Final Performance Evaluation of Local Investment and National Competitiveness (LINC)

Evaluation Report

April 2014

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EVALUATION OF LOCAL INVESTMENT AND NATIONAL COMPETITIVENESS:

FINAL PERFORMANCE EVALUATION

April 28, 2014

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

PHOTO: Mustafa Cemilev, Jiri Schneider, Elmira Ablyalimova are about to open a tourist information center in Bakhchysaray. Courtesy of Chemonics International.

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ACRONYMS

ARC	Autonomous Republic of Crimea
BIZPRO	Support to Micro, Small and Medium Enterprise Development
CSR	Corporate Social Responsibility
COP	Chief of Party
EIU	Economist Intelligence Unit
EU	European Union
DTEK	Donbasskaya Toplivno-Energeticheskaya Kompania (Donbass Fuel-Energy Company)
FDI	Foreign direct investment
FGD	Focus group discussion
FY	Fiscal year
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
KII	Key informant interview
KSE	Kyiv School of Economics
LED	Local Economic Development
LINC	Local Investment and National Competiveness
M&E	Monitoring and evaluation
MLED	Municipal Local Economic Development
MOED	Municipal Office of Economic Development
MSI	Management Systems International
NGO	Non-governmental organization
OSS	One-stop shop
PMP	Performance monitoring plan
PPP	Public-private partnerships
RCT	Randomized control trial
RII	Regional Innovation Initiatives
ROED	Regional Office of Economic Development
SARK	Severodonetsk Agency for Community Development
SI	Social Impact
SOW	Statement of Work
SWOT	Strength-weakness-opportunity-threat
TIBA	Trade, Investment and Business Acceleration
USAID	U.S. Agency for International Development
USG	United States Government
WTO	World Trade Organization

I. EXECUTIVE SUMMARY

EVALUATION PURPOSE

The purpose of the Local Investment and National Competitiveness (LINC) final performance evaluation is to assess the relevance, effectiveness, and efficiency of selected LINC activities intended to improve the business and investment environment in Ukraine. The U.S. Agency for International Development (USAID) will use evaluation findings, conclusions, and recommendations to reassess its role in improving the business and investment environment in Ukraine.

PROJECT BACKGROUND

On March 16, 2009, USAID/Ukraine awarded the LINC task order to Chemonics International Inc., for a three-year period of performance with a completion date of April 1, 2012. The project was then extended for an additional nine months to December 31, 2012. The total obligated amount for this task order was $23.3 million. The LINC project[1] was designed to improve the business and investment environment as measured through progress in enterprise indices, increases in investment activity, and enterprise competitiveness. It was viewed to be essential in achieving the United States Government (USG) foreign policy objectives and USAID priorities in Ukraine of helping Ukraine foster broader-based and sustainable growth.

EVALUATION METHODOLOGY AND LIMITATIONS

The Evaluation Team conducted a mixed-methods performance evaluation, which consisted of desk review, semi-structured key informant interviews, focus group discussions, and structured quantitative surveys. In total, the Evaluation Team interviewed 266 respondents (117 m, 149 f) through qualitative and quantitative methods. For a full explanation of data collection methods, please see Annex X.

The Evaluation Team selected four economic regions for site visits, located in four distinct geographic regions. The sites were Northwest Luhansk, Central Volyn, Odesa-Teplodar-Yuzhne, and Crimea.

Limitations

The monitoring and evaluation (M&E) plan for LINC did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to the project alone. Treatment and comparison groups do not have comparable baselines, so the comparison group is not a true counterfactual to the treatment groups. Furthermore, while the number of people interviewed is large, the number of people per category of respondent is rather small, further limiting the ability to generalize. Recall bias is likely given that LINC ended almost a year prior to the evaluation. The Evaluation Team mitigated bias as much as possible by using multiple sources of data to triangulate responses.

[1] Former project website was http://www.linc.com.ua/eng/, no longer active

FINDINGS AND CONCLUSIONS

Question 1: How strong is the perceived link between individual project activities and any significant improvements (if they occurred) in local investment environment and business development in a particular municipality or economic region?

