



# **ANNUAL REPORT**

# **2005**

## Executive Summary

In 1997, the Charities Aid Foundation (UK), with financial support from the United Kingdom Department for International Development and the Ford Foundation established *Consultations for Associations and Foundations*, an autonomous non-profit organization. During the years of operation *Consultations for Associations and Foundations* successfully implemented a number of training and advisory programs for Russian non-profit organizations. In 2002, the organization changed its name to *The NGO School Foundation for Development of Non-Governmental Organizations*.

The NGO School Foundation is a federal-level resource center providing comprehensive advisory support to organizations committed to solving social issues and developing civic initiatives, thus contributing to formation of civil society in Russia. The NGO School's major objective is to provide key knowledge in legal, financial, and organizational aspects of non-profit activity, and to create opportunities for networking and further development of the Russian non-profit sector.

The NGO School Foundation provides a team of experts in the field of project management, organizational management, financial administration, law, psychology, fundraising, and public relations. Our experts are creative and active people who believe that civil society plays a critical role in the course of Russia's development.

**Our mission: *Providing professional support to civic initiatives.***



2005 proved to be a demanding year for the staff and associates of the NGO School as the provision of advice, training courses and special projects, all aimed at developing and delivering philanthropy in all of Russia continued.

We are deeply grateful to all the corporations and foundations which have supported our work. Their far-sighted understanding that even from small beginnings not-for-profit groups can make a substantial difference to the lives of the people in society who most need help is much appreciated.

As Chairman I am indebted to all our staff who have made such great efforts to deliver the program and to make the year such a success. And I particularly wish to thank and congratulate the Director, Tatiana Burmistrova, without whom the future would not look so bright.

*Sir Patrick Brown,  
Chairman, Executive Board*

# INTRODUCTION

## TO NGO SCHOOL FOUNDATION

Our organization came into being in 1997 as a project created by the Charities Aid Foundation (UK). The Russian non-profit sector was developing rapidly. Emerging leaders were creating organizations to implement specific projects; they were full of ideas, willing to make a difference, and were able to solicit financial support from numerous foreign organizations. They, however, lacked experience and knowledge. The NGO School became the unique educational resource for such innovative people. Thousands of non-profit activists became NGO School alumni after participating in educational and consultancy programs on financial and legal aspects of non-profit management. The project became the base for adapting western non-profit technologies and developing new Russian ones. The NGO School proved an exclusive consultancy center providing support to non-profit organizations free of charge.

In February 2004 the project ended, and the NGO School became a fully independent organization, the NGO School Foundation, the largest resource center operating at the federal level. Our activity scale grew from just several regions to all federal districts of Russia. From Kaliningrad to Vladivostok, non-profit organizations got involved in our projects. Planes and trains became for the NGO School's staff a normal place to discuss potential projects, both local and international.

The NGO School's experts became especially valued when the Russian business sector acknowledged the need to develop social projects. The largest Russian socially responsible companies became our clients. Among such collaborations, the NGO School Foundation coordinates the work of Children's Committees under the auspices of *the Russian Aluminum's 100 Cool Projects* program, and business games for fellows of the

Federal Fellowship Program sponsored by the Potanin Foundation.

In 2005, the NGO School's international relations became more meaningful. From being just a recipient of foreign donations our organization grew to a fully responsible partner and implementer of joint projects.

Changes in the political and social environment in Russia in 2005, as well as in models of cooperation between the non-profit sector and the state, revealed new challenges for the NGO School Foundation. The need for direction, accurate information and consultancy increased dramatically. The Russian non-profit sector became noticeably stronger, which gave rise to a demand for absolutely new, innovative products. The NGO School Foundation started to develop programs for promoting private donations in the country. Our experts are developing evaluation methods for assessing the effectiveness of non-profit organizations, as well as techniques for building relations with businesses, social groups, and state bodies on the basis of the openness and transparency of organizational activities.

We believe that our best achievement is in having created a highly qualified team of managers and experts who share not only professional, but also personal values, which makes many of our projects possible.

The year of 2005 significantly strengthened the NGO School Foundation as a technological and program resource center serving the needs of the non-profit sector and civic initiatives in Russia.

