

**Evaluation of the Program of Partnership
Of the Council of Krasnoyarsk Kray Administration and
The US Agency for International Development**

USAID/Russia – September 2008

**Statement of Work
and
Instruction to Offeror**

I. Purpose of Evaluation

The subject of the proposed evaluation is the “Program of Partnership of the Council of Krasnoyarsk Kray Administration and the US Agency for International Development (USAID): Assistance for Integrated Socio-Economic Development of Krasnoyarsk Kray” (the Krasnoyarsk Partnership Program, or the Program).

The purpose of this Evaluation is to provide USAID/Russia and the Kray Administration with the analysis of the strengths and weaknesses of the Krasnoyarsk Partnership Program model and recommendations on how to alleviate these weaknesses (if any); evaluate how the Program is meeting its intended goals; and identify and present the lessons learned that will be used in adjusting the current Program, as well as in developing future USAID partnerships with other Russian regions.

The evaluation should cover the period of the Program’s design and implementation from March 2006, when the substantive discussions began between the USAID and the Krasnoyarsk Kray Administration (Kray Administration) and when the mutual selection of projects to be included in the program began, through the end of June 2008, when most of the projects started and completed the first year phase of their implementation and some already began the second year phase of their implementation.

II. Background

Krasnoyarsk Partnership Program Summary

The overall goal of the Krasnoyarsk Partnership Program is to create a partnership between the Council of the Krasnoyarsk Kray Administration and USAID to assist the Kray Administration in implementing the Kray’s priority socio-economic projects by bringing to the Kray the best practices and models that were developed and successfully implemented in Russia by long-standing Russian partners of USAID. It is a three-year (2007-2009) multidisciplinary program including projects in the following areas:

- Assistance in the development of small businesses and entrepreneurship;
- Assistance in strengthening the role of local communities in the improvement of the population’s quality of life;
- Assistance in increasing the efficiency of state and municipal governance;
- Increasing the efficiency of inter-budgetary relations;
- Assistance in the improvement of the population’s health, and enhancements of the quality of medical and social services;
- Improvement of the forest resources management;
- Other cross-sector projects as determined by the partnership parties.

The Program’s concrete results are determined by its individual project as presented in the Work Plan of the Krasnoyarsk Partnership Program and further elaborated in the agreements with the implementing partners (organizations that were selected to implement the Program’s individual projects; in most cases these are

Russian NGOs that are long-term USAID partners having extensive experience of implementing USAID technical assistance programs in Russia).

The logic underlying the Krasnoyarsk Partnership Program is that USAID over 15 years of its operation in Russia has helped bring strong development and consulting capacities to its Russian partners, which use the best world-level practices and models in addressing economic and social challenges in Russia. Through this partnership and dialogue between USAID and the Krasnoyarsk Administration, both parties identify the priority challenges of the socio-economic development of the Kray in which USAID's Russian partner organizations have models and capacities to address such challenges, and bring such partners to Krasnoyarsk so that jointly with the respective Administration departments and local organizations, they can address these challenges. The Program will result in an improved quality of life of the Krasnoyarsk Kray Citizens through introduction of effective models and technologies of socio-economic development in close cooperation with the authorities, business, and the local community.

The Krasnoyarsk Partnership Program is a first USAID effort in Russia to have a partnership with the regional government in the Russian Federation, and thus is a pioneering pilot program of this kind, whose lessons learned will be of special value for potential similar programs of USAID with other Russia regions.

The Krasnoyarsk Partnership Program contributes to the USAID/Russia's Strategic Framework under:

- Objective 2. Governing Justly and Democratically;
- Area 2.4. Civil Society;
- Element 2.4.1. Civic Participation

Timeline/History

In 2006 the Council of the Krasnoyarsk Kray Administration (Kray Administration) and the US Agency for International Development (USAID) conducted substantive preliminary work for the formation of the Krasnoyarsk Partnership Program. Governor Alexander Khloponin instructed the Council of the Kray Administration to contact USAID to jointly form such program. It was preliminarily agreed between USAID and the Administration that the parties would make efforts to have a target co-funding contributions of about \$3 million from USAID and about 3 times that amount, i. e. about \$9 million, from the Administration including both the cash and the in-kind contributions. The final sums of contributions by the parties were to be determined at a later stage when the projects would be elaborated in detail and agreed to by all the parties.