The Evaluation Team assessed the perceived link between individual project activities and any significant improvements in the local investment environment and business development by asking key informants to first identify significant improvements and then relate them to the activities that contributed to those improvements.

Key findings from qualitative and quantitative data collection include:

- There are no significant differences in opinion on whether different aspects of the investment climate had improved, declined, or remained the same among LINC-assisted and comparison-group private-sector respondents. Respondents in both the public and private sectors stated that LINC did lead to improvements in the investment climate and business development, though the extent and long-term effects of the impact on those improvements varied.
- More than half of key informant interview (KII) respondents in both public and private sectors noted that LINC contributed to a gain in knowledge or skills. Of the benefits cited by respondents, the gain in knowledge and/or skills was the most frequently mentioned by public- and private-sector respondents.
- There were notable differences between the public and private sectors in their acknowledgement of LINC activities and how they led to improvements. Public-sector respondents cited the cooperation between municipalities and *raions*, while private-sector respondents were more likely to cite improvements in business or further investments they had made in their business. Specifically for regional planning, public-sector respondents saw an advantage to cooperation between municipalities and raions, and some private-sector respondents saw this inter-municipality cooperation as beneficial for their business.
- LINC activities brought people together and organized individuals and organizations around a common investment/business-related objective.
- Business owners invested more in their businesses after interacting with LINC. However, despite the fact that an increase in domestic and foreign investment was a key result area for LINC, increased investment was not a prominent improvement cited by respondents.
- When asked directly to rate the extent to which significant improvements could be attributable to LINC activities, respondents replied that LINC had a significant effect on, but was not solely responsible for, the recognized improvements.

Question 2: What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve the local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered in those practices and behaviors?

- Thirty-five percent of public-sector respondents reported that individuals involved in the strategic planning process continue to communicate with each other, mostly

through informal networks developed among like-minded people. This informal networking and some strategic planning are continuing without foreign assistance.

- Permit-issuing one-stop shops (OSSs), public-private partnerships, and a number of examples in Crimea point to continuation without additional foreign assistance.
- Almost all of the 24 respondents participating in LINC trainings reported good organization and high quality of training materials. Of 18 participants who provided a rating, LINC trainings received a 4.9 on a 5-point scale. Private-sector beneficiaries and public-sector officials in charge of attracting investors reported moderate to no measurable changes (in terms of secured investments, implemented projects) resulting from these trainings.
- Thirty-five percent (9 of 26) of respondents in the public sector believe that one of the most significant lost opportunities during the course of LINC implementation was related to the issue of building local institutional capacity.
- Evaluation Team observations confirm that significant gender inequalities exist in Ukraine, especially regarding opportunities for women to attain high-level government offices or make careers in large, privately owned companies.
- More than 90 percent of respondents (11 of 12) in the private and public sectors were unaware of any steps that LINC took to address gender. Interviews with former LINC and USAID staff confirmed the notion that LINC did little to address gender beyond ensuring equal participation of men and women at events.

Question 3: How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private-sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?

- LINC leveraged their resources by collaborating with other donors primarily at the national level, specifically with the European Union (EU) Delegation to Ukraine, among others. However, collaboration at regional levels was not identified by interview respondents or from review of LINC documentation. The exception to this is LINC's collaboration with UNDP in Crimea.
- LINC pursued partnerships and other linkages to leverage project implementation resources and this was the dominant mode of operation in Crimea. Important interventions in Crimea included ongoing collaboration with six private-sector organizations, work with eight festival organizers, and acting as a broker for the sale of agriculture products.
- Municipalities valued opportunities to leverage resources with LINC at varying levels. Municipalities with greater levels of staff engagement tended to attribute greater value to LINC's collaboration.

Question 4: How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?

The Evaluation Team was able to confirm the accuracy of some, but not all, spot-checked indicators (three project indicators and eight activity indicators). The reasons for inaccuracies, or

perceived inaccuracies, vary. A snapshot of the findings for select indicators is presented in the table below, with a comprehensive list found in Annex XII B.