## Operational Areas

In the course of its development, the NGO School Foundation has selected three major operational areas:

- **Consultancy Services** – we provide comprehensive advice in legal, financial, and fundraising issues that may arise in nonprofit organizations. NGO School Foundation is the only such service in Russia providing high-quality consulting support to NGOs free of charge.
- **Courses and Educational Programs** – we offer short-term and foundation courses for nonprofit or-

ganizations on issues of public administration, marketing, and the use of innovative technologies. We are now developing a much broader range of courses and seeking to investigate certain topics in finer detail.

- **Developing Social Projects and Promoting Civic Initiatives** – we design and examine social projects for particular regions and businesses carrying out charitable activities. The high level of expertise allows our team to create social programs which cater for the needs of businesses, governmental institutions, and nonprofit organizations.

Our major operational principles – **Know the details, See the opportunities, Work effectively.**

## Board of Trustees

<b>Anatoly Yermolin</b>	State Duma Deputy, member of State Duma Committee on International Affairs
<b>Yelena Kovalevskaya</b>	Director, Institute of System Analysis, Russian Academy of Sciences
<b>Larisa Konovalova</b>	Head of UNESCO/INKORVUZ Department for development of non-governmental organizations, State University of Management
<b>Svetlana Makovetskaya</b>	Program Director, Public Contract National Project Institute
<b>Vera Sheinina</b>	Head of Department of Philanthropy, Chevron Texaco
<b>Lev Yakobson</b>	PhD, Professor, Vice-Chancellor, Head of Department of Public Administration and Economics of the Social Sector, State University Higher School of Economics

## Executive Board

<b>Sir Patrick Brown</b>	Trustee, CAF UK
<b>Olga Alekseyeva</b>	Development Director, CAF International Philanthropy Trustees UK
<b>Lyudmila Alekseyeva</b>	Chairman, Moscow Helsinki Group
<b>Maria Chertok</b>	Director, CAF-Russia
<b>Vladimir Yakimets</b>	Leading research fellow, Institute of System Analysis, Russian Academy of Sciences

# KNOW THE DETAILS

## Consultancy Support

Our clients especially value consulting services provided by the NGO School Foundation. Eight out of ten non-profit organizations cease operating only because they had not received proper advice when it was needed. From the very first minute of existence, a non-profit organization steps onto a minefield; troubles can begin already with the choice of the legal form of the organization and preparing the organization charter. Usually it is enthusiastic and creative people who found non-profits; they tend to ignore the formalities, but later it leads to difficulties in correcting evident mistakes because of shortage of time and financial resources. Inaccuracy in financial reporting is yet more aggravating. Even older and more experienced organizations can put important social projects in jeopardy when lacking information and expertise at hand.

This is the reason why the NGO School Foundation to operate the only service center in Russia that provides NGOs with free consulting support from leading experts in the non-profit sector. Within this project we provide the following services:

- legal advice in person for NGOs on issues of founding, operating, reorganizing a non-profit body, including questions of registration, taxation, personnel management, and endorsement of civil contracts;
- legal advice in person for for-profit organizations on issues of donating and applying tax exemptions;
- advice in person for NGOs on non-profit accounting;
- advice in person for NGOs on fundraising;
- oral legal advice via telephone.

The NGO School considers this functional area so important that funds it from its own resources. We believe that thus we are directly investing in the stability of the Russian non-profit sector.

*Chart 1. Free Consultancy Services in 2005*

<i>Consultations</i>	<i>Legal</i>	<i>Accounting</i>
In person	205 hours	113 hours
Oral (via telephone)	27 items	20 items
Written	31 items	19 items

In 2005, around 250 non-profit organizations received our free advice, 38 of them became the NGO School's regular clients. Almost 70 individuals received advisory support on issues of establishing a non-profit organization.

Our experts are holding their hand on the pulse of changes in legislation, which is vitally important considering the constant transformation of relations between the state and the non-profit sector. The NGO School's experts summarize their consulting experiences by preparing regular publications in press.

The NGOs receiving our advisory support specialize in a variety of fields, from scientific research to local administration. The majority, however, are the non-profits which provide social services to certain target groups, including children, orphans, persons with disabilities, families, veterans, persons living with HIV/AIDS.

