



IBLF RUSSIA REPORT

July 2010 – December 2011



Photos
Courtesy of Russian Microfinance Center,
International Compliance Association
and YBR Programme Participant Zhanna Soler

DIRECTORS' REPORT



**Brook Horowitz, Director,
Business Standards and
Regions**



**Boris Tkachenko, Head
of the Branch Office and
Programme Director, Russia,
YBR Programme Manager**

Over the past few years in Russia, IBLF has focused on the themes of business standards and youth entrepreneurship.

The Russian government and business community have started to pay attention to the issue of business standards. International regulators, stock exchanges, the investment community and Russian companies (especially those seeking foreign investment) have shifted their goal posts and reassessed their approach to corporate governance. Hence, the Executive Forums for Non-executive Directors – organized by IBLF in partnership with PwC and IDA – attracted board members of leading Russian companies.

The topic of “reducing the risk of corruption in Russian business” attracted even greater interest from the business community. With a stronger foreign legal enforcement environment, for instance in the form of the introduction of the UK Bribery Act, a hot topic proved to be “How can companies reduce the risk of corruption in challenging, high-growth markets”.

It was here that we noticed a major, new and encouraging trend. This was the year in which the generation of entrepreneurs came of age. A new group of professional business people, some with international business education and others with a serious track record of entrepreneurial success, have realised that their management skills and commercial acumen can be used for an investment back into society – creating an environment that their children and grandchildren can benefit from.

IBLF’s Youth Business Russia programme was a prime example, seized upon by central and local governments alike, of how entrepreneurship can be stimulated, supporting young people to set up their own companies despite the difficulties and inspiring experienced business people to mentor them.

If IBLF, together with our member companies, can inspire these “leader-entrepreneurs” to grow their businesses in a way that contributes to society, we will have gone a long way towards achieving our mission. Finding ways of engaging the ‘new leaders’ in our work will become one of our top priorities.

In the rest of this report, you will find more detail about our programmes via which we deliver our mission and how we try to maximise impact.

Sometimes, when presenting our work in Russia, we are asked by companies “What’s in it for us?” That question is usually accompanied by some skepticism about what a small organisation like IBLF can really do to change the apparently intractable challenges faced by Russia.

For the many companies and organisations that have funded our programmes, supported us as corporate partners or simply participated in our events, the answer is clear.

- We facilitate the exchange of ideas and practical experience between companies, and subsequently between them, governments and civil society in a way that very few other organisations are able to do.
- We provide a neutral space which allows allies and competitors to find common ground about any challenges for their business.
- We inspire new thinking – “outside the box” – for the new generation of managers and entrepreneurs, and enable them as individuals to reassess their own values and contribution to society.
- Through our projects, we provide practical ways for them to implement the most ambitious ideas within their own companies and beyond.
- Through the media, conferences and publications we manage to disseminate our combined solutions and shared values to a wider audience.

While raising awareness of the issues and providing the tools to resolve them is important, our ultimate goal is to achieve a change in behaviour.

Impact can be direct or indirect. It could be the setting up of new entrepreneurs and new jobs in Novosibirsk, or the foundation of a YBR Programme Participants Club in Voronezh; or the enthusiasm of a business leader for setting the tone from the top within the company on clean business practices. It could take the shape of the establishment of a working group of leading companies to find ways of reducing corruption in particular industries; or the creation of a regional partnership between local companies, universities and government to support

budding entrepreneurs. As in all our activities, we do our best to set realistic and measurable targets to assess the effectiveness and lasting impact of our programmes.

There is one more benefit of engaging in our programmes which needs to be mentioned: the benefit for the business leaders who spend their own and their companies' time and resource to support, design and deliver our programmes. They have seen first-hand how business can act as an agent to change lives for the better.

We thank our partners from Russian and international companies, business communities, charity and donor organisations, governmental authorities and NGOs for engaging with us in effective, sustainable partnerships. We do believe the number of partners will increase every year!



ABOUT IBLF

The International Business Leaders Forum (IBLF) is an independent, not-for-profit organisation working with leading multinational companies, governments and society on the responsible business agenda. Since our launch in 1990 by the late Robert Davies and HRH The Prince of Wales, IBLF is supported by a network of over 85 companies from Europe, America, Asia and the Middle East and more than 200 affiliated organizations worldwide. Headquartered in London, we also have active regional offices in Moscow, Mumbai and Beijing.