In the first half of December 2006, after a preliminary joint selection of on-going USAID projects that were of interest to the Krasnoyarsk Administration, USAID organized a trip of all potential implementing partners to Krasnoyarsk for a conference and a series of meetings with their potential counterparts at the Kray Administration (respective departments, agencies, etc.) to work out the details of their future projects and work out the amounts and mechanisms of the both parties' co-funding for these projects. As a result of these discussions, a list of potential 34 projects was developed. For 22 of these projects the implementing partners and their counterparts in the Administration agreed on the project goals and the required funding, including the shares and mechanisms of co-funding to be provided by both USAID and the Administration. It was agreed that the program would begin with the implementation of these 22 projects starting in 2007. As for the remaining 12 projects, the Administration could not confirm the possibility of co-funding them at the time, and it was agreed that they would be considered at a later stage depending on the standing priorities and the availability of funding from both parties.

On December 29, 2006 the Kray Administration formed a formal "Working Group for Development of Proposals on Solving Matters of Cooperation between the Krasnoyarsk Kray and the US Agency for International Development" (Kray Working Group) including 14 members representing key Administration departments involved in the determination and implementation of the program.

USAID also created a working group, which included all cognizant technical officers (CTOs) supervising USAID partners involved in the Krasnoyarsk Partnership Program.

On March 5, 2007 the Krasnoyarsk Kray Governor Alexander Khloponin and the USAID Mission Director Terry Myers signed a joint **Protocol No. 34 on the Results of Negotiations** (Protocol) between the Council of the Administration of Krasnoyarsk Kray and the USAID, outlining the interest of both parties in implementing the joint partnership program, its goals and key parameters. The Protocol is the key document under which all activities related to the Krasnoyarsk Partnership Program are implemented.

On March 14, 2007 Head of the Krasnoyarsk Working Group Vassily Kuzubov and the USAID Deputy Mission Director Janina Jaruzelski signed a **Work Plan** of the Krasnoyarsk Partnership Program, outlining the detailed projects, their goals and program descriptions and their budgets, indicating the contributions to be made by both the USAID and the Administration. According to the Work Plan 22 projects were authorized for implementation for the total three-year amount of \$6.4 million with USAID contribution of \$2.9 million and the Administration and other sources' contribution of \$3.5 million. Both the Kray Working Group and the USAID Working Group were given the authority to adjust the Working Plan to meet the changing conditions and priorities in the Kray.

USAID has selected the **Siberian Civic Initiatives Support Center (SCISC)**, headquartered in Novosibirsk, to be the coordinator of the program. SCISC is a long-term USAID partner and legacy institution in Siberia specializing in giving grants to Russian entities and, together with its partner organizations in 11 Siberian Regions, Krasnoyarsk Kray among them, provides support for civic participation and NGO development activities throughout Siberia. As the Program's coordinator SCISC is a conduit for channeling all USAID funds to the implementing partners; is tasked with the maintenance of the dialogue between all program stakeholders; and is responsible for the coordination of the Program's information dissemination and performance monitoring. The Program's management structure with SCISC as the main coordinator is expected to ensure consistency of the program as a whole with all its elements. SCISC has been tracking and reporting the Program's implementation and its results, and places the Program's information on SCISC's web-site.

