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* This report was prepared in Ukrainian and translated into English. This is unofficial translation.

1) Introduction

According to modern concepts, regional governance is a set or system of methods used by public authorities to manage territorial resources, with the aim of improving human development indicators. The just priorities of development mean that the process of regional development needs to be analyzed in terms of its ability to provide citizens with the means to influence decisions adopted by local authorities, as well as those who control the power and are engaged in government activities. The concept "governance" means above all involvement in the process of regional management – apart from the regional government bodies and organizations operating in the corresponding territory – by:

- ❑ businesses,
- ❑ the public, whose interests are protected by public associations,
- ❑ representatives of various social and demographic groups, and
- ❑ local authorities of lower territorial levels.

In accordance with current legislation in Ukraine, government bodies at the regional level include: regional state administrations, territorial representative agencies of central executive bodies, and regional councils. At the regional level, state policies are implemented within the boundaries of a specific region by the regional state administration in accordance with the Law of Ukraine "On Regional State Administrations". Branch and departmental strategies are carried out by regional representative agencies of central executive bodies.

In accordance with the Law of Ukraine "On Local Self-Governance", Regional councils are the local authorities representing the common interests of territorial communities, such as villages, settlements and towns. Their basic responsibilities that affect the processes of territorial development include:

- ❑ approval of programs of social and economic development and budgets;
- ❑ distribution of funds transferred from the state budget in the form of subsidies and subventions to districts, local towns of regional importance, villages, settlements and towns of district importance;
- ❑ problem solving management decisions with regards to common ownership of territorial communities of villages, settlements, towns, and districts in towns; and
- ❑ resolving issues regarding administrative and territorial concerns within the limits and by procedures defined by legislation.

In accordance with the above-mentioned regulatory legal acts, the real authority, the resources for preparing and realizing program documents, and the responsibility for strategic decision-making for regional development lie with the regional state administrations.

Thus, the objective of this report is to assess the actual state of regional governance in the target administrative regions of Ukraine as well as the readiness and capacity of the corresponding governmental bodies to improve the governance system.

The results of this investigation highlight the differences in the activities of selected regional state administrations with regard to:

- ❑ involvement of the public in designing program documents;
- ❑ use of effective institutional forms of inter-branch cooperation tested in other countries;
- ❑ establishment of effective cooperative relationships with businesses;
- ❑ different potentials for electronic governance;
- ❑ adeptness at attracting and using international technical assistance resources; and
- ❑ levels of innovative activities of the managerial staff.

2) Methodology of Analysis

The purpose of this investigation is to identify the main trends of development in regional governance in the regions where governmental bodies have submitted applications for participation in the "Regional Governance and Development in Ukraine" project. The pilot regions are:

1. Zhytomyr region
2. Zakarpattia region
3. Zaporizhzhia region
4. Kyiv region
5. Mykolaiv region
6. Odesa region
7. Poltava region
8. Rivne region
9. Sumy region
10. Chernivtsi region
11. Chernihiv region

The subject of this investigation focuses on the activities of regional state administrations as the principal actors in regional governance in Ukraine, in accordance with current legislation. The main goal is to improve the efficiency of the use of the region's institutional resources and to assess the readiness and capacity of the region to use international technical assistance for improving the regional governance system.

To accomplish the objective of the investigation, it is necessary to analyze a set of problematic issues, namely:

- ❑ the impact of citizens using modern information technologies to learn about the activities of local authorities;
- ❑ the main approaches and organizational forms for involving citizens in the decision making process by the regional state administration, including:
 - specific forms of cooperation with regional businesses, and
 - special methods for establishing cooperation with public organizations;
- ❑ the state of designing long-term strategies for regional social and economic development;
- ❑ the experience in applying modern democratic procedures of strategic planning to the development of regions;
- ❑ the existence of target-oriented regional development programs, and/or the extent to which the representatives of local self-governing bodies, the public, businesses and special development institutions (regional development agencies) are involved;
- ❑ the innovative forms and methods of regional governance in 2005;
- ❑ the experience of the regional powers in attracting international technical assistance for the purposes of comprehensive regional development and the improvement of the regional governance system; and
- ❑ the determination of specific features of regional governance in individual regions with respect to the main problematic or outstanding matters.

This investigation is based on administrative and territorial target regions and will analyze the above problems in each target region. Since regional state administrations are regulated by a single regulatory legal framework (Laws of Ukraine, Decrees of the President, Resolutions of the Cabinet of Ministers, etc.), this investigation will focus on revealing the specific regional features in pursuing the policy of involving citizens in the governance process.

The regional governance assessment of each region will be preceded by general information about the region. The analysis of trends for involving citizens in governance will be preceded by a brief description of national factors that affect how the activities of regional state administrations impact the establishment of a regional governance system, including:

- ❑ an analysis of the regulatory legal framework that defines the main principles of involving citizens in determining state policy; and
- ❑ the so-called "ideal model of regional governance", developed by Ukrainian politicians and experts, which serves as a standard for assessing the activities of regional governmental bodies in each region.

The main sources used in writing this report were:

- ❑ laws and other regulatory legal acts defining the system of power and administration on the regional level,
- ❑ websites of regional state administrations of target regions,
- ❑ websites of regional councils of target regions,
- ❑ regional statistics, and
- ❑ regional periodicals.

3) Description of national factors affecting the methods and forms of regional governance

The forms and methods of regional governance chosen by local authorities, in particular by Oblast State Administrations, are determined by national factors. These interdependent factors are:

- ❑ a common regulatory legal framework to define the activities of local authorities and local government bodies;
- ❑ the obligation of government bodies at all levels to determine target-oriented programs and other program documents in accordance with the Law of Ukraine “On State Prediction and Working-Out of Programs of Economic and Social Development of Ukraine;”
- ❑ the limited choice of effective organizational forms for engaging the public in governance at the regional level, in contrast to local self-governance at the level of towns and settlements. These municipal-level forms may include advisory authorities in the administration, establishment of joint bodies, foundation of municipal organizations, participation in determining and realizing program documents, etc.;
- ❑ advisory authorities created by Oblast State Administrations to implement the decisions of national-level government bodies (coordinating councils of political parties, coordinating councils of entrepreneurs, etc.);
- ❑ predominance among program documents (target-oriented programs) of those developed by administrations, approved by regional councils, and adopted to realize national programs;
- ❑ responsibility for establishing relations with public organizations under the authority of internal policy directorates within the Oblast State Administrations;
- ❑ common mechanisms and identical forms for citizen access to information through:
 - official sites of state bodies, including websites, diskettes, or other electronic messages issued by government employees,
 - official messages of state informational services, including press conferences and public speeches of authorized officials,
 - official mass media (printed and electronic) and other publications, such as bulletins and collections, defined by law or by a regulating body,
 - notifications of interested persons or their representatives (verbal or written),
 - state archives and archives of state bodies,
 - notifications through other printed and electronic mass media as well as on the Internet, and
 - Decrees of the President and Resolutions of the Cabinet of Ministers of Ukraine concerning publicity and openness of state government bodies in Ukraine (which are often not fulfilled entirely or some provisions are ignored).
- ❑ cooperation with representatives of businesses, in particular with associations of entrepreneurs, under the jurisdiction of economic boards (chief economic boards) of Oblast State Administrations;
- ❑ examination of citizens’ appeals, which is a duty of relevant departments of Oblast State Administrations;
- ❑ representatives of regional-level authorities lacking the skills to apply modern strategic planning methods with the participation of the public and strategic management in general;
- ❑ absence of examination of the institutional potential of a territory in development planning processes; and
- ❑ lack of effective approaches to attracting funds of business entities, international donors, and foreign investors to fulfil strategies and operational programs for territorial development.