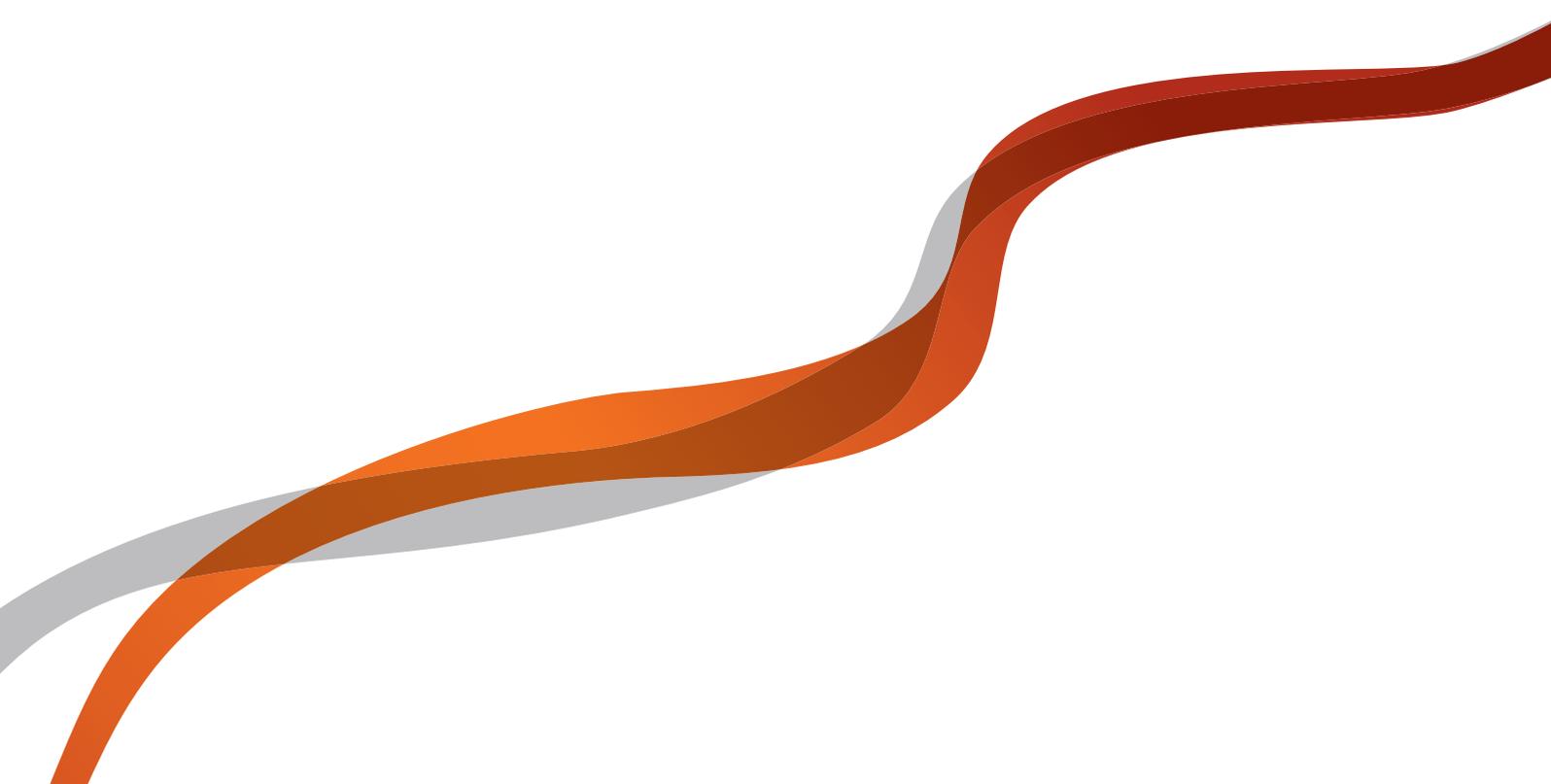
International Business Leaders Forum registered as company limited by guarantee and not having share capital under no.2552695 and a charity in England No. 1024119. In the Russian Federation IBLF was registered as a branch office №206 in the Register of Branch Offices and Representative Offices of International Organizations and Foreign Non-Commercial Non-Governmental Organizations by the Federal Registration Service on 20 February 2007.

IBLF Russia

The Mission of IBLF Russia is to facilitate stable and sustainable country development. Our programmes help business growth alongside with long-term social development. The activity of IBLF in Russia is aimed at improving business standards, support of youth entrepreneurship, upgrade of individual financial literacy, support to the companies in management of environmental risks and development of corporate volunteering.

IBLF's Unique Approach

- **International and local:** We bring together senior executives of both multinationals and Russian corporations for open discussions of the most challenging management issues of our day
- **Neutral:** We are unaligned to any political or private commercial interests, giving our stakeholders an enhanced level of trust and confidence in our work
- **Impactful:** We have the ability to bring together the right decision-makers from business, government and civil society to find solutions at the interface of business and society
- **Innovative:** We use the latest facilitation techniques to stimulate new thinking and discover new practical approaches to common challenges



MAIN PROGRAMMES

Improving Business Standards in Russia

The programme seeks to build and facilitate partnerships between government, business and civil society to create an environment which is attractive to investments in Russian social and economic development. IBLF, in partnership with PwC and Association of Independent Directors, holds Forum of Directors, aimed for members of the board of directors of Russian companies to discuss corporate governance and development of social responsibility and transparency in Russia.

