



RGD – Making a Difference

RGD launches its next phase:

Promoting Regional Economic Development through a National Training Program

In July 2010, the Canadian International Development Agency (CIDA) extended the RGD Project until 2012. During this extension phase, RGD continues working in partnership with the Government of Ukraine to improve national and regional legislation and policies related to regional economic development (RED). RGD also launches a major new initiative that builds on the accomplishments of the first five years of the project (2005-2010): a national training program to support regional economic development in Ukraine. This applied training program is designed to build capacity and increase skills of civil servants and other regional stakeholders in practicing participatory strategic planning, managing regional projects, attracting investment, and establishing public-private partnerships. Equipped with these skills, regional civil servants will play a key role in addressing Ukraine's economic, social and environmental challenges. RGD is working in partnership with the National Academy of Public Administration (NAPA) and the Main Department for Civil Service (MDCS), Ministry of Regional Development, Construction and Housing and Ministry of Economic Development and Trade to develop and deliver the training.

RED TRAINING PROGRAMS A major initiative of the RGD Project for the next two years is to establish a **National Training Program (NTP)**. The training will be delivered to over 600 civil servants and community leaders from 13 regions across Ukraine through the NAPA Regional Institutes and oblast in-service training centres in Lviv and Dnipropetrovsk. It will improve their capacities to promote sustainable economic development, close the country's infrastructure deficit, and manage regional finances more effectively. The participating regions are: Chernivtsi, Cherkasy, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kirovograd, Khmelnytskyi, Lviv, Rivne, Ternopil, Volyn, Zaporizhzhia, and Zakarpattia.

The NTP, slated to commence in 2012, will be delivered by a group of about 50 trainers who participate in RGD's **Training-of-Trainers (ToT) Program**. This program, being launched at the end of February 2011, involves intensive practice-based training in delivering courses in three subject areas: participatory strategic planning, monitoring and evaluation of regional development strategies; project management for regional economic development; and alternative financing for regional economic development. The ToT participants are also trained in the principles of adult-education. Each course incorporates gender equality, environmental sustainability, monitoring and evaluation, and alternative financing models as cross-cutting themes. The courses are about 6-months long, and consist of 6 different 2-3 day modules that are delivered at the Lviv and Dnipropetrovsk Regional Institutes. Hence, after each 2-day training workshop at the institutes, the ToT participants

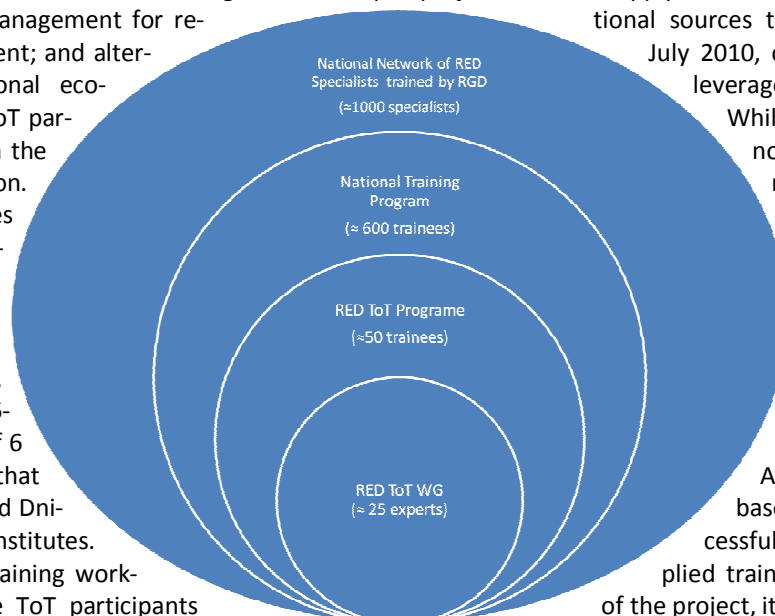
return to their respective regions to *apply* and *practice* their newly acquired skills. At the end of the intensive 6-month training, the graduates will become accredited trainers by NAPA, and will be set to deliver the NTP to some 600 colleagues across Ukraine.