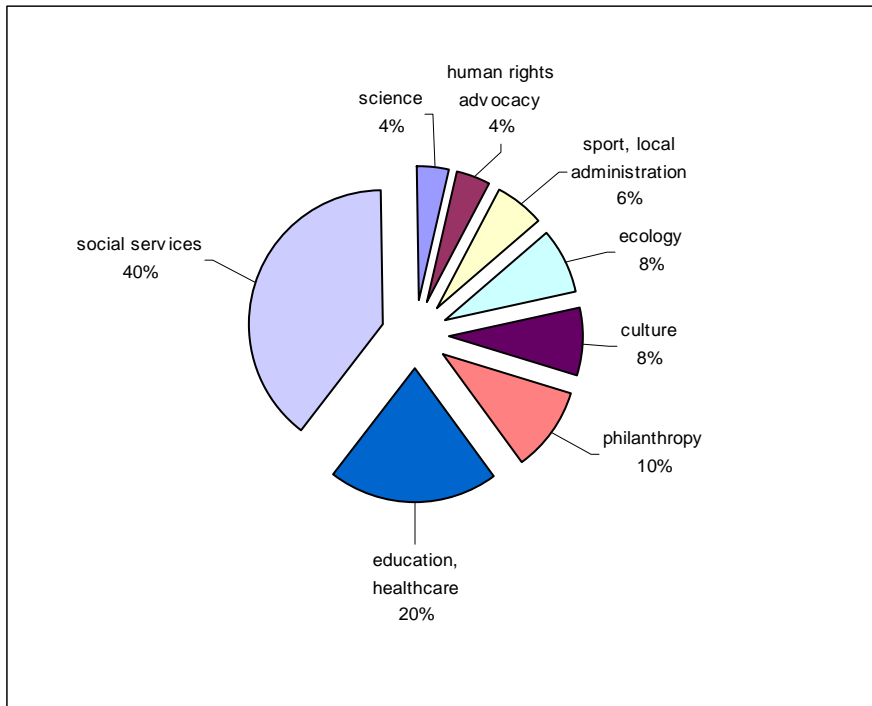


Chart 2. Operational areas of client NGOs

The most demanded topics for legal advice in 2005 were the issues of founding an NGO, taxation, and endorsing civil contracts. Advice on accounting mostly dwelled on reporting and applying directed funds, processing payments, and charging taxes.

paid services to such organizations as *the Center for Curative Pedagogics*, *the Hesed Support Foundation*, *the Community of Persons Living with HIV/AIDS*, *the Sistema Foundation*, *Project Harmony, Inc.*, as well as to individuals.

In addition to free advice, in 2005 the NGO School Foundation introduced a number of paid services, including publication of a digest with an overview of legal information for non-profit organizations, legal expertise of contracts, legal support for conferences for NGOs, and advice on fundraising. The NGO School provided

At the end of 2005, our experts completed a preparatory analysis of the new legislation on non-profit organizations. We believe that the new consultancy project on this topic (to be launched in 2006) will be essential for our clients.

## Courses and Seminars for NGOs

The most frequent question posed at meetings and conferences for the non-profit sector is *How?* How do we secure funding for the organization? How do we outline and manage project implementation? How do we attract and retain volunteers? How do we effectively earn public recognition for events and programs? It is now no secret that the success of a non-profit entity often depends on the technologies it deploys on a daily basis. A carefully managed project will attract business partners better than any words; a new fundraising strategy will secure a stronger budget for an important social project. The NGO School Foundation bases its training activity on multiplying such effective technologies.

Chart 3. Courses and Seminars in 2005

Courses and seminars	Quantity	Number of participants
Within programs	6	103
Corporate	19	272
Open	7	70

In 2005 the NGO School ran 32 seminars and courses which gathered a total of 445 attendees. These activities included program events, corporate seminars, and open seminars and courses.