Main initiatives under the programme:

- **Roundtables** – a forum for sharing experiences and opinions.
- **Collective action** – an effective method whereby companies join forces to reduce the risk of corruption in order to create a transparent business environment. IBLF, as independent moderator, facilitates working groups in specific industries to do this.
- **Website** – we are building a resource to support the partnership between business, civil society and state in promoting responsible business conduct.
- **Publications** – our diverse publications show-case company best practice of companies in improving business standards in Russia.
- **Educational materials on business ethics** being developed with support from leading Russian business schools.
- **Meetings between business leaders and students.**

Youth Business Russia Programme (YBR)

YBR facilitates the development of entrepreneurship by young people, helps in the search of alternative methods of job creation, as well as integrates young people into the social and economic life of the region.

The programme allows young people:

- to get **low-interest loans** for starting their own business,
- to receive the **help of mentors**,
- to be **trained** in the various aspects of running a business.

YBR is a part of international network Youth Business International (YBI) that unites the programmes for support of young entrepreneurs in 40 countries worldwide.

Financial Literacy Programme

The programme is aimed at increasing awareness of financial literacy, encouraging people to engage with financial information; help to obtain knowledge and skills to make competent financial decisions; and to improve business effectiveness, market sustainability, fairness, confidence and economic growth.

Main activities under the programme include:

- An official **online resource** – www.azbukafinansov.ru.
- **Publications** on Financial Literacy.
- Financial literacy **events**.

IBLF PARTNERS

Improving Business Standards in Russia

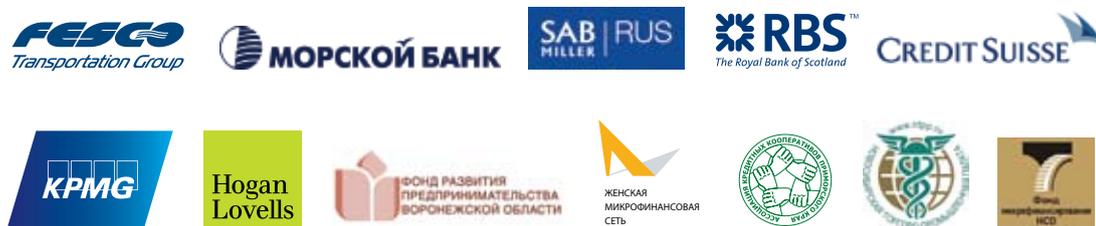


Youth Business Russia

International and federal partners:



Regional Partners:



Financial Literacy

CLIFFORD
CHANCE

ORGANIZATIONAL STRUCTURE



Meeting of International Advisory Council (IAC) of IBLF Russia on March 15, 2011.

Back row (standing): Boris Tkachenko, Dietrich Moeller, Alexander Ivlev, Harro Graafeiland, Johan Vanderplaetse, Mark Foster, David Gray, Brook Horowitz, Paul Melling.

Front row (sitting): Serge Generalov, Andrey Sharonov, Clare Melford, Andrey Bougrov, Roger Munnings, Jan Dauman

International Advisory Council, IBLF Russia

- **Alexander Ivlev**, Managing Partner, Ernst & Young Russia
- **Andrew Cranston**, Senior Partner, Russia and the CIS, KPMG
- **Andrey Bougrov**, Managing Director, Member of the BoD, Interros
- **Andrey Khazin**, Economic Policy, Entrepreneurship and Property Committee Deputy Chairman, Federation Council
- **Andrey Sharonov**, Deputy Mayor on Economic Development, Moscow
- **Arjan de Jongste**, CEO in Russia, Belarus, Ukraine and Central Asia, Philips
- **David Gray**, Managing Partner, PwC Russia
- **Dietrich Moeller**, President, Siemens Russia
- **Harro Graafeiland**, Country General Manager, TNT
- **Jan Dauman**, IBLF Trustee, Chairperson
- **Jean Lemierre**, Advisor to the Chairman, BNP Paribas
- **Johan Vanderplaetse**, General Manager, CEE & CIS region, Emerson
- **Jonathan Muir**, CFO, TNK-BP
- **Paul Melling**, Partner, Baker & McKenzie
- **Roger Munnings**, UK Special Trade Envoy to Russia
- **Ronald J. Pollett**, President & CEO, GE in Russia
- **Serge Generalov**, President, FESCO Transportation Group, President and Founder, Industrial Investors
- **Vladimir Mosny**, CEO, Hilti Russia



Meeting of Youth Business Russia Advisory Council 15 June 2011. Andrew Devenport, Boris Tkachenko, Michael Pugh, Christopher Barter, Sergey Generalov