To objectively assess the state of regional governance in individual regions of Ukraine, the ideal model of democratic regional governance developed by domestic local self-governance experts was used. The model contains the following recommendations:

- Granting the status of "partners of state power" by a special law on the fundamentals of inter-relations of state government bodies to associated representatives of local authorities and non-business organizations during the formation of state policy, which means:
 - a duty of government bodies is to inform non-governmental organizations and/or local authorities of draft decisions and to conduct consultations on issues (it has been proposed to make this mechanism compulsory for budgetary strategic planning and capital investments);
 - compulsory public expert examination of draft laws of Ukraine;
 - compulsory regular consultations between the state government and local authorities on the priorities of state policy in the sphere of local governance and regional development; and
 - tradition of signing agreements between state bodies and associations of local authorities concerning joint participation in the realization of important tasks.
- Stimulating various forms of direct participation by the public, non-governmental organizations, and professional associations in the preparation, realization, and monitoring of results of decisions made at the local level. To accomplish this, a norm should be adopted through national legislation that obliges the heads of communities to inform the public and involve them in solving local problems. The following factors will become compulsory forms of involvement, in addition to those already regulated by legislation:
 - rule-making initiatives of associated representatives of local authorities in state government bodies,
 - public hearings on budgets and strategic development planning,
 - public consultation councils under government bodies, and
 - advisory councils.
- Forming legislative guarantees for public participation in governance, in particular the adoption of a law on the mandatory provision of information to citizens by state government bodies and the legal provision of concrete mechanisms for public participation in the budgetary process and strategic planning.
- Expanding public access to information through such measures as the mandatory publication of drafts of certain acts of state bodies and notifications about the plans of state bodies that are not yet official in mass media.
- Improving management of government bodies to perfect information access channels for citizens and to increase their involvement in determining local policy, such as by:
 - setting convenient reception hours,
 - coordinating reception hours in different subdivisions and services,
 - publishing decisions of the local authorities in mass media,
 - improving the provision of information by government bodies through the Internet, and
 - obliging government employees to report in public on their activities.

4) Assessment of Oblasts

A) Zhytomyr Region

General Information on the Region
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- The area is 29.9 thousand sq. km, which is 5% of the territory of Ukraine.
- The distance between Zhytomyr and Kyiv by railway is 165 km and by road is 131 km.
- Zhytomyr borders the Republic of Belarus' Gomel region to the north; Rivne and Khmelnytskyi to the west; Kyiv to the east; and Vinnytsia to the south.
- The number of administrative areas is 23 and the number of towns of oblast significance is 4.
- The population is 1.373 million (as of 01.03.2003).
- The main industries are the food industry, the production of non-metal mineral goods, and the extractive and power industries.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
The website of Zhytomyr Oblast State Administration (<http://www.zhitomir-region.gov.ua>) is used as a means of informing citizens of the activities of the state authorities and involving them in decision-making and has the following innovative forms of supplying information:
 - Investment description of Zhytomyr,

- Social description of Zhytomyr,
 - List of social organizations that cooperate with the administration or with departments on the webpage of each subdivision of the Oblast State Administration, and
 - Analytical information on the quantitative and substantial parameters for appealing to the Oblast State Administration.
- ***Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:***
- *Specific forms of cooperation with regional business:* Attempts to establish dialogue and cooperation have been observed in the relationships between Zhytomyr Oblast State Administration and businesses, especially small ones. The following facts provide evidence of this:
 - involvement of representatives of entrepreneurial associations and business support centres in small business development programs (2003-2004 and 2005-2006),
 - conducting a regional competition of business plans among youth with the assistance of the Principal Board of Economy of Zhytomyr Oblast State Administration,
 - polling small business entities on the business environment of the region, and
 - surveying enterprises through the Zhytomyr Oblast State Administration website.
 - *Special methods for establishing cooperation with public organizations:* In December 2004, the Regulations of the Regional Coordinating Board on matters of youth policy were developed so this board would act as a coordination and consultative body. The Board's main tasks are the development of proposals on financing priority directions in youth policy; examination of the effectiveness of the application of funds for these purposes; and coordination of activities of local executive authorities and economic bodies concerning youth policy.
- ***Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:***
Social and economic development strategy of Zhytomyr was approved at a session of the Oblast Council.
- ***Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:***
A regional program for the encouragement of youth entrepreneurship for 2003-2005 was developed and partially realized with the assistance of public organizations and entrepreneurial agencies. This project was supported by the 'Development of Youth Entrepreneurship in Ukraine' project. The main tasks of the program were to apply new effective mechanisms of cooperation between public authorities and public organizations of young entrepreneurs to solve social and economic problems and to encourage institutional, informational, financial, credit, and investment support for young entrepreneurship, taking into account the proposals of public organizations of young entrepreneurs in public authority decision-making. Democratic approaches were established through the development of 'the Project of Adequate Program for 2005-2006.' These included having representatives of public entrepreneurial associations and business development institutions participate in its development; conducting a competition for the best proposals for the program; and informing the general public of the program's work through the regional mass media.
- ***Innovation forms and methods of regional governance in 2005:***
In March 2003, the new governing personnel of Zhytomyr Oblast State Administration initiated the signing of a Memorandum governing personnel of Zhytomyr Oblast State Administration and Business Enterprises by entrepreneurship representatives of business associations. Apart from liberalizing and simplifying regulatory policy, the regional authority assumed the obligation to promote the expansion of supportive infrastructure for entrepreneurship (business incubators and business centres), to involve appropriate international technical assistance, and to involve enterprises in the development of regulatory legal acts and the formulation of regional policy of support for entrepreneurship. Also, the Principal Board of Economy of the Oblast State Administration along with the public organization 'Sribna vezha' ('Silver tower') established an educational business program at regional schools. One more innovation was placing drafts of regulatory legal acts developed by regional public authorities on the website of the Oblast State Administration.

- ❑ ***Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:***
Under the "Small and Medium Business Development in Ukraine," UN Development Program, Zhytomyr takes part in the "Development of Young Entrepreneurship in Ukraine" project. The Zhytomyr Oblast Council and Oblast State Administration are project partners. The small business development program for 2003-2004 was in accordance with the United Nations Development Program.
- ❑ ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***
The Zhytomyr Oblast State Administration is innovative in the field of regional governance with respect to the problems of elaborating non-standard, yet effective, models for cooperation between small and medium businesses and public representatives. Cooperation between the regional government and businesses is a goal of international donors. At the same time, the following problems remain unresolved:
 - methods and forms of involving organizational representatives of other social groups in regional policy development,
 - cooperation or participation in the establishment of institutions using complex integrated approaches to regional development (for example, regional development agencies), and
 - approaches used to elaborate the Regional Development Strategy until 2015.

B) ZAKARPATTYA REGION

General Information on the Region

- ❑ The area is 12. 8 thousand sq. km, which is 2.1 % of the territory of Ukraine.
- ❑ The distance between Uzhhorod and Kyiv by railway is 898 km and by road is 788 km.
- ❑ Zakarpattia borders Poland, Slovak Republic, Hungary and Romania to the north, west and south and Lviv, Ivano-Frankivsk, and Khmelnytskyi regions to the east.
- ❑ The number of administrative regions is 23 and the number of towns of oblast significance is 4.
- ❑ The population is 1.257 million (as of 05.12.2003).
- ❑ The main industries are the timber and woodworking industry, light and food industry, development of cross border cooperation, and recreation and tourism.

Methods and Forms of Regional Governance

- ❑ ***Using modern technologies to inform citizens of the activities of the regional government:***
The website of Zakarpattia Oblast State Administration (<http://www.carpathia.gov.ua>) is used as a means of informing citizens of the activities of the state authorities and involving them in decision-making and has the following innovative forms of supplying information:
 - information about international contacts of regional public authorities,
 - a database of regional municipal property,
 - the concept of stable development for the region,
 - a description of the region, information about different regional development fields, and information about public organizations,
 - advertisement on the actions of the Oblast State Administration with the participation of governing personnel,
 - location of all decrees of the head of the Oblast State Administration from 2004 to 2005,
 - draft work schedule of the Oblast State Administration and the Oblast Council for the upcoming three months with the ability for citizens to recommend changes, and
 - special electronic forms for citizen appeals.
- ❑ ***Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:***
 - *Specific forms of cooperation with regional business:* Because Zakarpattia borders many EU countries, one of its priority tasks as indicated in its program documents is to attract foreign investment to the regional economy. One of the types of cooperation between the regional government and businesses was the development of a program to create a positive investment image for the region for 2005-2006. This program was adopted by the Oblast Council on January 10,

2005 and aims to cooperate with enterprises on establishing an informational database about current investment projects and investment proposals of enterprises.