Courses and seminars implemented under the auspices of the NGO School's programs took places all around Russia:

1. The RUSAL Children's Program 2005 – Moscow, Boksitogorsk
2. Development and Institutionalization of Dialog Between the Citizens and the State of Russia, a project by *CAF Russia* – Moscow
3. Promoting Active Citizenship in Local Communities in Chekhov District of Moscow Region, a project by *CAF Russia* – Chekhov
4. Organizational Support to the Good Start Program, a project by *CAF Russia* – Krasnodar, Armavir, Ust-Labinsk
5. Small Grants Program for Reduction of Poverty in Leningrad region, a project by *CAF Russia* – St. Petersburg

The NGO School organized corporate courses and seminars for *the American Councils for International Education, Inc.*,

*The Victoria Foundation, the Ford Foundation International Fellowships Program and the Institute of International Education, CAF Russia, the Jewish Culture Center on Nikitskaya, the Roma Ural Cultural Autonomy, and Project Harmony, Inc.*

The seminars covered the following topics:

- Project management
- Leadership for social justice
- PR in non-profit organizations
- Methods of working with volunteers
- Preparing grant proposals
- Implementing social projects
- Fundraising 101
- Corporate fundraising
- Non-profit management
- Taxation for non-profit organizations

The seminars and courses were developed according to the needs of particular client organizations and supported by supplementary materials providing instructions and legal information.

# SEE THE OPPORTUNITIES

## Conferences and Roundtables for NGOs

The NGO School pays special attention to organizing events that contribute to multiplication of non-profit experiences in Russia. The key event of such nature took place on May 11, 2005, under the auspices of the International Seminar "State – Business – NGOs: Issues of Cooperation and Philanthropy Development." The roundtable for the NGO experts entitled, "International Trends in Philanthropy Development," was organized jointly by the NGO School Foundation and the Department of Public Administration at Moscow State University.

The roundtable session stimulated a discussion around the leading trends in philanthropy development in Russia and around the world, the most valuable factors of philanthropic behavior, and prospective methods of strengthening the state of charitable practices and the effectiveness of fundraising techniques. The ground for discussion was set by reports from international experts; Arthur Brooks (Maxwell School, University of Syracuse) spoke on the comparative analysis of world philanthropy practices, Olga Alekseyeva (Development Director, *CAF International Philanthropy Trustees*, UK; Director (1997-2005), *CAF Russia*) dwelled on philanthropy in Russia as a territory of freedom.

The NGO School Foundation made a contribution to preparing the Cross-regional Conference "Developing Local Communities: The Federal Law on Local Administration and Civic Initiatives," which took place in Vladimir on May 27-28, 2005. The conference was held by *Project Harmony, Inc.* and gathered around 40 representatives of state bodies and NGOs from Vladimir, Vologda, Ivanovo, Kaluga, Kirov, Kostroma, Leningrad, Novgorod, Pskov, Ryazan, Tambov, Tver, Smolensk,

and Yaroslavl regions. For this conference the NGO School Foundation selected experts, analyzed evaluation forms, and prepared the final report.



On August 14-28, 2005, the NGO School staff members partook in the Second International School of Social Management and Civic Initiatives in Lithuania. This event helped us further develop the NGO School's business network in 19 regions of Russia and establish new connections with potential partners in Lithuania and Poland.

## Involving Volunteers

The NGO School Foundation highly appreciates the contribution that volunteers make to the socially valuable activities implemented by the organization and to the overall development of volunteerism in Russia. From the very first year of operation the NGO School has been devoting much effort to attracting volunteers to the Russian non-profit sector.

In 2005, the NGO School became a part of the National Coordinating Committee for Global Youth Service Day (GYSD) in Russia. Our organizations provided support for 7754 volunteers to implement socially valuable projects for the GYSD under the auspices of RUSAL Children's Program 2005. *NGO School* also made it possible for Boksitogorsk Children's Club to participate in the International Volunteer Festival in Tver (September 8-11, 2005).

The successful implementation of the RUSAL Children's Program 2005, aimed at promoting active citizenship among children and young people, allowed us to nominate it for the National Public Award for Volunteerism in 2005. To our highest delight, the NGO School received the award under the nomination "Management / Administration of Volunteer Activities" in the category "Educational Programs for Specialists in the Field of Volunteerism."