Youth Business Russia Advisory Council

- **Sergey Generalov**, President, FESCO Transportation Group, Chairperson
- **Andrew Devenport**, CEO, The Prince's Youth Business International (YBI), observer of the AC
- **Michael Pugh**, Partner, Hogan Lovells (CIS)
- **Christopher Barter**, Managing Director/CEO, Goldman Sachs Russia and CIS
- **Victor Sedov**, President, The U.S. Russia Center for Entrepreneurship
- **Brook Horowitz**, Director, Business Standards and Regions, IBLF
- **Nicholas Denny**, Director, Bank Credit Suisse (Moscow)

Improving Business Standards in Russia, Advisory Council

- **Harro Graafeiland**, Country General Manager, TNT, Chairperson
- **Ronald J. Pollett**, President & CEO, GE in Russia
- **Jonathan Muir**, CFO, TNK-BP
- **Arjan de Jongste**, CEO in Russia, Belarus, Ukraine and Central Asia, Philips
- **Dietrich Moeller**, President, Siemens Russia
- **Paul Melling**, Partner, Baker&McKenzie
- **David Gray**, Managing Partner, PwC Russia
- **Ian Colebourne**, Partner, KPMG
- **Alexander Ivlev**, Managing Partner, Ernst & Young Russia
- **Eduard Malygin**, Director Russia & CIS, Control Risks
- **Johan Vanderplaetse**, General Manager, Emerson

Youth Business Russia Steering Committee

- **Natalia Larionova**, Director of SME Department, RF Ministry of Economic Development
- **Boris Gusev**, Director of Youth Policy and PR Department of RF Ministry of Sport, Tourism and Youth Policy
- **Mikhail Mamuta**, President of the Russian Microfinance Center (RMC), President of National Partnership of Microfinance Market Stakeholders (NAUMIR)
- **Alexei Komissarov**, Director of Science, Industrial Policy and Entrepreneurship Department, Moscow Government

KEY STAFF



Brook Horowitz – Director, Business Standards and Regions (Executive Director for Russia till October 2011), IBLF London. A graduate of Cambridge and Harvard Universities, he has had over 15 years' experience in Russia. As a senior manager with US multinational General

Electric during the nineties, he held high responsibility positions in business development, product management and sales and marketing in Western and Eastern Europe. Since 2001, Brook has been working extensively with public sector organisations and NGOs in Russia on projects funded by USAID, TACIS and DFID. He regularly appears at international conferences on business in Russia and has had articles published in several publications including The Times and Vedomosti. He has a strong interest in Russian culture and is a Director of Pushkin House, a Russian cultural association based in London.



Boris Tkachenko – Head of the Branch Office in Russia; Programme Director, Russia; "Youth Business Russia" Programme Manager. Boris comes to IBLF from the Russian Microfinance Centre (RMC), where he was Executive Director. Previously he worked for 14

years in technical assistance projects financed by USAID, DFID and TACIS, focused on institutional, regulatory and legal framework and business development. Boris has also worked with the IFC, the British consulting company ADAS International, the French consulting consortium SOFRECO and the French cooperative bank Credit Mutuel. Boris has a law degree from Rostov University and received a post-graduate diploma from the prestigious Institute of State and Law of the Russian Academy of Sciences in Moscow. He has a second education in the psychology of management and additional education in business psychology consulting for organisations.



Elena Abramova – Marketing Director of IBLF Russia. She was previously the PR Director at the Independent Directors Association. Elena has considerable experience of project work with Ernst & Young, PwC, IFC, Chartis and RSPP. Prior to that she worked in PR and mar-

keting with Euromanagement and ECOPSY Consulting, as well as in the publishing industry. Elena graduated from the Russian State University for the Humanities and Moscow State University of Printing Arts.



Yelena Yelagina – Manager of External Relations, IBLF Russia. Before joining IBLF Russia, Yelena was Administrative Director and External Relations Officer at the Institute for Urban Economics. She is an expert in the field of public relations, institutional development and

corporate social responsibility. Yelena has substantial experience working in USAID, Open Society Institute and World Bank projects in Russia. Graduated from the Russian State University for the Humanities; received advanced training at the Russian Public Relations Association, Center for the Study of Philanthropy (the Graduate School & University Center, City University of New York).



Elena Emelianova – Chief Accountant of IBLF Russia. She has substantial experience of working in international business and NGOs. Before joining IBLF Russia she was a chief accountant of Moscow branch of Santera Company and Marathon Oil Company, Transparency Interna-

tional and Judicial Information Agency. She also has worked with leading NGOs such as Open Society Institute, McArthur Foundation, and Eurasia Foundation. Elena is Chartered Chief Accountant and Expert (Consultant) of Russian Institute of Professional Accountants and Auditors, a member of the Institute of Professional Accountants of Moscow Region.



