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## ***Regional Governance and Development (RGD) – Ukraine***

*Project # Z020640*

*Purchase Order 7037154*

## ***Other Donor-Funded Projects in Ukraine relating to the work of the RGD Project***

### ***Funding Agency:***

*Europe, Middle East & Maghreb Branch  
Canadian International Development Agency*

### ***Lead Executing Agency:***

*Canadian Urban Institute*

***July 2005***



**A) EC & TACIS**

<p><b>1. Title</b>                  "Assistance to Regional Development in Ukraine" Project (ARDU)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To stimulate economic growth through the development and implementation of transparent and efficient national regional policies.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Improve capacity of the national, regional and local authorities to formulate and implement regional development policies</li> <li>Increase the competitive advantages of selected pilot oblasts</li> <li>Improve co-operation on regional development between stakeholders – national and local authorities, local governments, private sector and civil society</li> <li>Approximate the Ukrainian regional development framework to European best practices</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Assistance in improving the legislation, which regulates the national regional policy and in approximating it to the European best practices</li> <li>Assistance in improving relations "centre-regions"</li> <li>Assistance in improving the regional planning processes</li> <li>Support in drafting and implementing integrated regional development strategies based on the principles of strategic planning</li> <li>Assistance in improving the administrative efficiency and service provision of the local administrations</li> <li>Developing some concrete socio-economic actions/programs aiming at improving living conditions in the pilot oblasts</li> <li>Assistance in improving cooperation on regional, economic and social development between key stakeholders, namely: national and regional authorities, private sector and civil society</li> <li>Provision of training in strategic planning, public service management, policy analysis, project management and evaluation</li> <li>Promoting the international cooperation between the national and regional authorities, and the EU bodies dealing with regional policies in the EU.</li> </ol>
<p><b>5. Funding Sources</b>                  European Commission</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Ministry of Economy of Ukraine</li> <li>BCEOM</li> <li>Oblast State Administrations in pilot oblasts</li> <li>Institute for Regional and Euro-Integration Studies "EuroRegio Ukraine"</li> </ul>
<p><b>7. Duration &amp; Location</b>                  July 2004 – December 2006                  Vinnytska, Cherkaska, and Volynska (Lutsk) oblasts with results disseminated in Chernihiv, Sumy, Kharkiv, and Luhansk oblasts.</p>
<p><b>8. Points of Overlap</b>                  The goals and objects of this project are very similar to RGD.</p>
<p><b>9. Engagement Strategy</b>                  Because of the similarity of project objectives and the need to avoid duplication, our short-listed oblasts did not include any of the ARDU pilot oblasts. We will operate in different oblasts to complement each other's work, for example, by using joint training sessions and events when applicable and sharing best practices and lessons learned.</p>
<p><b>10. Website</b>  <a href="http://www.regdev.org">www.regdev.org</a></p>

UEPLAC was funded by EC and ended in December 2004 but there may be a second phase [<http://www.ueplac.kiev.ua>].

**B) CIDA**

<p><b>1. Title</b> "The People's Voice" Project</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To improve the quality of municipal service provision by implementing mechanisms and procedures that promote public participation in building an effective, responsible and open government at the municipal level throughout Ukraine; and</li> <li>• To support the development and facilitation of various citizen engagement activities throughout Ukraine as a means of improving municipal service delivery.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Maintained consistency in the methodology for developing municipal initiatives and policy papers</li> <li>• Citizen concerns are raised in a public forum and addressed by local government officials;</li> <li>• Citizens are aware of their rights and informed of important decisions</li> <li>• Sustained public hearings in significant policy developments</li> <li>• More effective policies and programs that take into account citizen concerns</li> <li>• Increased access points for information and dialogue with the public (i.e. complaint and service centres)</li> <li>• Forged partnerships between local government, civil society and citizens in order to resolve problem in the area of service delivery</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Citizen Engagement and NGO Development</li> <li>2. Municipal Policy Capacity Building and Improvement of Services</li> <li>3. Monitoring and Research of Municipal Issues</li> <li>4. Information and Communication Development</li> <li>5. NGO Development Training</li> <li>6. Municipal Initiatives</li> <li>7. Service Delivery Satisfaction Surveys</li> <li>8. Citizen Engagement Activities</li> <li>9. Regional Policy Workshops</li> <li>10. International Conferences</li> <li>11. Study Tours</li> <li>12. Publications &amp; Information Distribution</li> </ol>
<p><b>5. Funding Sources</b> The project is funded primarily by the Canadian International Development Agency (CIDA) and is managed by the World Bank in association with a number of key local partners, including PADCO and the International Centre for Policy Studies (ICPS).</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Movement to Support Local Self-Government</li> <li>• Kolomyia Economic Development Association</li> <li>• Municipal Development Centre</li> <li>• Municipal Reform Centre "Lutsk-1432"</li> <li>• Business Development Agency</li> <li>• Chernihiv Regional Development Agency</li> </ul>
<p><b>7. Duration &amp; Location</b> November 2003 - June 2007</p> <ul style="list-style-type: none"> <li>• Alchevsk, Luhansk oblast</li> <li>• Kolomyia, Ivano-Frankivsk oblast</li> <li>• Lutsk, Lutsk oblast</li> <li>• Makiyivka, Donetsk oblast</li> <li>• Chernihiv, Chernihiv oblast</li> </ul>
<p><b>8. Points of Overlap</b></p>

PVP is focused on improving municipal government services whereas RGD is focused on improving regional government services.
<p><b>9. Engagement Strategy</b></p> <p>In overlapping oblasts, our regional partners and PVP's local partners may work together to coordinate their activities. The regional actors can learn from the experiences of the local actors and apply this knowledge across the oblast in question. RGD may also use PVP's training materials/trainers and learn from their established best practices. Capitalizing on PVP's experience within the "Citizen Engagement Activities" component will be beneficial and instrumental for RGD.</p>
<p><b>10. Website</b></p> <p><a href="http://www.pvp.org.ua">www.pvp.org.ua</a></p>

<p><b>1. Title</b></p> <p>"Community Economic Development" Project (CED)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To use social and economic action to strengthen sustainable local communities which work with local government and small businesses, using principles and practices of good governance, to improve the quality of their economic, social and environmental situations.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Support and strengthen replicable locally-formed and locally-governed community development associations and community-based ventures in three regions in Ukraine</li> <li>• Put in place an institutionalized framework in local communities and in higher educational institutions to support initiatives in community economic and social development</li> <li>• Carry out replicable community economic and social micro-projects within participating communities</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Strengthen Infrastructure to Guide Community-Based Social and Economic Development             <ol style="list-style-type: none"> <li>a. Baseline Information and Foundation Building</li> <li>b. Community Consultation and Planning</li> <li>c. Foundational Training and Conceptual Language</li> <li>d. Organizational Creation and Governance</li> <li>e. Systematic Nurturing and Support</li> <li>f. Limited Project Grant and Loan Funds</li> </ol> </li> <li>2. Build Base of Expertise for CED Sustainability and Replicability             <ol style="list-style-type: none"> <li>a. Skill and Capacity Development for Local CED Practitioners</li> <li>b. Local and International Internships and Study Visits</li> <li>c. Strengthening the Base for Formation of a Critical Mass of CED Practitioners</li> <li>d. Citizen Advisors and Trainers in Governance</li> </ol> </li> <li>3. Provide Advisory, Support, Research and Promotion Services             <ol style="list-style-type: none"> <li>a. Advisory Services and Administrative Support</li> <li>b. Management of Data-Gathering Initiatives</li> <li>c. Coordination with Relevant National and International Initiatives</li> <li>d. Management of Grant and Loan Funds</li> <li>e. Public Education, Promotion and Communication</li> </ol> </li> <li>4. Provide Direct Program Support             <ol style="list-style-type: none"> <li>a. Project Management Structure</li> <li>b. Assurance of Strong Management Systems and Quality Control</li> <li>c. Implementation of Financial Management System</li> <li>d. Consultative and Communication Mechanisms</li> </ol> </li> </ol>
<p><b>5. Funding Sources</b></p> <p>The project is funded by the Canadian International Development Agency (CIDA) and is managed by the Canadian Bureau for International Education (CBIE).</p>
<p><b>6. Implementing Partners &amp; Contact Information</b></p> <ul style="list-style-type: none"> <li>• Cherkasy State Technological University, Faculty of Economics and Management</li> <li>• Association of Non-Governmental Organisations</li> </ul>

<ul style="list-style-type: none"> <li>• Community of the town of Kamianka</li> <li>• Community of the village of Khudiaky</li> <li>• Uzhgorod National University, Institute of Public Administration and Regional Development</li> <li>• Carpathian Foundation Ukraine</li> <li>• Community of the town of Perechyn</li> <li>• Western Ukrainian Resource Centre</li> <li>• Community of the town of Pustomyty</li> <li>• Community of the village of Semenivka</li> <li>• Community of the village of Vovkiv</li> <li>• Centre for Sustainable Community Development, Simon Fraser University, Vancouver</li> <li>• Graduate Diploma Program in CED, Concordia University, Montreal</li> </ul>
<p><b>7. Duration &amp; Location</b>            January 2004 – December 2007            Pustomyty Rayon, Cherkasy Oblast, and Zakarpattya Oblast.</p>
<p><b>8. Points of Overlap</b>            CED is focused on improving local economic development whereas RGD is focused on improving regional economic development.</p>
<p><b>9. Engagement Strategy</b>            In overlapping oblasts, our regional partners and CED's local partners may work together to coordinate their activities. The regional actors can learn from the experiences of the local actors and apply this knowledge across the oblast in question. RGD may also use CED's training materials/trainers and learn from their established best practices.</p>
<p><b>10. Website</b>  <a href="http://www.ced.org.ua">www.ced.org.ua</a></p>
<p><b>1. Title</b>            "Policy Advice for Reform in Ukraine" Program (PAR)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To build the capacity of Ukrainian partner organizations to help Ukraine overcome impediments that prevent reform programs from being achieved</li> <li>• To develop Ukraine's capacity to undertake policy formulation and implementation on issues keeping the reform process underway</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Act as a flexible, fast-acting responsive mechanism capable of responding to priority requests from the Government of Ukraine and organizations involved in reform initiatives</li> <li>• Provide a mechanism that can respond to requests from the Government of Ukraine and non-governmental organizations in Ukraine and to Canadian initiatives that support existing Canadian Government objectives in Ukraine</li> <li>• Provide timely and specialized expertise and training on issues that are central to the reform processes underway in the country</li> <li>• Support study tours and short-term training or internships in Canada</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Effective policy for local communities in Dnipropetrovsk</li> <li>2. Financial services markets of Ukraine</li> <li>3. Public consultations (Kyiv, Chernihiv, Vinnitsya, Poltava and Crimea)</li> <li>4. Sustainable development in the Transcarpathian region</li> <li>5. Anti-corruption</li> <li>6. Tourism in Western and Southern Ukraine</li> <li>7. Ethnic policy</li> <li>8. National Bank of Ukraine</li> <li>9. Personnel assessment for the civil service of Ukraine</li> </ol>
<p><b>5. Funding Sources</b>            The Program is funded by the Canadian International Development Agency (CIDA) and managed</p>

by the Canadian Bureau for International Education (CBIE).
<b>6. Project Partners</b>
<b>7. Duration &amp; Location</b> April 11, 1997 – December, 2004 (PAR-I) January 2005 – June 30, 2006 (PAR-II)
<b>8. Points of Overlap</b> Both projects involve training regional officials and providing policy advice through engaging Canadian experts.
<b>9. Engagement Strategy</b> RGD can use their services, perhaps by having regional governments apply to the PAR program when advice or training on specific policy issues is desired but is outside the scope of RGD's mandate.
<b>10. Website</b> <a href="http://www.cbie.ca/expertise/index_e.cfm?page=psr_e">http://www.cbie.ca/expertise/index_e.cfm?page=psr_e</a> (PAR-I only, PAR-II approved)