Indicator	Data LINC Reported	Evaluation Findings
1b.1 Number of municipalities that develop strategic plans adopted by municipal ordinance	The strategic plan tracker noted 3 municipalities (in the sites visited) that adopted municipal strategic plans: Bakhchysarai, Saky, and Teplodar.	The Evaluation Team spot-checked results in visited municipalities and confirmed the accuracy of LINC's reporting.
1c.1 Number of adjustments to regulatory system to eliminate barriers to business operations and investment in partner municipalities and economic regions implemented with project assistance	The Evaluation Team found no tracker by locality.	With LINC's consultation a legal designation of a "small hotel" has been amended in the Regulation of the Cabinet of Ministers of Ukraine (an increase from 10 to 30 beds). It substantially improved small hotels' standing in terms of taxation.
1d.2 Number of staff at national and local investment agencies trained on FDI as a result of project assistance	The list of FDI specialists trained is reported by localities.	Number of investment specialists was spot-checked. Six of six checked, received the training.
3a.1 Number of local governments that improve operations of OSSs for business services	LINC reported the improvement of operations of five OSSs in the sites visited.	The Evaluation Team spot-checked the existence of five OSS and deemed the reporting accurate.

Question 5: How successful was the LINC project exit strategy?

- The Evaluation Team was unable to find an explicitly stated LINC exit strategy either in project documents or in annual work plans or quarterly reports. The Evaluation Team did, however, observe elements of sustainability in visited regions.
- Fifty-four percent of all public- and private-sector respondents reported that they learned new skills as a result of the LINC project. However, more than 30 percent of public-sector respondents (8 of 26) indicated that sustainability and transferability of the acquired knowledge and skills are decreasing over time since they are not being reinforced through additional service training and the transfer of employees to other jobs and enterprises where the LINC-acquired knowledge is not as useful.
- The Evaluation Team saw little evidence of an "institutional footprint" for the continuation of LINC objectives, with the exception of Crimea. Just over a quarter of the public-sector respondents indicated that they would like to see continuation of LINC activities implemented by a Ukrainian organization.

RECOMMENDATIONS

The Evaluation Team proposes the following recommendations. Presented below are key recommendations, with full recommendations presented in Annex XIV and Annex XV.

Recommendations for Evaluation Question 1

1. USAID should consider using quantitative impact evaluation and randomized control trials to determine attribution for significant improvements in the investment environment and business development to project activities. Such a study should make appropriate use of measurable benchmarks and baselines.
2. USAID should design future projects to include activities that foster strong public (government)-private (business and civil society) dialogue in order to support implementation of strategic economic plans.

3. After identifying key result areas, USAID should develop reporting requirements that include success stories on those key result areas to strengthen the perceived link between project activities and improvements.
4. Regional strategic planning should include more concrete steps for action at the local level in order to mitigate the high risk that strategic plans remain a theoretical construct and are not followed by actual implementation in municipalities and regions.

Recommendations for Evaluation Question 2

5. Implementers should continue to foster the creation of informal networks by encouraging dialogue among the public sector, the private sector, and civil society organizations. Alternatively, implementers could build formalization of such networks into programming through communities of practice.
6. Implementers of future projects should work in close partnership with Ukrainian organizations and build sufficient capacity with these organizations so that programming can be continued and results sustained after project closure.
7. Implementers should conduct an in-depth gender analysis at the outset of project implementation so that project strategies and related indicators can address identified gender gaps.

Recommendations for Evaluation Question 3

8. USAID should continue collaboration with other donors to (a) prevent duplication of efforts, (b) identify potential points of synergy, (c) share lessons learned and promising practices, (d) advance shared reform objectives, and (e) plan for continuation or uptake of activities after project closure.
9. Criteria for site selection for future regional development projects should include broad buy-in from several categories of stakeholders—including the representatives from the oblast and municipality level, private-sector representatives, and civil society actors—and identification of key champions in local government, private-sector, and civil-society institutions.