Elena Trakhtenberg – Youth Business Russia Programme COO. For 11 years, Elena Trakhtenberg was in charge of international technical assistance projects within the Swiss Agency for Development and Cooperation. Her main fields of activities included support to the small

and medium sized businesses, the environment conservation, the rehabilitation of the infrastructure, the development of Chernobyl affected regions. Many projects have been implemented in the cooperation with both national and international NGOs as well as with the leading foreign technical assistance agencies. As the Royal Bank of Scotland (former ABN AMRO) sustainability manager, Elena took part in the launch of the Youth Business Russia (YBR) pilot project in Kaluga. Elena graduated from Moscow State University (history department) and received Ph.D. at the Institute of World History (Russian Academy of Sciences). She has also studied at the French-Russian program “Master de management” and has got the master of management diploma.



Victor Glushkov – Business Development Manager, Youth Business Russia programme. Prior to joining IBLF, Victor worked as a specialist for small business development in Oxfam, and in that role directly participated in the development of YBR. After graduation

from the Saratov State Socio-Economic University with a degree in international economics, Victor was employed by the Eurasia Foundation where he was in charge of small business development programs. He has trained in the UK on social enterprises and organizational development.

Youth Business Russia Regional Coordinators

- **Natalya Shigapova**, YBR coordinator in Kaluga Region
- **Irina Gorelova**, YBR coordinator in Voronezh Region
- **Svetlana Bazhenova**, YBR coordinator in Vladivostok
- **Elena Pilipenko**, YBR coordinator in Novosibirsk Region

Improving Business Standards Programme Consultants

- **Vera Cherepanova**, Project Manager¹ (May–December 2011)
- **Polina Kalnitskaya**, Senior Consultant
- **Alexey Kolotvin**, Senior Consultant (before October 2011)
- **Gennady Sumin**, Senior Consultant²

Financial Literacy Programme Consultants

- **Natalia Smirnova**, Editor of educational web-portal “ABC of Finance” (www.azbukafinansov.ru).

¹ On secondment from *Hilti*

² On secondment from *Hilti*

RECOGNISING ACHIEVEMENTS



In November 2011, the Head of IBLF's Russia Branch Boris Tkachenko was awarded a prize for his contribution to the development of microfinance in Russia from National Partnership of Microfinance Market Players (NAUMIR)



The manager of IBLF's 'Improving Business Standards in Russia' programme Vera Cherepanova in November 2011 won a prestigious award from the International Compliance Association (ICA)

MAIN ACTIVITIES AND RESULTS JULY 2010 – DECEMBER 2011



Youth Business Russia Programme

Youth business support programme *Youth Business Russia (YBR)* facilitates the provision of access to soft lending facilities for young entrepreneurs lacking start-up capital, consultancy and training in running their own business. It also includes individual mentoring from experienced businessmen at the initial stage of building and running business.

In March 2011, the YBR programme became an **accredited member** of the Youth Business International (YBI) network. The accreditation confirms the compliance with principles and standards of the YBI network of programmes designed to support youth business and its advanced level of development and sustainability.

In July 2011, the **hundredth** project of the programme – vending machine production – was approved. YBR has been opened in two more regions: the **Primorsky Krai** (November 2010) and **Novosibirsk** (March 2011).

Results as of 31 December, 2011:

- **110** business projects approved;
- loans totaling **15,970,800** rubles extended;
- **399** new jobs created;
- **190** dependents of young entrepreneurs and their employees supported.

YBR has been joined by **new partners**, including US Agency for International Development (USAID), FESCO Transportation Group, MORSKOY BANK, Hogan Lovells, KPMG, Credit Suisse EMEA Foundation and SABMiller Rus. A **mentoring project** was implemented together with the U.S.-Russia Center for Entrepreneurship (CFE).

The YBR **Advisory Council** was formed and held three meetings.

Pro bono partners' workshops

In February 2011, Kaluga welcomed the law workshop for young entrepreneurs. The workshop was organized in partnership with **Hogan Lovells** whose lawyers shared their professional expertise with first-time entrepreneurs. The aim of the workshop was to introduce the participants to the basic legal aspects of running a small business.

In May 2011, **KPMG** and **Hogan Lovells** arranged training seminars for young entrepreneurs from the Kaluga region, focused on enterprise taxation and small business legislation.

Participation in international events

In September 2010, the Russian delegation of Youth Business Russia took part in the **Global Youth Business Forum** in Mexico City organized by Youth Business International (YBI). Delegates shared their professional expertise of Russian mentoring programme implementation. The YBR experience in resource-raising was acknowledged by YBI as one of the most successful instances of this activity in action, and the YBR programme itself was recognised as one of the most efficient and fast-developing in its category.

In November 2010, **Boris Tkachenko**, Head of the IBLF Branch Office in Russia and YBR Programme Manager, participated in a meeting with YBI's President, HRH The Prince of Wales. During the ceremony, Boris presented Prince Charles with an oak figurine of a Dragon, the symbol of Wales, carved by the Voronezh participants of Youth Business Russia Denis Chernykh and Alexander Matyukhov (and supported by their mentor Yuri Segal).

In October 2011, YBR shares experience in support of youth entrepreneurship with guests from Serbia and Mongolia, during the visit of representatives of Smart Kolektiv (Serbia), Development Solutions (Mongolia) and YBI (UK) in Moscow and Voronezh.