<b>1. Title</b> “Three-sector Partnership for Implementing the Effective Policy of Local Communities Development” Project
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>To develop local communities in Dnipropetrovsk oblast by introducing new effective cooperation mechanisms among state, public and business structures</li> <li>To increase social and economic regional development</li> </ul>
<b>3. Objective(s)</b> <ul style="list-style-type: none"> <li>Determining regional policy and oblast programs on increasing inter-sector partnerships for local community development and the role of local self-government</li> </ul>
<b>4. Key Activities</b>
<b>5. Funding Sources</b> This project falls under the auspices of the “Policy Advice for Reform in Ukraine” Program, which is funded by the Canadian International Development Agency (CIDA) and managed by the Canadian Bureau for International Education (CBIE).
<b>6. Project Partners</b> <ul style="list-style-type: none"> <li>Dnipropetrovsk Oblast Council</li> <li>Dnipropetrovsk Centre for Youth Cooperation</li> <li>Dnipropetrovsk Regional Development Association</li> </ul>
<b>7. Duration &amp; Location</b> Began in June 2005 Dnipropetrovsk oblast
<b>8. Points of Overlap</b> This PAR project involves many of the topics RGD covers, but only in one oblast rather than nationally and in two oblasts.
<b>9. Engagement Strategy</b> Our eastern pilot oblast could learn from and use the policy advice given to Dnipropetrovsk through this PAR project in overlapping areas of concern.
<b>10. Website</b> <a href="http://www.cbie.ca/expertise/index_e.cfm?page=psr_e">http://www.cbie.ca/expertise/index_e.cfm?page=psr_e</a> (PAR-I only, PAR-II approved)

<b>1. Title</b> “Decentralized Management of Skills Training Project in Ukraine”
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>To support the implementation of a decentralized management model for the Ministry of Labour and Social Protection to coordinate skills training in Ukraine by empowering Regional Administrations to design and implement programming in response to the demonstrated needs of stakeholders such as labour unions and associations of industries</li> </ul>

<ul style="list-style-type: none"> <li>and entrepreneurs</li> <li>To contribute to the development of sound governance in Ukraine through contributing to the implementation of the country's decentralization process by assisting in the development of a national demand-driven skills training system</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Regional government competently, transparently and accountably supporting and managing equitable distribution of skills training and human resource development services, responsive to local market demands, in the pilot and replication regions</li> <li>National, regional and local government institutions effectively providing gender-sensitive programs, reflective of the needs of women and men.</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Develop national and regional capacity for labour market analysis and relevant employment programming</li> <li>Within a national framework, management and budgetary authority for training institutions will be decentralized at the regional and local level</li> <li>National framework will ensure an outcome based accountability towards country-wide policy objectives while encouraging local institutions to anticipate and respond to local training challenges and opportunities</li> <li>Evaluative framework will be established to guide a rationalization process to improve both efficiency and effectiveness of the training system by removing duplication and unnecessary services while expanding successfully delivered services for emerging economic and social priorities</li> </ol>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Saskatchewan Institute of Applied Science and Technology (SIAST)</li> <li>Association of Canadian Community Colleges (ACCC)</li> <li>Ministry of Labour and Social Protection (MLSP)</li> <li>Ministry of Economy</li> <li>National Association of Regional Development Agencies (NARDA)</li> </ul>
<p><b>7. Duration &amp; Location</b> May 2005 – May 2010 Uzhhorod and Dnipropetrovsk oblasts</p>
<p><b>8. Points of Overlap</b> Both projects focus on training regional officials in contending with the downloading of services to the regional level.</p>
<p><b>9. Engagement Strategy</b> RGD and SIAST's project need to be highly coordinated in overlapping pilot oblasts. Trainings and policy advice given through each project should not overlap or contradict each other. Most activities planned under RGD should take into account the work of SIAST/ACC in the same oblast. In non-overlapping oblasts, RGD pilot oblasts can learn from the work of SIAST/ACC and, with RGD's assistance, apply the lessons learned and best practices to their own work.</p>
<p><b>10. Website</b> <a href="http://www.siastr.sk.ca/departments/mktgcomms/pdf05/ukraineapr2705.pdf">http://www.siastr.sk.ca/departments/mktgcomms/pdf05/ukraineapr2705.pdf</a></p>

<p><b>1. Title</b> Volunteer Advisors 2004-2009</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To support good governance, democracy, and the transition to market economies in Armenia, Azerbaijan, Georgia, Russia, Serbia and Montenegro, and Ukraine</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>To support selected partners' abilities to contribute to the economic, social, and political well-being of men and women</li> <li>To provide support to CESO's volunteer advisor (VA) technical assistance to the selected countries, through the provision of up to 805 VAs</li> </ul>

<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Support the private sector so that it sustainably produces goods and services for local and international markets</li> <li>2. Strengthen the human and management capacities of participating NGOs to assist vulnerable groups to improve their standard of living and to appreciate democratic norms and values</li> <li>3. Improve the human resource and management capacities of governments so that they design and deliver gender-sensitive social development programs appropriate for the population and that they also develop legislation, regulation, and guidelines relevant to their market and democratic environment</li> </ol>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Canadian Executive Service Organization</li> </ul>
<p><b>7. Duration &amp; Location</b> May 11, 2004 – May 15, 2009</p>
<p><b>8. Points of Overlap</b> Both projects are designed to improve governance by increasing the capacity of governments to deliver services.</p>
<p><b>9. Engagement Strategy</b> Training sessions could be coordinated between the two projects and RGD could possibly use the services of CESO's volunteer advisors. RGD would benefit from encouraging interaction between CESO's newly trained NGOs and the pilot oblast governments.</p>
<p><b>10. Website</b></p>

<p><b>1. Title</b> Building Democracy</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To foster a greater understanding and an enduring commitment to the values of democratic governance, the rule of law, and civil society</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Public servants and law enforcement personnel will better understand their responsibility to observe the principles of democratic accountability, transparency, human rights of men and women, and rule of law</li> <li>• Young people entering the electorate will understand their rights and duties as citizens and as members of civil society</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Build a cadre of trainers and self-sustaining programs of training on democracy to provide civil society, as well as current and future government officials, including law enforcement personnel, with an understanding of their responsibilities and accountabilities in a system based on the rule of law and respect for civil liberties</li> </ol>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Queen's University</li> </ul>
<p><b>7. Duration &amp; Location</b> March 5, 2004 – July 31, 2008</p>
<p><b>8. Points of Overlap</b> Both projects are training government officials to provide better governance and more accountability and transparency in their actions, policies, and programs.</p>
<p><b>9. Engagement Strategy</b> Depending on what level of government officials are trained under this program, RGD could coordinate such trainings so that RGD officials could participate in Queen's trainings.</p>
<p><b>10. Website</b></p>

<a href="http://www.queensu.ca/csd/bdu/index.htm">http://www.queensu.ca/csd/bdu/index.htm</a>
<p><b>1. Title</b> Facility for Agricultural Reform and Modernization (FARM)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To support sustainable agricultural reform</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>To consider common interests in Ukraine's agricultural sector</li> <li>To channel agricultural projects originating in Canada or Ukraine through a funding mechanism under the auspices of this project</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Increase institutional capacity of the Ministry of Agrarian Policy, universities and technikums, and other government agencies at the national, regional (oblast), and local levels in development of agricultural policies and programs</li> <li>Improve agricultural extension services at the national, oblast, and local levels</li> <li>Increase civil society capacity of the agrarian sector in decision-making processes that affect farmers' livelihoods</li> </ol>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Saskatchewan Trade &amp; Export Partnership</li> </ul>
<p><b>7. Duration &amp; Location</b> February 18, 2003 – May 30, 2008 Volyn, Rivne, Sumy and Dnipropetrovsk oblasts</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with training regional officials to better implement their policies and services.</p>
<p><b>9. Engagement Strategy</b> In overlapping oblasts, RGD and FARM oblast officials can participate in capacity building exercises together. Such combined efforts can assist in the preparation of the oblast strategic economic plan.</p>
<p><b>10. Website</b> <a href="http://www.sasktrade.sk.ca/html/intlprojects.shtml#CURRENT_PROJECTS">http://www.sasktrade.sk.ca/html/intlprojects.shtml#CURRENT_PROJECTS</a></p>

<p><b>1. Title</b> Trade Policy and Capacity Building in Ukraine</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To facilitate Ukraine's successful entry into the international trading system, principally as a full participant in the World Trade Organization (WTO)</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>To establish the capacity of Ukraine to provide training, research and consulting services on a fee-for-services basis to domestic and international clients</li> <li>To increase the capacity of the academic/institutional partner to provide educational programs on trade policy and trade law issues</li> <li>To increase the growth in Ukraine of a pool of trade policy and trade law specialists for potential recruitment by the public and private sectors</li> <li>To build linkages between the trade policy and law communities in Canada, Ukraine and the rest of the world</li> </ul>
<p><b>4. Key Activities</b></p>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Centre for Trade Policy and Law – Carleton University</li> </ul>

<p><b>7. Duration &amp; Location</b> June 19, 2000 – June 29, 2006</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with the economic development of Ukraine.</p>
<p><b>9. Engagement Strategy</b> Depending on how Carleton University structures its program, oblast officials could participate in the trade policy and law trainings in order to improve their expertise in this area, thereby facilitating the development of an oblast economic strategy.</p>
<p><b>10. Website</b> <a href="http://www.carleton.ca/ctpl/world/europe.html#ukraine">http://www.carleton.ca/ctpl/world/europe.html#ukraine</a></p>

