other municipalities.

Lessons Learned

Russian municipalities have gradually arrived at a conclusion about the inevitability of applying market-oriented practices of addressing the problem of a lack of places for children in municipal kindergartens. For example, we refer to the practices that envisage an increase in the volume of services that are in short supply via engaging non-municipal/non-government service-suppliers to their delivery. Against this background the interest of the business community to such services is obvious: although these services do not immediately yield high profits, they are in constant demand, and the paying capacity that backs this demand can be enhanced, among other things, with the help of budget funds that are allocated, for example, in the form of target grant-in-aids.

Lessons Learned

The practical implementation of new approaches in the municipalities is hindered by an inadequate competence level of municipal experts, impossibility of allocating any extra funds from local budgets to increase the supply of services that are difficult to obtain, as well as by the timid attitude displayed by the leadership of municipalities.

1.1.3. Development and dissemination of the model of municipal asset management

Assistance Provided

The concept of municipal assets management was designed, on the basis of which IUE reviewed municipal assets of the city of Krasnodar and drafted proposal for improving the management system with regard to land assets. The concept described the structure of municipal assets, the boundaries of the municipal sector of economy and defined the principles that help to determine the advisability for municipalities to possess non-financial assets.

Technical approaches to evaluating municipal asset management developed by IUE were implemented in the process of evaluation of the efficiency of management of land assets, municipal assets in the utility sector and in the sector of “Physical Culture and Sports” in the city of Tver. Drawing on the results of this analysis possible ways of and concrete actions aimed at the enhancement of the asset management efficiency in the city of Tver were identified and presented to the city Administration.

During the project implementation in the pilot municipalities – the cities of Syktyvkar and Ryazan – approaches to models design and practical tools of the accounting and management of municipal assets were developed. Based on the analysis of data submitted by the pilot municipalities, the latter received recommendations on how to enhance the assets accounting system and set a long-term policy of managing different groups of assets.

Impact of Assistance

Methods of the analytical accounting of assets owned and disposed by local government that ensure comprehensive accounting of all assets, as well as tools for the review and management of municipal assets grouped by functional application, were designed and recommended to the municipalities as the result of the project implementation.

Proposals developed for the city of Tver with regard to modification of asset management in the sector of physical culture and sports were used to substantiate budget assignments and to identify target indicators of financial and economic activity of institutions active in this sector. Based on the IUE recommendations, the institutional status of some autonomous non-profit organizations of physical culture and sports was enhanced.

Technical approaches to municipal assets management developed by IUE within the project are applied by the Administration of the city of Krasnodar in its current activities aimed at updating the process of assets management. For example, IUE's guidelines on land assets management were used to substantiate the advisability of changing the land tax rates on the city territory.

Lessons Learned

Serious problems have to be addressed in the process of assets management at the local level in the Russian Federation. A considerable part of property is not properly legalized and (or) registered as property in ownership. Procedures of registration imply additional financial apportionments from local budgets. Moreover, it is still a major problem to organize and conduct the accounting and monitoring of the property of public institutions and unitary enterprises.

The experience of the project implementation in the city of Tver revealed the need to improve the system of inventory and administration of municipal assets. The existing inventory system does not provide for the management of municipal assets as a holistic system, which reduces the efficiency of the use of assets.

The project implementation also showed that the system of analytical accounting of municipal assets existing in the Russian Federation did not account in full for the structure of non-finance assets and the set of data on each specific non-finance assets. This is one of the reasons for which management of non-finance assets in most of RF municipalities is carried out on a hit-or-miss basis, in the absence of mid- and long-term plans and strategies of the municipal sector development.

1.1.5. Development of a monitoring technique and a performance efficiency indicators system as applied to autonomous institutions

Assistance Provided

IUE experts developed the technology of monitoring and performance evaluation of autonomous institutions, which was applied to assess three municipal autonomous institutions in the city of Ryazan. A comprehensive performance evaluation of autonomous institutions conducted by IUE with due account for the opinion of service consumers made it possible to determine the level of relevance of services provided by the institutions and identify the structure of demand for these services; to detect whether premises are provided for the services and to determine the need for the repairs of the property of the autonomous institutions.

In the course of the project implementation a system of performance indicators for assessing the efficiency of autonomous institutions was established and model regulatory acts containing extended requirements to autonomous institutions' reporting were developed for the pilot municipalities. Recommendations on how to assess the demand for services, the level of customers' satisfaction with these services, the efficiency of managing the property and finance of autonomous institutions were made.

Impact of Assistance

The results of the performance evaluation of autonomous institutions conducted by IUE are used by the Administration of the city of Ryazan in the process of management of autonomous institutions and will be taken into account in the process of determining the volume of institutions' financing to be provided for in the city budget for 2011.

As the result of the project implementation the system of performance indicators and the set of standard reports to assess the efficiency of autonomous institutions' activities were developed and proposed for introduction in municipalities. Due to the adoption of Federal Law No.83-FZ as of 8 May, 2010, which modified the legal status of budget-funded institutions, this performance efficiency indicators system may apply to budget-funded institutions as well.

The performance indicators system makes it possible to assess different aspects of autonomous and budget-funded institutions' operation – demand for services and the level of customers' satisfaction with these services, the efficiency of managing the municipal property – and serves as a basis for the transition to the system of municipal services providers rating formed with due regard for customers' opinion on the quality of services provided.

Lessons Learned

The experience of performance evaluation of autonomous institutions in the city of Ryazan demonstrated that consumers of services provided by these institutions should be engaged in the evaluation process. The survey of consumers contributes to the enhancement of objectivity of evaluation of the usefulness and quality of services provided by the institutions.

Taking into account Federal Law #83-FZ, adopted on May 8, 2010, which changed the principles of work of public institutions and introduced a new type of institutions based on the right of operative management (“kazenny” institutions), it is advisable to devise the system of performance evaluation not separately for autonomous institutions, but for all municipal institutions regardless of their type – kazenny, public or autonomous institutions. Performance evaluation of all municipal institutions will contribute to the rating of institutions by the quality of their services irrespective of the type of an institution that provides services.

The aforesaid will create an additional benchmark for evaluating the quality of performance of an autonomous institution and will make it possible to make a comparative analysis of the performance of a particular autonomous institution against the backdrop of institutions of other types. Within the new system of financing public and autonomous institutions the ratings of these institutions will contribute to the practical realization of the principle “money follows the consumer” and will assist consumers with selecting the best supplier of services, which they require.

The project implementation has demonstrated that a formalized set of performance indicators for assessing institutions' activities should be used to improve the quality of municipal services and develop competition for the customer within the network of municipal institutions, with the main requirement that the assessment results must be open to the public.

The transition to the model “money follow the customer” for financing the network of state (municipal) institutions along with generating institutions' ratings by different parameters may promote the establishment of a self-regulating system of relationships of municipal services providers with their clients and ensure the maintenance of the quality of municipal services at a high level.

1.1.6. Development and dissemination of a model of municipal services standardization

Assistance Provided

IUE designed a methodology for the development of and financial rationale behind the quality standards of municipal services. Based on this methodology, draft quality standards of municipal services in the area of physical culture and sports (in the city of Azov of Rostov Oblast) and in pre-school education (in the city of Ivanteevka of Moscow Oblast) were developed. The methodology was discussed at the two meetings with representatives of

public authorities and expert community, and is currently being disseminated among municipalities.

Mytischki municipal district was provided with the expertise and consulting support as well as with recommendations on standardization of the quality of municipal services, which allows them to pass from financing of municipal institutions to financing of the provision of specific services in accordance with the approved standards.

Impact of Assistance

The methodology for the development of and financial rationale behind the quality standards of municipal services makes it possible to formalize requirements to the quality of services and reconcile them with the volume of budget financing.

The immediate result of the work implemented was the enhancement of the efficiency of municipal services provided in the area of physical culture, sports and pre-school education. Having mastered this methodology, municipalities got an opportunity to independently execute similar works with regard to other services financed from the budget.

Lessons Learned

Requirements to the quality of municipal services set in the standard determine the volume of financing needed to attain this quality. For a municipality this is fraught with the risk of setting too high quality requirements to municipal services compared to the financial potential of the municipality, which requirements might turn out to be not backed by available resources. Therefore, dissemination of quality standards is a slow process, in spite of the fact that it is encouraged by federal authorities. In this respect, the most active are the municipalities that use autonomous institutions, finance requirement criteria, placement of orders with private companies and other modern technologies for municipal services delivery. Hence, during the project implementation in the next year we plan to pay more attention to reconciliation of service quality standards and the cost of meeting these standards with other aspects of the public sector reform.

The project implementation demonstrated that the planning of budget allocations for the municipal services provision on the basis of the estimated cost of a specific service allows to ensure more unbiased and justified allocation of budgetary resources between institutions and organizations engaged in the provision of the same municipal services. Concurrently it was established that the transition to financing services on an unbiased basis is prone to conflict.

1.1.7. Enhancing the efficiency of social services delivery

Assistance provided

IUE rendered consultancy assistance to the Department for Social Development of Kirov Oblast with preparations for the restructuring of the network of social institutions, specifically, for the application of the mechanism of autonomous institutions. Consultancy assistance consisted of conducting an information seminar and development of recommendations on the implementation of this mechanism. In addition, a draft state standard of the general-type in-home social services delivery to elderly citizens and disabled adults in Kirov Oblast was designed and its cost evaluated. The designed standard included the description of the technical approach to the evaluation of its cost. Cost evaluation of services provided within the framework of the standard was made with the breakdown by mobile clients (able to move without assistance) and immobile clients (unable to move without assistance).

IUE carried out expert evaluation of the system of social sector buildings' maintenance, budget expenditures on the attainment of this goal and contracts for supply of utility resources to these buildings. In addition to the standard of the general-type in-home social services delivery to elderly citizens and disabled adults, a draft social standard of housing and utility services for various nursing homes (psychoneurological boarding schools, general type nursing homes, boarding schools for mentally challenged children) was designed. Based on the results of expert evaluation of the system of social sector buildings' maintenance, IUE forwarded recommendations to the Department for Social Development of Kirov Oblast on amending the system of social institutions' management and tentative models for engaging private businesses in the maintenance of social sector buildings.

Impact of Assistance

Owing to the project implementation, social safety net authorities of Kirov Oblast managed to enhance their awareness with regard to the application of the mechanism of autonomous institutions in practical life and plan to commence the implementation of this mechanism in the area of social services delivery starting in 2012. In addition, the social safety net authorities obtained a standard (including its cost evaluation) of one of the mainstream types of social services, which they can use not only for designing government briefs defining responsibilities of government institutions of social services delivery, but also for procurement of services from non-government suppliers.

Mechanisms of enhancing affordability for aged citizens and disabled people of stationary care, with no extension of the network of public social institutions, specifically: the methodology of identification of the needs for stationary care, introduction of the "Foster Home for Aged Citizen" technology, etc., were determined in the course of the project and recommended to social protection agencies of Kirov Oblast. A striking outcome of the project was the implementation of one of the recommendations – the "Foster Home for Aged Citizen" technology – and the evaluation of how this technology was put in practice.

The program-calculator was developed for social protection agencies of Kirov Oblast. This program allows them to annually re-estimate the cost of stationary care services provided to aged citizens and disabled grown-ups by public social institutions, with the cost of some service items being regularly adjusted. The planning of budget allocations for social stationary services on the basis of the estimated cost of these services enables to ensure more unbiased and justified allocation of budgetary resources for the provision of stationary care services to aged citizens and disabled grown-ups.

Among proposed options of the social institutions' management system in Kirov oblast the Department for Social Development has chosen the engagement of a private management company among those functioning on the real estate management market (e.g. in the sphere of management of apartment buildings, commercial real estate, public buildings) on a competitive basis. Two models of the involvement of a private business in the managing of social service delivery agencies buildings were developed, including the description of contractual relations and financial flows.

Lessons Learned

The project implementation showed that costly and time-consuming establishment of new public stationary care institutions is far from being the only option to enhance affordability of stationary care for aged citizens and disabled people. The major affordability enhancement options are the improvement of services targeting, implementation of stationary substituting technologies, and enhancement of the administrative procedures for keeping stationary care waiting lists. Such a situation is typical not only in Kirov Oblast but also in many other Russian regions.