- *Special methods for establishing cooperation with public organizations:* In 2004, Zakarpattya Oblast Council adopted a regional program to effectively protect citizens' constitutional rights and freedoms and to guarantee the proper examination of citizen appeals from 2004 to 2005. The program aimed to ensure the protection of violated and contested citizens' constitutional rights and freedoms, especially citizens in socially unprotected categories; to accelerate the examination of citizen appeals; and to eliminate reasons and conditions leading to the interruption of their examination. The establishment of a cooperative relationship between the regional authorities and non-governmental organizations led to their support of a program for activities involving public organizations, which was funded by the regional budget and which required social protection according to the Decree of the Regional Council. Mainly these are representatives of women, repressed people, veterans of the Afghan war, Chernobyl sufferers, disabled persons, and veterans.

□ ***Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:***

The Strategy of social and economic development until 2015 in Zakarpattya region is being elaborated. In 2004, the Regional Council adopted a Program of scientific and technical support for the elaboration of a Strategy of regional economic and social development until 2011. A major task of the program was to create and support scientific groups in designing different variants of the Strategy. At the same time, Zakarpattya region was the first in Ukraine to develop and adopt a Concept of stable development for the region. Scientific groups were also involved in development of the Concept.

□ ***Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:***

Specific regional, target-oriented programs of Zakarpattya region in which interested citizen groups were involved in their development and realization include:

- The Program of effective use of common property of territorial communities of villages and regional towns for 2003-2006 with the participation of representatives of scientific establishments, public organizations and local authorities of towns and provinces. The main sources of financing for the Program are not only funds from the budgets of different levels of government but also resources of interested public authorities and international organizations providing technical assistance.
- The Program of development of rural tourism in Zakarpattya region for 2004-2008 introduced new proposals and discussed regulatory legal acts with the participation of the community concerning: the establishment of the organizational basis for providing rural tourism services; rights and obligations of rural householders and tourists; involvement of interested circles (associations, unions and owners) in the development of a mechanism for issuing certifications for rural tourism services; and methodological recommendations on the categorization of accommodations intended for tourists.
- The Program of development of higher education in the region for 2005-2007 had the priority to develop and introduce innovative management forms and organizational structures of the higher education system; increase its social potential; and improve sector cooperation in the field of higher education.
- The Program of development of cross border cooperation for 2004-2005 involved the Agency of regional development and 'Zakarpattya' transfrontier cooperation (the founder is Zakarpattya Regional Council) in its development and realization.

□ ***Innovation forms and methods of regional governance in 2005:***

During the spring-summer period of 2005, the Zakarpattya Regional State Administration:

- introduced a draft of the Program to preserve and use the region's ancient castles, a move which cultural, educational and scientific organizations of the region have been advocating for over several years;
- submitted the Program of farming for 2005-2007 to the Regional Council for consideration;
- adopted a decision on improving methods of cooperation with local authorities and other local executive bodies; and
- developed a model of cooperation with local executive bodies and trade unions, namely through the creation of a social partnership on the regional level.

- ❑ ***Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:***
 - Zakarpattia Regional Council with the participation of the appropriate boards of the Regional State Administration has experience in attracting and using international technical assistance, especially with the EU TACIS program:
 - the project 'An application of strategic approach to development of trans-frontier cooperation in Carpathian region' (2004-2011); and
 - creation of the 'Centre of Ukrainian-Hungarian trans-frontier cooperation'.

One of the tasks of the above projects was the involvement of representatives of development institutions, public organizations and enterprises in forming new models of cross border cooperation.
- ❑ ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***

The positive characteristics of the system of regional governance in Zakarpattia region include the development and realization of a great number of regional target-oriented programs in which public organizations, scientific bodies, and business circles were involved as well as the approval of new models of cooperation and social partnership with local government bodies at the territorial community level. Their Concept of stable development is a unique case in Ukraine. At the same time, problems concerning the elaboration of the Strategy of social and economic development remain undecided.

C) ZAPORIZHZHIA REGION

General Information on the Region

- ❑ The area is 27.2 thousand sq. km, which is 4.5 % of the territory of Ukraine
- ❑ The distance between Zaporizhzhia and Kyiv is 715 km by railway and 618 km by road.
- ❑ Zaporizhzhia borders Kherson, Dnipropetrovsk and Donetsk regions as well as the Azov Sea creating a coastline of more than 300 km.
- ❑ The population is 1,877.2 million (as of 01.01.2005). The region is the 9th largest by population in Ukraine. More that 42.2% of regional population (847.8 thousand people) live in Zaporizhzhia city.
- ❑ Almost all the main branches of industry are represented in the region; however, the leading branches are the power industry, metallurgy, mechanical engineering and chemistry.

Methods and Forms of Regional Governance

- ❑ ***Using modern technologies to inform citizens of the activities of the regional government:***

The website of the Zaporizhzhia Regional State Administration (<http://www.zoda.gov.ua>) has the following content which is lacking in most of the other regions of Ukraine:

 - short reports of speeches of administration executive officials and meetings in which government representatives participated;
 - information on the current regional budget;
 - information not only on the contents of regulatory legal acts adopted by Regional State Administration, but also on progress made towards realizing them;
 - analytical materials provided by mass media on the activity of the Regional State Administration and the Regional Council as well as information concerning the regional mass media and Internet resources;
 - information on regional advisory authorities; and
 - regular updates on planned tenders to be carried out by the Regional State Administration.

Furthermore, each structural subdivision of the administration has its own website and a forum is also available on the website.
- ❑ ***Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:***
 - *Specific forms of cooperation with regional business:* In April 2005, a Memorandum on cooperation between the executive authorities and business enterprises was signed through the initiative of the Zaporizhzhia Regional State Authority. The regional executive authorities assumed the obligation to actively build equal cooperation between businesses and government on the priority economic and social interests of the country; to make the licensing mechanism transparent and available for all business enterprises; and to promote the expansion of the support infrastructure for business

- enterprises through the creation of business incubators and informational centres, which would provide informational, consulting and legal services.
- *Special methods for establishing cooperation with public organizations:* The Regional State Administration mainly cooperates with public authorities through the provision of support to the development of public organizations' scientific and educational activities and appropriate regional programs. In particular, tenders for nongovernmental organizations for the administration of the program are held each year.
- ***Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:***
The Strategy of social and economic development until 2015 is at the stage of elaboration in Zaporizhzhia region. However, a conceptual draft of the document was put on the website of the Regional State Administration with the purpose of receiving proposals and remarks concerning its content from all interested citizens. The structure of this document meets modern standards for strategic documents. The Strategy proposes to promote local governance development throughout the region; to increase the effectiveness of cooperation between the executive bodies and the local authorities; to involve the public through the mass media in the elaboration and realization of development programs of different fields of activity; to promote the creation and development of regional unions and associations according to their activities with the purpose of involving them in solving the oblast's regional development problems; and to provide transparent governmental structures, activities and approaches to citizen engagement, in particular through the creation of electronic channels.
- ***Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:***
Specific regional, target-oriented programs adopted by Zaporizhzhia Regional Council in which interested citizen groups were involved in their development and realization, include:
- The Program to increase investment volumes for the economic development of Zaporizhzhia region for 2002-2002;
 - The Program of development of small business in Zaporizhzhia region for 2003-2004, the main tasks of which were the priorities of executive bodies, local authorities and public unions of entrepreneurs concerning the development of support infrastructure for entrepreneurship; and
 - The Program of development of an internal market in Zaporizhzhia region for 2002-2004 though the creation of favourable conditions for business activity, intensification of analytical work, and improvement in providing information to market participants.
- ***Innovation forms and methods of regional governance in 2005:***
Non-standard governance methods introduced in 2005 include the signing of the above-mentioned Memorandum on cooperation between the local authorities and business circles.
- ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***
The methods of regional governance used by Zaporizhzhia Regional State Administration include:
- using modern information technologies for information distribution and analysis of citizens' opinions concerning the decisions and activities of the regional government;
 - public discussion of the draft of the Strategy of social and economic development of the region until 2015;
 - an attempt to establish some institutional limits for cooperation between the local authorities and enterprises.
- The problem of attracting technical assistance to support regional development problems and improve the regional governance system remains unsolved.