<p><b>1. Title</b> Ukraine Credit Union Strengthening Project</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To create a credit union association, which will help to support the development of future credit unions in Ukraine</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>To create financial opportunities for the poor and underserved areas of Ukraine</li> <li>To promote Ukraine's transition to a market economy by providing financial services to small-scale rural businesses</li> <li>To promote good governance, since credit unions are owned and operated by members, and are consequently an important institution in civil society</li> </ul>
<p><b>4. Key Activities</b></p>
<p><b>5. Funding Sources</b> Canadian International Development Agency (CIDA)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Canadian Co-operative Association</li> </ul>
<p><b>7. Duration &amp; Location</b> Ends on March 31, 2008</p>
<p><b>8. Points of Overlap</b> Both projects are focused on good governance and economic development.</p>
<p><b>9. Engagement Strategy</b> Rural cooperatives could become part of the economic strategy for RGD's pilot oblasts and CCA's project could be used as an information and expertise source for creating this section of the economic strategy.</p>
<p><b>10. Website</b> <a href="http://www.coopscanada.coop">http://www.coopscanada.coop</a></p>

**C) UK Department for International Development (DfID)**

<p><b>1. Title</b> LARGIS II “Assistance to Regional Development Policy in Ukraine” Project (Proposed Programme of Assistance to Ministry of Economy of Ukraine)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To assist the Government of Ukraine to formulate policy and appropriate legislation on future regional development policy in Ukraine, in the wider context of increasing harmonisation with the policy and practice of the EU</li> </ul>
<p><b>3. Objective(s)</b> To assist the Ministry of Economy of Ukraine to prepare:</p> <ul style="list-style-type: none"> <li>A revised Ukrainian state policy and draft law on regional development reflecting European standards and approaches, including the necessary institutional changes to support implementation of policy and legislation</li> <li>Detailed arrangements for the piloting of selected instruments utilised in the European Union, e.g. contracts for regional development, regional development agencies, in order to assess their appropriateness for Ukraine. Piloting will take place in Eastern and Western Ukraine, in Donbass and Lviv</li> <li>A methodology for measurement of levels of regional and sub-regional social and economic development and the necessary data base for purposes of monitoring (in context of the existing work of DfID Ukraine Statistics project with <i>GosKomStat</i>)</li> <li>Targeted and transparent intergovernmental fiscal instruments to support depressed regions and sub-regions and to stimulate further growth in regions which are relatively stronger and may have strategic importance for the economy as a whole, in conjunction with the Ministry of Finance</li> <li>A best practice training manual advising regional authorities on practical methodologies of strategic planning and management, and on integration of strategy implementation with effective budget management</li> </ul>
<p><b>4. Key Activities</b></p>
<p><b>5. Funding Sources</b> UK Department for International Development (DfID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Ministry of Economy of Ukraine</li> <li>Institute for Regional and Euro-Integration Studies “EuroRegio Ukraine”</li> </ul>
<p><b>7. Duration &amp; Location</b> May 2005 – December 2005 LARGIS 2 is a project focusing on issues of elaborating regional development policy. Project activities may include preparation for piloting, if requested by the Ministry of Economy.</p>
<p><b>8. Points of Overlap</b> LARGIS II project focuses on regional development issues at the national level, which is one of the 2 levels RGD is working at.</p>
<p><b>9. Engagement Strategy</b> RGD should draw heavily on the lessons learned and best practices established by the LARGIS II project.</p>
<p><b>10. Website</b> <a href="http://www.eru.org.ua/index.php?page=1418">http://www.eru.org.ua/index.php?page=1418</a></p>

<p><b>1. Title</b> LARGIS Project “Local and Regional Government Institutional Strengthening”</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To support the process of territorial administrative reform in Ukraine, and thereby to increase the effectiveness of public services in Ukraine at local and regional levels. The purpose of territorial administrative reform should be to increase the benefits derived by citizens from an effective and accountable system of local and regional government.</li> </ul>

<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• To assist the Ukraine authorities to develop a stable and transparent system of intergovernmental finance</li> <li>• To assist the Ukraine authorities to establish an effective regional development policy</li> <li>• To assist the Ukraine authorities to reach consensus on administrative reform of local and regional government</li> <li>• To assist Ukraine regional and municipal authorities to develop strategic management of local public services, using the cities and oblasts of Lviv and Kharkiv as the main experimental bases</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Activities provided in the field of three components: Intergovernmental Finance, Regional Policy, and Administrative Reform.</li> <li>2. Intensive support to the Ministry of Economy and European Integration in conceptualising a new approach to regional development, in designing institutional mechanisms for its implementation, and in building a consensus in support of its acceptance.</li> <li>3. Supporting the principal architects of budget reform on the Ukraine side, the Ministry of Finance and the State Budget Committee of the Vekhovna Rada.</li> <li>4. Support to officials responsible for the development of a conceptual framework for regional policy, matched by close working relations with officials at the operational level in regional and local governments.</li> <li>5. Providing advice to the Ministry of Economy and European Integration on elaboration of a methodology for the definition of depressed territories in Ukraine</li> <li>6. Consultancy provided on the development and implementation of Contracts for Regional Development</li> <li>7. Support in the drafting of legislation and official guidance, regulations.</li> <li>8. Providing staff training, capacity building and the dissemination of practical methodological materials.</li> <li>9. Organizing study visits.</li> </ol>
<p><b>5. Funding Sources</b> UK Department for International Development (DfID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Ministry of Economy of Ukraine</li> </ul>
<p><b>7. Duration &amp; Location</b> 1999-2002 Ended on 31 January 2003 Lviv and Kharkiv regions</p>
<p><b>8. Points of Overlap</b> The project LARGIS involves many of the topics RGD covers, especially in terms of a strategy for regional development, regional policy, and definition of depressed territories.</p>
<p><b>9. Engagement Strategy</b> RGD should draw heavily on the lessons learned and best practices established by the LARGIS II project.</p>
<p><b>10. Website</b> <a href="http://largis.idp.lviv.ua/english/ind-engl.htm">http://largis.idp.lviv.ua/english/ind-engl.htm</a></p>
<p><b>1. Title</b> Building Administrative Capacity for EU Integration - Bringing European Governance Skills to Ukraine</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To build the administrative capacity of the Ukrainian government for closer EU integration by improving administration skills and increasing knowledge of managing change associated with Ukraine's future relationship with the EU.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Improve capacity of national and local government officials to develop and implement Eurointegration policies for Ukraine by developing an in-service training mechanism for</li> </ul>

government officials.
<b>4. Key Activities</b> <ol style="list-style-type: none"> <li>1. Target the existing training institutions on the national and regional levels to develop the necessary education courses, educate trainers and launch regular training courses for governmental officials in Kyiv and in 5 pilot regions</li> <li>2. National and regional training teams will receive appropriate training, develop training courses and deliver them on a regular basis</li> <li>3. A series of internships of Ukrainian officials in Poland and Polish and British experts assistance in Ukraine will facilitate the transfer of EU management practices</li> </ol>
<b>5. Funding Sources</b> UK Department for International Development (DfID)
<b>6. Project Partners</b> <ul style="list-style-type: none"> <li>• UK OGD – the National School of Government (formerly CMPS)</li> <li>• Polish National School for Public Administration (KSAP)</li> <li>• PAUCI - The Polish-Ukrainian Cooperation Foundation</li> <li>• Foundation for Development of Local Democracy (FRDL)</li> <li>• National Department of Civil Service of Ukraine</li> <li>• National Academy for Public Administration (NAPA) – Institute for Training of Government Officials</li> <li>• Lviv Regional Institute of Public Administration</li> <li>• National Committee for European Integration – Office of the Vice Prime Minister</li> <li>• Cherkasy Oblast Centre for Professional Training of Government Officials</li> <li>• Oblast Departments of European Integration</li> </ul>
<b>7. Duration &amp; Location</b> September 2005 to December 2007
<b>8. Points of Overlap</b> Both projects are involved in increasing the capacity of national and regional level government officials.
<b>9. Engagement Strategy</b> RGD should draw heavily on the lessons learned and best practices established and on training materials developed by this project. Joint training activities may be appropriate and possible depending on the location of this project's work.
<b>10. Website</b>

<b>1. Title</b> Social and Economic Development of Lviv Oblast – Lviv Region Development Project (LDP)
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>• To support comprehensive economic growth in Lviv oblast in the context of EU enlargement.</li> </ul>
<b>3. Objective(s)</b> <ul style="list-style-type: none"> <li>• Develop and implement a strategy for the economic and social development of Lviv Oblast</li> <li>• Create an improved business environment for domestic and external investments</li> <li>• Advance business development</li> <li>• Undertake capacity building within the oblast, rayon and local authorities in the field of strategic planning and management</li> </ul>
<b>4. Key Activities</b> <ol style="list-style-type: none"> <li>1. Component A – Building an Oblast Development Strategy</li> <li>2. Component B – Strategic Management</li> <li>3. Component C – Improved Environment for Investment (Institution Building)</li> <li>4. Component D – Capacity Building</li> </ol>
<b>5. Funding Sources</b> UK Department for International Development (DfID)

<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• University of Birmingham (UK)</li> <li>• Main Department of Economy of the Lviv Oblast State Administration.</li> <li>• IMC Consulting (UK)</li> <li>• Polish-British Association of Local Government Assistance (Poland)</li> <li>• ULG Northumbria (UK)</li> <li>• Hart Group (UK)</li> <li>• American-Ukrainian Foundation of Regional Training Centres (Ukraine)</li> </ul>
<p><b>7. Duration &amp; Location</b>                  May 28, 2003 – May 30, 2007                  Lviv oblast</p>
<p><b>8. Points of Overlap</b>                  Both projects are focused on regional development both at the national level and the oblast level.</p>
<p><b>9. Engagement Strategy</b>                  RGD should draw heavily on the lessons learned and best practices established by the Largis program in Lviv.</p>
<p><b>10. Website</b>  <a href="http://www.ldp.lviv.ua/en/index.html">http://www.ldp.lviv.ua/en/index.html</a></p>

<p><b>1. Title</b>                  Action Donbass (Luhansk 21 century)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To help reduce levels of poverty in Luhansk oblast, through encouraging the development of a stronger enabling environment for sustainable social and economic regeneration.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Raise material standards of living of the population, on sustainable basis, and reduce the level of social vulnerability of the population</li> <li>• Create conditions for general employment and increase the income of the population</li> <li>• Improve the infrastructure of the Oblast: housing, social care institutions, transport and communications</li> <li>• Increase the range and improve the quality of social services</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Assistance in elaboration of socio-economic development strategy, based on international standards and methodologies.</li> <li>2. Establishment of a New Strategic Development Department to lead and monitor implementation of the strategy.</li> <li>3. Assistance in performing an organizational reform, necessary to ensure that public institutions adapt to face new challenges.</li> <li>4. Establishment of a hi-tech Information Center to enhance computer skills among Oblast officials and to offer research facilities</li> <li>5. Provision of training and capacity building for managers and specialists</li> <li>6. Management audit</li> <li>7. Establishment of a network of Business Centres intended to offer a wide range of business support to local enterprises.</li> <li>8. Assistance in elaboration of a comprehensive community renewal strategy</li> <li>9. Introducing enterprise education</li> <li>10. Organization of study visits to other countries to observe different ways of working</li> <li>11. Loans providing to stimulate small enterprise creation.</li> <li>12. Establishment of Credit Unions that offer small loans to cover social and domestic needs as well as to support self-employed and farmers.</li> </ol>
<p><b>5. Funding Sources</b>                  UK Department for International Development (DfID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Ministry of Economy of Ukraine</li> </ul>

