



## PROJECT NEWSLETTER

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The **Regional Governance and Development (RGD) Project** is a five-year (2005-2010) cooperation project of the Canadian Urban Institute ([www.canurb.com](http://www.canurb.com)), supported by funding from Canadian International Development Agency ([www.acdi-cida.gc.ca](http://www.acdi-cida.gc.ca)). It is implemented in association with the National Association of Regional Development Agencies ([www.narda.org.ua](http://www.narda.org.ua)) in Ukraine and with the Foundation for International Training ([www.fit.org](http://www.fit.org)) in Canada. The project is designed to promote civic engagement in regional governance, providing opportunities for citizens and communities to

shape their common future and to put their region on the path towards sustainable development. The project works at several levels. It helps strengthen regional development policy in the country by providing advice to the Ministry of Economy and sharing know-how from other jurisdictions in Europe and North America. It supports two pilot oblasts – Zaporizhzhia and Zakarpattya – to launch participatory processes that give a voice to civil society in regional planning and decision-making. And it promotes open, accountable and effective government institutions at the regional level, responsive to the needs of citizens and working



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strategically towards its developmental goals. The experiences in the two pilot oblasts are intended to foster model approaches to good governance in Ukraine that can inform the country's policy and practice into the future.

## STUDY TOUR TO CANADA

The RGD Project held a successful study tour in April 2006 for a delegation of thirteen Ukrainian officials from our national and regional level partners. The main purpose of the study tour was to allow Ukrainian participants to learn from Canadian experiences with regional governance and development mechanisms, including public participation mechanisms. The delegation met with Ontario provincial ministries in Toronto to learn about governance and planning and then travelled to Waterloo and Niagara to discuss strategic planning and public engagement with these regional municipalities. A few participants met with two regional development agencies in Ottawa while the others visited Hamilton to learn about environmental issues.

Please visit our website at [www.rgd.org.ua](http://www.rgd.org.ua) for more information about the April 2006 study tour as well as presentations and documents gathered in Canada.



## WORLD URBAN FORUM AND WORLD PLANNERS CONGRESS

In June 2006, the RGD Project's Director, Manager, Ukrainian Manager, and Officer attended the third session of the World Urban Forum (WUF) as well as the World Planners Congress (WPC) in Vancouver, Canada. The World Urban Forum's theme was "Our Future: Sustainable Cities – Turning Ideas into Action." WUF was established by UN-HABITAT as an inclusive and open forum. Held every two years, it allows dialogue among urban actors from all sectors – national governments, local authorities, the private sector, communities, the academe and organized labour – to exchange know-how and generate new ideas.

The World Planners Congress's theme was "Sustainable Urbanization: Turning Ideas into Action" in order to explore the dimensions of sustainable urbanization for diverse variety of communities and environments, including those facing challenging rates of growth, migration, and decline. An additional four sub-themes were also addressed: Planning for More with Less – Planning for the Basics, Planning for the Unplanned – The Natural World & the Unexpected, Planning for Creative Change – Diversity & Social Change, and Planning Connects – Governance, Process & Professionalism.

The RGD Project participated in these events to learn about what other regions and cities around the world are doing to tackle their development challenges and seize opportunities associated with an urbanizing world. RGD staff members were able to gather many examples of successful planning processes from around the world. The conferences also provided the chance to share early successes in the RGD Project with participants and inform them about the process our pilot oblasts are undertaking in strategic planning. More information on WUF is available at [www.wuf3.ca](http://www.wuf3.ca) and on WPC at [www.wpc2006.com](http://www.wpc2006.com).