On April 1-3, 2008 USAID and the Administration organized a **Working Meeting in Krasnoyarsk** where all implementers and the respective Administration's departments and agencies presented the results of their projects after one year of the Program's implementation, discussed their difficulties and ways to address them. *As of the end of April 2008, 15 projects were underway producing the first results, and 7 more projects expected to start in 2008.*

III. Statement of Work

The purpose of this Evaluation is to provide USAID/Russia and the Kray Administration with the analysis of the strengths and weaknesses of the Krasnoyarsk Partnership Program model and recommendations on how to alleviate these weaknesses (if any); evaluate how the Program is meeting its intended goals; and identify and present the lessons learned that will be used in adjusting the current Program period, as well as in developing future USAID partnerships with other Russian regions. Specifically, the Contractor shall address the following evaluation questions, which are not meant to be exhaustive, but which represent the minimum list of topics to be addressed:

Evaluation Questions

1. Were the original assumptions and parameters of the Program adequate to the reality? What worked differently after the start of the Program, compared to the original assumptions and parameters, as described in the Protocol No 34 and the Work Plan? What caused the discrepancies (if any), and how can they be alleviated? While addressing this area, the Contractor should also address the following specific questions:

- a. How did the Administration's re-organization and changed priorities affect the Program and its implementation? How can such risks be mitigated?
 - b. Is the Program's structure capable of adjusting to the changing priorities of both the USAID and the Administration? If the Program's structure is not flexible enough, what can be done to make it more responsive to such changing priorities?
 - c. What are the strengths and weaknesses of the Program being a multidisciplinary program rather than just a set of individual projects managed separately? Are there synergies between the program's projects because of its being a multidisciplinary program? If there are weaknesses, how can they be addressed?
2. Is the Krasnoyarsk Partnership Program (including each individual project), as expressed by the Work Plan and by the individual project agreements, delivering the anticipated results and meeting the targets? Are the results being delivered efficiently? If not, how can the Program model be adjusted to better deliver the results and meet the targets? While addressing this area, the Contractor should also address the following specific questions:
- a. Are the implementing mechanisms (e. g. donation agreements) used by the Program's Coordinator (SCISC) for individual projects adequate for attaining the project targets? Do these implementing mechanisms insure proper and timely planning, funding, implementation, reporting and evaluation of the projects? Do they insure the timely funding contributions of both USAID and the Administration? If not, how can these mechanisms be adjusted to better deliver the results and meet the targets?
3. What are the strengths and weaknesses of the Program's management structure, the Program's communication, performance reporting, and decision-making flows, with the analysis of potential causes of the weaknesses (if any) and ways to address them?
4. What are the benefits and drawbacks of using a Program Coordinator organization (SCISC) for the Program, and how could the drawbacks (if any) be addressed?
5. How is SCISC performing as the Program Coordinator? What are its strengths and weaknesses (if any)? How can these weaknesses (if any) be alleviated?
6. Are the sponsoring parties (USAID, the Administration, others) providing their cash and in-kind contributions as was originally planned? If not, what are the causes of the discrepancies and how can these discrepancies be alleviated? While addressing this area, the Contractor should also address the following specific questions:
- a. What are the feasible options for the Krasnoyarsk Administration to provide cash and/or in-kind co-funding for the Program's projects? Can the cash co-funding from the Krasnoyarsk Administration be used to cover all potential costs associated with project implementation, including, for instance, overhead, labor costs of the implementing partner's employees, and any other costs? Which of these co-funding options were actually used in the course of implementation of the Program's projects? Did these options used ensure the timely channeling of funds to the implementing partners? What risks (if any) are associated with the Administration's funding procedures and how they could be mitigated?
 - b. Are cash and in-kind contributions being provided by the Administration and the private sector to the projects in accordance with the originally planned amounts, as stipulated in the Work Plan? If there are discrepancies, what caused them, and how they can be addressed?

- c. Are in-kind contributions adequately assessed and reported in a consistent way throughout all the projects? Are they being provided by the Administration and the private sector in accordance with the originally planned amounts, as stipulated in the Work Plan? If not, what are possible ways to address the inconsistencies?
7. What lessons learned from the Krasnoyarsk Partnership Program should be taken into account when USAID designs similar partnership programs with other regions of the Russian Federation?