1.2. Dissemination of advanced local governance procedures and models

Assistance provided

During the project implementation the package of efficient models of municipal governance distributed by IUE in Russian municipalities was updated. Some models were added, while others were updated. For example, models for evaluating the quality of the system of municipal governance, inter-municipal cooperation, comprehensive implementation of performance budgeting tools and implementation of elements of corporate management at heat supplying enterprises, establishment of a system of municipal assignments for municipal educational institutions. New models were tested in pilot municipalities of Perm Krai, Rostov Oblast, Stavropol Krai, Khabarovsk Krai, Republic of Marii-El, Republic of Sakha (Yakutia), Lipetsk Oblast, Jewish Autonomous Oblast and other regions. These models are disseminated through the channels of municipal associations (Association of Siberian and Far East Cities, Union of the Cities of Central and North-Western Russia, Councils of Municipalities of Khabarovsk and Primorsky Krai, etc.), via maintaining the IUE's Code of Best Practices, as well as within the framework of IUE's participation in public events devoted to issues of municipal governance modernization.

During the second year of the Program implementation IUE designed and disseminated 11 models of municipal governance. Two thirds of these models are based on IUE deliverables and pilot projects executed in Russian regions, whereas one third was developed on the basis of investigation and summing up the first-hand practices of municipalities. Almost half of all models have been described as best practices of municipal governance and will be added to the IUE Best practices library after they pass a required expert evaluation. The Best practices library will comprise the materials that reflect the experience of municipalities in Vologda, Moscow and Novgorod Oblasts, Perm and Khabarovsk Krai. Models were disseminated at public events with an impressive attendance of representatives of municipalities. Altogether, more than ten such events (seminars, conferences, forums and round table discussions) have been held, and minimum half of these events were attended by representatives of municipal associations. Direct target consultations were regularly provided to representatives of local Administrations who expressed interest in new municipal governance technologies. IUE website has information resource "Best practices library of Municipal Governance", which is constantly updated and subjected to expert analysis. As of September 1, 2010, the Library contained 56 relevant practices.

During the third year of the Program implementation IUE prepared 12 models of advanced governance and 8 descriptions of best practices of municipal governance. The short list included both the results of the on-site implementation of the models developed by IUE and the innovation technologies developed by municipalities themselves. The best practices feature country-wide geography: municipalities, which cases are described in the best practices, represent cities of the North European part, Ural region, and the Far East. Successful introduction of the advanced governance models served as a basis for establishing best practices of municipal governance, which were afterwards included in the Code of best practices. The Code of best practices available on the IUE website was regularly updated: out-of-date practices were replaced by new ones. As of October 1, 2011, the Code of best practices of municipal governance contained 62 relevant practices. The advanced governance models and the best practices were actively disseminated at seminars, conferences, and round table discussions.

Impact of Assistance

In Zaoksky district of Tula Oblast the implementation of the model for evaluating the quality of the system of municipal governance contributed to streamlining the structure of the district governance, coordinating the work of various subdivisions of local Administration, implementing modern management technologies. The efficiency of handling municipal

finance in a municipal district in the city of Yelets and Gryaznensky municipal district of Lipetsk Oblast has increased. A mechanism of a municipal assignment for delivery of municipal services for educational institutions was implemented in the city of Birobidjan. Implementation of a practice of monitoring the branches of the State Unitary Enterprise “Housing and Utility Sector of the Republic of Sakha (Yakutia)” enabled the Enterprise to distribute managerial competences in the best possible way and to exercise control over their implementation. In the process of models’ dissemination through the channels of municipal associations, the Code of Best Practices, as well as through seminars and trainings the regulatory legal base of municipal governance is enhanced and the information about efficient technologies of municipal governance is spread.

Materials on the advanced local governance and the best practices were in great demand with municipalities interested to enhance efficiency of local governance and were disseminated among municipalities via all possible channels during the reporting period. Some federal authorities (the Ministry of Regional Development of the RF, the Ministry of Economic Development of the RF) showed a steady demand for IUE services in this area. Representative bodies of the state power, specifically by the RF State Duma Committee for Local Self-Governance showed a keen interest in IUE materials on advanced models and best practices demonstrated by. Materials on advanced models and best practices streamline the IUE activities and serve as a powerful methodological base for the development of new advanced technologies of local governance.

Lessons Learned

The scheme “From model to best practice” has proved its overall applicability. According to this scheme, innovative municipal governance technologies are first tested as models to be later implemented in a pilot municipality, and if successful, they shall be described as the best practice. Cooperation with municipal associations with regard to dissemination of the information on models and best practices of municipal governance has proved efficient.

First of all it should be noted that Councils of municipalities in Khabarovsk and Primorsky Krai, as well as the Association of Siberian and Far East Cities have proved their high effectiveness.

To augment the Best practices library and enhance its quality, it shall be necessary to intensify the process of investigation and expert analysis of the advanced practices of municipalities, which are not directly related to the pilot projects of IUE. One of methods of such work might be the enhancement of information exchanges with municipal associations.

1.3. Improving federal and regional regulation on local governance strengthening, use of local resources for development purposes

Assistance provided

The enhancement of the federal legislation (the laws, the RF Government’s Resolutions, acts by federal authorities, etc) aimed at the development of affordable housing and the launched Federal Target Program Housing continued, federal laws were approved, which were related to the modernization of relations in the field of the general principles and financial foundations of local governance; the housing legislation aimed at stepping up the activities of private home-owners in the field of managing multifamily buildings, conducting the renovations of the latter and improving their energy performance; the creation of a system of tariff regulation for the utility sector organizations; providing affordable housing to moderate and slightly below moderate income households; on low-rise housing construction; on the enhancement of town planning regulation and allocation of land plots.

IUE experts initiated the development of regulations on the modernization of the effective Rules of granting housing allowances on the basis of the expert evaluation of the current practices of granting housing allowances.

IUE experts designed laws aimed at streamlining relationships emerging within the framework of providing military servicemen with tied accommodation; enhancing the transparency of activities of management organizations; improving the energy saving and energy performance by apartment buildings; formulating the development strategy for housing mortgage lending up to 2030; defining criteria for categorizing residential premises as economy class housing; streamlining requirements to services provided and control exercised in the town planning domain.

The developed laws and by-laws (regulatory legal acts) are aimed at improving the regulation of activities of management organizations, homeowners associations and resources supplying organizations. Attention is focused not only on strengthening the control of state supervisory bodies over the activities of associations of owners of premises and management companies, but also on creating proper conditions for enhancing the transparency of relationships with regard to managing apartment buildings and encouraging the activity of owners of premises in apartment buildings. Amendments are also aimed at promoting the creation of housing construction cooperatives for housing construction by individual categories of population. The adopted documents contain requirements to the energy efficiency of buildings, structures and facilities, as well as requirements to the rules of determining the energy efficiency class of apartment buildings.

Impact of assistance

Enhancement of the federal and regional legislation on local governance strengthening, use of local resources for development purposes.

2. LOCAL GOVERNANCE ACTORS' PROFESSIONAL COMPETENCES AND SKILLS TRAINING

Assistance provided

36 professional training courses on the most actual topics on municipal economic development have been delivered to study groups of representatives from different SFD regions, of which 11 - new training courses, 19 - training courses modified.

Impact of Assistance

995 regional and municipal officials, NGO leaders and representatives of business communities have enhanced their professional competences and improved their skills in the field of municipal economic development. 10,242 individuals received USG-assisted training to strengthen local government, including management skills and fiscal management. They were also trained in mastering innovative management technologies and methods of addressing professional issues.

According to questionnaire surveys of participants, the topics of the trainings and seminars were very interesting and important from the practical point of view. The seminars were praised for the selection of program topics and organization. All participants emphasized high professional qualifications of IUE experts and great practical value of conducted trainings and seminars.

Lessons learned

The fact that the most of the time during the trainings was devoted to practical group-work and discussion of case studies of municipal reform practices in Russia and CIS showed has met the interest and wishes of their participants. Courses should be focused on the concrete problems and case studies of municipal economic development which foster the better understanding of the principles being taught.

A study group should not exceed 25 students to allow focusing on the discussion of cases of Russian and CIS policies and practices of municipal reforming.

3. PARTICIPATORY LOCAL GOVERNANCE

3.1. Participation of community groups in planning and budgeting at local level

Assistance provided

The IUE experts worked on designing a general methodology of public engagement and developed practical guides on engaging and organizing local population's participation in the strategic planning and budgeting. Seminars were held aimed at organizing local residents' participation in designing development strategies.

IUE tested model technologies of public engagement in the implementation of municipal socio-economic development strategies and improvement of the quality of public services. Models were tested at the pilot sites of the city of Lermontov (Stavropol Krai), where earlier IUE contributed to the designing of the City Development Strategy "The City of High Standards", and in the city of Mozdok (Republic of North Ossetia-Alania).

IUE assisted the city of Lermontov with establishing public initiative groups, conducting a series of activities (seminars, round table discussions, public hearings) related to the Strategy implementation and launching pilot projects on the implementation of the Strategy.

Seminars and meetings with local population were conducted in Vladikavkaz (the capital of the Republic of North Ossetia-Alania) to take into account the popular opinion when drawing up the budget and with regard to the improvement of the quality of public services. The questionnaire survey of the local community was conducted prior to seminars and meetings to find out the reasons behind popular dissatisfaction with the quality of services. IUE, in cooperation with the ad hoc working group, analyzed the questionnaires, drew up a list of services, prepared materials on the quality standards of services, devised proposals for budget adjustment, and discussed proposals for factoring expenditures on services quality improvement into the draft budget with the local community representatives.

Impact of Assistance

Within the framework of pilot projects implemented in the cities of Prokhladny and Mozdok, IUE finalized technologies of engaging local communities in the process of setting priorities for municipal development on the basis of quality evaluation of municipal services (Mozdok, Republic of North-Ossetia-Alania, Republic of Kabardino-Balkaria). During public discussions, questionnaire surveys and participation in working groups' activities representatives of Administration, business-community, city public organizations and journalists got an opportunity to express their opinions and to identify local development priorities.

The community of the pilot city of Lermontov got an expert IUE assistance with mobilizing an efficient public support for the Strategy implementation, which is one of key prerequisites for the successful implementation of this document. Relying on the experience of public engagement in designing and implementing the socio-economic development strategies of

the city of Lermontov and other municipalities, IUE has drawn up the concept of the model that was presented and discussed during the events held by IUE within the reporting period in Rostov Oblast, Republics of Karachayevo-Cherkessiya and North Ossetia, as well as in other regions. In the next year the model will be finalized and disseminated in various regions of the RF. The tested technology of identifying development priorities and accounting for the community opinion (with regard to the improvement of the quality of services) in the process of drawing up the budget was presented at the seminars conducted in the Republic of Kabardino-Balkaria and the city of Lermontov.

Lessons Learned

Regardless of a number of pilot projects realized with the support of donor organizations (USAID, World Bank, etc.), public engagement in the process of making administrative decisions and implementing long-term municipal development plans is still very rarely practiced by Russian municipalities. Heads of local governments and representatives of state authorities in regions are not fully aware of the necessity of and potential for using public engagement. Local public organizations, as a rule, have a very narrow specialization and do not actively participate in the work related to socio-economic development of their territories. As regards the population, it is still very passive. In such circumstances there is still an acute need of systematic expert work focusing on the assistance to the development of grass-roots initiatives and establishment of active local communities. Such work is a key factor for the development of genuine local governance.

The practices of implementation of pilot projects and discussions of issues relating to the public engagement in socio-economic development planning in various regions of the RF revealed the following:

- on the one hand, there is a great demand for model guidelines and step-by-step technologies (formulated and described in a simple language) for engaging the local community in the work relating to municipal socio-economic development, identifying development priorities and genuine participation of population in setting up budget priorities;
- on the other hand, municipalities need a considerable expert assistance with adjusting model guidelines to the local environment; this work should take into account specificities of local communities, including national specificities, and must be carried out within a rather extended period of time to reap tangible results.

3.1.1. Engaging Citizens in the Strategic Planning Process

Assistance provided

The model of engaging citizens in the strategic planning process was implemented in the settlement of Beloomut, Moscow Oblast, where the task force was set up to create a development strategy for Beloomut. It was called the Beloomut project and was carried out on the basis of a non-commercial partnership bearing the same name. The work was done by using the model engaging citizens in the strategic planning process that was developed by IUE with consideration of earlier implemented projects and lessons learned from Russian and foreign experience.

At the local seminar (“Beloomut Development: Ideas, Technologies and Projects”) priorities were set and major directions of settlement development, including those to be implemented via public-private partnerships, were defined. Representatives of small business, leaders of public movements, district council deputies, top managers of social organizations and officials from the Beloomut Administration, including its head, attended this seminar.