# WORK EFFECTIVELY

## The RUSAL Children's Program 2005

In 2005, the NGO School Foundation was coordinating one of the outstanding social programs by *the Russian Aluminum* – the *100 Cool Projects* contest implemented in Achinsk, Sayanogorsk, Krasnoyarsk, Bratsk, and Novokuznetsk. Initially, the program supposed creating a children's movement on the basis of projects proposed for the contest by children themselves.

Children's Committees gathered in the program cities and carried out the first round of project evaluation. To become a member of a Children's Committee, a young person had to go through a strict selection process; each candidate competed with an average of seven others. The selected members were active citizens, initiative, responsible, and possessed experience of participation in socially valuable activities. Children's Committees gathered a total number of 316 members.

All Committee members completed a course on the basics of creating social projects. In summer, 75 Committee members came together to select best proposals submitted to the *100 Cool Projects* contest. The task they were facing appeared not at all easy. A total of 556 proposals had been sent in for the contest from five RUSAL regions; only 150 projects were to be selected. An adult selection committee would then choose the final 100 winning projects. Most important in all this work was that the projects submitted for the contest had been created by children and evaluated by their peers.

The contest received a variety of project proposals, all of them including statement of purpose, project description, and, the most difficult part, the budget. Young experts worked in small groups; first, they read the proposal, then shared opinions within the group, and lastly, decided whether the proposal could be recommended for a grant. A successful project proposal would answer the following questions:

- Who will benefit from this project?
- Would children be interested in participating in this project?
- Will the project be sustainable?
- Is the budget feasible?

Often the Committee members could not reach the final decision even after a hot discussion. In this case, senior

experts – also young people – would step in and lend a hand to their younger colleagues. At all times, advisors from the NGO School Foundation were available to assist Children's Committees. The winning projects selected by the Committees received funding and organizational support from RUSAL.

Besides evaluating projects submitted for the contest, members of the Children's Committees also designed and implemented projects of their own. During Global Youth Service Day 2005 they successfully ran 104 events attracting 7754 contributors.



In Boksitogorsk, the NGO School carried out a needs assessment of children and young people, and analyzed opportunities for the extramural involvement of youth in the city. The results of the research served as a basis for running a seminar for representatives of organizations working with youth on the basics of social project management and involving children in socially valuable activities. Together with experts from St. Petersburg Institute for Education Through Experience and Boksitogorsk Center for Ecology and Biology, NGO School

Foundation worked on creating the RUSAL Children's Club.

In winter and spring, around 6000 children and young people attended sport clubs and events under the auspices of RUSAL's social program. These activities were

highly valued by the children and their parents, as well as by staff of the schools which hosted the events.

*The Russian Aluminum* and the NGO School signed an additional contract to prolong the Children's Program till April 2006.

## The Good Start Project

In 2005, the NGO School provided organizational support to the grant contest of the Good Start Program. Implemented in Ust-Labinsk and Novokuban districts of Krasnodar region, the program aimed to aid young orphans in accessing institutions of vocational training and professional education.

For most children a question about the future is an appeal to their imagination. For young orphans, on the contrary, a question even about their present or past may be perplexing. For instance, if asked what would you do if you got sick, the children would say, "I would go to Nadezhda Mikhailovna," thus naming the person who works as a physician in the orphanage. When asked the same question, but about after they graduate from the orphanage, the kids would give no answer at all.



Within this project, the NGO School organized a continuing interactive seminar for specialists working with orphans in Krasnodar region, during which all project stakeholders learned new methods and techniques for securing effective social adaptation and career guidance for orphans.

At the same time, children from the participating orphan home attended weekly We Ourselves practical courses, which allowed them to acquire skills necessary to live an independent life and enrich their perception of the bigger society outside the orphanage. After completing the courses, the children would be able to search for employment opportunities, request health care, pay housing fees, continue their education and perform other routine tasks.

Overage eighth-graders attended extracurricular classes that would enable them to finish the nine-year basic education program at the age of 17. The children put a lot of effort into these studies and eventually were able to successfully prepare for and pass all graduation exams without cutting their regular eighth-year classes.