<p><b>7. Duration &amp; Location</b>                  2002-2007                  Luhansk Oblast including 4 pilot areas: Kremenoya and Perevalsk raions, Krasnodon and Severodonetsk cities</p>
<p><b>8. Points of Overlap</b>                  The goal of the project is to reduce poverty whereas the RGDs' is focused on improving regional economic development.</p>
<p><b>9. Engagement strategy</b>                  In overlapping oblasts, our regional partners and "Action Donbass" local partners may work together to coordinate their activities. The regional actors can learn from the experiences of the local actors and apply this knowledge across the oblast in question. RGD may also use training materials/trainers and learn from their established best practices.</p>
<p><b>10. Website</b>                  N/A                  Contact: Ljubov Kotlyar, <a href="mailto:lkotlyar@actiondonbass.org.ua">lkotlyar@actiondonbass.org.ua</a>                  Tel: +38 0642 58-44-69</p>

<p><b>1. Title</b>                  "Democratizing Ukraine: Small Project Scheme" Programme</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To enable the strengthening of the democratic voice in selected communities by increasing the capacity of civil society organisations to help poor and vulnerable people influence policy and the delivery of services</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Designing and implementing community micro-projects</li> <li>Providing methodological and expert support to communities by conducting trainings and consultations and by publishing and disseminating printed materials</li> <li>Using strategic grants and connected capacity building to make links within NGO/CSO communities, between NGOs and other CSOs and public institutions, and with other wider stakeholders, including the media and the general public</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Proactive developmental work with NGOs and CSOs to develop projects which will be delivered through a strategic grants programme</li> <li>Specific capacity building with NGOs and CSOs to enable effective project delivery and dissemination of the learning and results from projects more widely to NGOs and CSOs.</li> <li>Development of a Citizens Advice Bureaux (CABx) network in the four focal Oblasts, which will provide support for the development of information and advice to poor and vulnerable people, provide for rural outreach and encourage the development of advocacy in other projects</li> <li>A programme of knowledge development, which will be provided to a wide range of stakeholders, including participating NGOs and CSOs, representatives from local government structures, academics, mass media personnel. The programme will include the development of written materials and a number of regional seminars on poverty issues</li> </ol>
<p><b>5. Funding Sources</b>                  UK Department for International Development (DfID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Counterpart Creative Centre</li> <li>Committee of Voters of Ukraine</li> <li>Ukrainian Centre for Independent Political Research</li> <li>British Council Ukraine</li> </ul>
<p><b>7. Duration &amp; Location</b>                  August 2003 – February 2007                  Lviv and Donetsk oblasts</p>
<p><b>8. Points of Overlap</b></p>

Both projects aim to improve participation in the democratic process.
<b>9. Engagement Strategy</b> CSOs and NGOs trained under the auspices of this project could be involved in section 300 of RGD since they will have undergone capacity building training and will be able to interact effectively with the regional government. RGD pilot oblasts could participate in this project's program of knowledge development and regional poverty issue seminars.
<b>10. Website</b> <a href="http://www.britishcouncil.org/development-governance-experience-democratising-ukraine.pdf">http://www.britishcouncil.org/development-governance-experience-democratising-ukraine.pdf</a> <a href="http://www.dobrobut.org.ua">http://www.dobrobut.org.ua</a>

<b>1. Title</b> Ukraine Rural Livelihoods Programme
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>• To introduce sustainable ways of enhancing the livelihoods of rural people, as demonstrated in pilot oblasts</li> <li>• To put replication plans in place</li> <li>• To improve the policy environment for pro-poor agrarian reform</li> </ul>
<b>3. Objective(s)</b> <ul style="list-style-type: none"> <li>• To bring together the existing projects - Donetsk Agro Consult (DAC), Farm and Rural Community Support Project (FRCSP) in Odessa, and the Agriculture, Rural Development and Legal Unit (ARDLU) in Kiev, including its showcase project in Kiev Oblast (KORLP), into one programme</li> <li>• To strengthen the influencing ability at national level and enhance competence, capacity and sustainability of regional project teams</li> </ul>
<b>4. Key Activities</b> <ol style="list-style-type: none"> <li>1. Approaches to income generation and employment creation in rural areas tested and applied in 3-4 oblasts</li> <li>2. Approaches to community development and social sphere asset transfer and management developed, tested and applied in 3-4 oblasts</li> <li>3. Advocacy of key policy reforms, and protection of ownership rights and other lawful interests of rural individuals and legal entities, planned and implemented</li> <li>4. Lessons shared with national level policy makers, other oblasts, and other donor programmes in Ukraine</li> <li>5. Sustainable Ukrainian institutions (not for profit organisations (NFPO) or commercial) providing a wide range of services to farms and rural communities in 3-4 oblasts</li> </ol>
<b>5. Funding Sources</b> UK Department for International Development (DfID)
<b>6. Project Partners</b>
<b>7. Duration &amp; Location</b> February 25, 2002 – October 31, 2005
<b>8. Points of Overlap</b> Both projects are involved in enhancing economic development at the regional level.
<b>9. Engagement Strategy</b> Similar to CIDA's FARM project, RGD could involve Ukraine Rural Livelihoods Project in the development of regional economic strategies by integrating the policy reform recommendations made by this project and having RGD's regional officials participate in this project's trainings.
<b>10. Website</b> <a href="http://www.urlp.org">www.urlp.org</a> <a href="http://www.narsis.org">www.narsis.org</a>

<b>1. Title</b> Economic Regeneration and Social Mitigation in the Donbass
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>• To establish an enabling environment for social and economic regeneration in the</li> </ul>

<ul style="list-style-type: none"> <li>Donbass</li> <li>To improve the social and economic situation within the context of a “super goal” of reducing poverty in Luhansk and Donetsk Oblasts</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>A programme of capacity building and institutional development for Donetsk and Luhansk Oblast and certain rayon administrations</li> <li>A policy environment that successfully promotes and enables economic growth, established in both Oblasts</li> <li>Sustainable models of comprehensive social mitigation and economic regeneration, tested in up to six pilot rayons (that can be replicated throughout the two Oblasts and the rest of Ukraine)</li> <li>Practices to underpin the development of a more inclusive political culture established</li> </ul>
<p><b>4. Key Activities</b></p> <p>Luhansk Oblast:</p> <ol style="list-style-type: none"> <li>Support the development of effective socio-economic development strategies with a strong poverty focus</li> <li>Support to the development of an accurate system of social and economic benchmarking to be used by the policy makers and the planners of the Oblast</li> <li>Promote the development or renewal of local communities and their empowerment to take part in decisions making</li> <li>Promote institutional effectiveness at Oblast and local levels</li> <li>Set up a micro-credit scheme accessible by SMEs</li> <li>Set up business development services in the pilot areas</li> <li>Set up One Stop Shops in pilot areas to enable the population to have ready access to information and advice on all questions relating to social and community life</li> <li>Develop a system of enterprise education in secondary schools</li> <li>Support the development of an investment promotion capability</li> </ol> <p>Donetsk Oblast:</p> <ol style="list-style-type: none"> <li>Support the development of an investment promotion capability</li> <li>Support the development of an innovative Regional Social Protection Strategy and its implementation in two pilot areas.</li> </ol>
<p><b>5. Funding Sources</b></p> <p>UK Department for International Development (DfID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>IMC Ltd.</li> <li>Stakes</li> </ul>
<p><b>7. Duration &amp; Location</b></p> <p>April 2002 – March 2007</p> <p>Donetsk and Luhansk oblasts</p>
<p><b>8. Points of Overlap</b></p> <p>Both projects are focused on developing effective regional policies.</p>
<p><b>9. Engagement Strategy</b></p> <p>RGD can incorporate this projects best practices, lessons learned, and policy recommendations in training its oblast pilots and in its policy recommendations to the national government.</p>
<p><b>10. Website</b></p> <p><a href="http://www.stakes.fi/hedec/english/news/news%20april2004.pdf">http://www.stakes.fi/hedec/english/news/news%20april2004.pdf</a></p>

**Other DfID Projects (no detailed information found):**

- Ukraine Trade Policy Project
- Support to the World Bank's Private Sector Development Loan
- Improving Standards of Public Administration
- Media for Reform Report
- Support to the State Statistics Committee
- Millennium Development Goals
- Support to the World Bank's Ukrainian Social Investment Fund (USIF)

## Regional Governance and Development - Ukraine

- Risk Reduction of HIV Infection among Men Having Sex with Men (MSM)
- Support to the Government of Ukraine-led Coordination Mechanism to implement the 3 "Ones" in Tackling HIV and AIDS

**D) International Renaissance Foundation (Open Society Institute)**

<p><b>1. Title</b> Civil Society Impact Enhancement Program</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To strengthen the ability of civil society organizations toward active self-organizing to effectively advocate the rights and interests of citizens</li> <li>• To strengthen their role in settling key problems of Ukrainian society</li> <li>• To assist in transforming NGOs into competent social institutions that are able to influence the process of making key social decisions, make analyses and resolve specific problems, ensure appropriate control over activities of state authorities, and formulate alternative policy strategies</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Assist in civil initiatives with respect to ensuring transparent and fair elections</li> <li>• Support different steps and public campaigns designed for discussing key social problems</li> <li>• Strengthen expert-analytic ability of civil society institutions, including toward effective interaction with state authorities and local self-government</li> <li>• Arrange the cooperation of NGOs, local self-governance bodies of Ukraine and Belarus in order to develop state-of-the-art democratic mechanisms of effective development of territorial communities</li> <li>• Support NGOs in those regions where their influence will ensure the mutual understanding among Ukrainian citizens of different ethnic origins</li> </ul>
<p><b>4. Key Activities</b> The Program will carry out its activities by:</p> <ol style="list-style-type: none"> <li>1. Supporting competition initiatives</li> <li>2. Supporting winners of the Program's tenders</li> <li>3. Implementing so-called "operational projects" performed by the IRF</li> <li>4. Supporting the most significant public initiatives in the form of "extra-competitive projects"</li> </ol> <p>Competitions scheduled for 2005:</p> <ol style="list-style-type: none"> <li>1. Vox Populi: Social Dialogue for Settling Local Community Problems (together with the Eurasia Foundation). The goal is to assist in making stable models of interaction of representatives of non-government organizations, bodies of local self-government, political parties, citizens and businesses as a mechanism to influence decision making by state authorities on the Oblast and local levels. (Competition Budget — \$80,000 USD)</li> <li>2. Policy Implementation of our Interests (supported by the Local Government and Public Service Reform Initiative (LGI), Open Society Institute, Budapest). The goal is to assist in organizing and conducting public campaigns in Ukraine for lobbying through state authorities independent community proposals related to ways of resolving actual problems of state, regional and municipal policy. (Competition Budget — \$150,000 USD)</li> <li>3. Community for the Rule of Law in Activities of State Authorities. The goal is to support NGO's network initiatives aimed at making a system analysis of practical application of Ukrainian legislative norms in daily activities of state bodies and local self-governance to reveal facts of improper performance of applicable legislation and international obligations. (Competition Budget — \$50,000 USD)</li> <li>4. Public information e-chamber competition. The goal is to assist the development of electronic governance in Ukraine. Electronic Governance (EG) is a way of organizing state power with the help of local information networks and the Internet that ensures the functioning of certain state services in a real-time regime and makes citizens' daily communication with official institutions simple and accessible to the maximum extent possible. EG includes new methods of management, ways of discussing and making decisions on strategies and investments, new mechanisms of circulating public opinion, as well as schemes of organizing and providing information and services. The goal is to introduce new information and communication technologies (ICT) in the activities of local self-governance bodies and state governance bodies to achieve the principles of</li> </ol>