Using the model engaging citizens in the strategic planning process IUE drafted the policy brief, which became the basis for the package of materials for spreading the project results in other regions of Russia.

Impact of Assistance

Public representatives of the settlement of Beloomut were engaged in drafting the Beloomut development strategy. The results of the Beloomut development strategy project were published in the Internet. On the website of non-commercial partnership “Beloomut Project” the forum of strategy developers, where different area development alternatives could be proposed, was organized.

The public engagement practice for a small municipal entity of settlement type was exercised. The results of the Beloomut project were presented at least at five large Russian and international events held in Moscow, Novosibirsk, Nevinnomyssk and Cherkessk.

Lessons Learned

The public engagement in strategic planning process at the local level may become efficient only if it is implemented in line with a certain organizational model or an earlier drafted plan. At the same time it is not possible to regulate rigidly the public engagement as each municipality has its own specifics of internal communications, civil activities, etc. Therefore, the planning of the area development efforts should be flexible, taking into account constantly changing external factors and envisaging the network but not hierarchic communications of all stakeholders. The project also demonstrated that networking IT resources as one of the tools of public interaction during the development of long-term projects for territories are becoming more important. It mostly relates to Internet public resources.

The impossibility to carry out such project in Lermontov (as planned as the initial stage of the project) testifies the importance of political risks in strategic planning at the local level.

3.1.2. Participation of Community Groups in Planning and Budgeting

Assistance provided

The monitoring and evaluation of results of the demonstration project in the city of Mozdok was conducted. Mari El municipal districts the advisory support and training on methods on the population engagement in assessment and improvement of municipal services was provided. The materials on techniques of public involvement in assessing and improving the quality of municipal services were prepared and placed on the IUE website.

Impact of Assistance

As a result of this project the model and practical methods how to engage the public in assessment and improvement of municipal services were developed and disseminated among municipal entities. The model was successfully applied in the urban settlement of Mozdok in the Republic of North Ossetia-Alania and it was transferred for further distribution among municipal entities in Mari El as requested by the Presidential Administration of the Republic of Mari El.

3.1.3. Enhancement of Models of Public Hearings on Urban Development Regulation

Assistance provided

The analysis of federal land and town-planning laws, regional and local practices was conducted with the view to develop the model of public hearings for public servitudes. Based on the legal review of public servitudes and public hearing process a local draft regulation approving the said process was prepared and submitted to the city of Perm Administration.

Impact of Assistance

The developed model takes into consideration the specifics of land and town-planning laws regulating the public hearings when encumbrances in the interests of local self-governments and local citizens are introduced. The prepared draft regulation enables to link provisions of various branches of federal law in order to implement the decisions adopted by town-planning design documents (and actually remedy contradictions of federal laws). The draft regulation prepared for Perm may be used in other municipalities on the territory of the Russian Federation. For adoption of this regulation the specificities of regional land laws should be addressed.

Lessons Learned

Major problems in preparation of this regulation, implementation of the model in pilot territories and dissemination of information about this model among stakeholders in other municipalities were caused by the fact that the land legislation fails to meet the targets of town-planning development of municipalities as there are too little grounds to introduce encumbrances to be followed by public hearings and many legal limitations in regional regulations that frequently with considerable federal law breaches intervene into the competence of municipalities related to servitudes and public hearings.

3.1.4. Fostering Dissemination of Efficient Models of Apartment Buildings' Management and Development of Homeowners Associations

Assistance provided

Information, analytical and training materials, as well as technical guides on apartment building management issues were widely disseminated. Training materials were designed and trainings conducted for representatives of homeowners associations (HOAs) and their alliances, heads of management organizations and representatives of local governance bodies in Izhevsk, Kaliningrad, Novosibirsk and Ulan-Ude. Recommendations on apartment owners' involvement in making decisions on apartment buildings' management were developed. Discussions of various stakeholders' engagement in the process of apartment buildings' management were held.

Recommendations on capacity building and improvement of cooperation of city and regional alliances of homeowners associations with municipalities and property management business community were also developed.

Draft standard of information disclosure by management organizations was developed and submitted to the RF Government. It was approved by the RF Government Resolution #731, dated September 23, 2010

Recommendations on performance standards of management organizations were designed and discussed with self-regulating organizations (SRO) of management companies of the Republic of Udmurtiya, Kaliningrad and Novosibirsk Oblasts. These recommendations were adopted as a framework for developing performance standards of management companies – members of SRO.

The book “Institutional Problems in the Way of Energy Efficiency Enhancement in the Housing and Public Sectors” and a set of articles were published.

Trainings on decision-making on managing apartment building were conducted.

Impact of Assistance

HOAs, their alliances, management companies and their self-regulating organizations' awareness of the best international and domestic practices of efficient management of apartment buildings increased. NGOs-stakeholders' motivation to actively discuss and influence the process of development of new draft laws and regulatory acts relating to apartment buildings' management increased.

Prepared recommendations allowed to improve the procedure of collaborative decision-making by citizens and local governments in the area of apartment building management and the establishment of the size of payment for owners and tenants in the apartment buildings. The dissemination of the successful experience of HOAs and more wide use of the best practices by the increased number of HOA resulted in increased image of HOA in general and attractiveness of this form of the apartment buildings management to owners in other buildings.

Professional skills of leaders of local NGOs as advocating and informational centers for homeowners and homeowners associations are improved with regard to involving homeowners in the process of making decisions on apartment buildings' management. The role of homeowners associations and their unions is enhanced. Participation of homeowners in making decisions on managing apartment buildings is enhanced.

Lessons Learned

The research accomplishments testify to the fact that virtually all regions and large cities in Russia have established Alliances of HOAs. However, vast majority of those alliances have no adequate resources for efficient operations related to representing HOAs' interests and implementing an advocacy activity. HOAs' alliances are in need of information and technical support and training.

Management companies experience a need for regular exchanges of best international and domestic practices of efficient apartment buildings' management and interaction with homeowners. The standard of information disclosure by management companies might become a framework for drastic changes in the existing system of designing management contracts, including the price of the latter.

There is a real threat that self-regulating organizations of management companies will turn into a mechanism of administrative control over management companies and a tool for market restrictions rather than a mechanism for the voluntary assumption of obligations with regard to applying the best practices to enhance the quality of services in the market. Efforts must be made to promote the best practices of self-regulation of activities of management companies.

3.1.5. Civil Society Institutes' Participation in Local Governance

Assistance provided

Focus groups with representatives of non-commercial and public organizations and youth of Dmitrov District, Moscow Oblast, and expert interviews with representatives of Dmitrov District business and administration were conducted.

Draft concepts for organization of the fair of social and cultural projects and regulations for the performance of the contest of social and cultural projects were prepared. The package of regulations for organization of inter-municipal background supporting social public initiatives was drafted and submitted to Dmitrov District Administration.

Impact of Assistance

The review of the Neighborhood Management experience attracted the attention of professional mass media and it was published in several Russian publications (“Municipal Management Practice” journal, the collection of scientific articles of the European Club of Local Self-Governance called “Local Self-Governance in Modern Russia: Status and Trends”).

The materials of the study of civil society participation in local governments became the subject-matter of expert discussions at the round table “Can a Russian citizen become a Citizen?” within the framework of the Second Saburov Readings as well as at the international expert conference “Local Self-Governance and Development of Territories” sponsored by the European Club of Experts on Local Governance jointly with the Committee for Local Self-Governance under the RF Council of Federations.

Conclusions made in the course of focus groups and expert interviews about challenges of interaction of municipal officers and the public formed the basis for recommendations on development of technologies engaging the population to participate in local initiatives.

Lessons Learned

According to the analysis of the interaction of bodies of local self-governance with the public in Dmitrov Oblast, the regional administration actively interacts with the public, but for successful project implementation the leading role of the chief person, in particular, the head of the municipal district, is extremely important. Independent research enables to track in the public environment, especially among the youth, some negative trends, for instance, growing irritation with “freezing” of management reforms as well as lack of interest on the part of local administrations for activists of local communities and their initiatives. The foreign experience of Neighborhood Management may be well adopted for Russian conditions and become the source of new technologies of civil society participation in local self-governance.

3.2. Integration of the Marginal and Vulnerable Population Groups

3.2.1. Facilitation of public discussion and development of policy recommendations regarding the marginal population groups, including the homeless

Assistance provided

IUE investigated the existing obstacles; systematized, analyzed and presented them in a format that best serves the purpose of dissemination among wide audiences of civil servants, employees of enterprises that provide state and municipal services to the population, personnel of non-profit organizations, students and all those who are interested in learning more about a complex problem of homelessness. An inventory of obstacles that are common to all categories of the homeless and obstacles, which are specific only for some groups of the homeless, including those, who have served their prison term, migrants, graduates of boarding schools and etc., was made. IUE participated in several actions held within the framework of the international network “For Overcoming Social Exclusion” to draw public and government attention to the issue of social exclusion of homeless people. IUE took

part in designing a republican target program of social assistance to the recently discharged prisoners in the Republic of Adygeya.

The IUE experts collected, reviewed and systematized the data on existing interactions between stakeholders of work with homeless people in 2 pilot municipalities of Rostov Oblast (Rostov-on-Don and Volgodonsk). A road map of interaction was prepared and analyzed; a set of recommendations was developed. Besides, a book “Homelessness: Is There a Way Out?” and two policy briefs on homelessness were published. Various public events were held to increase public awareness to the problem of homelessness (round tables, presentations of the book and policy briefs, seminar for volunteers, publications in media outlets, radio presentations, demonstration of social documentaries, etc.)

Evaluation of progress of the implemented project was conducted. The leaflet on homelessness “for average person” was published. Various public events were held to increase public awareness to the problem of homelessness (round tables and conferences, publications in media outlets, website on homelessness were updated regularly etc.) Materials on homelessness were disseminated among state and public actors.

Impact of Assistance

The existing interactions between stakeholders were systematized and the main problems of delivering services to the homeless were identified. The Ministry of Labor and Social Development of Rostov Oblast expressed its willingness to take into account the aforesaid recommendations in the process of work implementation.

As a result of the project implementation great changes have taken place in the passport issuance process, registration at the place of stay and the issuance of medical insurance policies.

IUE research outputs and other materials on homelessness are available to a broad audience of stakeholders on the IUE Website and on the site dedicated to the issue of homelessness – eslidomanet.ru. A network of Moscow organizations that work in the area of providing assistance to the homeless was created. The implemented public actions raised the awareness of government authorities and ordinary people to the issue of homelessness.

IUE recommendations were implemented in the pilot city (Rostov-on-Don). Evaluation of interaction of stakeholders at the local level showed progress in some areas. However, in some other areas there are still a lot of problems, while in some areas there is even degradation due to changes in the federal legislation. The special issue of Social Care Journal # 10 (October, 2011) announced a gratitude to IUE expert E. Kovalenko for the materials and reports which she provided to this journal on the issue of homeless. She was also invited to join the Editorial Board of the Journal.

Lessons Learned

The project objective was initially formulated as «To develop a model for the improvement of the attitude of the local community towards the presence of an institution for the homeless in the neighborhood». After negotiations with several municipalities and regional administrations in the South Federal District (in particular, Astrakhan Oblast, Krasnodar Krai, Volgodonsk, Republic of Karachayevo-Cherkessiya, Republic of Kabardino-Balkaria, Adygeya, etc.) it became obvious that the issue of a negative attitude towards institutions for the homeless is not relevant for the Southern regions for two reasons:

- Most of the SFD regions don't have any special institutions for the homeless.
- Those regions that have such institutions report no negative attitude to them on the part of the local community.

It was decided to alter the project plan. During negotiations with representatives of the Republic of Adygeya it was decided that IUE staff members will take part in designing a republican target program of social assistance to the recently discharged prisoners. Moreover, it became clear in the process of work execution, that the Ministry for Social Development was interested only in raising funds needed for establishing an institution for former prisoners and homeless people. Because of the economic crisis funds for such an institution will hardly be allocated. Therefore the Administration of the Republic displayed no interest in the implementation of the remaining conceptual part of the program (making arrangements for interaction of stakeholders, implementation of new technologies of work with the discharged prisoners, etc.).

In the light of the aforesaid, it was decided to continue the project in the next year, but to do this in compliance with a new objective: to develop a model of interaction between stakeholders to address the problem of homelessness at the local level.