D) KYIV REGION

General Information on the Region

- The area is 28.4 thousand sq. km which is 4.7 % of the territory of Ukraine
- Kyiv borders Zhytomyr, Vinnytsia, Cherkasy, Poltava, and Chernihiv regions and the Gomel region of the Republic of Belarus.
- The number of administrative areas is 25 and the number of towns of regional importance is 10.
- The population is 1,808.2 million people, which is 3.7 % of the population of Ukraine.
- The region belongs to the industrial agrarian area, which specializes in industrial processing of agricultural materials, mechanical engineering, electric energy, woodworking and food industries, namely sugar, and light branches of industries.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
The website of the Kyiv Regional State Administration (<http://www.kyiv-obl.gov.ua>) is well structured in terms of content and interactive technologies and can be used as a means of involving citizens in decision making and developing regional policy, since it contains information on:
 - drafts of documents required for citizens' appeals;
 - conditions for examining appeals and organizing private receptions of visitors in the Regional State Administration;
 - the texts of decrees concerning new forms of cooperation between the government and citizens;
 - directory of direct telephone lines for the heads of administration and its structural subdivisions;
 - legal methods for citizens to oppose the decisions of the Regional State Administration;
 - state of the regional budget and current social and economic development figures of the region;
 - list and content of target-oriented programs operational in Kyiv oblast;
 - information on the legal basis for strategic planning in Ukraine and the methods of strategy development; and
 - list and short description of public and political unions acting on the territory of the region.
- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**
 - *specific forms of cooperation with regional business:* Members of the Kyiv Regional State Administration's Coordinating Council on problems of entrepreneurship development, which includes representatives of entrepreneurs' unions, are involved in the development of program documents concerning small and medium business policy. In 2005, the practice of publishing the schedule of the development of regulatory legal acts and the involvement of business circles in this began. In January 2005, the Kyiv Regional Appellate Regulatory Committee was established through the initiative of the Regional State Administration. Also, they began to monitor current regulatory legal acts. All interested enterprises could take part in the process of realizing these acts by introducing proposals and remarks.
 - *special methods for establishing cooperation with public organizations:* The Kyiv Regional State Administration, through the appropriate coordinating board and the Department on relations with public organizations of the Regional Youth Centre under the Family and Youth Administration, carries out common actions and involves youth public organizations in decision making. Youth unions were involved in the development and realization of relevant programs, one of the priorities of which was coming to a decision regarding the problems of young citizens. In November 2004, Regulations established a public council under the Regional State Administration as an advisory body, created with the purpose of coordinating actions connected with the provision of consultation services to the public on forming and realizing state policy. The public board will include one representative of public boards and regional state administrations as well as public organizations, trade unions, local authorities, mass media, and the authorities that are legally in accordance with the statutory documents of the appropriate organizations.

- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
 The Strategy of social and economic development in Kyiv Region was adopted according to a decree of the Head of the Regional State Administration, which plans to submit it for the Council's consideration in the nearest future.
- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
 The development programs in which the representatives of public authorities and interested parties were involved include:

 - The Program of tourism development in Kyiv Region for 2003-2010;
 - The Program of attracting investments and improving the investment climate in Kyiv Region for 2004-2006; and
 - The Regional program to develop the social field for the period up to 2005.
- **Innovation forms and methods of regional governance in 2005:**
 In May 2005, Kyiv Region was selected by the Cabinet of Ministers of Ukraine as a pilot territory for conducting an experiment on reforming the administrative and territorial structure. With the purpose of ascertaining public opinion, Kyiv Regional State Administration started a series of public hearings in different regions and basic regional territorial communities, gathered proposals using different means of communication, and organized information trips to Poland for representatives of public authorities at all levels. The Cabinet of Minister's choice of Kyiv oblast as a territory for conducting this state experiment can partially be explained by the presence of the so-called 'Irpin' experiment' since 2001, which tests new methods and forms of local governance. Additionally, the government of the Regional State Administration initiated the testing of a model for making purchases from state funds using the principles of transparency and economic fairness.
- **Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:**
 During 2001-2005, the Kyiv Regional State Administration has been a partner of the 'Irpin' experiment' international technical assistance project which aims to reform the system of local governance.
- **Characteristics of regional governance, major problems, outstanding matters, and conclusions:**
 The following methods of regional governance used by Kyiv Regional State Administration should be mentioned:

 - using modern information technologies for information distribution and analysis of citizens' opinions on the decisions and activity of the regional government;
 - an attempt to establish some institutional limits for cooperation between the local authorities, enterprises and the public in the form of coordinating boards and common work under government projects; and
 - the attempts to establish experimental models for reforming the local governance and territorial organization of the government.

The following problems remain unsolved:

 - democratic methods for developing the draft of the Strategy of social and economic development of the region up to 2015; and
 - the experience of attracting international technical assistance in solving regional development problems and improving regional governance.

E) MYKOLAIV REGION

General Information on the Region

- The area is 24.6 thousand sq. kilometres, which is 4.1% of the total area of Ukraine.
- Mykolaiv region adjoins Odesa, Kirovohrad, Dnipropetrovsk and Kherson regions and has access to the Black Sea.
- The distance from Mykolaiv to Kyiv is 602 km by rail and 480 km by road.
- The number of administrative districts is 19 and the number of cities of regional importance is 5.
- The population is 1,229.5 thousand (as of January 1, 2005).
- This region belongs to the agricultural-industrial area and specializes in shipbuilding, manufacture of turbines, raw alumina extraction, light industry and processing of agricultural products. The local conditions are among the most favourable in Ukraine for agriculture development.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
The structure and design of Mykolaiv Regional State Administration's website (<http://www.mykolayiv-oda.gov.ua>) were reviewed on April 1, 2005. The positive features of this informational resource are as follows:
 - presentation of information about website visiting statistics;
 - the possibility of making electronic inquiries to officials of the Regional State Administration and of delivering official appeals;
 - making personal appointments with executive officers of the Regional State Administration and its structural subdivisions;
 - disclosure of draft legal acts and regulations for public discussion of them; and
 - disclosure of projects for the implementation of political division reform in Ukraine.
- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**
 - *Specific forms of cooperation with regional business:*
 - cooperation with a large network of associations of businessmen, farmers, proprietors, business support centres and credit unions;
 - functioning of a Working Group for elaborating a long-term program aimed at the development of a recreational area design and infrastructure, which operates as an advisory body of the administration with the participation of entrepreneurs.
 - *Special methods for establishing cooperation with public organizations:* In addition to their cooperation with public (social) youth organizations, which will be mentioned below, Mykolaiv Regional State Administration has positive experiences in working with:
 - the Council of Representatives of Women Social Organizations, attached to the Chairman of the Regional State Administration;
 - scientific and enlightening activities of public (social) organizations;
 - Public Council of the Regional State Administration, created in October 2004 to coordinate activities aimed at broad public involvement in the process of making administrative decisions;
 - civil servants to train them in communicative technologies, techniques of broad public involvement in the process of government policy formation and implementation, public opinion analysis and mass media monitoring.
- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
In Mykolaiv region, the Strategy of Social and Economic Development until 2015 was approved by the Order of the Chairman of the Regional State Administration and is targeted for consideration at a session of the Regional Council in the near future. As evidenced by the order of the Regional State Administration that created the ad hoc group, the members of this group include only civil servants for preparing the draft Strategy.

- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**

The list of the regional programs developed with the participation of public (social) associations, scientists and business representatives includes:

- Complex Program for Solving Disability Problems in Mykolaiv Region;
- Regional Program of Small Business Development in Mykolaiv Region for the period of 2003-2004;
- Regional Program of Youth Business Support for the period of 2002-2005, which includes cooperation between governmental authorities and public (social) associations of young entrepreneurs in solving matters of youth business development and in the provision of institutional, crediting and investment support for youth businesses. This program's measures provide for the involvement of representatives of public (social) associations of young entrepreneurs in the elaboration of draft regulations and for the introduction of young entrepreneurs to the advisory and consulting bodies of the executive authorities.

- **Innovation forms and methods of regional governance in 2005:**

In May of 2005, the "Working Program for 2005: New Government and New Possibilities for Citizens" was presented for public consideration by the Mykolayiv Regional State Administration (using mass media, in particular the website of the Regional State Administration). The main priorities of the Program include contributing to the construction of a democratic society through encouraging the activities of individuals, the business sector and public (social) organizations; and integrating resources from the National State Budget, budgets of the local governmental authorities, the business sector, the public and corporate donors. The regional government has declared in this Program that its role is that of a "service provider" in the process of democratic society planning and construction. Over fifty non-governmental organizations, enterprises, agencies and mass media organizations were involved in the development of this Program. Moreover, the Service of Freelance Advisors was created as an advisory and consultative body of the Regional State Administration, which included scientists and leading specialists in certain areas of the region's development. The Regional State Administration participated as a partner of a number of public (social) organizations and mass media organizations in holding a television marathon entitled "Mykolaiv Region is the Territory of Fair Elections" and in the action entitled "the Public is Able", which took place on July 10, 2005, regarding the additional election of Regional Council members from two districts of the region.