Recommendations for Evaluation Question 4

10. Implementers should document the collection of qualitative information to identify constraints to conducting business. This should inform project implementation and be included in the performance monitoring plan (PMP) as a data collection/verification methodology.
11. Implementers should exercise greater transparency in project indicators, especially for economic data that is difficult to track, such as the amount of inflowing investments or jobs created. Alternative indicators could read "Number of contracts signed for inflowing investment" or "Number of potential jobs created as the result of signed investment contracts."

Recommendations for Evaluation Question 5

12. Project implementers should develop and implement explicitly stated exit strategies, inclusive of a plan for future access to project information by beneficiaries and others. Efforts should be made to enable continued access to LINC-supported deliverables and resources, particularly on municipal and regional government websites.

II. EVALUATION PURPOSE AND QUESTIONS

Social Impact (SI) and its subcontractors, Management Systems International (MSI) and the Kyiv School of Economics,[2] conducted a final performance evaluation to assess the relevance, effectiveness, and efficiency of selected LINC project activities designed to improve the business and investment environment in Ukraine. SI focused on the following project activities, per the evaluation Statement of Work (SOW): (1) implementation of strategic economic development plans prepared and adopted by municipalities or regional partnerships with LINC's technical assistance, (2) promotion of domestic and foreign investments, and (3) competitive agriculture development.

In particular, SI designed the evaluation to answer the following questions:

1. How strong is the perceived link between individual project activities and any significant improvements (if they occurred) in the local investment environment and business development in a particular municipality or economic region?
2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve the local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered in those practices and behaviors?
3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private-sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?
4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?
5. How successful was the LINC project exit strategy?

III. PROJECT BACKGROUND

On March 16, 2009, USAID/Ukraine awarded the LINC task order to Chemonics International Inc., for a three-year period of performance with a completion date of April 1, 2012. The project was then extended for an additional nine months to December 31, 2012. The total obligated amount for this task order was $23.3 million. The LINC project (http://www.linc.com.ua/eng/) was designed to improve the business and investment environment as measured through progress in enterprise indices, increases in investment activity, and enterprise competitiveness. It was

[2] The Kyiv School of Economics was also a subcontractor under the LINC implementer, Chemonics. The SOW for this evaluation included a firewall that would mitigate any potential conflict of interest. The SOW for the Kyiv School of Economics can be found in Annex II.

viewed to be essential in achieving the USG foreign policy objectives and USAID priorities in Ukraine of helping Ukraine foster broader-based and sustainable growth.

The project sought to achieve this by focusing on three related component objectives: (1) to assist governments at the national, regional, and community level undertake specific improvements to the business-enabling environment, and to demonstrate how such improvements can increase investment activity; (2) in support of municipal and regional economic strategic plans, described in Component 1, to enhance the competitiveness of industries and enterprises so as to accelerate Ukraine's integration into international markets, and, (3) to assist the governments and communities of the Autonomous Republic of Crimea (ARC) and regional and community level undertake improvements to the business and investment environment, and enhance the productivity of Crimea's industries and enterprises so as to diversify and integrate Crimean goods and services into more competitive domestic markets. Please see Annex IX for the LINC results framework.

Further information on LINC's project background can be found in Annex VIII.

IV. EVALUATION METHODS AND LIMITATIONS

The Evaluation Team comprised a Team Leader, an Evaluation Specialist, a Senior Local Business Consultant, and a Research Assistant. A description of team members' qualifications may be found in Annex VI. The Evaluation Team conducted a mixed-methods performance evaluation, which consisted of the evaluation methods described briefly below. For a full explanation of data collection methods and limitations, please see Annex X.

EVALUATION METHODS

Desk Review

The Evaluation Team reviewed quarterly reports, monitoring data, relevant assessments and project reviews, and appropriate contextual data from government sources, program implementers, and researchers. The Evaluation Team consulted both primary and secondary sources to verify information in project documents. A full list of documents reviewed may be found in Annex VII-A.