Children from the orphan home also went on a number of field trips to vocational colleges, technical schools, and leading industrial companies in Krasnodar and Armavir. During one of the trips they took a chance to complete an aptitude test at Krasnodar Mobile Career Advice Center, which gave the children an opportunity to define their professional paths and choose educational institutions to their likings.

The Employment Center and the Education Department of Krasnodar region assisted the children in finding summer jobs. This working experience was a good opportunity for them to reveal their self-confidence and reliability, and earn their first salaries.

"Where will you get a job when the time comes?" The most common responses to this question are, "I don't know," "I haven't thought about it," "Wherever I get sent," "Closer to home" (meaning the orphan home) or "I'll work where Petya does," "Wherever there is a dormitory," etc. It becomes evident that these children lack an ability to independently define their life and career paths. The Good Start project was designed to raise public awareness around this issue and involve the local administration, teachers, and all interested professionals in dealing with the problem.

The project became possible with valuable contribution from experts of the Education Department of Ust-Labinsk district, teachers of the participating orphan home, schoolteachers, and instructors from institutions of vocational training and professional education.

It is important to note here that the choice of experts, methods, and content defined the absolutely innovative character of this project for Krasnodar region. We hope that the new methods, creative approach to problem solving, positive attitude of the orphans towards changes in their lives, and support from the local administration will foster fruitful cooperation between project stakeholders and promote further work on social adaptation and career guidance for children from orphan homes.

And then simple discoveries like, "I know my shoe size!" or, "I'm taking exams in Russian and Maths because I'll have to take them to enter a college," or, "I know why salad is served first" will never cause smiles of sympathy ever again.

## Developing Project Expertise of Organizations Working with Children and Youth in Chekhov District, Moscow Region

The NGO School's experts are actively disseminating basics of social project design among Russian non-profit organizations. This is why the opportunity to contribute to a series of seminars for leaders of NGOs providing social services to children and youth in Chekhov district, Moscow region, was especially important for the NGO School Foundation. The seminars took place between February 1 and March 31, 2005 as a side event for the *Social Issue – Effective Solution* contest administered by CAF Russia.

Under this project the NGO School Foundation faced the major task of facilitating new approaches to working with young people and stimulating production of high-profile project proposals for the contest. Seminars run in Chekhov combined a sound theory basis with a number of hands-on practical exercises, which significantly improved the quality of the grant proposals submitted later for the contest.

## The Key to Career Business Game for Potanin Foundation Fellows

At the beginning of 2005, the NGO School Foundation and *EBM Training* (St. Petersburg) held a one-day business game for Potanin Foundation Fellows, which was our first experience of running a large-scale game; more than 150 students took part in the event. For the game entitled, *City of the 21<sup>st</sup> Century*, the participants created a virtual city with a fully functional City Council which had a budget and a number of functional areas. The City Council set criteria which the students-citizens had to follow when designing their social projects within the defined areas. During the process they could appeal for advice to two other city service centers, Placement Center and Information Desk. An expert jury, consisting of representatives of businesses, state bodies, mass media, and largest NGOs, then evaluated the projects.

representatives of business entities, media, and local administration.

Between February and May 2005, the NGO School ran the Game in Voronezh, Tomsk, Rostov, and Khabarovsk. Each Game took 8 hours, involved 190 students, 24-30 guests, and 10 trainers.



In July 2005 the NGO School Foundation and *EBM Training* won the tender to administer the Business Game for the second time. This time the objectives of the Game included introducing the students to perspectives for economic development of the region, facilitating the process of their personal and professional development, attracting potential employers, and creating opportunities for student networking.

In 2005-2006, the Business Game will encompass eight federal districts of Russia and will take place in St. Petersburg, Saratov, Chelyabinsk, Moscow, Dubna, Omsk, Krasnodar, and Vladivostok.

The final product reflected the level of expertise of the two implementing organizations; it became a multi-optional team role play with elements of Open Space and Internet technologies, based on the independent but moderated work of the participants. According to expert evaluation, the Business Game is currently the largest game project in Russia.

