



RGD – Making a Difference

Synergizing Project Efforts for Aid Effectiveness

Since our early years, the RGD Project team has been engaged with other donor projects dedicated to regional and local development and governance in Ukraine. We participated in events they organized, invited them to participate in RGD events, shared our publications and received theirs. This has helped to identify opportunities for collaboration as well as areas of potential overlap with several donor projects operating in Ukraine. As such, the RGD team has started consulting with projects funded by the Canadian International Development Agency (CIDA), specifically with the *Decentralized Management of Skills Training in Ukraine Project* (DMST) (1) and the *Policy Reform and Implementation Support Mechanism Project* (PRISM) (2). Most recently, the RGD team has begun more intensive collaboration efforts with two new CIDA-funded projects: the *Evidence-based Economic Development Project* EBED (3), implemented by the Conference Board of Canada (CBoC), and the *Municipal Local Economic Development Project* MLED (4) by the Federation for Canadian Municipalities (FCM).

The EBED and MLED project teams began their respective implementation efforts last year. Since then, RGD has been working with them to establish mechanisms for effective and intensive inter-project collaboration. CIDA has encouraged and even facilitated our collaborative efforts to allow for better integrated and coordinated development assistance to Ukraine. The following are a few examples of how our projects are expanding our networks, pooling resources, and sharing lessons learnt and best practices in local and regional economic development in Ukraine.

Joint performance indicators. Under EBED's leadership, our project worked together with MLED and PRISM to develop common performance indicators that are in line with the performance framework of CIDA's program for Ukraine. The indicators were designed to measure progress towards achieving CIDA's program results, including the responsiveness of public institutions to local sustainable economic development needs and democratic policy-making and participatory strategic planning. Our projects' undertaking in this regard is the first instance we are aware of in which four independent projects came together to establish common performance indicators - consistent with our own project performance measurement frameworks - to support CIDA's country programming objectives.

Quarterly coordination meetings. RGD invited EBED, MLED and PRISM to participate in the first quarterly inter-project coordination meeting we organized in June 2010 in Kyiv. Since then, each of these other three CIDA-funded projects organized a quarterly coordination meeting and it is now again RGD's turn to convene the next one. These meetings lead to a better understanding of each others' project objectives, methodology and challenges. We plan to implement joint activities and to participate in key events organized by the other projects. We share experience, knowledge, resources and we lend each other a hand where possible to bridge gaps with our local partners. CIDA has not only encouraged and supported this closer cooperation, but has actually provided direct assistance by offering the CIDA video-conferencing facility to be used for inter-project coordination meetings.

Alignment workshop. In April 2011, MLED's team organized an

alignment workshop with EBED and RGD that was held in Kyiv. We took that opportunity to share detailed plans and identify areas that could generate synergy, such as our common objectives related to strategic planning and alternative financing for regional and local development. We also looked into timing of our project components as well as geographic coverage. We all felt we left the meeting with an improved understanding of the others' anticipated achievements and challenges, and of the possibilities to assist each other in improving project implementation efforts.

Sharing knowledge and experiences. One of the best examples of inter-project collaboration is the work between RGD and EBED projects to plan and implement RGD's Training of Trainers (ToT) program. This 3-course program is equipping civil servants, social entrepreneurs and NGO leaders in areas such as strategic planning, alternative financing, public-private partnerships (P3s) and priority project implementation. The program participants will eventually train over 600 individuals from across Ukraine to practical skills to address Ukraine's economic, social and infrastructural challenges.



Paul Darby at ToT Launch

As part of the ToT course on alternative financing models for regional economic development initiatives, Pedro Antunes (Director of National and Provincial Forecast at CBoC) has contributed a learning module on economic impact analysis. Also, Paul Darby, CBoC's Deputy Chief Economist, participated at the ToT launch event in February 2011 and provided the audience with a thorough overview of economic forecasting tools. He also led EBED's Ukrainian project team to Toronto to meet with the RGD team and further discuss our partnership for a more integrated program implementation in Ukraine.

RGD's participation in MLED events. In October 2010, Ihor Sanzharovskyi, RGD Project Manager in Ukraine, and Irina Lekh, RGD regional expert, were invited to deliver presentations on

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RGD's experience in strategic planning and implementation at the workshop organized by the MLED team in Kyiv. Their presentations were received with great interest by the participants, including local partners and other donor projects. In June 2011, Anastasia Kalashnik, RGD Senior Oblast Coordinator in Zaporizhzhia, and Petro Honcharuk, Deputy Head of Zaporizhzhia Oblast State Administration (OSA) participated in the Intergovernmental Forum in Dnipropetrovsk. This event was jointly organized by MLED and the Dnipropetrovsk OSA. Mr. Honcharuk presented lessons learnt from Zaporizhzhia's experiences working with the RGD Project to design participatory planning mechanism, to develop and implement a regional development strategy and, more re-

cently, to complete the full-cycle strategic planning process in Zaporizhzhia. He spoke with passion about the Zaporizhzhia strategy implementation approaches and tools, and answered numerous questions from the participants who were very interested in these practical experiences.

PSC meeting participation. Since its early days, RGD has invited DMST and PRISM project teams to RGD PSC meetings. Starting April 2011, RGD, MLED, PRISM and EBED management have been attending each others' PSC meetings. This has provided opportunities to share each work plans and find additional ways to collaborate and exchange useful information. For example, the Canadian Bureau of International Education (CBIE) (5) is implementing its *Human Resources Management Reform Project* with the Main Department for Civil Service of Ukraine (MDCS). MDCS is a new partner to the RGD Project, and thus RGD has benefitted from CBIE's experience in establishing a working partnership with MDCS. RGD has shared similar experiences working with the National Academy for Public Administration, one of our current partners, as the EBED team is establishing their partnership with the same partner organization.

Intergovernmental Forum in Dnipropetrovsk

KEY LESSONS LEARNED

Several lessons from RGD's efforts to work collaboratively and in synergy with other CIDA-funded projects can be observed. For example, it (i) enhances CIDA's country programming for Ukraine through a more effective use of resources and a more coherent Ukraine program delivery; (ii) improves the likelihood of sustainability for the projects involved in the collaboration; for example, as RGD is developing its e-RED network (a knowledge hub with resources on regional economic development), we are consulting with the EBED team so that they we may combine our online resource-database after the RGD project completion; (iii) gives more recent projects the chance to start from a more advanced starting point by building on knowledge gained and networks started by older projects; and (iv) enables a more advanced risk management approach through our different sharing mechanisms.

1. *Decentralized Management of Skills Training in Ukraine* – CIDA-funded project managed by the Association of Canadian Community Colleges and Saskatchewan Institute of Applied Science and Technology : <http://www.siastr.org.ua/english/>

2. *Policy Reform and Implementation Support Mechanism* – CIDA-funded project managed by the Canadian Bureau for International Education: <http://209.217.97.140/prism/>

3. *Evidence-Based Economic Development Planning in Ukraine* – CIDA-funded project managed by the Conference Board of Canada:

http://www.conferenceboard.ca/topics/trade_international/intl-cooperation/intl-project.aspx

4. *Ukraine Municipal Local Economic Development* – CIDA-funded project managed by the Federation of Canadian Municipalities: <http://www.fcm.ca/english/view.asp?x=1633>

5. *Ukrainian Civil Service – Human Resources Management Reform* – CIDA-funded project managed by the Canadian Bureau for International Education: <http://www.ucs-hrm.org.ua/en/>

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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