Qualitative Methods

Semi-structured KIIs

The team made use of semi-structured interview guides that gave specific guidance for what questions to ask but simultaneously allowed for sufficient flexibility to ask follow-up questions on topics of particular interest or to allow respondents to discuss those topics that may not have been represented in the interview instrument. The team documented each KII in a detailed interview memo, accessible by other members of the Evaluation Team. The Evaluation Team prepared separate questionnaires for each of the following groups: USAID staff, LINC associates, Government Officials, Private Sector Representatives, Beneficiaries, and

Collaborators. The Evaluation Team conducted 89 (47 male, 42 female) KIIs. A full list of people interviewed through KIIs can be found in Annex VII-B. A full set of data collection instruments for the various groups of KII respondents can be found in Annex XI.

Focus group discussions

The Evaluation Team used focus group discussions (FGDs) as a secondary method of qualitative data collection. The FGDs increased the coverage of accessed private-sector respondents who benefited or collaborated with LINC, thus providing the added benefit of greater reliability of qualitative data (due to cross-verification in the group interviews). Using the FGD method (see Annex XI-H for the focus group protocol) allowed the Evaluation Team to gather rich qualitative data with which to triangulate the information gathered through KIIs and desk review.

Quantitative Methods

The Evaluation Team subcontracted the Kyiv School of Economics (KSE) to explore causal links between LINC activities and observed outcomes. KSE executed survey data collection in comparison sites in order to compare this information and draw causal links between project results and LINC intervention activities. These comparison sites included Skadovsk (Crimea), Makiivka (East), Zhytomyr (West), Sarney (West), Dnipropetrovsk (South), and Balty (South). KSE administered two surveys supplied by SI; the first survey was administered by phone among a random sample of local business owners and managers in each of the six comparison sites. The second survey was administered by phone to public officials working at the municipal level in economic departments in the above listed sites. KSE also gathered similar quantitative data among randomly selected private-sector respondents in six LINC-assisted sites: Bakhchysarai, Saky, Severodonetsk, Lutsk, Teplodar, and Odesa. These sites were selected to present a representative sample of LINC's activity and to provide more information on sites of particular interest identified through qualitative data collection. The total number of people interviewed through qualitative and quantitative methods was 266, per the breakdown in Table 1.

Table 1: Total Number of Respondents

Method of Data Collection	Total No. of Respondents	No. Male	No. Female
Key Informant Interview	89	47	42
Focus Group Discussion	29	11	18
Mini-Survey[3]	10	4	6
Quantitative Data Survey (Kyiv School of Economics)	138 (120 private sector – 60 T, 60 comparison; 18 public sector)	55	83
Total	**266**	**117**	**149**

It is important to note that the comparison group is not a control group or a rigorously defined counterfactual for more rigorous analysis. LINC neither made use of randomized control trials (RCTs) at project outset to identify treatment and comparison groups, nor conducted baselines in comparison cities. Therefore, it is not possible to use an impact evaluation methodology to attribute impact to LINC.

[3] Mini-survey data from Lutsk was not used in final analysis.

SITE SELECTION IN LINC ECONOMIC REGIONS AND COMPARISON SITES

The Evaluation Team selected four economic regions for site visits, located in four distinct geographic regions (see Table 2). The Evaluation Team treated Crimea as a fourth economic region because (a) it is administratively distinct from the other economic regions, (b) LINC had a different approach to implementation in Crimea than in other areas of Ukraine, and (c) visiting Crimea was critical to evaluating LINC's involvement with the private sector and competitive agriculture development. The team selected the remaining three regions based on the following factors: 1) geographic diversity 2) structural diversity (one oblast economic region vs. multi-oblast economic region), 3) overall structure of local economy (industry dominated vs. agriculture vs. trade and services–dominated), 4) municipality size (a mix of small and large cities), 5) the range of LINC activities implemented, and 6) consideration of USAID's Guiding Principle that the focus of the project is to be mostly in Eastern and Southern Ukraine. For further information on site selection for both LINC-assisted and comparison sites, see Annex X.