# RESEARCH MISSIONS TO HUNGARY AND CZECH REPUBLIC

In June and July 2006, two groups of project staff and experts traveled to Hungary and the Czech Republic to learn about these countries' experiences in introducing a new regional policy and transforming their regional governance system in the pre-accession and EU membership periods; to identify Hungarian and Czech experts and institutions for possible involvement in project activities; and to ascertain whether study tours



to these countries would be beneficial for Ukrainian national and regional level project beneficiaries. To achieve the missions' objectives, the two groups visited a range of national and regional level public authorities as well as academic and non-governmental institutions in the city of Budapest in Hungary and the city of Prague and towns of Usti nad Labem and Most (Usti Region) in the Czech Republic. In total, about 30 people met with the project's delegations to speak about their perspectives on regional governance and development issues. The experiences of Hungary and the Czech Republic on introducing a new regional development policy based on the principles are very relevant to current Ukrainian circumstances, and lessons learned could be of real assistance to the Ukrainian Government. Czech and Hungarian experiences should be further explored, especially in the following areas: improving legislation, creat-

ing and enhancing regional development capacity and competency, establishing special regional development organizations and their networks, and using practical methodologies to undertake work on selected regional development issues, such as joint cross-border projects, strategic regional planning, etc. For more information, please visit the project website at [www.rgd.org.ua](http://www.rgd.org.ua).



## PUBLIC ENGAGEMENT IN PILOT OBLASTS

**Zaporizhzhia:** In June 2006, the process of creating Working Groups in the cities and rayons of Zaporizhzhia oblast began. Already the cities of Energodar, Melitopol, and Tokmak, as well as the districts of Pryazov'ya and Melitopol, have established working groups. In Zaporizhzhia city, the Regional Working Group (RWG) on Strategic Planning was established in June and convened a number of meetings where the members discussed how to implement the Communication Strategy that was developed as a result of the Workshop on Strategic Planning, also held in June.

**Zakarpattia:** During a workshop on June 13, 2006, representatives of the local executive authorities, local self-government bodies, and lead-



ers of public organizations and businesses in Zakarpattia decided to create a "council for regional development" for Zakarpattia and to recognize the Zakarpattia Regional Centre of the RGD Project as the administrative body of this council. The ba-

sic task of the CRD is to effectively develop and introduce strategic directions for territorial development. Representatives of businesses, local authorities and self-government bodies as well as leaders of influential public organizations became members of the CRD, with the Head of the Zakarpattia Oblast State Administration and Head of Zakarpattia Oblast Council as the co-chairs. Also at the workshop, participants designed a Communication Strategy for involving the public in strategic planning. Finally, a survey on "future forecasting", developed by the Lviv Institute for Regional Studies, was distributed among leaders of businesses, the public, and public servants. Results from this survey are expected soon.

## MISSIONS TO PILOT OBLASTS BY CANADIAN REGIONAL REPRESENTATIVES

**Zaporizhzhia:** From July 10 to 15, 2006, within the Canada-Ukraine Partnership Project for Regional Governance and Development (RGD Project), a delegation of senior officials from Canada, consisting of Michael Murray, Chief Administrative Officer of the Regional Municipality of Waterloo, and Terrence Cooke, Chairman and Chief Executive Officer of the (former) Regional Municipality of Hamilton-Wentworth, Province of Ontario, Canada, visited Zaporizhzhia oblast. Delegates from these regions first met during the April 2006 study tour to Canada in which senior Zaporizhzhia regional officials

participated. During their mission, the Canadian delegates met with senior officials of Zaporizhzhia oblast and Zaporizhzhia city to become acquainted with Zaporizhzhia oblast and to discuss possible ways for the two regions to cooperate. Two main events took place during the mission: a workshop in Zaporizhzhia city and a roundtable in Berdyansk city. The main goal of these events was to discuss Canadian experience in strategic planning and its relevance to Zaporizhzhia oblast. These events, as well as the mission itself, strengthened further collaboration among all project stakeholders to create

and implement a strategic plan for the development of the oblast as well as developed further a partnership between Waterloo region of Canada and Zaporizhzhia region of Ukraine.

**Zakarpattia:** From July 14 to 18, 2006, Mr. Peter Partington, Head of Niagara Region, and Mr. Michael Boggs, Project Manager of the Centre for Municipal Best Practices, visited Zakarpattia Region. This visit was the next step in strengthening the partnership between Zakarpattia and Niagara that developed during the April 2006 study tour to Canada. Mr.

