



REPLICATION OF LESSONS LEARNED

ROLL Program

All across Russia, where 165 million people live among some of the world's most precious natural resources, since 1996 the Replication of Lessons Learned (ROLL) program has been helping communities develop and share cost-effective solutions to a wide range of environmental, social, and economic challenges while creating model government, business, and NGO partnerships that are relevant and workable in Russian conditions.

Coordinated by the **Institute for Sustainable Communities (ISC)**, the ROLL program has earned the respect of Russians by improving human and environmental health, creating jobs, and building local prosperity through transparent decision-making—a process that recognizes and rewards local initiative and problem solving.

Since 1995, ISC has provided the tools and resources to help Russians learn from one another as they implement locally developed, cost-effective solutions to a range of economic, social, and environmental problems.

in Russia



INSTITUTE *for* SUSTAINABLE COMMUNITIES

ROLL'S PROCESS

A Model for Problem Solving

Encouraging Russians to learn from and build on the successes of others in their own country is effective and sustainable over the long term. ROLL has been able to do this by creating a network of six Regional Support Centers, along with a grantmaking process that requires Russian-to-Russian cooperation and sharing of information.

With a struggling economy, many Russians today may not see environmental protection as their highest priority. Yet the ROLL program has proven that supporting creative solutions to environmental challenges often leads to cost efficiencies, new partnerships, and economic advancement.

Strengthening civil society and economic prosperity through environmental problem-solving has been a hallmark of the program since it began. Many ROLL projects, undertaken to solve environmental problems, lead through that process to greater information-sharing, more transparent decisionmaking, collaboration among government, business and citizen organizations, and changes in public policy. ISC believes this to be a core strength of the program that can be a model for tackling other significant issues.

ROLL actively contributes to social, economic, and political progress by showing people what they can achieve by working together.

KEY ROLL FACTS

- In total, 326 projects have been funded since ROLL began in 1996.
- Average grant: \$26,682.
- Total value of projects: \$12,293,263, with \$8,698,437 provided by ISC from donor funds.
- Total cost share: \$3,594,826, an average of 29 percent for each grant funded. For every dollar in grants from ISC, 29 cents is added by the grantee in labor, cash, or material contributions.
- Grants given, by sector: 52 percent to NGOs, 10 percent to businesses, and 38 percent to government agencies.
- ROLL has worked in 85 out of 89 administrative districts of the Russian Federation.



ROLL'S KEY ELEMENTS

Replicating Success

ROLL is a nationwide grantmaking project that has been successfully replicating and disseminating information across the Russian Federation since 1996. It is efficient because it supports replicating rather than reinventing successful projects.

ROLL provides support to Russian NGOs, businesses, and government agencies in sharing their successful approaches with others. By emphasizing replication based on demonstrated results, ROLL maximizes the chances of future successes while keeping the costs of project management to a minimum. The grants support pollution-prevention technologies, policy changes, energy efficiency, resource management, ecologically sustainable business, education initiatives, and environmental health improvements.

Through ROLL, ISC encourages Russian-to-Russian partnerships. ROLL projects average seven partners, and have had up to 17 partners. Many of these bring their own financial contribution to the one-year project in which they are involved. Government and NGO organizations average \$10,000 in contributions, while businesses average \$20,000 in contributions.

Initiatives by ROLL grantees have led to additional funding, beyond ROLL, of nearly \$500,000. Through ROLL and the additional funding generated because of ROLL's successes, ISC has directly and indirectly made positive changes in the lives of more than six million people.



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ROLL'S APPROACH

Supporting Initiative and Collaboration

The ROLL program directly advances the change in citizens' roles that is the essence of the transition from a centralized, authoritarian state to a participatory, modern democracy. By requiring and rewarding individual initiative and responsibility, creative problem solving, and constructive approaches to overcoming bureaucratic opposition, ROLL projects develop the capacity for Russian people to work together to develop their own solutions to their problems, whether environmental, social, or economic.

ISC has established an effective structure for facilitating Russian-to-Russian exchanges of information and knowledge that is an ongoing feature of ROLL. Drawing on lessons learned in the field, ISC's strategic approach for ROLL includes the following emphases:

Connecting grantee activities with results and impacts. ISC works closely with its grantees and USAID to make continuous improvements in impact reporting, encouraging grantees to make a critical assessment of their projects' impacts.