<p>transparency and accountability of the ruling authorities for the purpose of making qualitative changes in relations between power bodies and citizens. Intended participants include NGOs, including analytical centres and human rights NGOs. The competition stipulates active partnership with state power bodies and local self-government. (Competition Budget — \$50,000 USD)</p>
<p><b>5. Funding Sources</b> International Renaissance Foundation (Open Society Institute)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Eurasia Foundation</li> <li>• Local Government and Public Service Reform Initiative (LGI), Open Society Institute, Budapest</li> </ul>
<p><b>7. Duration &amp; Location</b> Began in 2003.</p>
<p><b>8. Points of Overlap</b> IRF is working with civil society to make it more capable of engaging the government effectively and RGD is working with regional governments to make them more transparent, accountable and able to work with civil society.</p>
<p><b>9. Engagement Strategy</b> NGOs participating in IRF's project could be valuable partners for RGD pilot oblast governments to consult during the visioning and strategic planning sections of the RGD project.</p>
<p><b>10. Website</b> <a href="http://www.irf.kiev.ua/en">http://www.irf.kiev.ua/en</a></p>

<p><b>1. Title</b> East East Program: Partnership Beyond Borders</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To support international exchanges that bring civil society actors and organizations together beyond borders to share ideas, information, knowledge, experiences and expertise</li> <li>• To support practical actions that result from information and knowledge networking</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• To enable civil society actors to: <ul style="list-style-type: none"> <li>○ Build and/or strengthen resources and expertise</li> <li>○ Share best practices/lessons learned in social transformation</li> <li>○ Collaborate on innovative solutions to common challenges</li> <li>○ Create and/or strengthen international advocacy coalitions</li> </ul> </li> <li>• To prioritize long-term initiatives with clear goals and realistic potential for affecting positive change by: <ul style="list-style-type: none"> <li>○ Empowering marginalized and/or vulnerable sectors of society</li> <li>○ Promoting cultural, ethnic and social diversity</li> <li>○ Managing the impact of social, economic and political change</li> <li>○ Making information accessible and available to the public</li> <li>○ Encouraging public engagement and empowerment in civic dialogue</li> </ul> </li> <li>• To respond to the needs of people in many diverse societies and empower them to work beyond borders to achieve shared goals and leverage international experiences and perspectives to promote an innovative social agenda</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. To support international exchanges addressed to issues of open society including, but not limited to: <ul style="list-style-type: none"> <li>• Civic education, empowerment and participation</li> <li>• Development strategies in agricultural regions</li> <li>• Implications of EU membership</li> <li>• Impact of environmental degradation on public health</li> <li>• Protection of human rights of people living with HIV/AIDS</li> <li>• Engaging young people in local community development</li> </ul> </li> </ol>

<ul style="list-style-type: none"> <li>• New patterns of labour migration</li> <li>• Alternative models of adult education</li> <li>• Access to information and freedom of expression</li> <li>• Monitoring transparency of government expenditures</li> </ul> <p>2. To support the subprogram for European Integration, which will</p> <ul style="list-style-type: none"> <li>• Prioritize cooperation among the new EU member states, candidate and potential candidate countries and the EU eastern neighbours</li> <li>• Leverage and maximize EU accession experiences in Central Europe to future EU member countries and EU eastern neighbours</li> <li>• Discover and inspire a new vision and energy required to address civil society collaboration between the new EU member states, future member states and the EU eastern neighbourhood</li> <li>• Leverage and share experiences between new EU member states and the new neighbourhood</li> </ul>
<p><b>5. Funding Sources</b> International Renaissance Foundation (Open Society Institute)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Open Society Foundation (London, UK)</li> </ul>
<p><b>7. Duration &amp; Location</b> Began in 2004.</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with European integration.</p>
<p><b>9. Engagement Strategy</b> OSI's civil society exchanges between various Eastern European countries could serve as a model for regional officials exchanges between similar countries and Ukraine.</p>
<p><b>10. Website</b> <a href="http://www.irf.kiev.ua/en">http://www.irf.kiev.ua/en</a></p>

<p><b>1. Title</b> European Program</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To enhance capacity of Ukrainian civil society to influence the process of Ukraine's European integration and to be its active participant</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Creating transparent mechanisms of involving NGOs into European integration policy process in Ukraine both centrally and locally</li> <li>• Providing policy support to authorities in setting up priorities and implementing EU-Ukraine Action Plan and encouraging independent civil society monitoring of the Action Plan implementation</li> <li>• Raising awareness about European integration and increasing knowledge about EU-related issues among different audiences (European education at universities and schools; training officials, journalists, etc; and awareness raising campaigns for the general public</li> <li>• Consolidating civil society working on European integration issues, in particular, via building coalitions, forums, etc.</li> <li>• Promoting professional expert debate and analysis on European integration issues</li> </ul>
<p><b>4. Key Activities</b> Competitions:</p> <ol style="list-style-type: none"> <li>1. "Civil Society Monitoring of the Ukraine-EU Action Plan Implementation" - The goal is to ensure the most successful implementation of the Ukraine-EU Action Plan within the framework of determined priorities for year 2005 through independent civil society monitoring of the EU-Ukraine Action Plan and enhanced cooperation among NGOs and public authorities.</li> <li>2. "European Studies at Universities"</li> </ol>

- a. Component 1. Organizing Conferences on European Studies for Lecturers and Student Scientific Conferences on European Integration - The goal is to develop European studies (teaching and learning) at universities of Ukraine by holding national and international conferences on European studies for lecturers and holding student scientific conferences on European integration issues. To facilitate the participation of Ukrainian students and higher educational institutions in educational programmes of the European Union.
- b. Component 2. Tender "Introducing Role Games as Non-formal European Education" (the competition was announced conjointly with the Konrad Adenauer Foundation Office in Ukraine) - The goal is to start the practice of organizing role games (as an efficient form of non-formal European education) at Universities and NGOs in Ukraine by establishing a network of trained regional multipliers as distributors of such practice.
3. "Development of Training Courses on European Integration" - The goal is to raise the awareness of specific target groups (for example, state officials, journalists, etc.) about various aspects of European integration via training courses.
4. "Raising Public Awareness about European Integration Issues"
  - a. Component 1. Establishment of Information Centres on European Integration on the Basis of Regional Libraries - The goal is to establish and ensure the operation of European integration information centres on the basis of regional libraries all over Ukraine.
  - b. Component 2. Informational and Awareness Raising Activities for the Broad Public - The goal is to raise public awareness in Ukraine about various, but very specific and practical aspects of European integration.
5. "Raising Public Awareness about European Integration via Mass Media" (joint competition with the Mass Media Programme) - The goal is to raise public awareness in Ukraine about various aspects of the European integration. The competition provides for the support of initiatives directed towards launching and development of special columns in press, TV and radio programmes, etc.

Operational Projects (projects administered by IRF):

1. "Strengthening EU-Ukraine Cooperation towards Enhancing the Rule of Law in Ukraine" - The goal of the project is to prepare the policy paper that outlines major problems and steps to be taken by Ukraine and the European Union for effective cooperation toward enhancing the rule of law in Ukraine. A task force was organized within the framework of the project, which consisted of leading Ukrainian experts in human rights and fundamental freedoms, access to justice, judicial reform, good governance, fighting against corruption, etc. Intermediate outcomes of the study were presented and discussed in Kyiv in September 2004 and in Brussels in February 2005. Recommendations were developed within the framework of the project, which were taken into account by the Ministry of Justice of Ukraine and the European Commission when developing priorities and measures to implement the EU-Ukraine Action Plan in 2005 (paragraph 2.1. Political Dialogue and Reforming). A final version of the study will be presented in May 2005.
2. "Informing about European Integration"
  - a. European Programme's E-Bulletin - A European Program bulletin has been regularly published since September 2004 within the framework of the programme. It is an informational and analytical on-line publication covering events, which are held within the European Programme, as well as other IRF programmes pertaining to the EU-related issues, keeping track and analysing development of relations between Ukraine and the EU, as well as initiatives of NGO representatives, which are directed towards Ukraine's European integration. Every issue of the bulletin summarizes major events and trends with respect to European integration that occurred during a month.
  - b. E-Bulletin "UNIAN — Eurointegration" - The publication of the e-bulletin "UNIAN — Eurointegration" was launched on April 7, 2005. The Bulletin is published and distributed every Thursday and can be found on-line at the UNIAN web site:

<p><a href="http://www.unian.net/ukr/news/eintegration/">http://www.unian.net/ukr/news/eintegration/</a>. Over 30 pages of every issue of the bulletin contain information and analytical materials on European integration related issues.</p> <p>3. "European Debate Forum" - The European Debate Forum is a new initiative of the IRF's European Programme to be launched with a speech of George Soros on June 1 in Kyiv. It aims at creating a fora for an intelligent, stimulating and revealing discussion on European integration issues and, above all, generating ideas and promoting stronger public response and attention to those issues. It will work in the form of regular thematic meetings with representation of "pros" and "contras" on various aspects of European integration. Leading politicians and experts from EU member states and Brussels and well-known Ukrainian politicians and experts will be invited as debaters.</p> <p>4. "Producing E-Directory on European Integration Issues" (jointly with the Eurasia Foundation) - An e-directory to be created will contain comprehensive and systematized information on European integration issues, relations between Ukraine and the EU and Ukraine's European integration policy. Creation and distribution of such a product will satisfy the need for systematized and comprehensive informational resource on European integration issues. The directory will become the basis of the Internet resource to be user friendly and constantly updated. Similar resources will also be created in electronic format (CD) and will be distributed among libraries, educational institutions, NGOs, mass media editorial offices, state authorities, and businesses.</p> <p>Negotiated Projects: Out-of-competition projects are implemented within the framework of the European Programme, which are aimed at the development of European integration terminology, teaching European studies at secondary schools, raising the professional level of young diplomats, etc.</p>
<p><b>5. Funding Sources</b> International Renaissance Foundation (Open Society Institute)</p>
<p><b>6. Project Partners</b></p>
<p><b>7. Duration &amp; Location</b> Began in 2005.</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with European integration and involving civil society in government processes.</p>
<p><b>9. Engagement Strategy</b> NGOs trained under OSI's project with expertise in European integration could be valuable partners for RGD's pilot oblast governments to consult during the visioning and strategic planning sections of the RGD project.</p>
<p><b>10. Website</b> <a href="http://www.irf.kiev.ua/en">http://www.irf.kiev.ua/en</a></p>