Peter Partington and Mr. Michael Boggs met with Mr. Oleh Havashi, Head of Zakarpattia Oblast State Administration, Mr. Mihailo Kichkovskij, Head of Zakarpattia Oblast Council, Heads of District Administrations and Councils, and leaders of businesses and



NGOs to discuss priorities and areas for cooperation between the two regions. The delegates from Niagara Region also had the opportunity to become familiar with the economic potential of Zakarpattia Region and to visit Uzhgorod, Mukachevo, Perechin, Svalyava, Volovetskij, and Mizhgirrya districts. Many features common to both regions and a great potential for future cooperation between Niagara and Zakarpattia regions were identified during this visit, including in the areas of tourism development, health protection and education. Then, on July 17, 2006, the Zakarpattia Oblast State Administration and Zakarpattia Oblast Council organized a workshop on "Experience in the Field of Strategic Planning: Challenges and Opportunities." At the workshop, Mr. Peter Partington and Mr. Michael Boggs spoke about

the possibilities and opportunities for development that Niagara Region had identified in its strategic plan. Workshop participants also learned about Canadian experience in involving the community into the decision making process.



## RESEARCH MISSION TO OTTAWA, CANADA

In August 2006, the Project Manager and Project Officer travelled to Ottawa to meet with Western Economic Diversification Canada, FedNor/Industry Canada, and Atlantic Canada Opportunities Agency, three of Canada's four regional development agencies. The purpose of the mission was to learn more about the role of Canadian regional development agencies in promoting regional devel-

opment across Canada and to garner support for the RGD Project's upcoming study to Ottawa in October 2006. Through these meetings, it became clear that learning about the different approaches these agencies take to regional development can be of assistance to Ukrainian officials as they tackle the varied development challenges throughout Ukraine.

## VISIONING IN PILOT OBLASTS

**Zaporizhzhia:** On September 22, 2006, a workshop on visioning and public engagement strategy development was held in Zaporizhzhia. The aim was to involve stakeholders in generating the basics of a vision and mission for Zaporizhzhia oblast's strategic development process. Representatives of the RGD Project's Regional Working Group, as well as members of the oblast district Working Groups, participated in the workshop, which was facilitated by the RGD Project's Ukrainian experts on strategic planning.

Workshop participants had the opportunity to learn about the Canadian methodology of generating a vision and engaging the public in this process from Iryna Lekh, RGD Oblast Project Manager, and Serhiy Mohylnyi and Volodymyr Nazarenko, the RGD Project's experts on strategic planning, who had participated in a 'train the trainers' session led by Beate Bowron, a Canadian strategic planning expert.

During the workshop, participants were asked to name up to three main characteristics that described how they would like Zaporizhzhia oblast to develop. Then, together with the facilitators, they grouped the statements into seven broad categories.

Next, the participants divided in seven smaller groups, each representing one of the selected categories, to define a vision related to their category and to develop a mission – ways to reach the vision. All suggested versions of the vision and mission

were presented to all participants for discussion, leading to the creation of the basics of Zaporizhzhia oblast's development vision and mission.

Zaporizhzhia oblast is an open civil society with European standards of live quality, including:

- transparent policy of all levels of government;
- self-sufficiency of the territories and its communities;
- attractive for financial investments and a high-tech centre with sustainable industrial and rural development;
- developed social sphere and wide range of quality services;
- high level of public education and culture, as well as high political and social literacy;
- ecologically safe, green and beautiful region with rational rural land and other resource use
- developed resort and tourism sector;
- availability of conditions for a healthy lifestyle of the public;
- high quality medical services;
- developed infrastructure in rural areas;
- development of business and green tourism in rural areas.

**Zakarpattia:** On September 22, a workshop entitled "Vision Formation and Definition of Transcarpathian Oblast Development Priorities" was held with over fifty representatives of state, public and business institutions participating. An expert on

strategic planning from Canada, Dr. Gary Davidson, also participated in the workshop to share his experiences in this field.

The workshop consisted of three sessions: Development of future vision and mission of the region; Public discussion of SWOT-analyses developed by the Lviv Institute of Regional Researches; and Definition of basic priorities of Transcarpathian oblast development. A common vision for Transcarpathian oblast's development was adopted during the workshop:

"Transcarpathia is an economically autonomous, pollution-free, tourism and recreation focused, CEE and boundary region of Ukraine with its unique nature, distinctive culture and historical heritage, high educational level of its citizens, and revived old traditions of community self-governance. It is a region that ensures sustainable development, equal opportunities for all residents, balanced development of urban and rural territories, business development, and friendly, mutually beneficial relationships with neighbouring regions and countries."