Key interactions between government bodies in the pilot region have been built up. However, the problem of homelessness is perceived as the sole responsibility of social safety net authorities, which considerably reduces the efficiency of overall efforts. Interactions with public organizations are virtually non-existent. There is a lack of practice of integration of a homeless person into the society life once he has left a social institution.

The federal law decisively impacts on the aid to the homeless. Without conceptual settlement of this problem and enactment of a special federal law on homelessness, the work at the regional or municipal level of authority will never become comprehensive and efficient, in particular, due to the fact that the financing of the aid to the homeless is not a priority.

3.2.2. Drawing public attention to the problems facing replacement families and families with handicapped children and facilitating the engagement of these family groups in the community life

Assistance provided

5 pilot agencies in the Moscow district was assisted in conducting the research of the process delivery of rehabilitation services to support families with handicapped children and replacement families and in evaluating the needs in such services by these families. The research on the best practices of support of replacement families and families with handicapped children in order to draw public attention to the problems facing replacement families and families with handicapped children was conducted.

Impact of Assistance

Reports with recommendations for enhancing the system of social of families with handicapped children and delivery of services to support replacement families were submitted to the Ministry of Education of Moscow Oblast and the Ministry of Social Protection of Moscow Oblast, which ministries expressed their willingness to take into account the aforesaid recommendations.

Comments to the submitted reports made by the Ministry of Education of Moscow Oblast and the Ministry of Social Protection of Moscow Oblast point to the fact that, in their opinion, the conducted research, particularly, the recommendations developed by IUE experts, played an important role in the modernization of the system of providing social rehabilitation services and supporting replacement families.

Lessons Learned

Discussions of the obtained results should be a multi-stage process aimed at updating the system and its subsequent enhancement via engaging experts from non-profit and public organizations. For example, the Ministry of Social Protection of Moscow Oblast resolved that it is not possible to conduct a round table discussion of the results of the research with experts of health and education authorities, non-profits and public organizations immediately upon the completion of the research. In the opinion of the Ministry, at the first stage it is necessary to internally discuss the piling problems in the area of rehabilitation of families with handicapped children and then to develop a plan of actions to enhance the system of social rehabilitation services delivery and to hold discussions of this plan with external experts from health and education authorities, non-profit and public organizations.

3.2.3. Enhancement of the potential and integration of families in crisis and in precarious social situation in the community life

Assistance provided

IUE experts, together with social services and a management authority responsible for social protection, designed, tested and disseminated a model for organizing assistance to families in crisis. Procedure of Services Delivery to Families with Children with Disabilities was implemented with the consultancy support and monitoring by IUE by three social services of the region – government social service institutions of the Krai level from the city of Biysk and township Sibirsky of Altaysky Krai, and the results of the work were discussed by the participants of the discussion club meeting “Children and Family Problems: New Reality for the System of Social Services Delivery (Irkutsk) held in the city of Irkutsk.

Impact of Assistance

The designed model, on the one hand, streamlined the sequence of actions taken by service providers and, on the other hand, it enabled recipients of services (families in crisis) to better understand the “route” of the service provided and its exact content, regardless of which particular service provider delivers it. The implementation of the model improved the delivery of services, as was proved by the assessment conducted with the participation of workers and clients of social services. When compared to other services, the social services that apply the Procedure reported better awareness of clients about the rights and liability of clients and the list of services, as well as a higher level of satisfaction with the work with clients, delivery of services and the content of the latter. Based on the estimates made by the staff of services, working in compliance with the Procedure they can, for example, provide for an efficient community-based social rehabilitation of children with disabilities and avoid unreasonable expectations and a “dependency” attitude of clients to services

Based on the project findings a regional state standard on social stationary services for children with mental deficiency in Volgograd Oblast was developed. This standard, which defines requirements to the scope, quality, procedure and terms of social services, shall assure the equal access of clients to the guaranteed level of services and also act as a specific benchmark for the development of social services. Another project outcome is the development for the “Children in Distress” non-profit organization of the standard on social and labor rehabilitation of disabled grown-ups living in their own families. This standard should enable the non-profit organization to provide required level of its clients’ servicing and to enhance the transparency of the relationship between the non-profit organization and its clients.

Lessons Learned

The important factor identified by the project is the imperfection of national Russian standards of social services that regional agencies of population social protection are governed by while drafting their own regional standards of social services. The list of services these standards contain is not logical and inconsistent. If this list is used as a guide, it will make regional standards irrational and inconsistent.

4. PUBLIC INTEREST CONSENSUS BUILDING

4.1. Inter-municipal cooperation

Assistance provided

The research conducted by IUE has demonstrated that there were some problems of legal and organizational nature that impede a broader development of inter-municipal cooperation. The identified problems were discussed with federal government officials and experts at the IUE discussion club meeting. A policy note prepared by IUE was forwarded to the State Duma of the Russian Federation, to the Federation Council of the RF and to the Ministry for Regional Development of Russia. The IUE experts started to render assistance to pilot territories with developing practical technologies of inter-municipal cooperation (in Rostov Oblast).

IUE experts reviewed the Russian legislation and law enforcement practices with regard to inter-municipal cooperation (IMC). They selected pilot sites for the development and implementation of practical models of inter-municipal economic cooperation (the city of Gukovo and Kuibyshevsky raion of Rostov Oblast). Drawing on the results of investigation of the situation in pilot territories, they drafted models of IMC for delivery of museum services, various administrative services (of legal, town planning and IT nature), water supply and sanitation services. They also analyzed foreign practices of IMC and used the opportunity of catching on to these practices during their meetings with foreign colleagues (in Finland and France). IUE widely disseminated the foregoing practices among the expert community and representatives of municipalities, as well as among federal civil servants (within the framework of the Local Governance Council under the Chairman of the State Duma of the RF).

New models for inter-municipal cooperation were developed aiming at constructing heat supply facilities; treating solid domestic waste; public sector facility construction and /or renovating (kindergartens, nurseries, schools, etc.). Methods for application of various models of inter-municipal cooperation are systematized and practical guides on the development of inter-municipal cooperation are developed.

Impact of Assistance

During the discussion launched by IUE on the issues of inter-municipal cooperation attention of the federal government bodies and the State Duma of the Russian Federation was drawn to this topic (on December 10, 2009 an extended meeting of the Council for Local Governance under Boris Gryzlov, Chairman of the State Duma, devoted to this issue will be held). The status of regional councils of municipal associations was enhanced: they became “subjects of legislative initiative” – entities that are entitled to initiate new legislation (a draft law on enhancing mandates of regional councils as subjects of legislative initiative was submitted by the State Duma Committee for Local Governance for deliberations).

Municipalities located in pilot territories learnt more about foreign practices of inter-municipal cooperation that were collected and presented by IUE during seminars and consultations. IUE activity contributes to the better understanding of the content and components of work

relating to IMC. This work implies not only the activities of regional councils of municipal associations and municipal special-purpose institutions that operate with the financial support provided by public authorities (e.g. medical centers), but also implementation of particular inter-municipal infrastructure and social projects.

IUE deliverables commanded the attention of professional media outlets and were published in various Russian journals ("Practices of Municipal Governance", "Local Law"). IUE proposals with regard to the development of inter-municipal cooperation and overcoming legal hurdles impeding its progress, formed the basis of the resolution issued by the Local Governance Council under the Chairman of the State Duma of the RF (December 10, 2009) and were forwarded to the Local Governance Committee of the State Duma.

Practical implementation of technologies of inter-municipal cooperation is launched in three regions: Sakhalin, Krasnogorsk Raion (Moscow Oblast) and Dmitrovsky Raion (Moscow Oblast)

Lessons Learned

Inter-municipal cooperation is evolving in Russia mainly in the form of associations and formal agreements on experience exchange, which agreements have neither economic nor financial attributes. Among the factors that hinder inter-municipal cooperation we can name the following: inadequacy of Russian legislation; municipalities have no incentives to enhance the efficiency of economic performance because the universal budget-equalizing model is applied to them; unavailability of coherent practical guides to support inter-municipal cooperation.

The practice of the project implementation has demonstrated that there are both objective and subjective factors relating to the absence of motivation in municipalities to enhance economic performance efficiency due to the fact that a common model of budget equalization is applied to all municipalities. In addition, political volatility (resulting from new elections of heads of municipalities) does not make it possible to realize the previously achieved agreements on inter-municipal cooperation. Unfortunately that was the case of cooperation with Kuibyshevsky raion and the City of Gukovo (Rostov oblast). These factors emphasize the necessity of further work with federal officials aimed at promoting the idea of inter-municipal cooperation. We deem it necessary to stir up the interest of the government to the implementation of pilot models of inter-municipal cooperation, so that these models could be tested, subsequently evaluated and disseminated.

Moreover, the development of practical models of inter-municipal cooperation demonstrated the following:

- in spite of considerable differences between the Russian and European civil and municipal legislation, individual foreign technologies of establishing inter-municipal economic entities could be applied in Russia as well. First of all, this concerns non-profit organizational-legal forms of inter-municipal cooperation (funds, autonomous non-profit organizations, associations). Therefore, they could be used in the process of further streamlining inter-municipal cooperation models;
- models of inter-municipal cooperation should be proposed only on the basis of accurate assessment of possible social and economic benefits from this cooperation, as well as possible risks it might create both for municipalities and local community. Only those models that produce a significant social and economic effect should be disseminated.

4.2. Economic and territorial development planning coordination among various government entities

Assistance provided

IUE executed a pilot project on coordination of municipal planning – socioeconomic, territorial, budget and utility infrastructure development planning, for which it selected a pilot municipality – the city of Volzhsk in the Republic of Marii El. The project deliverables included evaluation of effectiveness of procedures applied and planning documents used in the pilot municipality; finalized Guidelines for developing planning documentation based on coordination of various types of planning and interaction between various levels of planning, which Guidelines were supplemented with a new section “Interaction and coordination of municipal planning documentation with the planning documentation of the Russian Federation”.

The project outputs were reported to the leadership of the city of Volzhsk (Republic of Marii El) and presented at several conferences. The project deliverables and the guidelines were forwarded to the Ministry for Economic Development of the Russian Federation, Ministry of Finance of the RF and the Ministry for Regional Development of the RF.

IUE also provided expert and consultancy assistance to the pilot city of Azov in the process of development and coordination of documents of long-, medium- and short-term planning on the basis of Guidelines; reconciliation of municipal target programs with the programs of Rostov Oblast and federal-level programs; master plan and its implementation schedule.

IUE provided consultancy support to experts from the Administration of the city of Azov in developing more than 40 municipal legal acts that regulate planning issues. In particular, IUE assisted the Administration with defining the procedure of making decisions on mobilizing a loan for the local budget and issuing municipal guarantees to organizations; implementing activities aimed at meeting the goals set by the Government of the RF for the Administration of the city of Azov with regard to fulfilling the task of transformation of municipal institutions into autonomous ones; enhancing cooperation with managing companies in the utility sector.

With the help of IUE the Administration of the city of Azov initiated the development of a target federal program aimed at preparing for the celebrations of the 950th anniversary of the city. In addition, all necessary documents and an application for the participation of the city in the federal competition for the title of the best municipality were prepared.

As a result of the project implementation the comprehensive planning system development for the municipal entity in the pilot project area in the city of Azov in Rostov Oblast has been finalized. The IUE experts reviewed and assessed Azov municipal regulations governing the planning process in the context of their compliance with RF laws in the part of municipal planning. The review and assessment findings were documented as recommendations to the Azov administration on how to improve city regulations. The draft municipal regulations assuring the practical use of the comprehensive planning system for municipal governance were also developed and forwarded to the Azov administration.

Methodological approaches and materials on formation of municipal planning systems and their implementation were widely disseminated among municipal entities of other regions during seminars, training sessions, and conferences conducted by IUE experts. IUE presented the project outcome at the international conference “Local Self-Governance and Development of Territories” held on 1 July, 2011 in Kaluga Oblast, which was attended by more than 100 representatives of public authorities, local government, and experts from Russian and international organizations. Major methodological, organizational and legal approaches to the implementation of municipal governance planning are summed up in the Policy brief placed on the IUE website.

Impact of Assistance

Application of the proposed technology made it possible to finalize and coordinate documentation and procedures related to various areas of management; raise extra resources; enhance the efficiency and transparency of management processes. The project deliverables were discussed with representatives of federal ministries (Ministry for Economic Development, Ministry for Regional Development, Ministry of Finance of Russia) and

disseminated during public events (Inter-Regional Conference in the city of Azov, Regional Conference in the city of Volzhsk, 7th All-Russia Forum of Leaders in Strategic Planning in the city of St. Petersburg, etc.) among representatives of regions and municipalities.