IV. Methodology and Information Sources

Information Sources

The following is not an exhaustive list of available information sources, but will provide the evaluator with the most essential information about the Program:

1. Respective excerpts from the Cooperative Agreement #118-A-00-03-00127 (CA) with SCISC for the period September 22, 2003 – September 30, 2009 to implement the program “Strengthening Grant Making Capacity in Siberia” of which the Krasnoyarsk Partnership Program is a component.
2. Resolution of the Governor of Krasnoyarsk Kray “On Creation of the Working Group for Development of Proposals on Solving Matters of Cooperation between the Krasnoyarsk Kray and the US Agency for International Development” dated December 29, 2006.
3. Protocol No. 34 “On the Results of Negotiations” between the Council of the Administration of Krasnoyarsk Kray of the Russian Federation, and the US Agency for International Development.
4. Work Plan of the “Program of Partnership of the Council of Krasnoyarsk Kray Administration and the US Agency for International Development: Assistance for Integrated Socio-Economic Development of Krasnoyarsk Kray”.
5. Excerpts from SCISCs Quarter Reports for the Cooperative Agreement #118-A-00-03-00127; and specialized SCISC quarter reports on the Krasnoyarsk Partnership Program.
6. Sub-agreements of SCISC with all the implementing partners involved in the Krasnoyarsk partnership Program, and the implementing partners’ quarter reports to SCISC.
7. Any other written documents related to the program implementation available at USAID and/or SCISC, and/or the Kray Administration, including program presentations and reports at relevant conferences, seminars, and roundtables.
8. Meetings with the Program’s stakeholders, including respective representatives of USAID, Krasnoyarsk Kray Administration and its departments and agencies involved in the Program, the implementing partners headquartered in Moscow, Novosibirsk, and Krasnoyarsk and their counterparts in the Kray Administration, any other organizations involved in the Program as well as the Programs beneficiaries in Krasnoyarsk Kray.
9. Any other documents and materials related to the Program (e.g. newspaper articles, etc.)

Tasks

The evaluation shall take place in Moscow, Novosibirsk, and Krasnoyarsk Kray in Russia, with the following tasks:

Preparation (Moscow)

The Contractor shall analyze key background and other program-related documentation and information provided by USAID; develop the *evaluation methodology* (including the primary analysis questions and interview protocols) and obtain USAID concurrence; develop *draft Report outline reflecting all themes as presented in the sections “Purpose of Evaluation” and “Evaluation questions”*, and obtain USAID concurrence; develop the *draft schedule of interviews* for the subsequent field work including respective visits in Moscow, Novosibirsk and Krasnoyarsk Kray (a suggested list of initial contacts will be provided by USAID) and obtain USAID concurrence. Before beginning its field work, the Contractor shall conduct a *pre-interviews briefing at USAID (with the participation of the Kray Administration)* on the upcoming field trips and tasks there, and shall make final adjustments in line with the USAID feedback during the briefing. Make logistical arrangements and get ready for the field trips and interviews.

Interviews I (Moscow)

The Contractor shall conduct interviews of USAID/Russia staff, conduct interviews of the implementing partners’ staff, and review and refine the methodology, if necessary.

Interviews II (Novosibirsk)

In Novosibirsk, the Contractor shall interview the Program Coordinator organization (SCISC), and review related documents and performance information.

Interviews III (Krasnoyarsk Kray)

In Krasnoyarsk Kray and, if need be, in other selected locations in the Kray, the Contractor shall interview the staff of the Kray Administration, including respective departments and agencies, legislators involved in the partnership program, members of the Kray Working Group, selected representative group of end beneficiaries (local organizations and people in the Kray that experienced concrete impacts as a result of the Program), and review related documents and performance information.