- **Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:**

The regional administration has experience with indirect participation in the implementation of the project entitled "Development Strategy Formation for Ukrainian Black Sea Coastlands and Mykolayiv City", which was implemented through the support of ICF and Freedom House by the Social and Economic Development Centre of Black Sea Coastlands and Mykolayiv City Council (years 2000-2001). Also, the Regional State Administration acted as a partner of "Pravozakhysnyk" voluntary organization in implementing the project of Sharing in Mykolayiv Region (Ch.S.Mott's Foundation). In 2005, Mykolayiv region became one of four regions, where a pilot project for investment attractiveness of water thoroughfares is to be implemented. Activities under this project will be financed through funds provided by European Bank for Reconstruction and Development.

- **Characteristics of regional governance, major problems, outstanding matters, and conclusions:**

The following should be highlighted among the regional governance methods used by Mykolayiv Regional State Administration:

- an attempt to introduce coordination councils as an institutional frame for cooperation between the public and governmental authorities;
- the introduction of the practice of teaching civil servants modern managerial and public relation techniques;
- revealing the Program of the Work of the Regional State Administration for 2005 for public consideration and support of democratic initiatives proposed by non-governmental organizations, which took place in 2005.

The following matters still remain unclear:

- specific forms and methods of cooperation with the business sector; and
- democratic methods of designing the draft Strategy of Social and Economic Development of the Region until 2015.

F) ODESA REGION

General Information on the Region

- The area is 33.3 thousand sq. kilometres, which is 5.5% of the total area of Ukraine.
- Odesa region borders Vinnytsia, Kirovohrad, and Mykolaiv regions, and also borders the Republic of Moldova and Romania.
- The distance from Odesa to Kyiv is 602 km by rail and 480 km by road.
- The number of administrative districts is 26 and the number of cities of regional importance is 7.
- The population is 2,430 thousand (as of January 1, 2004).
- This region belongs to the agricultural-industrial area and specializes in oil refinery, mechanical engineering, metallurgy and metalworking, as well as in chemical, food and light industries, with 35% of the population engaged in agriculture.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
The structure and design of the website of Odesa Regional State Administration (<http://oda.odessa.gov.ua>) makes it one of the richest in terms of information and is structured the most logically in comparison to other relevant Internet resources of the Regional State Administrations of Ukraine. Its positive features include:
 - a special “Green Book” where individuals can address their proposals regarding regional development issues to representatives of the Regional State Administration;
 - a link to the website of the Odesa Regional Council (whereas most of the Regional Councils of Ukraine have no own electronic means of displaying their own information);
 - disclosure of the structure of a draft version of the strategy of social and economic development of the region until 2015;
 - disclosure of the directory of telephone numbers and hours of personal appointments by executive officers of the region;
 - presentation of reports on press conferences held by the Regional State Administration and news related to each structural subdivision of the Regional State Administration; and
 - disclosure of statistical data about the number of applications made by individuals to the regional government authorities.
- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**
 - *Specific forms of cooperation with regional business:*
 - implementation of the pilot project entitled “Creation of a Network of Business Support Funds in Odesa Region” is scheduled to take place within the framework of the small business development program for the period of 2005-2006. This Project aims to create a network of business support funds in all of the cities and districts of the region, with participation of local authorities and public (social) organizations of entrepreneurs; and
 - the Business Development Coordination Council operates efficiently and participates in the elaboration of small and medium business support programs in the region;
 - *Special methods for establishing cooperation with public organizations:*
 - As of December 2003, Odesa Regional State Administration has created the Public Council, attached to the Chairman of the Regional State Administration, to improve consultation mechanisms between government authorities and the public;
 - supports scientific and enlightening activities of public (social) organizations through the approval of relevant programs;
 - arranges competitions for leaders of public youth organizations to become assistants to the heads of structural subdivisions of the Regional State Administration; and
 - finances programs for public youth organizations through contests held by the Regional Social Service Centre for Youth.

- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
 The Strategy of Development until 2015 was approved in Odesa region in December of 2004 through the Order of the Chairman of the Regional State Administration. At the same time, it was presented for public discussion using the mass media and the Regional State Administration's website. The objectives, which the region plans to achieve with the help of this Strategy, include the formation of a coherent and predictable government by making its actions public; introduction of regular public reporting; support of public supervision of actions of the government; preliminary publishing and discussion of draft legal acts and regulations; involving the public in designing program documents; and introduction of clear procedures for appointing people to official positions.
- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
 Below is a list of the special programs developed with the participation of scientists and representatives of public (social) organizations, particularly independent analytical centres:

 - Complex development Program for Ukrainian Danube Lands (2004-2010), which was planned in the region and approved in March of 2004 through the Decree of the Cabinet of Ministers of Ukraine;
 - Regional Economy Reforming Program entitled "Regional Initiative (2002-2006)";
 - Program of Small Business Development in Odesa Region for 2005-2006;
 - Program of Exhibitory and Fair Activity Development in Odesa Region for years 2003-2005; and
 - Program of Tourist Trade, Recreational and Health-Resort Activity Development in Odesa Region for 2003-2010.
- **Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:**
 Odesa region and, in particular its regional government, has substantial experience in establishing cross-border and interregional cooperation and in attracting international technical assistance to support regional development:

 - This region is a member of several European regional associations, in particular the Assembly of European Regions (since 1992), Working Community of Danube Countries (since 1994), Lower Danube Euroregion (since 1998), Conference of European Maritime Regions (since 2001), and Assembly of European Wine-Growing Regions (since 2004); and
 - Among the projects where Odesa Regional State Administration and/or Odesa Regional Council act as a partner or an implementer are the TACIS project of Business Infrastructure Development in Odesa Region and Lower Danube Euroregion, which have the potential to highly effect the development of the region.
- **Characteristics of regional governance, major problems, outstanding matters, and conclusions:**
 The key methods of regional self-government used by Odesa Regional State Administration include:

 - using informational technologies as efficient channels of information distribution to the public and involving the public in governance processes;
 - public presentation of the draft Strategy of Odesa Development until 2015, which was developed in 2004; and
 - active role of the regional government authorities in cross-border and interregional cooperation, attracting international technical assistance, and using its full potential in an appropriate manner.

The following matters still remain unclear:

 - practical introduction of new forms of governance by new executives of the Odesa Regional State Administration in 2006.

G) POLTAVA REGION

General Information on the Region

- The area is 28.8 thousand sq. kilometres.
- Poltava region borders Chernihiv, Sumy, Kharkiv, Dnipropetrovsk, Kirovohrad, Cherkasy and Kyiv regions.
- The distance from Poltava to Kyiv is 337 km by road.
- The number of administrative districts is 25 and the number of cities of regional importance is 11.
- The population is 1,700 thousand (as of January 1, 2004).
- Poltava region belongs to the agricultural-industrial area. It stands out from other regions of Ukraine by its iron ore and fuel producing, mechanical engineering and light industries, as well as by its agro-industrial complex with highly advanced food industry and beet sugar manufacturing.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
The following are the merits of the website of Poltava Regional State Administration (<http://www.adm-pl.gov.ua>):
 - existence of a public forum;
 - functioning of an Internet reception room, which allows users to submit electronically any appeals or applications to any responsible official of the Regional State Administration;
 - procedure for contesting resolutions of local executive authorities;
 - schedule of events planned for the next week by the Regional State Administration;
 - schedules of activities concerning legal acts and regulations;
 - texts of draft orders of the Chairman of the Regional State Administration for public discussion;
 - existence of the Register of Poltava Region Informational Resources, which is intended to fulfil the informational needs of the public through data classification, appropriate arrangement of the accounting system, and simplification of the search engine for resources; and
 - prompt provision by the executive authorities and local government bodies of any information required for governance purposes and support of adopted resolutions.At the same time, the site discloses only three regulations, which were adopted by Poltava Regional State Administration in the first half of 2005.
- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**
 - *Specific forms of cooperation with regional business:* In terms of institutional forms of cooperation between the regional government and the business sector, the following should be mentioned:
 - Social and Political Coordinative Council; and
 - Council for Attraction of Foreign Investments.
 - *Special methods for establishing cooperation with public organizations:* The Social and Political Coordinative Council is the main official institutional channel for dialogue between the Regional State Administration and the public.
- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
The draft Strategy of Social and Economic Development until 2015 of Poltava region was considered by a group of the Regional State Administration, which prepared the document for consideration at a session of the Regional Council.
- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
The following should be highlighted among the complex programs involving relevant advisory and consulting bodies and organizations and representing the concerned public in the development and fulfillment of various tasks:

- Regional Program for Development of Cooperative Entities Providing Agricultural Services for 2002-2003;
 - The program entitled “Poltavschyna 2010”; and
 - Regional Program for Small Business Development in Poltava Region in 2001-2002.
- ❑ ***Oblast State Administration’s experience in receiving technical assistance for complex regional development and improvements in the regional governance system:***
The local self-government bodies and local executive authorities, including Poltava Regional State Administration, were partners and participated in the implementation the project entitled “Application of Provisions of the Budget Code of Ukraine”, which supported economic and fiscal reforms and was financed by US Agency for International Development. Also, the regional administration was involved in the fulfilment of a Regulatory Reform in Ukraine project (financed by AMP, USA). Its tasks included the introduction and extension of public involvement in the elaboration of legal acts and regulations that affect the business sector.
- ❑ ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***
The following should be emphasized among the regional governance methods used by Poltava Regional State Administration:
- using informational technologies as efficient channels of information distribution to the public and involving the public in governance processes; and
 - experience of cooperation with public (social) organizations in using international technical assistance resources.
- The following matters still remain unclear:
- Special methods for improving cooperation with enterprisers and public associations;
 - methodological matters for the development of the Strategy of Social and Economic Development in the Region until 2015, particularly methods for attracting experts and relevant social and demographic groups to become involved in the development of this Strategy; and
 - the full content and text of regional programs designed with public participation were never disclosed through electronic mass media.

H) RIVNE REGION

General Information on the Region

- ❑ The area is 20.18 thousand sq. kilometres.
- ❑ Rivne region borders Zhytomyr, Khmelnytskyi, Ternopil, Lviv and Volyn regions of Ukraine and also borders Gomel and Brests regions of Belarus.
- ❑ The distance from Rivne to Kyiv is 318 km by road.
- ❑ The number of administrative districts is 16 and the number of cities of regional importance is 4.
- ❑ The population is 1.2 million.
- ❑ Rivne region belongs to the agricultural-industrial area. The importance of the extractive industry is a specific feature of its economy.

Methods and Forms of Regional Governance

- ❑ ***Using modern technologies to inform citizens of the activities of the regional government:***
In terms of public information about the activities of the regional government and involving the public in the formation of local policy, the website of Rivne Regional State Administration (<http://www.obladmin.rv.ua>) has the following benefits:
 - disclosure of the draft budget for the next year and approval of the current budget (information about expected expenses and income);
 - orders issued by the Chairman of the Regional State Administration over several years;
 - disclosure of draft regulative decisions and quarterly working plans of the Regional State Administration, in particular, disclosure of its resolutions dealing with regulatory policy;
 - regional press reviews.

- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**

 - *Specific forms of cooperation with regional business:* To support the export potential of regional enterprises, to improve the investment image of the region and to provide businessmen with information about potential markets, Rivne Regional State Administration has developed a Program for Development of International and Interregional Cooperation and Mutual Investing Activity for the period of 2004-2006, the draft of which was discussed with representatives of associations of industrialists and entrepreneurs. Furthermore, specific types of support provided to small and medium sized businesses are described in the relevant program for 2005-2006, the basic priorities whereof are characterized below.
 - *Special methods for establishing cooperation with public organizations:* In September 2004, the Program of Measures Aimed at Attraction of Individuals to the Process of Making Governmental Decisions was approved by Rivne Regional State Administration. This program includes innovative events such as holding a “Days of Public Awareness” event and creating a regional expert council at the Regional State Administration. The Rivne Regional State Administration created a unique organizational advisory and consulting body called the Council of Representatives of the Public Organizations of National Minorities. Its basic tasks include developing proposals for legal acts of Ukraine and legal acts and regulations adopted by the Regional State Administration, which either directly or indirectly affect the interests of national minorities. In 2005, the Regional State Administration created the Council of Ukrainian Cossacks.

- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
In Rivne region, the Strategy of Social and Economic Development until 2015 was approved by the Chairman of the Regional State Administration and submitted for consideration at a session of the Regional Council.

- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
Social sector representatives were attracted to the development of or discussion regarding the following programs:

 - Program of Small Business Development in Rivne Region for 2005-2006. This program’s tasks included the creation of favourable regional conditions for small business development; introduction of an efficient social and government system for its servicing, support and protection; further development of small business support infrastructure and enhancement of its efficiency; improvement in cooperation between local governmental authorities and public associations of entrepreneurs; and encouragement of innovative small enterprises.

- **Innovation forms and methods of regional governance in 2005:**
The new executives of Rivne Regional State Administration used a non-traditional method of public relations in at least one instance. They surveyed students attending National Water and Nature Management University and their parents regarding their confidence in the instructors of the University and the acceptable or unacceptable management by the University.

- **Oblast State Administration’s experience in receiving technical assistance for complex regional development and improvements in the regional governance system:**
The regional governmental authorities, in particular Rivne Regional State Administration, acted as a partner of local non-governmental organizations in the course of implementing the Program of Strengthening the Vitality of Regional NGOs in Ukraine (financed by Eurasia Foundation). The basic task of this Program was to establish modern forms of inter-sector cooperation. One of deliverables of this initiative was the creation of a Regional Development Association. Furthermore, cooperation with international organizations is outlined by the Program for Development of International and Interregional Cooperation and Mutual Investing Activity for the period of 2004-2006. In particular, this program determines the regional priority of attracting resources from the TACIS programs of the European Union.

□ **Characteristics of regional governance, major problems, outstanding matters, and conclusions:**

The following methods of regional self-government, used by Rivne Regional State Administration, are efficient:

- using informational technologies as efficient channels of information distribution to the public and involving the public in governance processes;
- practice of disclosing drafts of the upcoming regional budget and the status of implementing the current budget;
- development of programs jointly with associations of entrepreneurs that encourage small and medium business development in the region; and
- experience of cooperation with public (social) organizations in using international technical assistance resources.

The following matters still remain unclear:

- special methods for improving cooperation with enterprises and public associations;
- methodological matters of the development of the Strategy of Social and Economic Development of the Region until 2015, particularly methods of attracting experts and relevant social and demographic groups to become involved in the development of this Strategy; and
- the full content and text of regional programs designed with public participation were never disclosed through electronic mass media.

I) SUMY REGION

General Information on the Region

- The area is 23.8 thousand sq. kilometres
- Sumy region borders Chernihiv, Poltava and Kharkiv regions of Ukraine and also shares a border with Russia.
- The distance from Sumy to Kyiv is 350 km by rail and 366 km by road.
- The number of administrative districts is 18 and the number of cities regional importance is 7.
- The population is 1,299.7 thousand (as of 5/12/2001).
- Sumy region belongs to the agricultural-industrial area. Its major industrial businesses deal with chemical machinery building, agricultural machinery industry, instrument engineering and radio electronics.

Methods and Forms of Regional Governance

- **Using modern technologies to inform citizens of the activities of the regional government:**
Presently, the website of Sumy Regional State Administration (www.state-gov.sumy.ua) is under reconstruction, therefore the available information is rather limited. However, even the limited scope of information demonstrates the following positive aspects:
 - disclosure of daily press releases about the activities of the Regional State Administration; and
 - a separate website of Sumy Regional Council and disclosure of the text of the Regional Council Bulletin (*Visnyk Oblasnoji Rady*).
- **Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:**
 - *Specific forms of cooperation with regional business:* The government uses the following innovative methods to cooperate with the business sector and proprietors:
 - Creation of the Regional Fund of Support for Agro-industrial Complex Development in the Region, the basic task of which is investment in producers of agricultural products through logistical support. The Fund accumulates resources through 2% from profits gained through the sale of products made from raw materials and regional resources.
 - complex support of small and medium businesses through the Programs of Small Business Development, the content of which is outlined below.