As a result of the project implementation the Administration of the pilot city of Azov independently designed a number of recommended municipal legal documents and adopted a decision on the development of a Strategic Plan, as well as a number of other planning documents, and engaging IUE in this process on a contractual basis.

Municipal legal acts designed and implemented within the pilot project framework contributed to streamlining planning procedures and purposeful management on the basis of coordinated planning documents in the city of Azov. A cross-cutting approach to planning allowed the city of Azov to attain high levels of municipal governance efficiency and to rank first among all municipalities of Rostov Oblast in terms of efficiency indicators.

The practices of the city of Azov with regard to using the guidelines on comprehensive planning were disseminated and praised during seminars and trainings conducted by IUE in the reporting year, including those conducted in the cities of Rostov-on-Don and Cherkessk. Consultancy and technical support provided by IUE contributed to the enhancement of professional skills of municipal officials with regard to management and decision-making.

The issue of coordination and agreement of various types of planning at the municipal level has become the critical one in the process of development of comprehensive documents on social and economic planning at federal, regional and local levels. The outcome of the Azov project containing specific methods and recommendations is in great demand as it is practically useful. The Administration of the pilot city of Azov designed a Strategic Plan and a number of recommended municipal legal documents, and engaging IUE in this process on a contractual basis. The guidelines based on the practices of the city of Azov, were in great demand at seminars and trainings, and were requested by municipal associations and through other dissemination channels.

Lessons Learned

The project implementation revealed the fact that there is a strong demand for mechanisms of coordination and interaction to be applied not only in the process of planning, but also within the framework of other management procedures. For example, today there is a pressing need for a comprehensive approach to monitoring, analysis, evaluation and information support. Unavailability of a streamlined regulatory legal framework that governs planning processes at all levels of management obstructs the practical application of proposed management mechanisms.

The project implementation demonstrated high practical relevance of the approaches developed by IUE, including those contributing to subsequent independent performance of the municipality.

4.3. Fostering new public and private partnerships and financial institutions supporting local activities

Assistance provided

Guidelines on procedures of drawing up tender documentation and setting criteria for decision-making on the development of public-private partnerships in the utility sector were designed. Expert analysis of activities of a municipal unitary enterprise “Maikop Heating Networks” was made, which analysis was geared to private investors and purposed to give an unbiased evaluation of the enterprise condition. Technical guidelines and regulatory materials were developed for local governments enabling them to establish key requirements

to long-term contracts on public-private partnership in the utility sector and to set up a tender commission.

IUE also rendered methodological assistance to the city of Novoshakhtinsk in Rostov Oblast with developing PPP mechanisms that would enable the city to implement a large-scale innovation project on introduction of heat pumps that use low-grade heat of mining waters into the system of centralized heat supply to the city. The package of model documents for implementation of the PPP project in the city of Novoshakhtinsk was developed for local administration enabling to establish key requirements to long-term contracts on public-private partnership in the heat supply sector and to set up a tender commission.

Training seminars on efficient models of apartment buildings management, provision of utility services to owners and users of premises in apartment buildings and detached houses and development of homeowners associations were conducted. The round table discussion on “Financial Mechanisms for Refurbishment of the Housing Stock and Legislative Constraints” was also held. Recommendations on creation of regional guarantee agencies for support of the system of commercial financing of projects on rehabilitation of buildings and housing renovations were prepared and submitted to the Ministry for Regional Development, Ministry for Economic Development, Government of the Republic of Bashkortostan, Government of the Republic of Udmurtiya.

Impact of Assistance

Local government officials were trained in establishing a PPP and received a package of documents needed for PPP tender in the utility sector. The competition for utility infrastructure management in the city of Novoshakhtinsk was held on November 18, 2011. The designed model documents gave local administration a clear idea of procedures necessary for drawing up tender documentation, establishing criteria for decision-making on the development of public-private partnerships and for setting key requirements to long-term contract on public-private partnership in the heat supply sector of the city.

The Government of the Republic of Bashkortostan has made a decision to establish a Regional Fund that will assist homeowners in apartment buildings with loans for rehabilitation of buildings and housing renovations and provide guarantees on loans.

Lessons Learned

Local governments lack adequate expertise to define the goals of long-term cooperation and to establish a system of relationships with private businesses, which could ensure efficient management of municipal property, delivery of proper quality utility services to consumers and reduction of the negative impact on the environment. For that reason, long-term contracts on public-private partnership, as a rule, are fraught with enormous risks. It is virtually impossible to raise investment or debt finance for the development of this sector within the framework of such contracts. The Administration of the city of Maikop obtained a mechanism that enables it to draw up a long-term contract on public-private partnership in the utility sector, make arrangements for and hold a tender to engage the private sector in the development of utility infrastructure.

5. INSTITUTIONAL DEVELOPMENT

5.1.1. Maintenance and Enhancement of IUE Saburov Library Stock

Assistance provided

The information about IUE activities was regularly placed on its Website. Exhibitions and presentations of IUE books were held. The information cooperation with libraries of foreign universities, Russian libraries and associations of municipalities was expanded.

Impact of Assistance

Information cooperation with national and foreign libraries has become closer. Analytical centers, colleges and municipalities have better knowledge of IUE information resources. The most important IUE publications have been presented to the expert community and other target groups. IUE library stock has grown. IUE publications are being sold through a bulk buying system and at trade exhibitions arranged within the framework of seminars and conferences.

Lessons Learned

IUE is actively concluding agreements for information cooperation with foreign, university and regional scientific libraries. The PR Center presented a part of its own stock of IUE publications as a gift to a number of institutions, the total number of books exceeded 3000. However, due to loss of readers' interest to the library stock of hard copies and the transfer of a considerable part of the library stock to the digital format, such direction of activities seems not to be future-proof. The best decision is to update libraries on recent publications that they may order for free in the electronic format for their own need

5.1.2. Maintenance and Enhancement of IUE Website

Assistance provided

Work on the Russian version of the Website continued: editor interface was made more user-friendly; certain amendments were made to the pages dedicated to IUE tracks of activity.

Impact of Assistance

Information capacity of the site was improved.

Lessons Learned

The IUE website is still one of the most frequently visited sites among websites of scientific institutions. But the website systems are developing so rapidly that the existing site platform fails to provide the benefits that site visitors enjoyed before in their information search, information structuring, etc. Certain software products that provide better opportunities have emerged recently. Consequently, websites built with the use of such new products are taking away the auditorium. As a result, the IUE website that used to be rated as the second-forth among websites of scientific organizations now is 8th or 10th as per the monthly appraisal. Therefore, it is urgently necessary in near term to transfer the site to a new platform that will trigger its further growth.

5.1.3. Contacts with Mass Media

Assistance provided

During the reporting period the active dialogue between the experts of IUE and mass media continued. Journalists were regularly invited to all public events held by IUE, and if they could not personally attend those, they receive the relevant information in e-format. The experts of IUE actively commented various events at the request of journalists.

For details see the List of Mass-Media Publications and Press-Events in IUE Annual Report (October 2008 – September 2009); Annual Report (October 2009 – September 2010); Annual Report (October 2010 – September 2011) - Annex D, Annex E.

Impact of Assistance

Increased number of articles published by IUE experts in professional publications. Increased number of references to IUE in the mass media. Stronger contacts with professional and regional associations of journalists.

Lessons Learned

Mass media has a great interest to IUE as an independent center of economic analysis, while the opinion of IUE experts is deemed rather reputable. The number of invitations to participate in TV and radio shows has increased. However, it is necessary to establish closer contacts with mass media to inform on the specifics of the institute activities via press breakfasts and meetings of IUE top managers with journalists. It may be expedient to invite to such events journalist-students that may receive directly the information about these or those challenges in the sphere of municipal governance.

5.1.4. Publishing activities

Assistance provided

IUE has prepared, published and distributed to its target audience books, manuals, policy briefs, CD's, textbooks and other publications on the issues of socio-economic development of municipalities and regions, in accordance with the plan of publications. The catalogue of IUE publications has been produced to promote them among representatives of local governments, non-profit organizations, teaching staff and students of colleges, as well as think tanks.

For details see the List of IUE Publications in IUE Annual Report (October 2008 – September 2009); Annual Report (October 2009 – September 2010); Annual Report (October 2010 – September 2011) - Annex F.

Impact of Assistance

Representatives of municipalities familiarized with new materials on municipal governance developed by IUE experts. The most important IUE publications are regularly presented to the expert community and other target groups.

Lessons Learned

Digital books are actively displacing paper books. However, traditional paper publications are still in great demand with senior citizens, forming a considerable part of municipal officers. Therefore, it is appropriate to consider the reduction of paper publications to 200-300 copies for the IUE's presentation needs, and spend savings on production of DVDs with electronic books as requested for events.

5.2. Contacts with Professional Community and Other Target Groups

Assistance provided

IUE work actively to enhance IUE visibility and reputation, both in Russia and beyond, via participating in the activities of international organizations and networks related to its own field of activity, providing the information required by national and international reference books, participating in major national and international conferences and exhibitions on the problems of municipal socioeconomic development.

Impact of Assistance

Wider recognition of IUE corporate brand name in Russia and abroad. Stronger contacts of IUE experts with professional communities in Russia and abroad.

5.3. IUE Staff Skills Enhancement

Assistance provided

In the reporting period, IUE personnel have improved its skills in conformity with the plans of training activities. Nearly all IUE staff members attended internal seminars on how to enhance the computer literacy, how to prepare a winning proposal, etc. Recently hired members of IUE staff completed a special introductory course on the specifics of work in an independent think tank.

Impact of Assistance

IUE experts improved their knowledge on project management and effective methods of proposal preparation.

Lessons Learned

The practices of IUE staff training demonstrated that IUE should continue to use both previously developed training topics (e.g. seminars on proposal development) and the new ones. Close attention should be paid to the further improvement of computer skills of IUE staff. The demand for such training is explained by both a large volume of new software and the staff members' desire to go on with improving their skills with regard to basic software tools they use every day.

5.4. Introduction of New Information Technologies into IUE Activities

Assistance provided

IUE went on with its efforts to upgrade the servers and network equipment, personal workstations and office computers. IUE continued to further upgrade the Intranet to bring it in conformity with modern international safety standards ISO9000, as well as to streamline the system of internal documentation turnover. The IUE backup server was replaced. The system of IUE data reservation and safekeeping was enhanced to increase its safety and reliability.

Impact of Assistance

IUE performance is improved due to the introduction of new IT and software products.

The new technology considerably augments information exchange with partner-organizations.

5.5. Corporate Management Enhancement

Assistance provided

The IUE further monitored funding opportunities on a regular basis and directed IUE staff to look for funding opportunities. Databases with documents required of IUE to take part in tenders were updated and maintained. The work was carried out to enhance manuals on personnel and finance policies in order to keep them in line with changes in the Russian legislation, USAID standards and finance policy of the Institute.

Impact of Assistance

IUE internal regulatory documents were further developed and improved. The procedures of personnel recruitment and assessment were improved.

KEY LESSONS LEARNED

The program implementation demonstrated that many a conclusion formulated in the Final Report (September 2001 – September 2008) have not lost their high relevance, including the following:

- ❖ Local self-governance in Russia needs protection. There is still a belief that examples of ineffective performance of numerous local administration could argue against development of local self governance per se. This makes it very important for the current situation to provide help to those who have started working in this direction and who can develop bright examples of effective self-governance models. These examples will be of significant support in the on-going discussion on the future of local self-government in Russia.
- ❖ In 2007-2008, the role of the government dramatically increased at the expense of the legislature, and the space for public policy decreased to a major degree. Self-governance effectiveness remains in question for many representatives of different spheres of Russian society.
- ❖ One of the negative trends observed within monitoring of implementation of the Local Governance Reforms is the decrease in the quality of communications between the local government bodies and the local public.
- ❖ The demand in training of municipal officials and NGO leaders considerably increased in conjunction with the increased number (2.5 times increase) of Russian municipalities as a result of local governance reform and the increased number of municipal managers who are responsible for local development decision-making.
- ❖ In the course of the program implementation, IUE was constantly involved in initiating and promoting public discussions on the most pressing issues of socio-economic development. These activities revealed the growing (if not urgent) need of the Russian society, of the state and municipal officials, of the journalists and other target audiences in delivery of training events to achieve considerable improvement in the quality and professional level of both municipal development and public discussion.