Analysis and Draft Report (Moscow)

The Contractor shall provide a *post-interviews briefing at USAID/Russia (with the participation of the Kray Administration)* discussing the findings and the related proposed *adjustments to the draft Report outline*, and obtain USAID concurrence. The Contractor shall prepare the Draft Report, conduct additional interviews, if necessary, and *submit the Draft Report to USAID/Russia (with the participation of the Kray Administration)* for comments (these comments are expected to be provided to the Contractor within 2 weeks).

Deliver the Final Report, and make Presentations

The Contractor shall incorporate the comments into the Report, finalize, and *submit the Final Report to USAID/Russia and the Administration*. The Contractor shall *present the Final Report at USAID/Russia (with the participation of the Kray Administration)*.

V. Deliverables

Period of Performance

The Evaluation is expected to start *in the first half of October 2008*. The Final Report and the respective presentations *must be completed by December 15, 2008*.

Deliverables

All *briefings and presentations* will be done in English. When the Kray Administration representative(s) do not speak English, the Contractor will provide high quality interpretation into Russian.

All *evaluation reports* shall be prepared in the English and Russian languages.

The Contractor shall provide the following deliverables to USAID/Russia:

1. Evaluation methodology
2. Draft report outline
3. Draft schedule of interviews
4. Verbal briefings:
 - a. Evaluations methodology briefing
 - b. Draft report outline briefing
 - c. Draft schedule of interviews briefing
 - d. Pre-interviews briefing
 - e. Post-interviews briefing
 - f. Presentation of the Draft Report
 - g. Presentation of the Final Report
5. Draft Report
6. Final Report

The Draft Report and the Final Report will have an Executive Summary and not exceed 40 pages (as measured in the English language version, with the main font being “Times New Roman”, size 11) excluding appendices. Any additional information required will be determined in consultation with USAID during the course of the evaluation and confirmed during the verbal briefings.

The Final Report will be provided to USAID/Russia in electronic format in MS-Word and Adobe PDF. The Final Report shall have an Executive Summary and not exceed 40 pages (as measured in the English language version, with the main font being “Times New Roman”, size 11), excluding appendices. The appendices shall at a minimum include a complete description of the evaluation methodology; a list of individuals and organizations interviewed; and any questionnaires used.

VI. Additional Considerations

1. The Contractor shall arrange for all logistical support including travel, transportation, secretarial and office support, word processing, interpretations and translations, report printing and communication, as appropriate.
2. Technical direction during the performance of the evaluation process will be provided by the USAID/Russia Office of Regional Development, and the Evaluation Coordinator Alexander Sarkisov.

VII. Technical Selection Criteria

The technical selection criteria shall include the following rated elements:

1. Proposed technical approach and timeline (40 points)

The degree to which the proposed technical approach shall allow to attain the targets of the evaluation, the effectiveness of the proposed approach in attaining these targets, and the ability to perform all the tasks at a quality level by the designated end date of the evaluation

2. Institutional capacity and experience (30 points)

The level of relevant capacity and past performance experience in implementing evaluations of complex programs, preferably multi-sectoral programs in Russia, with multiple implementing organizations including regional government agencies, and implemented in several geographic locations in Russia.

3. Evaluation team (30 points)

Extent to which proposed evaluation team members have demonstrated experience and past performance to perform their proposed roles

VIII. Evaluation team requirements

The Evaluation Team requirements are as follows:

- A team leader who is thoroughly familiar with techniques of program appraisal; has extensive program evaluation experience for international and Russian programs, preferably including experience on evaluating USAID programs in Russia; possesses excellent organizational and team-building skills: has the professional capacity for coordinating and directing the reporting effort, including preparation and submission of the draft and final reports.
- Other team member(s) must be professional-level expert(s) in the areas of project design and implementation, Russian regional development, partnerships, preferably in multi-sectoral programs with multiple implementers including regional government agencies; possess evaluation experience, and, preferably, be familiar with USAID programs.
- The team must also have knowledge of the terminology and concepts of multidisciplinary and partnership programs in the areas of economic development, health, and civil society development, have the capacity to provide the quality level written translation and verbal interpretation, as well as to prepare all bi-lingual documentation and reports.