- **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
 Sumy region already has a Strategy of Social and Economic Development of the Region until 2015, approved at a session of the Regional Council; however, its text is unavailable due to the reconstruction of the website.
- **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
 The following programs should be highlighted among those involving the participation of concerned public (social) organizations:

 - Program of Small Business Development in Sumy Region: The basic aim of this program is to encourage cooperation between government authorities and public associations of entrepreneurs in the area of business development through the establishment of an efficient feedback system in the relationship between these parties. The basic tasks of the program include improving regulatory processes and their legal basis; activating credit mechanisms for business support; forming a market infrastructure that enables small enterprises to be provided with highly qualified informational, training and consulting services; and supporting top priority and innovative business projects.
 - Regional Program of Manpower Provision for Regional Economy Branches for the period of 2002-2005: The basic objective of this program is to create a mechanism for forming and distributing state specialist training orders, in combination with the employment of graduates of higher educational institutions who receive their education through funds from the state budget.
- **Innovation forms and methods of regional governance in 2005:**
 The Program of Top Priority Actions of Sumy Regional State Administration, which was approved by the Regional Council in April 2005, determine the region's top priority tasks to be a) the creation of an open informational medium through the formation of advisory councils of experts; b) the initiation of an Anti-corruption Forum as a public advisory group; c) the formation of public television and radio broadcasting; d) the introduction of a "social partnership" policy into practice; e) the organization and holding of public councils, meetings, discussions, roundtables, public debates, focus groups, seminars, conferences and other public events with the participation of public management representatives, including foreign partners; and f) the distribution of quarterly reports and holding of discussions to assess the activities of the chairmen of regional and district state administrations.
- **Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:**
 Sumy Regional State Administration has experience in cooperating with foreign donors through the US Agency for International Development's project entitled "Support of Land Privatization in Ukraine."
- **Characteristics of regional governance, major problems, outstanding matters, and conclusions:**
 The methods of regional governance used by Sumy Regional State Administration include:

 - giving rise to the formation of funds designated for the support of the certain economic sectors;
 - public discussion of the current year's work program of the Regional State Administration in 2005; and
 - formation of communication mechanisms that allow for the involvement of individuals in governance processes as one of the top priority tasks.

The following matters still remain unclear:

 - methodological matters of the development of the Strategy of Social and Economic Development of the Region until 2015;
 - forms and methods of cooperation with public (social) organizations; and
 - experience of involving international technical assistance in solving regional development issues and improving the practice of regional governance.

J) CHERNIVTSI REGION

General Information on the Region

- ❑ The area is 8.1 thousand sq. metres, which is 1.3% of the total area of Ukraine.
- ❑ Chernivtsi region borders Ivano-Frankivsk, Ternopil, Khmelnytskyi and Vinnytsia regions of Ukraine and shares a border with Romania and the Republic of Moldova.
- ❑ The number of administrative districts is 11 and the number of cities of regional importance is 2.
- ❑ The population is 918.5 thousand (as of 1/01/2003).
- ❑ The rural sector comprises 59.4 % of the total population of Chernivtsi region. Apart from agriculture, enterprises engaged in the food industry, electrical power, gas and water production and distribution, mechanical engineering, light industry, metallurgy and metalworking industry, and production of wood and woodwork play an important role in the economy of this region.

Methods and Forms of Regional Governance

- ❑ **Using modern technologies to inform citizens of the activities of the regional government:**
The website of Chernivtsi Regional State Administration (<http://www.bucoda.cv.ua/>) is an important public communication channel and has the following merits:
 - Disclosure of the concept of social and economical regional development and texts of draft orders for public discussion.
 - a database of main documents adopted by Chernivtsi Regional State Administration during the 2004-2005 period, including with methodological recommendations for enterprises.
 - Disclosure of press releases regarding basic events initiated by executives of the regional governmental authorities or carried out with their participation;
 - Announcement of events for the current and upcoming weeks;
 - Ability for users to send letters to the Regional State Administration electronically;
 - Procurement information; and
 - Creation of a separate website for investors.
- ❑ **Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:**
Chernivtsi region has already received approval for their medium-term development strategy from their Regional Council. This document was prepared through broad public involvement in the process of creating the territory development plans. The strategy was developed in accordance with modern methodological requirements for such documents (including a descriptive and analytical section, mission, SWOT analysis, and list and description of strategic priorities for the development of the region) and serves as the basis for designing medium-term and short-term plans for regional development.
- ❑ **Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:**
The following should be highlighted among the programs that were developed with the participation of business sector and non-governmental organization representatives:
 - Program of Tourist Trade Development in Chernivtsi Region for the period of 2004-2010. In addition to the tourist business associations and other entities engaged in the tourist trade that contributed to this program, any concerned individuals were able to send in their proposals.
 - Draft Program of Social and Economic Development of Chernivtsi Region for 2005.
- ❑ **Innovation forms and methods of regional governance in 2005:**
New management and governance methods introduced into practice by Chernivtsi Regional State Administration include thematic public hearings. For example, at the beginning of July 2005, a hearing took place on the subject of "The State of Children in Chernivtsi Region: Issues and their Resolution".

□ ***Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:***

Similar to most regional administrative authorities in the western border regions of Ukraine, Chernivtsi Regional State Administration has experience in attracting and/or using international technical assistance, in particular assistance provided within the TACIS program of the European Union. The following specific projects offer some key examples:

- "Support of Local Development and Tourist Trade in Carpathians Region", of which one participant was the Tourist Trade Office of Chernivtsi Region. The task of this project was to encourage development of new travel products and resources and to improve already existing travel products and services.
- "Cross-border Ecological Network of the Carpathians" (State Environmental Safety Office of Chernivtsi Region). The tasks of this project included the formation of a set of proposals regarding optimal methods for encouraging stable development of the region.
- Also, the regional authority is indirectly involved in the implementation of the World Bank Project of Private Sector Development (2001-2009).

□ ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***

Among the methods of regional governance used by Chernivtsi Regional State Administration, the following should be highlighted:

- extensive public involvement in discussions on medium-term regional development projects; and
- experience in attracting and using international technical assistance resources, in particular for the implementation of projects and objectives which include the establishment of cooperation between the government and certain social sectors of the region.

The following matters remain unclear:

- forms and methods of cooperation with public (social) organizations and the business sector; and
- existence of special institutional forms of inter-sector cooperation in the region (public councils, standing roundtables, foundations, etc.).

K) CHERNIHIV REGION

General Information on the Region

- The area is 31.9 thousand sq. metres, which is 5.3% of the total area of Ukraine.
- Chernihiv region borders Sumy, Kyiv, and Poltava regions of Ukraine as well as the Russian Federation and Belarus.
- The distance from Chernihiv to Kyiv is 209 km by rail and 141 km by road.
- The number of administrative districts is 22 and the number of cities of regional importance is 3.
- The population is 1,206.8 thousand (as of 1/01/2004).
- The following branches prevail in the sectoral makeup of Chernihiv region: food industry, machine engineering, metalworking industry, woodworks, pulp and paper industry, and light industry. The agricultural potential of Chernihiv region is rather high, and this region is one of the most advanced in Ukraine in this area.

Methods and Forms of Regional Governance

□ ***Using modern technologies to inform citizens of the activities of the regional government:***

The website of Chernihiv Regional State Administration (<http://www.regadm.cn.ua>) has the following specific efficient channels of bringing information to individuals and involving them in creating regional policies:

- a list of programs operating on the territory of the region and their contents;
- procedure for contesting resolutions of the local executive authorities;
- Website devoted to the activity of the Regional Council, its apparatus and deputy membership of the Council;
- information about the latest resolutions of the Regional State Administration, and schedules of events for the current and upcoming weeks;
- draft legal acts and regulations for public discussion; and

- electronic channel for individuals to submit appeals, information about scheduled “hotlines” with executive officers of the Regional State Administration, and press releases regarding past hotline conversations of civil servants with the public.

The website of Chernihiv Regional State Administration was created with the help of OSCE.

Furthermore, to enhance the efficiency of information distribution to individuals, Chernihiv Regional State Administration has initiated a weekly press club event for the regional mass media.

□ ***Main approaches to and organizational forms of involving citizens in the decision-making of the Oblast State Administration:***

- *Specific forms of cooperation with regional business:* Cooperation with the business sector, aimed at improving the business environment of Chernihiv region, includes various advisory bodies, such as:
 - Council for Attraction of Foreign Investments; and
 - Regional Coordination Council for Business Development.