Improving Business Standards in Russia

The “Improving Business Standards in Russia” programme is designed to develop partnerships between the government, business and civil society in order to create a favourable investment climate.

In 2010-2011 a number of events were organized in the framework of the programme. These focused on the impact of international anti-corruption legislation on the activities of Russian and international companies, and on advanced compliance techniques and new trends in corporate legislation development.

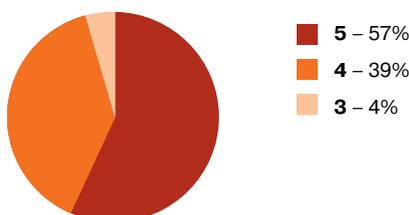
In December 2010, IBLF won a grant in the framework of the **Siemens AG** anti-corruption programme, the “**Siemens Integrity Initiative**” (SII). Part of the funds granted in 2011 were used to finance the development and implementation of anti-corruption programmes in Russia.

The goal of the project is to promote the international corporate best practice of compliance with legal and ethical norms in the Russian market, and also to raise awareness of the risks and consequences of corruption in business.

The year 2011 saw the formation of the **Advisory Council** of the programme, which two meetings during the year.

How useful was the event?

(1 – min, 5 – max)



(above) Results of the participants survey at the interactive workshop on advanced compliance techniques held on 6 October 2011.

Events for CEOs

On 15 March 2011, IBLF, supported by the UK Embassy in Russia, Baker & McKenzie, KPMG and Siemens, organized a CEO dinner at the residence of the UK Ambassador to Russia Dame Anne Pringle. The topic was “**Setting the tone from the top – how business leaders can create a culture intolerant to corruption**”. Honorary guests included **Richard Alderman**, Director of the UK’s Serious Fraud Office, **Lenny Brayer**, Deputy Attorney General, US Department of Justice and **Yury Lyubimov**, Deputy Minister of Justice, Russia. The event was also attended by representatives of Russian and foreign companies who shared their experience of building value-led corporate systems and an atmosphere of trust.