Moreover, some alarming trends of estrangement of public authorities from the population and the shrinking public policy domain (referred to in the program outputs for the period from 2001 through 2008) have gained momentum during 2008-2011. Public engagement in the process of making administrative decisions and implementing long-term municipal development plans is very rarely practiced by Russian municipalities. Heads of local

governments and representatives of state authorities in regions are not fully aware of the necessity of and potential for using public engagement. Local public organizations, as a rule, have a very narrow specialization and do not actively participate in the work related to socio-economic development of their territories. In such circumstances there is still an acute need of systematic expert work focusing on the assistance to the development of grass-roots initiatives and establishment of active local communities.

In this connection, it should be noted that the program was implemented in rather complicated circumstances. Therefore, it is ever so important to support and disseminate the practices of real-life participatory municipal governance, which are available but not numerous yet.

The reduced interest of public authorities in the IUE deliverables resulted in the decreased number of contracts and did not enable us to enhance the financial sustainability of the IUE.

In the upcoming period the IUE needs to implement institutional changes and make serious efforts aimed at capacity building so as to ensure its sustainable development in the new environment within the framework of accomplishing its mission.

ANNEX. NATIONAL, REGIONAL AND MUNICIPAL LEGAL ACTS

NATIONAL LEGAL DOCUMENTS

Year 3 of Program Implementation (October 2010 – September 2011)

1. Federal Law #123-FZ “On Making Amendments to the Housing Code and Individual Legislative Acts of the Russian Federation”, dated June 4, 2011.
2. Federal Law #349-FZ "On Making Amendments to the Federal Law 'On Promoting Housing Construction Development' and Individual Legislative Acts of the Russian Federation", dated November 30, 2011.
3. RF Government Resolution # 18 "On Approval of the Rules of Establishment of Energy Efficiency Requirements for Buildings, Premises, Constructions and Requirements to Rules of Defining of a Class of Energy Efficiency of Apartment Buildings”, dated January 25, 2011.
4. RF Government Resolution #354 ““On Provision of Utility Services to Owners and Users of Premises in Apartment Buildings and Detached Houses”, dated May 6, 2011.
5. Federal Law #403-FZ “On Amending the Code of Administrative Offences of the Russian Federation”, dated December 6, 2011.

Year 2 of Program Implementation (October 2009 – September 2010)

1. Federal Law #70-FZ, “On Making Amendments to Article 104 of the Housing Code of the Russian Federation”, dated May 4, 2010
2. RF Government Resolution # 982-p “On Enhancing Legal Regulations of Town Planning Activity, Implementation of Control, Oversight and Approval Functions and Optimization of Public Services Delivery in the Area of Town Planning” issued on June 15, 2010
3. RF Government Resolution #731, “On Approving the Standard of Disclosure by Organizations Engaged in Activities in the Apartment Buildings Management Area”, dated September 23, 2010
4. RF Government Resolution #646, “On the Principles Observed by Executive Authorities in the Constituent Entities of the Russian Federation When Compiling a List of Measures for Energy Saving and Enhancing Energy Efficiency with Regard to the Common Property of Owners of Premises in an Apartment Building”, dated August 23, 2010
5. RF Government Resolution #1201-p “Strategy for the Development of Housing Mortgage Lending in the Russian Federation up to 2030”, dated July 19, 2010
6. Order of Ministry for Regional Development of the Russian Federation # 303 “On confirming the Methodical Recommendations Regarding the Assignment of Dwellings to the Economy Class Housing” dated June 28, 2010
7. Order of the Ministry for Regional Development of the Russian Federation #394 “On Approving the Model List of Measures for an Apartment Building (a Group of Apartment Buildings) with Regard to Both the Common Property of Owners of Premises in an Apartment Building and Premises in an Apartment Building,

Implementation of Which Considerably Facilitates Energy Saving and Enhancing the Efficiency of Use of Energy Resources” dated September 2, 2010

Year 1 of Program Implementation (October 2008 – September 2009)

1. The RF Government Resolution #1001 dated December 24, 2008, “On Amending the Rules of Granting Housing Allowances”.
2. The RF Government Resolution #388 dated April 30, 2009, “On Amending the RF Government Resolution #921, dated December 4, 2000 and Resolution #1301, dated October 13, 1997”.
3. Federal Law #225-FZ, dated December 1, 2008, “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and Individual Legislative Acts of the Russian Federation”.
4. Federal Law #323-FZ, dated December 30, 2008, “On the Procedure of Determining the Minimum Volume of Participatory Financing of Capital Repairs of Apartment Buildings and Relocation of Residents of the Crumbling Housing Stock with Due Account for the Necessity to Promote the Housing Market Development, for Which Purposes the Budget Funds of Constituent Entities of the Russian Federation and/or the Funds of Local Budgets Shall Be Used in 2009, and on Amending Individual Legislative Acts of the Russian Federation”.
5. Federal Law #147-FZ, dated July 17, 2009, “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and the Federal Law ‘On Participation in Cost-Sharing Construction of Apartment Buildings and Other Real Estate Units and on Amending Individual Legislative Acts of the Russian Federation’ and on Recognizing Some Provisions of Legislative Acts of the Russian Federation as Ceased to Be in Force”.
6. Order by the Ministry for Regional Development of the Russian Federation #28, dated February 11, 2009, “On Approving a Set of Measures to Reform the Housing and Utility Sector of the Russian Federation in 2009-2011”.
7. “Concept of Long-Term Socio-Economic Development of the Russian Federation for the Period up to 2020”, approved by the RF Government Resolution #1662-p, dated November 17, 2008.
8. Resolution #322 issued by the Government of the Russian Federation on April 15, 2009, “On Measures to Implement Decree #825 by the President of the Russian Federation, dated June 27, 2007”.
9. Instruction by the Ministry for Regional Development of the Russian Federation to draw up a report by a head of the local administration of an urban district (a municipal district) in a constituent entity of the Russian Federation on the indicators attained to evaluate the performance efficiency of local governments of urban and municipal districts over the reporting period and on the indicators planned for a three-year period. (<http://www.minregion.ru/WorkItems/ListNews.aspx?PageID=436>).

DRAFT NATIONAL LEGAL DOCUMENTS

Year 3 of Program Implementation (October 2010 – September 2011)

1. Draft Federal Law # 432575-4 “On Making Amendments to Individual Legislative Acts of the Russian Federation” With Regard to the Town Planning Code approval.
2. Draft Federal Law #369212-5 “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation With Regard to Land Use Planning”.

3. Draft Federal Law #417505-4 “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation”.
4. Draft Federal Law # 388150-4 “On Making Amendments to Individual Legislative Acts of the Russian Federation with Regard to development of activities of housing noncommercial associations of citizens.
5. Draft Federal Law “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and Individual Legislative Acts of the Russian Federation”.
6. Draft Federal Law “On Making Amendments to Individual Legislative Acts of the Russian Federation with Regard to Elimination of Categories of Land Plots and Recognition of the Federal Law ‘On Transfer of Lands and Land Plots from One Category into Another Category’ as Ceasing to Be in Force”.
7. Draft Federal Law on Rehabilitation of Apartment Buildings.
8. Proposals “On Vital Issues of Russia’s Socio-economic Development Strategy for the Period up to 2020”.

Year 2 of Program Implementation (October 2009 – September 2010)

1. Draft Federal Law “On Organizing Public and Municipal Services Delivery
2. Draft Federal Law #70-FZ, “On Making Amendments to Article 104 of the Housing Code of the Russian Federation”
3. Draft Federal Law # 435903-5 , “On Making Amendments to the Housing Code and Individual Legislative Acts of the Russian Federation” (with regard to regulating relations in the apartment buildings management area)
4. Draft Federal Law № 388150-4, “On Making Amendments to Individual Legal Acts of the Russian Federation Related to the Development of Low-Rise Residential Areas”
5. Draft Federal Law “On Making Amendments to the Town Planning Code of the Russian Federation” (with regard to the new regulation of standards of town planning design)
6. Draft Federal Law “On Enactment of the Town Planning Code of the Russian Federation with Regard to Land Use Planning”.
7. Draft Federal Law “On Making Amendments to Federal Law # 115-FZ ‘On Concession Agreements’ and Individual Legal Acts of the Russian Federation”
8. Draft Federal Law “On Improvement of Apartment Building Management Regulation Practice”
9. Draft Federal Law “On Making Amendments to the Town Planning Code of the Russian Federation with Regard to Development

Year 1 of Program Implementation (October 2008 – September 2009)

1. Draft Federal Law # 388150-4 “On Amending Individual Legislative Acts of the Russian Federation on Low-Rise Housing Development in Residential Areas”.
2. Draft Federal Law “On Amending Individual Legislative Acts of the Russian Federation to Protect the Rights of Co-Investors in Cost-Sharing Construction”.
3. Draft Federal Law “On Amending the Code of Administrative Offenses of the Russian Federation with Regard to Administrative Responsibility for Violating the Requirements to the Maintenance of Residential Premises and the Rules of Maintaining the Common Property in Apartment Buildings”.
4. Draft Federal Law “On Amending the Town Planning Code of the Russian Federation and Federal Law ‘On Enacting the Town Planning Code of the Russian Federation’ with Regard to Land Use Planning”.

5. Draft Federal Law “On Making Amendments and Additions to the Housing Code of the Russian Federation and Individual Legislative Acts of the Russian Federation with Regard to Providing the Financing of Capital Repairs of Apartment Buildings”.
6. Draft Federal Law # 111730-5, “On Energy Saving and Enhancing Energy Efficiency”.
7. Amendment to the Federal Law # 185-FZ, dated July 21, 2007, “On the Fund for the Promotion of the Housing and Utility Sector Reform”.
8. Draft Federal Law “On Amending the Federal Law ‘On Concession Agreements’ and Individual Legislative Acts of the Russian Federation”.
9. Draft Federal Law “On Amending the Federal Law ‘On Protecting Competition’ and Individual Legislative Acts of the Russian Federation”.
10. Draft Federal Law “On Amending the Federal Law ‘On the Fundamentals of Tariff Regulation in the Utility Sector’ and Other Legislative Acts of the Russian Federation”.

DRAFT RF GOVERNMENT RESOLUTION

Year 3 of Program Implementation (October 2010 – September 2011)

1. Draft RF Government Resolution “On the Procedure of Exercising (Implementing) Government Housing Control (Oversight) in the Russian Federation”.
2. Draft RF Government Resolution “On Binding Terms of Contracts Concluded by a Management Organization and Homeowners Association with an Organization Supplying Resources”.
3. Draft RF Government Resolution “On Approving the Rules for Delivering, Suspending and Restricting the Supply of Utility Services to Owners and Users of Premises in Apartment Buildings and Detached Houses and on Making Amendments to Individual Resolutions of the Government of the Russian Federation With Regard to Ensuring Utility Services Delivery”.
4. Draft Order by the Ministry for Regional Development of Russia instructing management organizations to provide the information they possess to the government housing inspections on “Providing Control over Organizations Engaged in Activities Relating to the Maintenance, Operations and Repairs of the Common Property in Apartment Buildings”.

Year 2 of Program Implementation (October 2009 – September 2010)

1. RF Government draft Regulation on changes to Utility Services Provision Rules
2. RF Government draft Regulation on changes on Apartment Building Common Property Maintenance Rules
3. RF Government draft Regulation on Housing Management Companies Information Disclosure Standards
4. RF Government draft Regulation “On the Principles Observed by Executive Authorities in the Constituent Entities of the Russian Federation When Compiling a List of Measures for Energy Saving and Enhancing Energy Efficiency with Regard to the Common Property of Owners of Premises in an Apartment Building”
5. Draft federal target program “Housing and Utility Sector Refurbishment and Reform in 2010-2020”
6. RF Government draft Resolution “On Enhancing Legal Regulations of Town Planning Activity, Implementation of Control, Oversight and Approval Functions and Optimization of Public Services Delivery in the Area of Town Planning”
7. RF Government draft Resolution #731, “On Approving the Standard of Disclosure by Organizations Engaged in Activities in the Apartment Buildings Management Area”

8. RF Government draft Resolution #646, “On the Principles Observed by Executive Authorities in the Constituent Entities of the Russian Federation When Compiling a List of Measures for Energy Saving and Enhancing Energy Efficiency with Regard to the Common Property of Owners of Premises in an Apartment Building”,
9. RF Government draft Resolution #1201-p “Strategy for the Development of Housing Mortgage Lending in the Russian Federation up to 2030”

Year 1 of Program Implementation (October 2008 – September 2009)

1. Draft Resolution by the Government of the RF “On Approving the Fundamentals of Setting the Limiting Indices of Changes in the Amount of Citizens’ Payments for Utility Services”.
2. Draft Order by the Ministry for Regional Development of the Russian Federation “On Approval of the Rules of Utility Services Delivery to Citizens”.