Linking good environmental practices with business development. Many grantee projects, particularly those in the Russian Far East and those involving pollution-prevention activities, have shown businesses how they can minimize their impact on the environment while increasing their profits.

ISC highlights "win-win" scenarios for the environment and the economy, and actively coordinates with other U.S. Government-sponsored initiatives.

Building the capacities of the ROLL Regional Support Centers as environmental support organizations. ROLL's network of regional centers is essential to ISC's strategy of improving grantee sustainability while broadening the program's overall impact throughout Russia's vast territory. ISC is developing and strengthening the centers' capacity to serve the larger environmental sector as support organizations for a systemic, cost-effective approach to sustainability.

Strengthening environmental networks. With the goal of sharing information on new technologies and approaches that can be adopted for replication, the ROLL program continues to build collaboration among project partners and international networks.

Issue-based approaches to activities. ROLL focuses on targeted approaches including reducing pollution, encouraging broader citizen participation, and developing donor-grantee relationships leading to deeper and more sustained outcomes.

ROLL Regional Centers

Central and Northern
European Russia
Moscow
www.iscmoscow.ru/mrc

Volga and South
European Russia
Nizhnii Novgorad
www.rollvolga.ru

Ural
Ekaterinburg
www.ceti.ur.ru/roll

Southwestern Siberia
Novokuznetsk
www.nvkz.kuzbass.net/

East Siberia
Ulan Ude
www.roll-baikal.ru

Russian Far East
Khabarovsk
www.gh.khv.ru

ROLL PROGRAM ASSETS

Methods, Network, and Adaptability

ROLL's core management tool is its **highly respected grantmaking approach** that is widely recognized by Russian government institutions, USAID, and other donor organizations for funding quality projects through an open and transparent process.

For example, UNESCO was so impressed with ROLL's grantmaking approach that it proposed a partnership with UNESCO's *Biosphere Reserves* program to promote sustainable resource management in ecologically important interface zones. The European Union, EBRD, and bilateral EU donors have also expressed interest in using the ROLL mechanism to promote transparent citizen-business-government cooperation that reduces corruption and builds mutual trust.

The **network of six regional centers**, which altogether reaches more than 2,000 Russian organizations, plays an important role in:

- publicizing grant competitions and attracting applications;
- training prospective grantees on both the substance and the mechanics of successful applications; and
- broadly sharing information and success stories about model projects.

The regional centers also play a key role in monitoring and supporting implementation of the grant rounds. This gives ROLL the capacity to implement the program nationwide.

The regional centers maintain databases of useful information on environmental organizations, projects, and consultant specialties throughout the country. They also provide links to international NGOs, partnerships, and funding organizations.

A feature of ROLL's success and reputation is its **ability to identify national, regional, and sectoral needs and target solutions to meet those needs**. For example, the network of regional centers conducted surveys that identified some key issues needing special attention in the regions, such as energy efficiency and potable water. ROLL then conducted targeted grant rounds to address these issues.

The ROLL program also counts among its greatest assets its **Russian staff and network of consultants**.





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Sergei Skvortsov, First Deputy Head of Kinel-Cherkassy Raion Administration

An Energy-Saving Success Project Targets Municipal Buildings

In 2002, ISC implemented a ROLL grant round devoted to municipal energy-efficiency projects in the Volga Federal District of southwest Russia. The initiative promoted social change through scientific and technical progress as well as developing greater links between local government and community institutions.

The projects created significant, ongoing savings in energy costs. Each of the 16 energy-efficiency grants implemented through this grant round averaged \$17,187 in savings in the first year, for a total savings of \$275,000 during the first project year alone.

The projects in Nizhnii Novgorod, Samara, and Saratov oblasts were devoted to implementing practical, locally tested methods and technologies at the municipal level. The ROLL program allocated \$416,000 for this grant round—and with grantee and partner contributions, the total cost of the projects amounted to \$646,000.

In the Kinel-Cherkassy settlement within Samara Oblast, a large and aged oil-burning boiler plant was closed and replaced by six new gas-fired mini-boiler rooms. These were placed in municipal buildings that included a kindergarten, a medical college and its campus, a movie theater, residential buildings, and the central library.