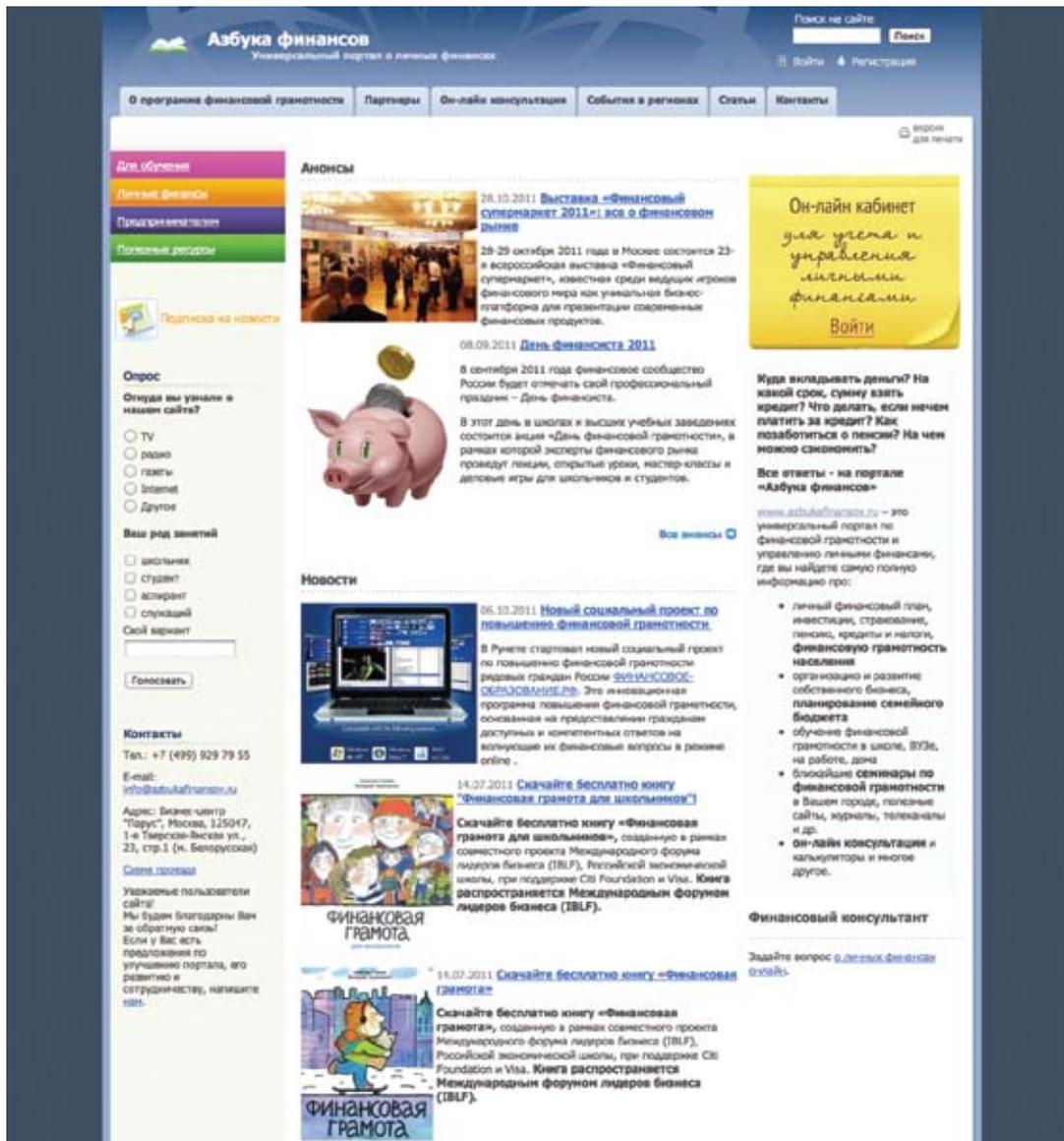


Richard Alderman, Anne Pringle, Brook Horowitz

Better functioning of Boards of Directors in Russia

On 30 September 2010, IBLF, together with the Association of Independent Directors, MICEX and PwC held the second forum of directors working on boards of Russian companies. The agenda was “**Increasing the Effectiveness of Russian Boards after the Financial Crisis**”. Attention from top leaders focused primarily on the issue of how to organize the work of boards of directors to implement efficient cooperation models. The participants learned of the latest amendments to the legislation in addition to useful methods of supervising audit committees.

The third forum of top leaders, called “**Improving Russian Business for Attracting and Raising Capital**” arranged by IBLF, the Association of Independent Directors and PwC was held on 21 April, 2011. At the forum, directors shared their expertise and discussed raising their influence on corporate strategy formulation and increasing shareholder value. Eminent Hong Kong investor and businessman and independent director of RUSAL **Barry Chyung** made a presentation at the forum.



Financial Literacy Programme

As part of the programme, the Financial Literacy website, www.azbukafinansov.ru, was regularly updated. The website helps people of any age, social status or financial background to improve individual financial literacy in planning household budget, as well as savings and investments. This multi-purpose portal on financial literacy proved useful not only for the general public, but for business as well.

During the period July 2010 to December 2011, the web site was visited **130,000** times and more than **400,000** web pages were viewed.

In March 2011, the Ramon College (in Ramon settlement, Voronezh Region) welcomed **Yury Segal**, the experienced entrepreneur and Youth Business Russia programme mentor, who gave a lecture to the 10th grade students on financial literacy. The lecture, called *How to Save One's Pocket*, was organized within the framework of the "Basics of Financial Literacy" initiative. The students took great

interest in the lecture and actively participated in the discussion that followed. They considered such problems as "Why do I run out of money?", "What is my budget?" and "How to save a personal budget?"

In May 2011, the workshop *Management of Entrepreneur's Personal Finance* was organized in Voronezh. It dealt with problems of investment and borrowing, entrepreneurial risks and risk management. The workshop was held by the editor of www.azbukafinansov.ru web site **Natalia Smirnova**.

MAIN EVENTS: JULY 2010 – DECEMBER 2011

Programmes:

- Improving Business Standards in Russia (**BS**)
- Youth Business Russia (**YBR**)
- Financial Literacy Programme (**FL**)
- Business and Environment (**BE**)

Date	Event	Place	
08.07.2010	YBR Programme Participants Club Meeting: presentations of YBR participants	Voronezh	YBR
19–23.09.2010	participation in global conference on youth entrepreneurship (YBI Global Forum)	Mexico City	YBR
30.09.2010	2nd Executive forum “Increasing the Effectiveness of Russian Boards after the Financial Crisis”	Moscow	BS
13.10.2010	seminars for mentors and mentees under a mentoring programme for entrepreneurs of the U.S. Russia Center for Entrepreneurship (CFE)	Moscow	YBR
16.11.2010	YBR Programme Participants Club Meeting on development of YBR programme in Voronezh Region	Voronezh	YBR
16.11.2010	official launch of YBR in Primorsky Krai	Vladivostok	YBR
18.11.2010	participation in YBI meeting with YBI President The Prince of Wales	London	YBR
24.11.2010	round-table “Managing the social impact of the development of the Arctic”	Moscow	BE
13.12.2010	the first meeting of YBR Advisory Council	Moscow	YBR
15.12.2010	round-table “Managing the Impact of international anti-corruption legislation on Russian Operations”	Moscow	BS
15.12.2010	meeting of Improving Business Standards in Russia Advisory Council	Moscow	BS
11.02.2011	legal seminar for young entrepreneurs in Kaluga Region	Kaluga	YBR
11.03.2011	official launch of YBR in Novosibirsk Region	Novosibirsk	YBR
01.03.2011	financial literacy seminar for schoolchildren	Ramon’ (Voronezh Region)	FL
15.03.2011	breakfast briefing “The Practical Implications of the UK Bribery Act for Russian Business”	Moscow	BS
15.03.2011	CEO dinner “Setting the tone from the top – how business leaders can create a culture intolerant to corruption”	Moscow	BS
24.03.2011	YBR Programme Participants Club Meeting on social entrepreneurship	Voronezh	YBR
21.04.2011	3rd Executive forum “Improving Russian Business for Attracting and Raising Capital”	Moscow	BS
19.05.2011	financial literacy seminar for young entrepreneurs	Voronezh	FL
19.05.2011	presentation of YBR 2-years intermediate results in Voronezh Region	Voronezh	YBR