To achieve this vision, several missions were identified, including use of resource base and personnel potential, cross border cooperation in all spheres of social life, and formation of local leaders. Participants also identified key strategic aims – the basic priorities of Transcarpathian region.

# STATUS OF NATIONAL POLICY WORK

The RGD Project is continuing to work on producing a number of policy reports that provide relevant and practical information and analyses to our national-level partners. Over the past few months, the RGD Project has:

- Finalized the “Review of Central and Eastern European (CEE) Regional Experience” and “Current Institutional Arrangement and Practices of Government Interaction” policy reports. These reports address several “hot” topics for the Ukrainian Government, namely local government in CEE countries since the introduction of new territorial-administrative systems, analysis of regional policies and practices, fiscal decentralization and sub-national finance, and institutional arrangements and intergovernmental relations in CEE countries and Ukraine. These reports also contain policy recommendations for the Ukrainian government. The reports will be published and posted on the project website soon.
- Finalized and posted on the project website the “Policy Advice on Sub-National Finance” report, which contains policy recommendations on sub-national finance and identifies areas and activities for implementation within the framework of the RGD Project.
- Started the development of an analytical report and policy recommendations on “Monitoring and Evaluation of Strategies and Programs for Regional Development.” Based on an analysis of European and Canadian best practices as well as meetings with Ukrainian stakeholders, this report will provide the Government of Ukraine with recommendations on approaches, procedures, and institutional arrangements for monitoring and evaluation of the State Strategy for Regional Development and other development strategies.
- Selected experts and developed terms of references for two more policy studies entitled “Tools for Overcoming Economically Depressed Regions: Experience of Developed Countries” and “State financial support for regional development”. Teams of Canadian, CEE and Ukrainian experts will conduct an analysis of international best practices and develop corresponding policy recommendations for the Ukrainian Government.

## UPCOMING EVENTS

The RGD Project, together with our national and regional level partners, are preparing a range of events over the next few months to advance the discussion on regional issues and to continue participatory planning processes in our pilot regions. The RGD Project has:

- began preparations for three events in November 2006 – the national-level forum on “Current Practices and Prospects for Regional Development in Ukraine” and two regional-level forums in Zaporizhzhia and Zakarpattia oblasts. The purpose of these forums is to promote national-regional dialogue and to contribute to horizontal co-operation (region to region), which will strengthen participatory dialogue between ministerial and regional government authorities.
- organized a second study tour to Canada to take place in October 2006. This study tour will provide the Ukrainian participants with valuable and practical information on Canadian experiences with regional development tools and methodologies, public engagement strategies, regional policy, monitoring and evaluation, and support to economically depressed regions. The study tour will take place in the Cities of Toronto and Ottawa and participants are scheduled to meet with Western Economic Diversification, FedNor (Federal Economic Development Initiative in Northern Ontario, a division of Industry Canada), Atlantic Canada Opportunities Agency, and Canada Economic Development for Quebec Regions.
- arranged a study tour to Vilnius, Lithuania in October 2006 for representatives of the Zaporizhzhia and Zakarpattia Oblast State Administrations and the Ministry of Economy of Ukraine. Participants will learn about strategic planning in Vilnius and other Lithuanian regions; procedures for including NGOs and businesses in strategic planning, implementation, monitoring and evaluation and these organizations’ experience in participating in these processes; systems for implementing, monitoring, evaluating and modifying strategic plans; and Lithuanian experience in improving the environment on the regional and local levels.
- over the next two months, Zakarpattia and Zaporizhzhia oblast will be undertaking a number of public engagement activities, including vision and mission development sessions in the rayons, children’s competitions, and roundtable meetings with key stakeholders throughout the oblasts.

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Please visit our website at [www.rgd.org.ua](http://www.rgd.org.ua) for the most up-to-date information on these upcoming events.