EXPERT ADVICES, GUIDELINES, AND COMMENTS PREPARED ON VARIOUS ASPECTS OF THE FEDERAL LAND AND HOUSING LEGISLATION

Year 3 of Program Implementation (October 2010 – September 2011)

1. Expert Findings on Draft Federal Law #435903-5, “On Making Amendments to the Housing Code and Individual Legislative Acts of the Russian Federation”.
2. Expert Findings on Draft Federal Law “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and Individual Legislative Acts of the Russian Federation”.
3. Expert Findings on the Draft Resolution of the Government of the Russian Federation “On Approving the Rules for Delivering, Suspending and Restricting the Supply of Utility Services to Owners and Users of Premises in Apartment Buildings and Detached Houses and on Making Amendments to Individual Resolutions of the Government of the Russian Federation With Regard to Ensuring Utility Services Delivery”.
4. Expert Findings the Draft Resolution of the Government of the Russian Federation on indispensable terms and conditions of contracts between a management organization and homeowners association with an organization that supplies resources.
5. Expert Findings the Draft Order by the Ministry for Regional Development of Russia instructing management organizations to provide the information they possess to the government housing inspections on “Providing Control over Organizations Engaged in Activities Relating to the Maintenance, Operations and Repairs of the Common Property in Apartment Buildings”.
6. Expert Findings on Draft Federal Law (#369212-5, in the second reading) “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation With Regard to Land Use Planning”.
7. Expert Findings on issues relating to the application of federal laws with regard to correlation between two notions: “historic settlement” and “historic inhabited locality”.
8. Expert Findings on issues relating to the application of federal laws with regard to the implementation of state expert evaluation of documents on land use planning at the federal and regional levels.
Expert Findings on Draft Federal Law (#369212-5, in the third reading) “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation with Regard to Land Use Planning”.
9. Expert Findings on Draft Federal Law #417505-4 “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation”.

10. Expert Findings on issues relating to the application of federal laws on town planning layouts of a land plot.
11. Expert Findings on the Draft Federal Law “On Making Amendments to Individual Legislative Acts of the Russian Federation Necessitated by the Enhancement of the System of Public and Municipal Orders”. The review was forwarded to the concept designer – the Federal Anti-Monopoly Service of Russia.
12. Expert Findings on draft resolution issued by the Government of the RF on binding terms of contracts concluded by a management organization and homeowners association with an organization supplying resources.
13. Expert Findings of the draft RF Government resolution “On the Procedure of Exercising (Implementing) Government Housing Control (Oversight) in the Russian Federation”.
14. Expert Findings on Decree #357-p, issued by the Cabinet of Ministers of the Republic of Tatarstan on March 9, 2010, which approved the Procedure of supplementing and using the Republican fund for financing rehabilitation of common areas in apartment buildings within the framework of implementation of the pilot project on upgrading the housing stock in the Republic of Tatarstan.
15. Expert findings on conceptual provisions of the Draft Federal Law “On Making Amendments to Individual Legislative Acts of the Russian Federation with Regard to Elimination of Categories of Land Plots and Recognition of the Federal Law ‘On Transfer of Lands and Land Plots from One Category into Another Category’ as Ceasing to Be in Force”.
16. Expert findings on problems of application of federal laws relating to validation of legal relationships once a land plot has been integrated into a residential settlement within its boundaries.
17. Expert findings on problems of application of federal laws relating to potential of a master plan to become an object of an agreement on implementation of scientific research works, and ability of a local governance body of a municipal district, which is holding a tender for best scheme of land use planning, to include in the list of works the implementation of “Historic and Cultural Evaluation of Cultural Heritage Objects”.
18. Expert findings on problems of application of federal laws relating to issues of town planning regulations with regard to lands and land plots covered by surface waters.
19. Expert findings on problems of application of federal laws relating to assertions contained in the ruling of the Constitutional Court of Sverdlovsk Oblast, dated June 22, 2011, on issues relating to the amendment of the Land Use and Development Rules of the city of Yekaterinburg.
20. Expert findings on problems of application of federal laws relating to compliance of Order #144, issued by the Ministry for Economic Development of Russia on April 4, 2011, in particular, compliance of item 5 of Appendix #2 (“Procedure of Assigning Cadastre Numbers to Realty Objects”) with Federal Law #221-FZ, dated July 24, 2007, “On State Cadastre of Realty”.
21. Expert findings on the draft resolution of the RF Government, “On Procedure of Conducting (Implementing) State Housing Control (Oversight) in the Russian Federation”.
22. Expert findings on draft federal law regulating the procedure of financing rehabilitation of apartment buildings after the expiration of Federal Law # 185-FZ, dated July 21, 2007, “On the Fund for the Promotion of the Housing and Utility Sector Reform”, prepared by the Fund and the Ministry for Regional Development of the RF.
23. Expert findings on draft federal law envisaging trust management of savings of apartment owners prepared by the Ministry for Economic Development of the RF.
24. Expert findings on the RF Government Resolution #354, dated May 6, 2011, “On Provision of Utility Services to Owners and Users of Premises in Apartment Buildings and Detached Houses”.

25. Expert findings on draft law of the Federal Anti-Monopoly Service, which envisages the development of public and municipal procurements on the basis of currently effective Federal Law #94-FZ.
26. Expert findings on draft law “On Federal Contractual System”.
27. Expert findings on problems of application of federal laws relating to the possibility of adjusting the requirements set forth in technical regulations with the help of a project assignment, as envisaged by the updated town planning Building Codes 2.07.01-89.
28. Expert findings on problems of application of federal laws on specificities of obtaining a permit for conditionally permitted use of a land plot: an example of case study.

Year 2 of Program Implementation (October 2009 – September 2010)

1. Expert opinion on draft Federal Law “On Making Amendments to Federal Law № 115-FZ ‘On Concession Agreements’ and Individual Legal Acts of the Russian Federation”.
2. Expert opinion on draft federal law #395919-5, “On Regulation of Activities Relating to Apartment Building Management” and an expert evaluation of the impact of this draft law on the development of relations in the field of apartment buildings’ management and on the owners of premises in apartment buildings.
3. Expert opinion on the draft federal law “On Making Amendments and Additions to the Housing Code of the Russian Federation and Individual Legislative Acts of the Russian Federation” (with regard to regulating relationships in the field of apartment building management).
4. Expert opinion on the new edition (as of September 7, 2010) of the draft Federal Law “On Amending the Federal Law ‘On the Fund for the Promotion of the Housing and Utility Sector Reform’ and Individual Legislative Acts of the Russian Federation”.
5. Expert opinion on the draft Federal Law (#369212-5 – in the second reading), “On Making Amendments to the Town Planning Code and Individual Legislative Acts of the Russian Federation with Regard to Land Use Planning Issues”.
6. Expert opinion on the Federal Target Program “Comprehensive Program for the Housing and Utility Sector Refurbishment and Reform for the Period of 2010 - 2020”.
7. Expert Opinion on the draft law “On General Principles of Organizing State (Municipal) Services Delivery and Performance of State (Municipal) Functions”.
8. Expert opinion on draft Federal Law “On Improvement of Apartment Building Management Regulation Practice”.
9. Expert opinions on the following topics: relation of the concept “historic settlement” and “historic inhabited locality”; implementation of state expert assessment of documents on land use planning at the federal and regional levels.
10. Expert opinion on RF Government draft Regulation on changes to Utility Services Provision Rules.
11. Expert opinion on RF Government draft Regulation on changes on Apartment Building Common Property Maintenance Rules.
12. Expert opinion on RF Government draft Regulation on Housing Management Companies Information Disclosure Standards.
13. Expert opinion on RF Government draft Regulation on Rules for setting and determining requirement criteria for consumption of utility services.
14. Expert opinion on the materials forwarded to IUE by S.A. Malkov, a deputy of the Legislative Assembly of the city of St. Petersburg, in connection with the statement made by OAO “Public-Business Center ‘Okhta” and the Committee for City Property Management about violations of maximum parameters of legal use for construction purposes of a land plot (Cadastre number 78:11:6001A:34), located in the city of St. Petersburg, on Krasnogvardeiskaya square 2/K.

15. Evaluation of Proposals Made by Construction Organizations' Communities on the Improvement of Regulations Governing the Participatory Financing of Apartment Buildings (Federal Law #214-FZ)
16. Proposals related to the development of local governance in Russia.
17. Methodical recommendations on regional programs development regarding the stimulation of housing construction.
18. Recommendations for modifying the legislation of the RF on allocation of residential premises to the military servicemen.
19. Comments on the program of local governance development in the city of Moscow.
20. Comments to the drafts of the Master Plan of the City of Moscow and Land Use Rules of the City of Moscow.

Year 1 of Program Implementation (October 2008 – September 2009)

1. Comments to sections VII and VIII of the Housing Code of the Russian Federation, under the editorship of P.V. Krasheninnikov, Chairman of the Committee for Civil, Criminal, Arbitration and Procedure Legislation under the State Duma of the Federal Assembly of the RF (third edition).
2. Expert opinion on the draft Federal Law "On Amending Individual Legislative Acts of the Russian Federation to Protect the Rights of Co-Investors in Cost-Sharing Construction".
3. Expert opinion on and proposals for amending Federal Law # 185-FZ, dated July 21, 2007, "On the Fund for the Promotion of the Housing and Utility Sector Reform".
4. Expert opinion on the draft Federal Law "On Making Amendments and Additions to the Housing Code of the Russian Federation and Individual Legislative Acts of the Russian Federation with Regard to Providing the Financing of Capital Repairs of Apartment Buildings".
5. Expert opinion on draft Federal Law # 111730-5, "On Energy Saving and Enhancing Energy Efficiency".
6. Expert opinion on draft Federal Law # 164297-5, "On Amending Articles 149 and 162 of Part II of the Tax Code of the Russian Federation".
7. Expert opinion on the draft Order by the Ministry for Regional Development of the Russian Federation "On Approving the Economy-Class Housing Standard, Including Low-Rise Housing, That Meets the Requirements to Energy Efficiency and Environmental Safety".
8. Expert opinion on the draft Federal Law "On Organizing the Summit within the Framework of Asia-Pacific Economic Cooperation Forum in 2012, Development of the City of Vladivostok as a Center of International Cooperation in the Asia-Pacific Region and on Amending Individual Legislative Acts of the Russian Federation".
9. Expert opinion on the draft Federal Law "On Artificially Created Territories in the Russian Federation and on Amending Individual Legislative Acts of the Russian Federation".
10. Expert opinion on the draft Federal Law "On Amending the Town Planning Code of the Russian Federation with Regard to Land Use Planning", which law was designed by the Ministry for Regional Development of the Russian Federation.
11. Expert opinion on draft Federal Law #209154-5 "On Amending Article 3 of the Federal Law 'On Enacting the Land Code of the Russian Federation'" (on restoring the opportunity to provide land plots on the basis of earlier signed investment contracts).
12. Expert opinion on draft Federal Law #224888-5 "On Amending Article 3 of the Federal Law 'On Enacting the Land Code of the Russian Federation and Federal Law 'On Enacting the Town Planning Code of the Russian Federation'" (on putting off the preclusive period defined in the legislation on town planning activity from January 1, 2010 to January 1, 2012).

13. Expert opinion on the draft Resolution by the Government of the Russian Federation “On Recognizing the RF Government Resolution #105, dated February 2, 1996 and Resolution #1223, dated September 26, 1997 as Ceased to Be in Force”.
14. Comments on the draft law “On Energy Saving and Enhancing Energy Efficiency and on Amending Individual Legislative Acts of the Russian Federation”.
15. Comments on the draft Federal Law “On Amending the Federal Law ‘On Protecting Competition’ and Individual Legislative Acts of the Russian Federation”.
16. Comments on the draft Order issued by the Ministry for Regional Development of the Russian Federation “On Approving the Procedure of Calculating the Amount of Utility Fees”.
17. Comments on the draft resolution by the Government of the Russian Federation “On Approving the Fundamentals of Setting the Limiting Indices of Changes in the Amount of Citizens’ Payments for Utility Services”.
18. Recommendations to local governments on signing public-private partnership contracts in the utility sector.