Table 2: Selected LINC-Assisted Sites

Geographic Region	Economic Region	Cities
East	Northwest Luhansk	Severodonetsk
West	Central Volyn	Lutsk, Zdolbuniv
South	Odesa-Teplodar-Yuzhne	Odesa, Bilajivka, Teplodar
Crimea	Crimea	Sevastopol, Bakhchysarai, Saky, Yalta, Simferopol

LIMITATIONS

Lack of Randomized Control Trial

The M&E plan for LINC did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to the project alone. The evaluation explored causal links by collecting data in both treatment and comparison groups, but it cannot authoritatively ascribe impact or a direct causal relationship between observed outcomes and LINC assistance.

Selection Bias

LINC selection methodology used very specific criteria, namely (1) municipalities in selected economic regions would have completed municipal economic strategic plans; (2) economic regions could be formed from several municipalities that had a common sector or common economic plans; and (3) the local government was receptive to the LINC philosophy. Therefore, unassisted LINC sites most likely did not meet LINC's initial selection criteria, so it can be presumed that LINC sites started out with an advantage. The treatment and comparison groups will not necessarily have comparable baselines (and baseline data was not collected in comparison sites), so the comparison group is not a true counterfactual to the treatment groups.

Site Selection Limitation

It is also important to note that the data collected in each of the sites visited does not necessarily allow generalization across all LINC sites. LINC worked in eight economic regions and Crimea,

and the Evaluation Team was only able to visit 11 municipalities in four economic regions: Northwest Luhansk, Central Volyn, and Odesa-Teplodar-Yuzhne, and Crimea. However, the four economic regions did cover the full range of LINC activities.

Limited Number of Respondents

In order to gain a broadly based sample of LINC beneficiaries in each of the 11 sites, the Evaluation Team spoke to private-sector and local government representatives. While the number of people interviewed is large, the number of people per category of respondent is rather small, further limiting the ability to generalize.

V. FINDINGS AND CONCLUSIONS

QUESTION 1

How strong is the perceived link between individual project activities and any significant improvements (if they occurred) in local investment environment and business development in a particular municipality or economic region?

Findings

The section below presents the most significant improvements as identified by respondents and activities that may have contributed to these improvements, as well as the relevance, effectiveness, and efficiency of activities in achieving project objectives. A full list of LINC activities in the visited sites may be found in Annex XII-A. In interviews, respondents were asked to comment on whether LINC activities contributed to any significant improvements in the investment and competitiveness environment and then to rate the strength of LINC's influence. Figure 1 shows the most frequently cited improvements in the investment and competitiveness environment through KIIs. Table 3, using data collected by KSE, shows the perception of dynamics of the investment environment.