### The Key to Career Star Trainers Team

Tatyana Burmistrova  
Yevgeny Machnev  
Mikhail Andreyev  
Kirill Khlomov  
Yuri Tyushev  
Igor Tsikunov  
Nina Voskresenskaya  
Oleg Ivashin  
Yelena Rozit  
Svetlana Sapozhnikova  
Karina Khutayeva

The second game session of 2005 was held in St. Petersburg, Saratov, Chelyabinsk, and Moscow involving 730 Potanin Fellows from 35 universities. Each game ran for three days and featured work of 250 experts,

# FINANCIAL

## STATEMENT FOR 2005

2005 RUB 000	2004 RUB 000	2003 RUB 000
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<b>INCOMING FUNDS – TOTAL</b>	<b>10868</b>	<b>12436</b>	<b>5150</b>
INCOMING FUNDS – DONATIONS	6158	9441	4745
including:			
Donations from foreign corporations and foundations	2078	5780	4595
Donations from Russian corporations and foundations	4080	3661	150
INCOMING FUNDS – FEES	4691	2888	337
INCOMING FUNDS – MISCELLANEOUS	19	107	68

<b>OUTGOING FUNDS – TOTAL</b>	<b>11001</b>	<b>10497</b>	<b>4925</b>
COST OF PROGRAMS, COURSES, SEMINARS, CONSULTANCY	7850	8159	3516
including:			
FREE CONSULTANCY	406	373	340
MANAGEMENT AND ADMINISTRATION	2998	2319	1402
UNIFIED TAX	154	19	7

## Staff

(as of December 2005)

<b>Tatyana Burmistrova</b>	Director
<b>Natalya Zateyeva</b>	Assistant Director
<b>Yana Leonova</b>	Lawyer, Consulting Services Coordinator
<b>Viktoria Belotserkovskaya</b>	Chief Accountant, Advisor
<b>Alla Tolmasova</b>	Legal Advisor
<b>Yelena Leikina</b>	Nonprofit Accounting Advisor
<b>Kirill Khlomov</b>	Trainer
<b>Oleg Ivashin</b>	Trainer
<b>Igor Tsykunov</b>	Trainer
<b>Nina Voskresenskaya</b>	Trainer, Program Manager
<b>Elvira Aleynichenko</b>	Program Manager
<b>Lyudmila Sekret'yova</b>	Program Manager
<b>Madina Umarova</b>	Office Assistant
<b>Dmitry Leonov</b>	Designer, Web-developer

## Trainers and Advisors

In 2005 the NGO School Foundation worked with 22 trainers and advisors, including:

<b>Olga Alekseeva</b>	Development Director, CAF International Philanthropy Trustees UK
<b>Valery Vandyshev</b>	PhD in Economic Sciences; Rector, St. Petersburg Institute for Management and Innovations; program expert, New Eurasia Foundation; member of Committee and Expert Council on Entrepreneurship of the Russian Chamber of Commerce and Industry; member of the social expert council on entrepreneurship under the Governor of St. Petersburg
<b>Yevgeny Machnev</b>	General Director, EBM Company; Executive Director, NGO Development Center (St. Petersburg); member of <i>Intertraining</i> Cross-regional Organization for Trainers and Consultants; co-founder of the National Guild of Fundraisers; Executive Manager, Agency for Social Information, St. Petersburg branch
<b>Andrey Pechnikov</b>	PhD in Chemical Sciences; Director, Beslan Program by CAF Russia; grant program expert, ISAR-Moscow; program effectiveness evaluation expert, SEPS program by the British Council; program expert, the <i>Dialog</i> program by USAID, IREX, CAF Russia
<b>Svetlana Rubashkina</b>	independent expert
<b>Pavel Sergomanov</b>	PhD in Psychology; associated professor; Chairman, <i>World without Confrontation</i> Social Organization for Children and Adults (Krasnoyarsk)
<b>Alla Tolmasova</b>	legal advisor, NGO School Foundation, Center for Democracy Development and Human Rights; expert in the field of legal regulation of non-profit activity
<b>Yulia Shevelyova</b>	Director, <i>Podval Center</i> Foundation (Moscow)
<b>Viktoria Schmidt</b>	PhD in Psychology, Program Director, Social Management and Social Work Program, Higher School of Economics