REGIONAL AND MUNICIPAL ACTS

Year 3 of Program Implementation (October 2010 – September 2011)

1. Draft resolution of the Azov City Administration on implementing the model of comprehensive planning.
2. Draft resolution of the Azov City Duma on establishing public servitudes.
3. Draft regulatory legal acts on organization of inter-municipal competitions of socio-economic projects aimed at development of civic participation in local governance.
4. Draft of legal document on organizing public hearings on the issue of establishing public servitudes of the city of Perm.
5. A model agreement on collaboration of municipalities in establishing an inter-municipal autonomous non-profit organization “Local History Museum”
6. A tentative protocol of the Constituent meeting on establishing an inter-municipal autonomous non-profit organization “Local History Museum”
7. Draft charter of the inter-municipal autonomous non-profit organization “Local History Museum”
8. Drafts of municipal legal acts ensuring the implementation and functioning of the comprehensive planning system, including twelve components of the system:
 - Planning procedures as a part of the planning process.
 - Entities involved in the planning process.
 - Documents containing the plan parameters.
 - Standard forms applied to ensure the interaction during the planning process.
 - Classifiers of the planning system components.
 - Mechanisms of the planning process and procedures.
 - Calendar plan and benchmarks of the planning process.
 - Scheme of coordination between the planning process and other main processes of municipal governance.
 - Planning process guidelines.
 - Regulation on setting tasks for a target period.
 - Guidelines on the monitoring and assessment of the comprehensive planning functioning.

9. Draft resolution of the Azov City Duma on establishing public servitudes
10. Draft regulatory act “On Approval of Forms of Reports on Autonomous Institutions’ Activities and On Using Property Assigned to Them”.
11. Draft regulatory act “On Approval of the Form and Procedure for Drawing up Financial and Operational Budget of an Autonomous Institution and Preparation of Reporting on the Finance and Operational Budget Performance”.
12. Draft regulatory act “On Approval of Methodological Recommendations for Drawing up a Plan of Long-Term Development of Autonomous Institutions”.
13. Draft of the municipal preschool education standard of the Mytischki municipality.
14. Draft regulation on the quality standard of municipal services in the Mytischki municipality. Draft of a state standard on social stationary care services for children with mental deficiency in Volgograd Oblast.
15. Draft of a state standard on social stationary care services for children with mental deficiency in Volgograd Oblast.
16. Draft contract for managing public buildings with energy performance indicators.
17. Draft tender documentation on the eligibility to conclude a PPP contract for the transfer of a heat supply facilities to a private operator in the city of Novoshakhtinsk.

Year 2 of Program Implementation (October 2009 – September 2010)

1. RESOLUTION #1015, dd. 11.06.2010, On the Introduction of Amendments to the Resolution #81 by Municipal Administration of Azov, dd. 20.01.2010
2. ORDER #187, dd.11.06.2010, On the Introduction of Amendments to the Order #485 by Municipal Administration of Azov, dd. 29.12.2009
3. RESOLUTION #1056, dd. 21.06.2010, On the Introduction of Amendments to the Resolution #388 by Municipal Administration of Azov, dd. 09.03.2010
4. ORDER #194, dd. 21.06.2010, On the Introduction of Amendments to the Order #460 by Municipal Administration of Azov, dd. 07.12.2009
5. ORDER # 203, dd. 24.06.2010, On the Approval of a Plan of Action Concerning the Implementation in the city of Azov of the Order #278 Issued by the Administration of the Rostov Region, dd. 29.04.2010
6. ORDER #188, dd. 11.06.2010, On the Development of a Long-Term Target Program for 2011-2013 Entitled “The Youth of Azov”
7. ORDER #198, dd. 22.06.2010, On the Introduction of Amendments to the Order #485 Issued by Municipal Administration of Azov, dd. 29.12.2009
8. ORDER #179, dd. 07.06.2010, On the Introduction of Amendments to the Order #485 Issued by Municipal Administration of Azov, dd. 29.12.2009
9. ORDER #1076, dd. 24.06.2010, On the Introduction of Amendments to the Order #2293 Issued by Municipal Administration of Azov, dd. 26.11.2009
10. ORDER #200, dd. 24.06.2010, On Establishing of Coordination Council on Issues of Implementation the Administrative and IT Reforms in the city of Azov
11. RESOLUTION # 1061, dd. 22.06.2010, On the Approval of Administrative Regulations on Execution of a Municipal Function of Considering the Applications Submitted by Residents to Municipal Administration of Azov (the Rostov Region)
12. ORDER # 184, dd. 08.06.2010, On the Development of a Long-Term Target Program for 2011-2014 Entitled “The Development of Azov as a Tourism Destination”
13. RESOLUTION #1493, dd. 03.09.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled “Fire Safety and Protection of Population and Territory of Azov in Emergency Situations”
14. ORDER # 309, dd. 01.09.2010, On the Development of a Draft Long-Term Target Program “Fighting Corruption in Azov” for 2010 – 2012

15. ORDER #218, dd. 08.07.2010, On the Development of a Long-Term Target Program “Improved Quality of Municipal Health Services in Azov”, for 2010-2012
16. ORDER #215, dd. 05.07.2010, On the Development of Municipal Long-Term Target Program “Consumer Protection in Azov” for 2011-2013
17. RESOLUTION # 1239, dd. 21.07.2010, On the Approval of Administrative Regulations on Execution of a Municipal Function of Creating the Environment for Provision of Transport Services to Population and Organization of Transport Servicing Within a Municipal Entity “The City of Azov”
18. RESOLUTION #1361, dd. 10.08.2010, On Establishing the Public Hearings
19. RESOLUTION # 1267, dd. 29.07.2010, On Establishing the Public Hearings
20. ORDER #308, dd. 31.08.2010, On the Approval of a Long-Term Target Program “Energy Saving and Enhanced Energy Efficiency in the Territory of the City of Azov (the Rostov Region) in 2011-2013”
21. RESOLUTION # 1153, dd. 06.07.2010, On Procedures Regulating the Use of Budgetary Funds of Azov for Subsidizing the First-Time Entrepreneurs in Order to Compensate for Their Expenditures Towards the Organization of Own Business
22. General Plan of an Urban District “The City of Azov” for the period until 2025 was approved by the resolution #240, passed by the Azov City Duma on 02.06.2008, “On the Approval of a General Plan of the Urban District “The City of Azov”
23. RESOLUTION #1313, dd. 06.08.2010, On the Azov Budget Implementation for the 1st half of 2010
24. RESOLUTION # 1561, dd. 22.09.2010, On Main Areas of Budget – and Tax policies of the City of Azov in 2011-2013
25. RESOLUTION #1423, dd. 18.08.2010, On Establishing a Collegium of Municipal Administration of Azov
26. RESOLUTION #1554, dd. 21.09.2010, On Provision of Municipal Guarantees of a Municipal Entity “The City of Azov”
27. ORDER #340, dd. 27.09.2010, On the Introduction of Changes to the Order #308 Issued by the Municipal Administration of Azov on 31.08.2010
28. ORDER #220, dd. 09.07.2010, On the Introduction of Changes to the Order #460 Issued by the Municipal Administration of Azov on 07.12.2009
29. ORDER #247, dd. 28.07.2010, On the Introduction of Changes to the Order #80 Issued by the Municipal Administration of Azov on 25.03.2010
30. ORDER #298, dd. 26.08.2010, On the Introduction of Changes to the Order #460 Issued by the Municipal Administration of Azov on 07.12.2009
31. ORDER #283, dd. 18.08.2010, On the Introduction of Changes to the Order #459 Issued by the Municipal Administration of Azov on 07.12.2009
32. RESOLUTION #1250, dd. 26.07.2010, On the Introduction of Changes to the Resolution #608 Issued by the Mayor of the City of Azov on 28.04.2008
33. RESOLUTION #1293, dd. 04.08.2010, On the Introduction of Changes to the Resolution #1945 Issued by the Municipal Administration of Azov on 07.10.2009
34. RESOLUTION #1224, dd. 19.07.2010, On the Introduction of Changes to the Resolution #388 Issued by the Municipal Administration of Azov on 09.03.2010
35. RESOLUTION #1422, dd. 18.08.2010, On the Introduction of Changes to the Resolution #81 Issued by the Municipal Administration of Azov on 20.01.2010
36. RESOLUTION #1426, dd. 18.08.2010, On the Introduction of Changes to the Resolution #2075, Issued by the Municipal Administration of Azov on 27.10.2009
37. RESOLUTION #1129, dd. 02.07.2010, On the Introduction of Changes to the Resolution #978, Issued by the Municipal Administration of Azov on 29.05.2009
38. RESOLUTION #1431, dd. 24.08.2010, On the Introduction of Changes to the Resolution #388, Issued by the Municipal Administration of Azov on 09.03.2010

39. RESOLUTION #1593, dd. 30.09.2010, On the Introduction of Changes to the Resolution #357, Issued by the Municipal Administration of Azov on 03.03.2010
40. ORDER #347, dd. 30.09.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled "The Promotion of Physical Fitness and Sports in the City of Azov"
41. ORDER #286, dd. 20.08.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled "The Social Assistance to and the Social Servicing of Population of the City of Azov"
42. ORDER #344, dd. 30.09.2010, On the Approval of a Departmental Target Program for 2011-2013 Entitled "Social Route: khutor (a farmstead) Zadonye"
43. ORDER #312, dd. 07.09.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled "The Development of Azov as a Tourism Destination"
44. ORDER #350, dd. 30.09.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled "Fighting Corruption in Azov"
45. ORDER #251, dd. 02.08.2010, On the Approval of a Long-Term Target Program for 2011-2013 Entitled "The Youth of Azov"
46. ORDER #258, dd. 04.08.2010, On the Approval of a Long-Term Target Program for 2010-2013 Entitled "The Rehabilitation of Utility Facilities in the City of Azov of the Rostov Region"
47. ORDER #349, dd. 30.09.2010, On the Approval of a Long-Term Target Program for 2010-2013 Entitled "The Protection and Development of Culture in the City of Azov"
48. ORDER #227, dd. 20.07.2010, On the Approval of a Long-Term Target Program for 2010-2012 Entitled "Improved Quality of Municipal Health Services in Azov"
49. ORDER #297, dd. 25.08.2010, On the Approval of Municipal Long-Term Target Program for 2011-2013 Entitled "Consumer Protection in Azov"
50. ORDER #285, dd. 20.08.2010, On the Approval of a Departmental Target Program for 2011-2013 Entitled "On the Performance of Executive and Regulatory Functions of Implementing Social Assistance Measures in Azov"
51. ORDER #224, dd. 19.07.2010, On the Introduction of Amendments to the Order #457 Issued by the Municipal Administration of Azov on 07.12.2009
52. ORDER #296, dd. 25.08.2010, On the Approval of a Departmental Target Program for 2011-2013 Entitled "The Promotion of Landscape Improvement Activities in Azov"
53. Draft regulatory legal act "List of social services guaranteed by the state, which are provided within the social services system in Altaisky Krai to impaired children, including disabled children, minors, children in crisis and their family members".

Year 1 of Program Implementation (October 2008 – September 2009)

1. The resolution # 1169 "On Approval of Target Programs Efficiency Evaluation Procedure" adopted by the administration of the urban district "The city of Volzhsk" on September 22nd, 2009.
2. Procedure for efficiency evaluation of long-range municipal target programs implemented in the urban district "The city of Volzhsk" Annex #1 to the resolution #1169 passed by the administration of the urban district "The city of Volzhsk" on September 22nd, 2009.
3. Technique for efficiency evaluation of long-range municipal target programs implemented in the urban district "The city of Volzhsk" Annex #2 to the resolution #1169 passed by the administration of the urban district "The city of Volzhsk" on September 22nd, 2009.
4. "Target Programs Efficiency Evaluation Guidelines and Procedures" approved on September 22nd, 2009 by the resolution # 1169 of the administration of the urban district "The city of Volzhsk".

5. "Procedures for development, approval and implementation of long-range municipal target programs of the urban district "The city of Volzhsk" approved on September 22nd, 2009 by the resolution # 1170 of the head of administration of the urban district "The city of Volzhsk".
6. On introducing changes to the resolution #1313 "Procedures for development, approval and implementation of long-range municipal target programs of the urban district "The city of Volzhsk" approved by the head of administration of the urban district "The city of Volzhsk" on December 6th, 2007.