25.05.2011	presentation of YBR 3-years intermediate results in Kaluga Region	Kaluga	YBR
09.06.2011	presentation at US-Russia Business Council 3rd Annual Russia Legal Forum	London	BS
15.06.2011	YBR Advisory Council Meeting	Moscow	YBR
21.06.2011	presentation at the meeting of the Committee on Corporate Governance and Investments "New Developments in Corporate Law"	Moscow	BS
23.06.2011	moderation of the discussion at The U.S. Russia Center for Entrepreneurship annual conference "Entrepreneurs as Leaders in Business and Society"	Moscow	YBR
30.06.2011	mentoring seminars	Vladivostok	YBR
05.10.2011	YBR Advisory Council Meeting	Moscow	YBR
06.10.2011	interactive workshop on advanced compliance techniques	Moscow	BS
13.10.2011	presentation at USAID conference "Public-Private Partnerships in Addressing Development Challenges"	Moscow	YBR
14.10.2011	discussion "Russian Business Leaders Priorities: Inner Potential for Global Integration"	Moscow	BS
20.10.2011	moderation of a session on the efficiency of CSR programs during the Russian Social Business Forum	Moscow	YBR
26.10.2011	presentation at the 16th All-Russian Scientific-Practical Conference "Actual Problems of Governance" held at the State University of Management	Moscow	BS
27.10.2011	YBR Programme Participants Club meeting with participation of Serbian and Mongolian delegations	Voronezh	YBR
28.10.2011	master class for MBA students at Moscow Higher School of Business in "Building Highly Efficient Business in Present Day Russia with Zero Tolerance to Corruption"	Moscow	BS
15–17.11.2011	YBR events during Global Entrepreneurship Week	Kaluga Voronezh Vladivostok	YBR
16.11.2011	meeting of Improving Business Standards in Russia Advisory Council	Moscow	BS
17.11.2011	presentation at Xth Anniversary National Microfinance Conference	Moscow	YBR
24.11.2011	seminar "Ideas for business" during Forum of Young Entrepreneurs	Voronezh	YBR
29.11.2011	master class "How to carry out ethically transparent business and to be successful in Russia?"	Moscow	BS
30.11.2011	seminar "Effective participation in tenders: peculiarities of submission of tender and auction applications"	Moscow	BS

DISSEMINATION

New Publications



- **Youth Business Russia:** Kaluga Region, May 2011
- **Youth Business Russia:** Voronezh Region, September 2011
- **Review of Youth Business Programs** Developed by Members of the Youth Business International Network in Russian (with Russian insert), September, 2011

Selected Mass Media Articles

- 20.12.2011** *WTO Entry Bodes Well For Curbing Corruption* by Brook Horowitz, The Moscow Times
- 08.12.2011** *That C-word – Is Battling Corruption About to Get Tougher?* By Brook Horowitz, The Huffington Post
- 08.06.2011** *Praise for Anti-Graft Drive*, by Brook Horowitz and Edward Verona (USRBC), The Moscow Times
- 24.03.2011** *Neither give nor take.* Interviews with Richard Alderman and Brook Horowitz on how new anti-corruption legislation will affect Russian business. Rossiiskaya Gazeta
- 31.01.2011** *Mentor as a Condition of Survival*, by Boris Tkachenko, Unova
- 28.01.2011** *Business under supervision.* Article on Youth Business Russia programme. Vedomosti
- 22.11.2010** *Quantity does not guarantee quality.* Comments from Boris Tkachenko about the results of Corporate Leaders in Philanthropy 2009 competition. Vedomosti

IBLF Russia E-newsletter

The IBLF Russia E-newsletter was circulated 8 times to more than 3,000 subscribers from Russian and international companies, state authorities and non-government organizations.

Internet



In 2011, IBLF Russia and Youth Business Russia opened official pages on Facebook. Social network users can access IBLF Russia and YBR pages and learn about our latest news, publications and events, as well as to comment on or discuss any information.

Visit the IBLF websites: www.iblf.ru and www.iblf.org
You can follow IBLF on Twitter here:
<https://twitter.com/IBLF>
Read IBLF's blog on sustainability and leadership (in English): <http://blog.iblf.org/>



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