<p><b>1. Title</b> Regional Information Portals</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To develop regional corporate portals based in public libraries</li> <li>• To strengthen civil society, further development of local democracies, and inclusion of citizens in the decision-making process</li> <li>• To improve access to and expansion of use of information produced by the Government, public organizations, business community, and international organisations</li> <li>• To secure wider dissemination of information among civil society representatives</li> <li>• To provide an opportunity to present and disseminate information of regional social importance which is essential for participation in democratic processes</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Build strong and sustainable partnerships between public libraries and organisations and groups in the community which act as information providers</li> <li>• Establish cooperation with local authorities by providing access to information produced</li> </ul>

<p>by local and national authorities in the such spheres as public healthcare, welfare, benefit system, taxation, education, employment, and legal advice</p> <ul style="list-style-type: none"> <li>• Develop information services in the regions as a major opportunity to initiate cooperation between libraries and other information providers in the regions</li> <li>• Develop a model of a public information system in order to facilitate direct interaction between users and information providers and to meet the informational needs of users by providing interactive services and communication facilities (public libraries will play a role of co-ordinator and facilitator)</li> <li>• Develop a model for incorporation of local, national and international information and its distribution via electronic networks and public libraries</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. System design – research and analysis of user needs, a functional design, and formation of the hardware and software basis</li> <li>2. Development of the operational software prototypes which will be installed on the servers of the partner libraries</li> <li>3. Testing and evaluation of the software performance, efficacy, and adaptation to the market – a structured approach to the end-user comments will be applied in order to optimize the feedback system and to provide a ground for consequent modifications and sustaining of the provided services</li> <li>4. Launch of the system – dissemination of information about the project results and introduction of the product to the public library community</li> </ol>
<p><b>5. Funding Sources</b> International Renaissance Foundation (Open Society Institute)</p>
<p><b>6. Project Partners</b></p>
<p><b>7. Duration &amp; Location</b> Began in 2005.</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with improving communication between civil society and the public on one hand and (regional) governments on the other.</p>
<p><b>9. Engagement Strategy</b> RGD pilot oblasts could use these regional informational portals to disseminate information about their strategic plans and reforms.</p>
<p><b>10. Website</b> <a href="http://www.irf.kiev.ua/en">http://www.irf.kiev.ua/en</a></p>

<p><b>1. Title</b> The Civic Internet Portal</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To establish an information resource toolkit that provides members of the third sector in Ukraine and in the region with online platform for networking and information exchange</li> <li>• To promote wider transparency of the civil processes and ensures greater awareness of Ukrainian and international communities on NGO and donor activities</li> <li>• To provide e-benefits in building efficient partnerships within non-governmental and non-profit sectors</li> <li>• To provide its vast audience — non-profits, think tanks, media, experts, donor agencies, and more — with prompt access to the well-structured data and resources on the third sector, encouraging e-networking, that may include but not limited, to data, publication or product exchange</li> <li>• To build partnerships with individual experts and NGOs, analytical and resource centres, and donor agencies to share content and expertise</li> <li>• To offer its capacities for the implementation of joint projects to meet the demands of the civil society</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Promptly release updates on activities</li> </ul>

<ul style="list-style-type: none"> <li>• Access most recent updates on the third sector in Ukraine and worldwide</li> <li>• Promptly find required contact details, resource or data</li> <li>• Communicate with other NGOs and donors within regional and transnational networks;</li> <li>• Develop and operate civil society forums and discussions</li> <li>• Use state-of-the-art information and communication technologies (ICT)</li> <li>• E-advertise and design corporate image in the Internet</li> <li>• Improve professional expertise and skills</li> <li>• Host or administer websites of non-profits</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. News and Event Calendar to inform on civil society developments in Ukraine and worldwide, including social partnership, funding and education opportunities for non-government organizations, and more</li> <li>2. Web-Catalogue to serve as a data source on Ukrainian NGOs, donor agencies, information and fundraising services and providers</li> <li>3. Interactive Forum to launch discussion on current issues, events and activities in the third sector of Ukraine</li> <li>4. Virtual Library for NGOs to feature a collection of books, manuals, laws and regulations published by and for civic organizations in Ukraine</li> <li>5. Project Marketplace for NGO to foster a direct dialogue between NGOs and donor organization; and as an online tool to facilitate project development, submission and review</li> <li>6. Online Polls to survey opinions of Portal users</li> <li>7. E-Newsletter to inform on a broad spectrum of NGO news, announcements, partnership proposals, new editions, services and updates on the Portal</li> <li>8. Free Web Hosting for Ukrainian NGOs with more than dozen websites hosted or technically supported by the Civic Space Internet Portal</li> </ol>
<p><b>5. Funding Sources</b> International Renaissance Foundation (Open Society Institute)</p>
<p><b>6. Project Partners</b></p>
<p><b>7. Duration &amp; Location</b> Began in 2005</p>
<p><b>8. Points of Overlap</b> IRF's project is concerned with improving relations between civil society organizations. Since RGD aims to increase civil society involvement in government processes, more organized, sophisticated civil society alliances would assist in this endeavour.</p>
<p><b>9. Engagement Strategy</b> RGD pilot oblasts could use this civic internet portal to disseminate information about their strategic plans and reforms and to advertise opportunities for involving civil society in planning stages.</p>
<p><b>10. Website</b> <a href="http://www.irf.kiev.ua/en">http://www.irf.kiev.ua/en</a></p>

**E) USAID**

<p><b>1. Title</b> BIZPRO</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To contribute to the economic development of Ukraine by providing assistance that improves the ability of small and medium-sized enterprises (SMEs) to operate and compete in local and international markets.</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Market Development Support</li> <li>• SME Enabling Environment</li> </ul>
<p><b>4. Key Activities</b></p>

<ol style="list-style-type: none"> <li>1. Helping the public and private sector in selected municipalities formulate and implement balanced and predictable regulations that improve the business climate</li> <li>2. Assisting the development and implementation of the one-stop-shop concept</li> <li>3. Working to improve the ability of Ukrainian SMEs to grow and compete in local, regional, and international markets and to develop linkages and improve industry-specific skills</li> <li>4. Working with business service providers and with donor-funded programs that work in SME development</li> </ol>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Development Alternatives, Inc. (DAI)</li> <li>• Agency of Private Initiative, NGO</li> <li>• Vinnytsya Regional Union for Protection of Entrepreneurship</li> <li>• Centre for Municipal Reforms „Lutsk -1432”</li> <li>• Luhansk Regional Department Of the Association of Ukrainian Cities</li> <li>• Business Support Centre NewBiznet</li> <li>• Mykolaiv Regional Department Of the Association of the Ukrainian Cities</li> <li>• Intmar, Ltd.</li> <li>• Poltava Agency for Regional Development “POLARD”</li> <li>• Ternopil Public Union Association of Consumers</li> <li>• Association “Kharkiv Centre of Marketing”</li> <li>• Non-governmental Organization Kherson Oblast Centre Successful Women</li> <li>• Association of Women in Business</li> <li>• Ukrainian Non-governmental Organization Institute for Reforms</li> </ul>
<p><b>7. Duration &amp; Location</b> September 27, 2000 – September 27, 2005 Donetsk, Ivano-Frankivsk, Kharkiv, Kherson, Lviv and Zaporizhzhya oblasts</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with economic development – DAI on the municipal level and RGD on the regional level.</p>
<p><b>9. Engagement Strategy</b> Public-private sector mechanisms designed through DAI’s project could be used as a model for involving the private sector in regional development planning and regulatory reform processes through RGD.</p>
<p><b>10. Website</b> <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a> <a href="http://www.bizpro.org.ua/clients/bizpro/weben.nsf">http://www.bizpro.org.ua/clients/bizpro/weben.nsf</a></p>

<p><b>1. Title</b> Community Partnerships for Local Government Training and Education Project (CPP)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To promote the strengthening of local government institutions in Ukraine</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• To provide training and technical assistance to local governmental officials throughout Ukraine</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. 14 U.S.-Ukrainian city partnerships</li> <li>2. A network of 5 regional training centres (RTC) for local government officials and other stakeholders</li> <li>3. Periodicals which focus on innovation in local government practices</li> </ol>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• US-Ukraine Foundation</li> </ul>

<p><b>7. Duration &amp; Location</b>                  July 15, 1997 – November 30, 2005                  Cherkassy, Donetsk, Kharkiv, Kherson, and Lviv oblasts</p>
<p><b>8. Points of Overlap</b>                  Both projects are concerned with building the capacity of government officials – CPP at the local level and RGD at the regional level.</p>
<p><b>9. Engagement Strategy</b>                  Similar to PVP, RGD could use the best practices established and lessons learned by CPP and apply them to the regional level. Perhaps RGD oblasts could also use the regional training centres founded by CPP as needed.</p>
<p><b>10. Website</b>  <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a>  <a href="http://www.usukraine.org/cpp">http://www.usukraine.org/cpp</a></p>

<p><b>1. Title</b>                  “Ukraine Local Economic Development” Project (ULED)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>• To stimulate economic growth through the development and implementation of transparent and efficient national regional policies</li> <li>• To establish essential infrastructure that will enable Ukrainian city governments to attract investment, promote business development and create jobs</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>• Strengthen cities’ capacity to prepare comprehensive strategic plans for community and economic development with the full participation of NGOs, business associations and citizens</li> <li>• Enhance the capacity of local governments to proactively support existing and new business activity</li> <li>• Improve cities’ capacity to create and use a network of civil society, business and professional associations to support its development agenda of business formation and expansion</li> <li>• Render cities, businesses and civic groups more effective advocates for strengthening the legal and regulatory framework, at the national and local levels, for democratic local self-governance</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Helping local and regional governments attract investment, promote business development, and provide for job creation in a democratic and on-going basis</li> <li>2. Establishing Steering Committees and Municipal Offices of Economic Development to better address local economic development needs</li> <li>3. Training Local Government Service Organizations and consultants to provide related services</li> <li>4. Providing cost sharing for the implementation of critical activities through the Innovation Grant Fund</li> <li>5. Developing a municipal LED toolkit</li> <li>6. Formulating a supportive legislative agenda</li> <li>7. Supporting the implementation of each strategic plan</li> <li>8. Disseminating information</li> </ol>
<p><b>5. Funding Sources</b>                  US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>• Chemonics International</li> <li>• Berman Group</li> <li>• National Association of Regional Development Agencies (NARDA)</li> </ul>
<p><b>7. Duration &amp; Location</b>                  August 2004 – August 2009                  50 competitively-selected cities throughout Ukraine</p>