In April 2004, Chernihiv Regional State Administration backed an initiative of the regional Chamber of Commerce and Industry regarding the creation of a regional network of regional development institutions (agencies) with the participation of the regional state administration. The basic task of the newly created agencies is to fulfill orders for designing and practically introducing regional development programs and innovative and investment projects of a business, humanitarian or scientific research character. Another method of cooperation with the business sector is the joint development of relevant programs by representatives of the Regional State Administration, Regional Council and businesses, which will be mentioned below.

- *Special methods for establishing cooperation with public organizations:* The basic methods of establishing cooperation between regional government and the public, as represented by non-governmental organizations, include the formation of consulting, advisory and other auxiliary bodies of the Regional State Administration, such as:
 - Regional Council of Social Partnership;
 - Coordination Council of the Regional State Administration for Support and Development of the Voluntary Service Movement;
 - Regional Students Council; and
 - Council of Representatives of Public Organisations of National Minorities.

In November 2004, the procedure for public consultations regarding state policy formation and implementation was approved by the Regional State Administration. It provides for obligatory public consultations on the following: draft legal acts and regulations affecting the rights, discretions and legal interests of citizens; projects operating under national and regional programs of economic, social and cultural development; reports on the use of state budget funds in the previous year; and information about the activities of local executive authorities. These consultations shall be coordinated by the newly created Public Council of the Regional State Administration. These public consultations take the form of public discussions (direct form) and public opinion surveys (indirect form). During 2003-2005, the regional government was supporting and continues to support the activities of the public organization, Institute of Local Development of Chernihiv District. The objectives of this organization include contributing to stable growth and economic development of the region’s self-governed territorial communities and to the practical implementation of national, regional, local and international programs aimed at the improvement of the social and economic situation in the region.

□ ***Status of social and economic development strategies of the region until 2015 and experience with the application of modern strategic planning procedures:***

The Strategy of Social and Economic Development until 2015 is approved in Chernihiv region under the Order of the Chairman of the Regional State Administration and is planned to be considered at a session of the Regional Council.

□ ***Availability of regional target-oriented programs in which the representatives of local authorities, public organizations, businesses, and special development institutions (regional development agencies) were involved in their creation and realization:***

The regional programs, developed or implemented with public participation, include:

- Program of Social and Economic Development of the Region for the Period until 2010, which determines the basic medium-term trends and tendencies of regional development. In addition to the

macroeconomic targets, which show gradual economic development until 2010, the program also contains a set of measures aimed at the improvement of the main branches of manufacturing and social work; and

- Regional Program of Small Business Development in 2005-2006, the basic priorities of which include the formation of small business infrastructure and small business credit support, as well as, the practical introduction of educational programs for persons engaged in entrepreneurship. This document was designed with the participation of representatives of institutions, public associations and unions of entrepreneurs, and regional development agencies. The program was discussed at a meeting of the Regional Coordination Council of Business Development and among entrepreneurs of the region through the website of the Regional State Administration.

□ ***Innovation forms and methods of regional governance in 2005:***

In 2005, Chernihiv Regional State Administration proposed an initiative to liven up and make more efficient the activity of special advisory councils and to form new public communication channels involving the use of mass media.

□ ***Oblast State Administration's experience in receiving technical assistance for complex regional development and improvements in the regional governance system:***

The regional government of Chernihiv region has experience participating in the implementation of international projects aimed at the improvement of the regional governance system, including such projects as Social Partnership Development in Chernihiv Region (Charles Stuart Mott Foundation and Eurasia Foundation), which was implemented by AKHALAR, City Centre of Humanitarian Technologies. The basic deliverables of this initiative included the creation of a Social Partnership Council, where representatives of government, business and the public have equal status, as well as the holding of tenders for non-governmental organizations. In 2005, Chernihiv Regional State Administration received funds from the Government of the Netherlands to implement a project entitled Heat Supply System Reconstruction in Chernihiv Region.

□ ***Characteristics of regional governance, major problems, outstanding matters, and conclusions:***

The following should be highlighted as the key methods of regional governance used by the Chernihiv Regional State Administration:

- diversity of institutional forms of cooperation with different sectors of society for the purpose of promoting the development of the region, particularly the creation of a network of regional (local) development agencies;
- an efficient mechanism for public consultations and public opinion study;
- practical use of electronic governance methods;
- experience in attracting and using international technical assistance resources, particularly for the implementation of projects and objectives that include the establishment of cooperation between government and certain social sectors of the region.

The following matters remain unclear:

- content of the Strategy of Social and Economic Development of the Region until 2015 and its development methods; and
- special institutional forms of inter-sector cooperation in the region (public councils, standing roundtables, foundations, etc.).

5) List of References

A) Laws and other legal acts and regulations of Ukraine

1. Constitution of Ukraine (an extract)
2. Law of Ukraine On Local Self-Government in Ukraine (No. 280/97-BP of May 21, 1997)
3. Law of Ukraine On Local State Administrations, (No. 586-XIV of April 9, 1999)
4. Law of Ukraine On Governmental Forecasting and Working out the Programs of Economic and Social Development of Ukraine (year 2000)
5. Law of Ukraine On Governmental Legal Experiment of Local Self-Government development in the city of Irpin and Bucha, Vorzel, Hostomel and Kotsiubynske Villages of Kyiv Region (No. 2352-III of 5/04/2001)
6. Law of Ukraine On Bodies of Public Self-organisation (No. 2625-III of 11/07/2001)
7. Law of Ukraine On State Purposed Programs (year 2004)
8. Decree of the President of Ukraine No. 241/97 of 19/03/1997: On Measures Ensuring Constitutional Rights of Citizens for Making an Application No. 241/97 of March 19, 1997)
9. Decree of the President of Ukraine: On Measures for Introduction of the Concept of Administration Reform in Ukraine (No. 810/98 of July 22, 1998)
10. Decree of the President of Ukraine: On Top Priority Measures for Administration Reform Implementation in Ukraine (No. 1284/98 of November 20, 1998)
11. Decree of the President of Ukraine: On Concept of the State Regional Policy (No. 341/2001 of May 25, 2001)
12. Decree of the President of Ukraine: On Program of Governmental Support of the Local Self-Government in Ukraine (No. 749/2001 of August 30, 2001)
13. Decree of the President of Ukraine: On Additional Measures, Ensuring Constitutional Rights of Citizens for Making an Application (No. 700/2002 of August 13, 2002)
14. Decree of the President of Ukraine: On Emergency Measures for Improvement of the System of Receiving Citizens by State Governmental Authorities, Bodies of Local Self-government and Servants and Officials of these Bodies (No. 434/2004 of April 14, 2004)
15. Decree of the Cabinet of Ministers of Ukraine: On Measures for Implementation of the State Regional Policy Concept (No. 437-p of September 13, 2001)
16. Decree of the Cabinet of Ministers of Ukraine: On Approval of a Concept of the Program of Legal Support of the Local Self-Government Development (No. 416-p of July 25, 2002)
17. Decree of the Cabinet of Ministers of Ukraine: On Additional Measures for Improvement of Cooperation between Central and Local Executive Authorities and Local Self-Government Bodies (No. 194-p of March 31, 2003)
18. Decree of the Cabinet of Ministers of Ukraine: On Approval of the Concept of Creation of a System of Rating Estimation of Regions, National Economy Branches and Business Entities (N 208-p of April 1, 2004)
19. Order of the Ministry of Economics and European Integration of Ukraine: On Approval of Methodological Recommendations for Regional Development Strategy Formation (No. 224 of July 29, 2002)
20. Strategy of Economic and Social Development of Ukraine for Years 2004-2015, Approved by the Decree of the President of No.493 of April 28, 2004.

B) Websites of Regional State Administrations

1. <http://www.zhitomir-region.gov.ua> - Zhytomyr RSA
2. <http://www.carpathia.gov.ua> - Zakarpattia RSA
3. <http://www.zoda.gov.ua> - Zaporizhia RSA
4. <http://www.kyiv-obl.gov.ua> - Kyiv RSA
5. <http://www.mykolayiv-oda.gov.ua> - Mykolaiv RSA
6. <http://oda.odessa.gov.ua> - Odesa RSA
7. <http://www.adm-pl.gov.ua> - Poltava RSA
8. <http://www.obladmin.rv.ua> - Rivne RSA
9. <http://www.state-gov.sumy.ua> - Sumy RSA
10. <http://www.bucoda.cv.ua/> - Chernivtsi RSA
11. <http://www.regadm.cn.ua> - Chernihiv RSA