IX. Instruction to Offeror

An offeror should submit a Proposal in English that would consist of two parts: the Technical Proposal, and the Cost Proposal.

All texts in the Technical Proposal (including Annexes) and the Cost Proposal shall use Times New Roman font, size 11, single line space. The Technical Proposal (including annexes) shall have continuous page numbering.

The Technical Proposal should have *15 pages or less* (excluding annexes) and should address the technical selection criteria.

The Cost Proposal should have *3 pages or less* and should provide *the price* including all costs (with respective narratives) needed to produce deliverables, including, but not limited to, salaries or consultant fees, travel and per diem, translators/interpreters, materials and supplies, logistics support.

Offerors shall submit two annexes to the Technical Proposal: 1) resumes and references of the team leader and team members which will be limited to two pages per individual; 2) the Offeror's past performance information which shall not exceed 3 pages in total as further described below.

The Technical Proposal shall consist of the following:

- Cover Page
- Technical Approach and Timeline
- Institutional Capacity and Experience
- Evaluation Team
- Annexes

- o Team Resumes and references
- o Relevant Past Performance and References

To facilitate the competitive review, USAID will consider only proposals conforming to the format prescribed below. Any other information submitted will not be provided to the evaluation panel and will not be evaluated.

Cover page: A **single page** with the name of the Offeror clearly identified, contact person for the Offeror, including this individual's name (both typed and his/her signature), title or position with the offeror, address, telephone and fax numbers and e-mail address. State whether the contact person is the person with authority to contract for the Offeror, and if not, that person should also be listed with contact information.

Narrative (14 pages or less): The narrative should contain the following elements:

Technical Approach and Timeline (5 pages of less):

The Technical approach must include a clear description of the conceptual approach and the general strategy (i.e. methodology and techniques) being proposed to address the evaluation questions; explain how the approach is expected to achieve the proposed objectives, propose a realistic timeline allowing to complete all tasks by the designated end date of the evaluation. USAID expects the offeror to utilize its expertise and experience in designing a technical approach which will best achieve the results described in the SOW. The Proposal shall discuss how resources will be organized to obtain expected results. The offeror should discuss fully the "what" and the "how" of its proposed plan of action.

Institutional Capacity and Experience (4 pages or less):

The Offeror must offer evidence of its technical and managerial resources and expertise (or its ability to obtain such) in doing evaluations of multi-sectoral programs with multiple implementers, and its experience in managing similar programs in the past. Information in this section should include (but not limited to) the following information:

- a. Brief description of organizational history and experience
- b. Examples of accomplishments in developing and implementing similar evaluations
- c. Relevant experience with proposed approaches
- d. Institutional strength as represented by breadth and depth of experienced personnel in project relevant disciplines and areas
- e. Proposed field management

Evaluation Team (5 pages or less):

This section should describe the evaluation team and describe each team member's role, technical expertise, the estimated amount of time each will devote to the evaluation. The team members' capacities should be able to cover the whole spectrum of knowledge and skill to fully perform the SOW at a high-quality level (including, but not limited to, the collection of relevant information, the analysis, the working out of the recommendations, the conducting of all briefings, the preparation of all reports, the provision of English and Russian language translations, etc.) The Offeror must also indicate who will be the team leader and demonstrate his capacities to perform this role and to lead to successful fulfillment of the evaluation. The Offeror should provide resumes with references for all team members in an annex to the Technical Proposal.