<p><b>8. Points of Overlap</b> Both projects aim to improve regional development strategies, to involve civil society in economic development (regional and local) and to build the capacity of government officials.</p>
<p><b>9. Engagement Strategy</b> ULED and RGD could coordinate their national-level efforts at changing regional development strategies and regulations involving regional and local government responsibilities. Trainings and toolkits could also be mutually beneficial to local and regional government officials participating, respectively, in the ULED and RGD projects.</p>
<p><b>10. Website</b> <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a> <a href="http://erum.org.ua/ukr/index.php">http://erum.org.ua/ukr/index.php</a></p>

<p><b>1. Title</b> Municipal Budget Reform (MBR)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To make the municipal budgets of Ukraine more effective, transparent and accountable to citizens</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Improve municipal budget management in at least 130 municipalities</li> <li>Strengthen municipal budget autonomy through focused legislative assistance to the Parliament</li> </ul>
<p><b>4. Key Activities</b></p>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>RTI</li> </ul>
<p><b>7. Duration &amp; Location</b> February 11, 2005 – February 11, 2008</p>
<p><b>8. Points of Overlap</b> MBR aims to make municipal budgets more transparent and accountable and RGD aims to make regional policies (including budgets) more transparent and accountable.</p>
<p><b>9. Engagement Strategy</b> Lessons learned and best practices established by MBR could be useful for RGD-participating officials and joint trainings and management strategies could be arranged.</p>
<p><b>10. Website</b> <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a></p>

<p><b>1. Title</b> SEFR: “Local Budget Reform” Project</p>
<p><b>2. Goal(s)</b></p>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Assist some local governments, in competitively selected pilot oblasts, in improving local budget management (through mid-2004)</li> <li>Assist major Ukrainian stakeholders in developing transparent and efficient procedures for the allocation of budget resources within rayons (through June 2003)</li> <li>Assist selected Parliamentary Committees with budget and tax matters (through mid-2004)</li> <li>Nationwide training of local finance officers responsible for local budget formulation and implementation (June-July 2003)</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Local Budget Management             <ol style="list-style-type: none"> <li>Performance Program Budgeting</li> <li>Budget analysis, development, evaluation, management, monitoring, policy and</li> </ol> </li> </ol>

<ul style="list-style-type: none"> <li>review</li> <li>c. Improving citizen participation and transparency</li> <li>d. Integrated program management</li> <li>e. Medium term expenditure management</li> <li>f. Multi-year capital budgeting</li> <li>g. Program evaluation</li> <li>h. Revenue and expenditure estimation</li> <li>i. Circuit-rider assistance for small local governments</li> </ul> <ul style="list-style-type: none"> <li>2. Allocation of budget resources within rayon           <ul style="list-style-type: none"> <li>a. Improvement of the Budget Code</li> <li>b. Regulation of intergovernmental fiscal relations at the intra-rayon level in line with its requirements</li> <li>c. National-state budget analysis</li> <li>d. Potential legislation and other forms of technical assistance</li> <li>e. Develop formula that can be used to allocate budget resources between rayon state administrations and rayon self-governments in the most transparent and efficient way</li> </ul> </li> <li>3. Assistance in budget and tax matters           <ul style="list-style-type: none"> <li>a. Elucidating the problem of VAT refunds</li> <li>b. Undertaking a study of the requirements for establishing a viable property tax system for Ukrainian local governments so that they have resources more adequate to their responsibilities</li> <li>c. Assessing the impact of changes in the Personal Income Tax law on local government resources and monitoring changes in macroeconomic indicators</li> <li>d. Budget analysis</li> <li>e. Supporting national seminars on topics related to local budgeting and financial management issues</li> <li>f. Helping members of the Parliament better understand budget and non-budget implications of the current and proposed budget and tax legislation</li> <li>g. Providing technical assistance in budget matters to the State Building and Self-Governance Committee</li> </ul> </li> <li>4. Training of local financial officers           <ul style="list-style-type: none"> <li>a. Conducting nationwide training program in key aspects of the Budget Code</li> <li>b. Helping designated financial officers who serve rayon self-governments better understand the most important provisions of the Budget Code</li> </ul> </li> </ul>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p>
<p><b>7. Duration &amp; Location</b> Began in January 2003 Khmelnyska, Kyivska, Lvivska, and Poltavska oblasts.</p>
<p><b>8. Points of Overlap</b> SEFR aims to make rayon budget formation more transparent and accountable and RGD aims to make regional policy formation (including budgets) more transparent and accountable.</p>
<p><b>9. Engagement Strategy</b> Lessons learned and best practices established by SEFR could be useful for RGD-participating officials and joint trainings and budget development strategies could be arranged. SEFR and RGD could coordinate regional and national level budget development trainings, which would improve RGD strategic planning activities.</p>
<p><b>10. Website</b> <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a> <a href="http://www.sefr.kiev.ua">www.sefr.kiev.ua</a></p>

<b>1. Title</b> Municipal Development Credit Authority (DCA) Program
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>To increase access to credit for municipal communal service enterprises (CSEs) to improve their infrastructure</li> </ul>
<b>3. Objective(s)</b>
<b>4. Key Activities</b> <ul style="list-style-type: none"> <li>A five-year loan portfolio guarantee is offered to two commercial banks - NadraBank and UkrSibBank - to provide loans to CSEs that have demonstrated substantial progress in investment planning and/or private sector involvement</li> <li>The guarantee will cover 50 percent of any possible net principal loss for the loans issued during the life of the project</li> </ul>
<b>5. Funding Sources</b> US Agency for International Development (USAID)
<b>6. Project Partners</b> <ul style="list-style-type: none"> <li>NadraBank</li> <li>UkrSibBank</li> </ul>
<b>7. Duration &amp; Location</b> September 24, 2004 – September 24, 2009
<b>8. Points of Overlap</b> Both projects are involved in improving government service provision – RGD through better strategic planning and DCA through better funding of communal services.
<b>9. Engagement Strategy</b> RGD oblasts could apply for loans through DCA to improve their provision of communal services should this be a part of their strategic plan for the oblast.
<b>10. Website</b> <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a>

<b>1. Title</b> Poland-Ukraine-America Cooperation Initiative (PAUCI)
<b>2. Goal(s)</b> <ul style="list-style-type: none"> <li>To develop institutional and programmatic ties between Polish and Ukrainian NGOs to build on Poland's acquired expertise in the transition to a free-market democracy</li> </ul>
<b>3. Objective(s)</b>
<b>4. Key Activities</b> <ol style="list-style-type: none"> <li>Cross-border exchanges in SME development, local governance, macroeconomic reform, and European integration</li> <li>Forum for three governments to review program goals for the Initiative, expand policy dialogue and approve large-scale grants</li> </ol>
<b>5. Funding Sources</b> US Agency for International Development (USAID)
<b>6. Project Partners</b> <ul style="list-style-type: none"> <li>Freedom House</li> </ul>
<b>7. Duration &amp; Location</b> June 23, 2000 – December 22, 2005
<b>8. Points of Overlap</b> Both projects are concerned with spreading the CEE experience in European integration to Ukraine – PAUCI through the NGO side and RGD through the regional government side.
<b>9. Engagement Strategy</b> NGOs trained under PAUCI could be valuable partners for RGD, especially those involved in local governance and European integration. PAUCI NGOs' exchange experiences and programmatic ties with Polish NGOs could offer valuable lessons for RGD pilot oblasts on NGO-government relations in Poland and the applicability of them for the Ukrainian context.

<p><b>10. Website</b>  <a href="http://www.pauci.org/en/home">http://www.pauci.org/en/home</a>  <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a></p>
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<p><b>1. Title</b> Promoting Democracy and Market Reform</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To award small grants on an on-going basis to non-governmental organizations supporting private enterprise development, public administration and policy reform, and civil society, in Ukraine, as well as Belarus and Moldova</li> </ul>
<p><b>3. Objective(s)</b></p>
<p><b>4. Key Activities</b></p>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Eurasia Foundation</li> </ul>
<p><b>7. Duration &amp; Location</b> January 12, 2001 – January 12, 2006</p>
<p><b>8. Points of Overlap</b> Both projects aim to improve public administration and advance policy reform.</p>
<p><b>9. Engagement Strategy</b> NGOs involved in this USAID project, especially those concerned with public administration and policy reform, could be excellent partners for RGD oblast governments in developing strategic plans and planning reforms for the oblast.</p>
<p><b>10. Website</b>  <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a></p>

<p><b>1. Title</b> Ukraine Citizen Action Network (UCAN)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To build the capacity of Ukrainian organizations, through which citizens can work to communicate their priorities and directly influence the processes of democratic governance</li> </ul>
<p><b>3. Objective(s)</b></p> <ul style="list-style-type: none"> <li>Deepening the capacity of a core group of civil society organizations (CSOs) able to pay a leadership role within the sector and throughout society</li> </ul>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Provides grants, training, and networking resources to a wider range of CSOs of different sizes and at various levels of development across the country</li> <li>Reaches out to ordinary citizens through a series of community partnerships, constituent outreach, and youth leadership activities</li> <li>Powerful public education component</li> </ol>
<p><b>5. Funding Sources</b> US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>The Institute for Sustainable Communities (ISC)</li> </ul>
<p><b>7. Duration &amp; Location</b> July 22, 2002 – July 21, 2006</p>
<p><b>8. Points of Overlap</b> Both projects are concerned with improving and increasing participatory democratic governance – UCAN from the civil society side and RGD from the regional government side.</p>
<p><b>9. Engagement Strategy</b> NGOs involved in UCAN could be valuable partners for RGD oblasts by becoming involved in</p>

<p>their participatory mechanisms and in strategic planning exercises.</p>
<p><b>10. Website</b>  <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a>  <a href="http://www.ucan-isc.org.ua/eng">http://www.ucan-isc.org.ua/eng</a></p>
<p><b>1. Title</b>                  Ukraine Reform Education Program (UREP)</p>
<p><b>2. Goal(s)</b></p> <ul style="list-style-type: none"> <li>To work with private, non-governmental, and public sector clients to conduct nationwide public education activities on the challenges of economic, social, and democratic reforms</li> </ul>
<p><b>3. Objective(s)</b></p>
<p><b>4. Key Activities</b></p> <ol style="list-style-type: none"> <li>Produce a regular television show ("Crossroads")</li> <li>Broadcast daily and weekly national radio programs ("Market from A to Z," "Reform Diary," "Hello, You Are on the Air," "Economic News," and "Breaking Issues")</li> <li>Publish two monthly magazines ("New Courier" and "100 Thousand")</li> <li>Twenty-five press clubs in each oblast conduct regular briefings on hot reform topics</li> <li>Support an informational hotline, which receives approximately 3,000 reform-related questions from Ukrainians per month</li> </ol>
<p><b>5. Funding Sources</b>                  US Agency for International Development (USAID)</p>
<p><b>6. Project Partners</b></p> <ul style="list-style-type: none"> <li>Centre for Ukrainian Reform Education (CURE)</li> </ul>
<p><b>7. Duration &amp; Location</b>                  February 25, 2002 – February 24, 2007</p>
<p><b>8. Points of Overlap</b>                  Both projects are concerned with improving working relationships between civil society and the public sector.</p>
<p><b>9. Engagement Strategy</b>                  RGD pilot oblast governments could participate in UREP's media projects to disseminate information about their reforms and strategic plans and about opportunities for civil society to participate in the regional governance structure.</p>
<p><b>10. Website</b>  <a href="http://www.usaid.kiev.ua/programs.shtml">http://www.usaid.kiev.ua/programs.shtml</a>  <a href="http://www.umrep.kiev.ua/eng">http://www.umrep.kiev.ua/eng</a></p>

### F) GTZ

*Priority areas:* In this context, the priority areas of cooperation with the Ukraine are Economic reform and the development of market system (WIRAM). Components are advisory services to the Government on economic policy, such as regional policy and decentralisation, promoting the private sector, finance systems and vocational training. New themes currently in planning are energy efficiency, the prevention of trafficking in women, and HIV/AIDS prevention.