“The effort of the project served as a turning point for us when we started planning concrete measures to be included in the oblast’s energy-efficiency program,” said Sergei Skvortsov, first deputy head of Kinel-Cherkassy Raion Administration. With the four-kilometer heating main no longer necessary, heat loss has decreased considerably. “On gas alone we will save at least twice as much fuel, and on electricity – dozens of times more.”

The \$10,000 that the six mini-boiler rooms are saving annually in fuel costs are now being used to improve the living conditions of all residents of the settlement. In addition, the energy-saving success from ROLL’s \$30,000 grant led to an appropriation from Samara Oblast of \$305,000 for replicating these energy-saving approaches.

Working under the auspices of ISC and the U.S. Agency for International Development, the local communities of the Volga Federal District showed that pooling the efforts of nongovernmental organizations and municipalities can help solve some of the most difficult issues that involve the technical and social infrastructures of Russian society.

Growing Cranberries and Jobs



Pilot Project Leads to New Industry

On an abandoned peat bog northeast of Moscow, a ROLL project completed in early 2003 demonstrated the viability of establishing a business that could create jobs and improve the environment.

In Kostroma Oblast, some 300 kilometers (186 miles) from Moscow, the project involved creating and testing a plantation of locally bred, highly productive cranberries on one hectare of peat bog, once harvested for winter fuel and electricity generation. The cranberry plantations are providing new jobs for local residents, and will help to meet a growing demand for the berries throughout the world. An ISC ROLL grant supported the project in partnership with staff from the Kostroma Forest Experiment Station.



The grantee found that cranberry varieties created in Kostroma can produce a better-quality crop than foreign berries, because they are more frost-resistant, disease-resistant, and produce stable crops in Russian conditions. In developing plantations on peat bogs, an additional benefit to the local environment is that the necessary irrigation protects the bogs from fire while attracting wildlife. These effects help to restore biodiversity and prevent further environmental damage to these former “badlands.”

Although maximum crop yields will take four years to achieve, Russian partners Wimm-Bill-Dan company, Grant-West, and Russkoe Bistro–Volga Enterprise will use the plantation cranberries to make juice and as a flavoring ingredient in yogurt. The partners have already expressed an interest in replicating this project in other parts of Russia.

Planting the Seeds of Greater Success

In a local effort to build on the success of the ROLL pilot project, Grant-West plans to develop new cranberry and red bilberry plantations on 250 more hectares of spent peat bogs. Krem, a new local enterprise in Miskovo village, has been created to take the cranberry project from the pilot stage to a commercial venture. The complete, nine-year project has a budget of more than \$500,000 (USD), and expects to create 70 local jobs. Krem has already built five greenhouses for seedlings, and planted 217,000 cranberry seedlings.

Local investors and the ROLL grantee organization, the Forest Experiment Station, have reached an agreement that allows the station to take part as a consultant in the larger project. This will provide the project with technical advice based on the latest research into growing and harvesting techniques.

By bringing together regional skills and knowledge, investors, local government, and the community, the ROLL project in Kostroma oblast has turned a small grant into a growing industry. All this has been achieved by Russian people coming together to find new ways of making the most of their resources and taking responsibility for their future.

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ROLL'S MAJOR IMPACTS

Energy Efficiency, Public Health, Forest Protection, and Cleaner Industry

Municipal Energy Efficiency. In the Volga Federal District, a special grant round on energy efficiency funded 16 projects to increase energy efficiency in municipally owned facilities. These projects demonstrated effective measures for significantly reducing emissions, decentralizing heating systems, utilizing more efficient fuels, modernizing boiler plants and lighting systems, insulating buildings, and installing better control systems. The resulting practical improvements have yielded immediate cost savings for municipalities, some at a two-year payback rate.

Health-Risk Assessment. ROLL funds projects that train practitioners and support demonstrations of methodologies for assessing health risk. ROLL has done ground-breaking work on measuring and reducing the risks of lead pollution. In the City of Krasnouralsk, for example, the number of cases of excessive pediatric blood-lead concentrations has decreased three-fold in the last two years.

Overall, ROLL has implemented 27 health-risk assessment projects that have helped 10 cities, including Moscow, Ekaterinburg, Ufa, Novosibirsk, Perm, and Novokuznetsk, to adopt practices that lead to decreased environmental risk.