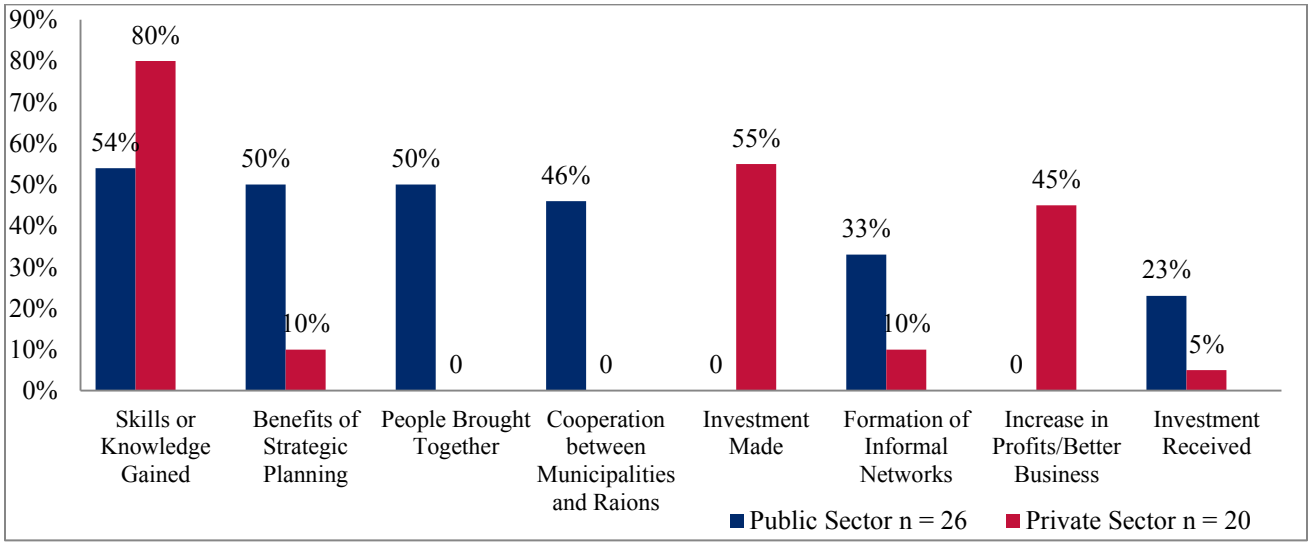

Figure 1: Significant Improvements as Identified by KII Public- and Private-Sector Respondents

Table 3. Perception of Improvement in Investment Climate among Private-Sector Respondents[4]						
	It Improved (%)		No Change (%)		It Declined (%)	
	LINC	Non-LINC	LINC	Non-LINC	LINC	Non-LINC
Customs regulations and practices	5	13	48	47	47	40
Administrative burdens	12	17	40	37	48	47
Training in investment attraction	8	15	62	67	30	18
Training in business practices	28	27	48	55	23	18
Land property rights	10	8	62	63	28	28
Intellectual property rights	10	18	68	70	22	12
Privatization of state property (regulations and practices)	7	10	72	68	22	22
Availability and quality of investment information	30	28	57	62	13	10
Access to finance (loans, credit, etc.)	33	43	42	32	25	20
Availability of investor funding	20	23	58	50	22	27
Corporate legislation	12	15	70	68	18	17
Technology development and innovation	53	40	33	52	13	8
Government providing infrastructure buildings and/or technical assistance	10	7	55	55	35	39
International exposure/trade environment (WTO membership, EURO 2012, preparation to future free trade area with the EU)	18	22	62	55	20	23
Average	**18**	**20**	**56**	**56**	**26**	**24**

Figure 1 also shows that there were notable differences between the public and private sectors in their acknowledgement of LINC activities and how they led to improvements. Figure 1 shows the public- and private-sector response rates to improvements brought about by the LINC project. Figures 2 and 3 show response rates for the public and private sectors, respectively, disaggregated by region. The public sector mentioned two areas (people brought together and cooperation between municipalities and raions) that were never mentioned by the private sector, and the private sector alone noted that LINC led to investments and increased profits (not mentioned by the public sector). This implies one of two things: there were either no or little inflowing investments, or there was little knowledge of inflowing investments. It is also important to remember that investment deals often take some time to materialize, so though there may not have been visible signs of inflowing investment to date, investments may occur in the future. In the private sector, the only improvement cited in all four regions visited was a gain in skills or knowledge. NW Luhansk was the only region in which private-sector respondents cited all of the improvements (besides people brought together and cooperation between municipalities and raions). The greatest percentage (75 percent) of private-sector respondents in Crimea invested more in their own businesses.

[4] Some totals are below 100% due to effects of rounding; also, in some cases participants declined to comment.