Annexes to the Technical Proposal:

Resumes: The offeror shall submit resumes and references for all team members, which shall be limited to two pages per individual and, if possible, use a standardized format. Resumes should demonstrate that person possesses the skills and knowledge to function as proposed on the project team. For each person proposed provide a minimum of three references. For each reference specify the relationship between the individual proposed and the reference and provide contact details including email address and phone numbers of each reference.

Past Performance (3 pages or less): Past performance should be provided for up to 5 projects (ongoing or completed within the last 3 years) which best illustrate the Offeror's current qualifications and the results achieved relevant to evaluation of multi-sectoral partnership programs. The list of such projects shall include for each referenced project: (i) the name of the organization for whom the Offeror was implementing this project, (ii) the project name, (iii) a brief project description, (iv) the period of performance, (v) the contract amount, and (vi) the name and telephone number and e-mail address of at least two contacts at the organization for which the service was performed.

If the Offeror encountered problems on any of the referenced projects, it may provide a short explanation and the corrective action taken. Offerors shall not provide general information on their performance.

USAID may use past performance information obtained from sources other than those identified by the Offeror. USAID shall determine the relevance of similar past performance information. Past performance information will be used for both the responsibility determination and best value decision. Past performance information should not exceed 3 pages, is not included in the 15 page limit and should be submitted as an annex.

How to submit proposals:

Proposals should be sent to: Courtney Chubb at, cchubb@usaid.gov and Vadim Poroticov at, vporoticov@usaid.gov, and should be received by close of business (6 p.m.) *September 25, 2008* (Moscow time).

ATTACHMENT

Initial List of Implementing Partners of the Krasnoyarsk Partnership Program

1. Russian Microfinance Center (RMC)
2. New Eurasia Foundation (NE)
3. Center for Fiscal Policy (CFP)
4. Foreign Investment Advisory Service (FIAS)
5. Siberian Civic Initiatives Support Center (SCISC)
6. "Healthy Russia" Foundation
7. National Foundation for Prevention of Cruelty to Children
8. Regional Public Organization of People with Disabilities "Perspectiva"
9. US Forest Service (USFS)
10. Charities Aid Foundation (CAF)
11. Berezovaya Roshcha (Krasnoyarsk)
12. Forest Institute named after Soukachev (Krasnoyarsk)
13. KrasTorf (Krasnoyarsk)
14. Siberian Technological Institute (Krasnoyarsk)

SCISC internet site link containing general information about the Program

http://www.cip.nsk.su/?mode=about&page=dcpage_033015410

Initial List of the Program’s Partners in the Krasnoyarsk Kray: Administration sub-divisions and non-government organizations (after the recent re-organization of the Kray Administration some or all of its sub-divisions may be changed; the final list shall be identified by USAID together with the implementing partners)

1. Working Group of Krasnoyarsk Kray Administration
2. Department of Foreign Relations and Investment Policy
3. Department of Economic Policy
4. Department of Finance
5. Department of Natural Resources and Forest Industry
6. Department of Social Policy
7. Agency of Labor and Employment
8. Agency of Agricultural Development
9. Agency of Education
10. Agency of Higher and Professional Education
11. Kray Educational and Methodological Center for Extended Vocational Education
12. Agency of Public Development and Youth Programs
13. Agency of Social Protection
14. Agency of Social Information
15. Agency of Health and Provision of Medications
16. Directorate (Управление) of Public Relations
17. Directorate of Information Policy
18. Directorate of Youth Policy
19. Kray Center for Psychological, Social, and Medical Support
20. Chief Pediatrician of the Kray
21. Chief Physician of the Kray
22. Krasnoyarsk Local Public Youth Organization of People with Disabilities “Talent”
23. Krasnoyarsk Kray HIV/AIDS Center “SPID”
24. Krasnoyarsk Kray Youth Public Organization “WE ARE AGAINST AIDS”
25. Baby House No. 3
26. Baby house No. 5
27. Krasnoyarsk Regional Public Organization of Parents for Protection of the Rights of Children with Disabilities “Open Hearts”