A ROLL project demonstrating the link between the environment and the reproductive health of men living in Bashkortostan (see back page) resulted in the republic enacting laws reducing environmental pollution effects on male reproductive health. This assessment affected more than two million people.

Global Climate Change. Protecting Russia's vast forests is a key objective in the struggle to minimize the projected impacts of global climate change. ROLL funded 18 projects that were part of a special climate-change framework. These grants and others have established forest pathology monitoring systems, improved forestry legislation and forest-fire prevention, increased reforestation activities, and developed and disseminated new methods for propagating and planting seedlings. All these projects have made beneficial impacts on sustainable forest management and forest preservation in Russia.

Implemented in Siberia and the Russian Far East—which together include about 20 percent of Russia—the resulting successes are now being replicated in European Russia.

Environmental Management—ISO14000. The ROLL program funds numerous projects at industrial facilities that demonstrate and replicate proven, cost-effective methods for reducing pollution and improving environmental management systems. A recent grant round focused on environmental management audit activities as a way to prepare companies for ISO14000 certification.

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Protecting Men's Reproductive Health

Project Spurs Changes



Male reproductive health is an issue that has been largely ignored by the overwhelmed health care system in Russia, but one that can have a serious impact on families, communities, and businesses. In the Republic of Bashkortostan, a ROLL project implemented by Shamil Galimov raised the profile of the issue, encouraged men to get help, and changed government policy by sponsoring a survey of workplace environmental effects on men's health.

The ROLL project, titled "Ecology and Men: a Blow Below the Belt," showed a link between the environment and men's reproductive health. In particular, the project highlighted the dangers to men's reproductive health from such environmental toxins as dioxins, PCBs, lead, and other heavy metals in the workplace. It also showed the link between worker productivity and good environmental conditions in the workplace.

The project organized a regional seminar for more than 200 participants, examined 3,817 men, and published advertising that educated men and their families, encouraging men to come in for health checkups. Other outreach efforts increased understanding by local people, employees, and the government of the adverse effects that poor environmental conditions can have on male reproductive health, and ways to minimize these effects.

The project drew a lot of attention from local authorities and led to a number of changes in local laws and services for men as well as a change in approach by the Russian Health Ministry.

Changing Laws, Creating Protections

Following the project, changes made to the laws related to male reproductive health in Bashkortostan gave men specific rights to access their health records, and legal protections against being forced to work in unhealthy environments. Men also gained the legal right to be moved from jobs in environments known to cause reproductive problems in men.

Perhaps most importantly, citizens were given the right to receive complete and accurate information about threats to their reproductive health, and about the potential consequences of harmful industrial, environmental, and other factors related to work conditions. The changes also require employers to keep track of possible toxins used in manufacturing processes that may affect workers.

At the municipal level, men's health services were established in the republic's capital, Ufa, and its second-largest city, Sterlitomak. For the first time, a special men's health unit was established at the government clinic in Sterlitomak. The project doubled the number of men who were coming into the family health center in Ufa for checkups.

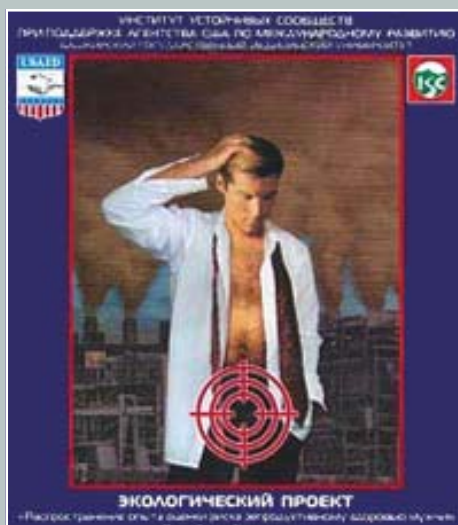
One of the region's largest employers, BashTransGas, funded clinic checkups for its male workers, and is now actively monitoring their reproductive health.

The success of this project has also led to improved monitoring by the Russian Ministry of Health of the effects of environmental factors on male fertility.

ISC's mission of is to help communities around the world address environmental, economic, and social challenges to build a better future shaped and shared by all.

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