*Instruments and partners:* Development partnerships with the private sector (public-private partnerships, or PPP) are a new model in GTZ Development Cooperation. Through the Twinning Office, the company is supporting projects under “Transit Assistance to the Commonwealth of Independent States” (TACIS). Activities are coordinated with other bodies, including Centrum für Internationale Migration und Entwicklung (CIM) and the Senior Expert Service (SES).

<http://www.gtz.de/en/weltweit/europa-kaukasus-zentralasien/665.htm>

### G) OSCE

*Economic Development:* The OSCE Project Co-ordinator in Ukraine recognizes the importance of economic development programmes as a part of the OSCE agenda. The office of the Co-ordinator has initiated a Local Economic Development project (LEaD) aiming to enhance entrepreneurship support at the regional level. It also strives to create favourable conditions for small- and medium-sized enterprise development.

Another important project has been started in the western region of Rivne that foresees the creation of an Investment Promotion Agency. The goal is to attract foreign direct investment in the region through better promotion of the region and through setting up an infrastructure conducive to investment activities.

The portfolios of the OSCE economic development projects have expanded to include topics such as franchising, eco-tourism initiatives and cross-border co-operation. These projects reflect the need for OSCE Ukrainian counterparts and will be implemented in close co-operation with Ukrainian authorities and non-governmental organizations.

*Increased transparency:* New projects related to the promotion of transparency at the regional government level and to the fight against corruption have recently been launched in close collaboration with the relevant Ukrainian authorities.

<http://www.osce.org/ukraine/>

### H) SIDA

SIDA operates in the six key areas of common security, deepening democracy, economic change, social security, environment, and education & research.

*Common Security:* The goal of Swedish security-enhancing development assistance is to promote common security in the region in both the military and the civilian field. Swedish support should emphasize subject areas of a cross-border nature. It is essential that such support should contribute to Ukraine's integration into European and other institutional structures. According to plan, assistance focused on institution building and transfer of expertise. The projects within migration aim at enhancing the cooperation between EU accession countries with their neighbouring countries in the East regarding boarder control and migration.

*Deepening Democracy:* The goal of Swedish efforts is to enhance and deepen democracy by strengthening democratic institutions and structures and by promoting active popular participation and a democratic culture, including respect for human rights. The multiyear local self-governance

program in Irpin came to an end in 2004. Though the area is of critical importance for the broad development of the country and there would have been useful lessons learnt at the local level, the Government did not show willingness in using these experiences to clarify the roles and areas of responsibilities between national and local authorities. In light of the new government's general ambition to strengthen democracy, the issue of local self-government is likely to be readdressed, although the timing of this work depends also on the availability of budgetary resources. If new efforts are made, the experiences gained ought to be used together with other donors to contribute to further promoting of a democratic culture. An evaluation of two of the gender projects in Ukraine was carried out during the autumn of 2004. The results show good results at local level, active networks at the regional level, a strategically important inclusion of men in gender work, but also problems with achieving an impact at national level. These lessons learnt will be used to guide future activities to institutionalize gender in society, as well as to mainstream gender in relevant areas of cooperation.

*Economic Change:* Support to the economic reform aims to strengthen the economic reform process, to encourage the development of an efficient market economy and a viable business sector, and to promote stability and legal security. This area is expected to be given greater priority during the new strategy period. The strategy emphasizes support to Ukraine's ambitions to join the WTO and suggests several areas of possible support. As the last years have seen an increased number of both multilateral and bilateral actors supporting Ukraine's WTO accession, Sweden has chosen to support the direct process of membership negotiations and thus aimed at an activity with considerable strategic value. One of the important areas of reform for both WTO and EU rapprochement is public procurement. As the multiyear support with its last regional pilot in Kherson comes to an end in 2005, the plan is to build these experiences into the ongoing World Bank supported public procurement program. Specific focus within the Swedish-Ukrainian cooperation has been given to market orientation of agricultural production. The experience has been positive, and newly privatized farmers have been able to increase their production and thereby both their own welfare and the welfare of those they have been able to employ. The development of credit and other relevant services has been an important part of the projects, and the experiences benefit now farmers also in other regions of Ukraine. Two new programs have been initiated during 2004. In a similar way, work has been going on towards a more efficient utilization of forest resources. There are plenty of challenges intact in the sector, so to secure a sustainable impact, the third phase will have a new focus on stakeholder communication of the already achieved results. Work towards a viable business sector has been carried out through training courses and programs of various kinds that often combine training with contacts with Swedish companies. The expected results of sustained business contacts have been achieved, and the activities are planned to continue.

*Social Security:* Support in the social field should continue to be given high priority and should be directed at the development of social care systems. Efforts must be long-term in character if they are to result in sustainable changes of attitude and structure. Swedish support in the social sector should also extend to efforts on behalf of NGOs, both Swedish and Ukrainian.

*Environment:* The aim of the Swedish cooperation within environment should primarily be to improve water and waste management including activities to energy efficiency and cost efficiency.

*Education & Research:* Cooperation within education and research is primarily carried out through the Swedish Institute. Due to an increased interest from Swedish universities to initiate cooperation with Ukraine, a seminar was held during the autumn in Lviv. It brought together representatives from a total of 30 Ukrainian universities and 35 Swedish universities. This has resulted in both preliminary discussions for university partnerships and established cooperations, such as the cooperation between Dnipropetrovsk National University and Lyceum, a high school in Visby.

[http://www.sida.se/content/1/c6/03/74/69/SIDA4739en\\_Ukraine%202004%20web.pdf](http://www.sida.se/content/1/c6/03/74/69/SIDA4739en_Ukraine%202004%20web.pdf)

### I) EBRD

EBRD's main areas of focus are transport, agribusiness, banking and the financial sector, SMEs, municipal infrastructure, and the industrial sector. EBRD directly funds the private sector when good demonstration projects can be identified involving sound management and strategic vision as well as SMEs through credit lines to local Ukrainian banks. In 2004, EBRD continued its efforts to establish a framework for direct lending to municipalities. The Bank finalized the preparation of the first investment project in the municipal sector without a sovereign guarantee, for the city of Dnipropetrovsk.

<http://www.ebrd.org/country/country/ukraine/index.htm>

### J) WB

Current World Bank projects include:

1. Development Policy Loan
2. Hydropower Rehabilitation Project
3. Equal Access to Quality Education in Ukraine Project
4. Development of the State Statistics System for Monitoring the Social and Economic Transformation Project
5. Rural Land Titling and Cadastre Development Project
6. First State Tax Service Modernization Project
7. E-Development Project
8. Tuberculosis and HIV/AIDS Control Project
9. Private Sector Development
10. Azov Black Sea Corridor Biodiversity Conservation Project
11. Social Investment Fund Project
12. Lviv Water and Wastewater Project
13. Kiev District Heating Improvement Project

*Social Investment Fund Project:* The most relevant section to the RGD project is "Regional/Local Government Capacity Building." This sub-component at the oblast and rayons level will address social service program development, management, planning, implementation, supervision, monitoring and evaluation issues on regional level. Pilot oblast and rayon social service authorities will be provided with training, technical assistance, hardware and software for development and maintenance of social service database enriching it with new social service indicators, and for regional social service program preparation. Relevant staff at regional level will get guidance on supervision of new social service provision and with assistance of local foreign consultants will conduct ongoing supervision during the project life time period. Evaluation of new models of social service provision and contracting will contribute to further development of regional social service programs. Contracting and procurement capacity development will be targeted to rayon officials in charge of social care service provision. Experience gained and lessons learned in piloting social service programming, monitoring, evaluation and contracting will be disseminated in regional conferences in pilot oblast.

[http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2000/10/25/000094946\\_00102505340714/Rendered/PDF/multi0page.pdf](http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2000/10/25/000094946_00102505340714/Rendered/PDF/multi0page.pdf)

*Private Sector Development:* The most relevant sections to the RDG project are described below: Component #1: Enterprise Restructuring (market adjustment) - (i) To support and help accelerate Government's reform effort by: (a) providing advisory services through the implementing agency, the Ukrainian Centre for Enterprise Restructuring and Private Sector Development (UCER) aimed at improving the profitability, productivity, and general operational, financial and managerial efficiency of private and privatized enterprises; (b) supporting and facilitating development of a

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highly qualified domestic consulting industry which thoroughly understands the unique local business and political climate in the process of economic development and transition; and (ii) To strengthen constituency for reform at the oblast level consisting of entrepreneurs, managers, local academia, consultants and other stakeholders benefiting from enterprise restructuring and market-friendly business environment.

Component #4: Improvement of Regulatory Environment - To assist the Ukrainian Government and provide high power incentives for oblast authorities to improve the regulatory framework of the private sector by: (i) Introduction of performance-based incentives into the oblast-level policy process - linking exit from the project to real improvements in the regulatory environment which will be monitored through the use of bi-annual surveys; (ii) Enhancement of institutional capacity of the State Committee on Regulatory Policy and Entrepreneurship (SCRPE) to effectively implement State regulatory policy through its regional offices; and (iii) Empowering institution of Civil Society and especially regulatory associations in their relations with local authorities and building local capacity to conduct credible policy research, analyze data and use it to improve the policy making process.

[http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/1998/11/17/000178830\\_98111703531761/Rendered/PDF/multi0page.pdf](http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/1998/11/17/000178830_98111703531761/Rendered/PDF/multi0page.pdf)