LEARNING-BY-DOING APPROACH The NTP and ToT Program build on the success of RGD's experience in delivering applied training programs. In 2007-2009, RGD supported training in Project Management and Capital Investment in Zaporizhzhia and Zakarpattia. These programs were recognized for providing participating civil servants with modern skills in the subject areas related to strategic regional planning, and, more importantly, for actually *demonstrating* their potential for stimulating regional economic development. With RGD's assistance, 148 trained mid-level managers and specialists developed 59 projects that addressed the strategic priorities and capital infrastructure needs of the two regions. RGD also supported the project teams to apply for funding from national and international sources to implement the projects. By July 2010, over \$5 million in funding was leveraged.

While NTP and ToT participants are not in the classroom, they are mentored by their trainers and other RGD-affiliated experts, either face-to-face or with the use of e-learning support systems to help them *apply* their new knowledge to a project they are currently tasked with.

BUILDING ON RGD SUCCESSES

As the ToT and NTP practice-based design builds on RGD's successful experience in delivering applied training workshops in earlier years of the project, it specifically takes advantage



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of two elements of RGD's earlier achievements: the cadre of highly skilled and experienced regional development specialists within national and regional governments that was developed; and the training manuals and other resource materials on regional economic development that were established.

First, having participated in the project's training, coaching, mentoring, and learning-by-doing programs, participants in RGD's earlier training programs gained solid skills and experience in strategic planning, community engagement, partnership building, capital investment programming and project management. RGD recruited the top candidates to become members of the **ToT Working Group**, responsible for developing the curricula of the ToT Program. This



2nd ToT Working Group meeting in December 2010, Kyiv

25-member WG consists of RGD-affiliated experts, international specialists from Canada and Hungary, and Ukrainian experts from NAPA, MDCS, the Ministry of Regional Development, Construction

and Housing, the National Association of Regional Development Agencies, and other think-tank institutions. Members of the WG were competitively chosen based on their experience in delivering applied training programs to civil servants, as well as their expertise in the three subject areas of the ToT Program. This means that the WG is a top-notch group of experts; of its 25 members 10 hold PhDs in their respective fields!

Second, as they designed the curricula for the three courses, the WG drew on training manuals and resources developed in earlier

years under the RGD project. From 2005 to 2010, 35 reports, including 3 tool kits, 3 handbooks and 1 collection of case studies were prepared by the RGD project and disseminated to national government agencies, regional and rayon state administrations, rural territories, cities, think tanks, academia,

NGOs and other technical assistance projects. 11 were published as manuals and professional publications, and are accessible on RGD's website. As a result of this extensive repertoire of publications, RGD helped to build a body of knowledge in Ukraine on participatory strategic planning and regional development. And that is now the foundation of the ToT Program and the NTP that will eventually be delivered to over 600 civil servants and regional stakeholders across Ukraine.



3rd ToT Working Group meeting in February 2011, Kyiv

BUILDING A STRONG NATIONAL NETWORK OF RED SPECIALISTS

It is anticipated that by the end of the project a strong national network of RED specialists will be created through RGD's seven year work. They would be equipped to apply participatory and gender- and environmentally responsible strategic planning, implementation and monitoring for RED in pilot oblasts.

RGD'S NEW WEBSITE

We have launched our new project website: www.rgd.org.ua/en/ You can access resource materials and manuals on regional economic development, strategic participatory planning, project management, and proposal development for IFI funding. Check back often, as we will update our website frequently.

Project Information

The Regional Governance and Development (RGD) Project is a seven-year (2005-2012) initiative that promotes regional economic development (RED) in Ukraine. RGD's current efforts focus on working with its Ukrainian partners to establish a practical in-service training program on RED for some 600 civil servants from 13 oblasts across Ukraine. This program will improve the capacities of local leaders and civil servants to promote sustainable economic development, to close the country's infrastructure deficit, and to manage regional finances more effectively.

RGD is a cooperation project of the Canadian Urban Institute funded by the Canadian International Development Agency (CIDA). RGD is implemented in partnership with Ukraine's National Academy of Public Administration (NAPA) and the Main Department for Civil Service (MDCS), Ministry of Regional Development, Construction and Housing and Ministry of Economic Development and Trade, and in association with the Foundation for International Training and the National Association of Regional Development Agencies.

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