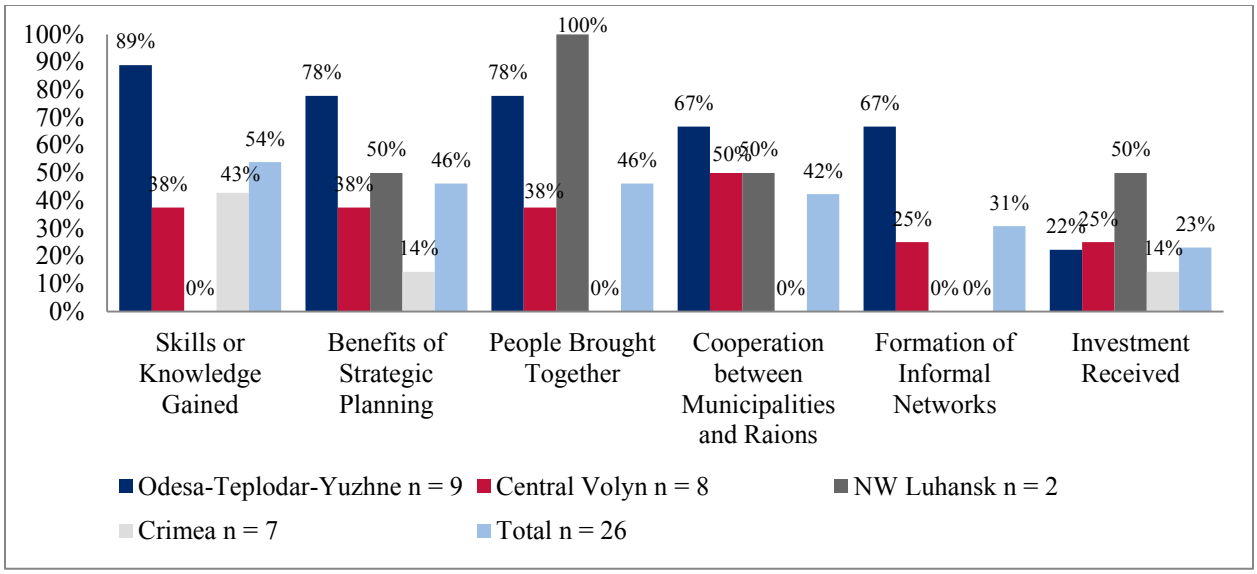

Figure 2: Significant[5] Improvements as Identified by Public-Sector KII Respondents, Disaggregated by Region

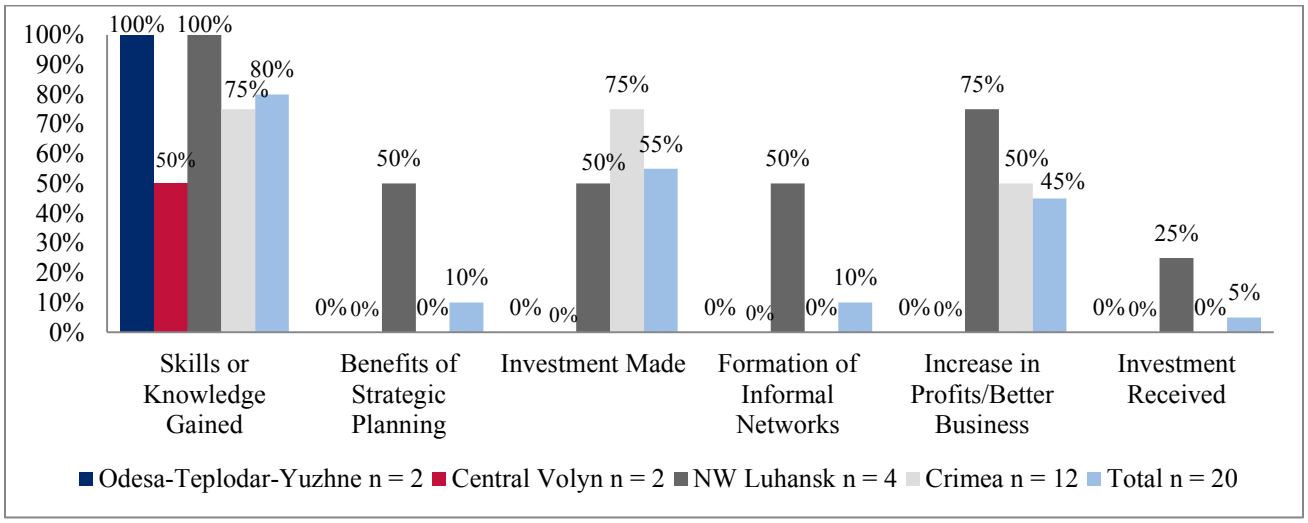

Figure 3: Significant Improvements as Identified by Private-Sector KII Respondents, Disaggregated by Region

More than half of KII respondents in both the public and private sectors noted that LINC contributed to a gain in knowledge or skills: This was especially true in the Odesa-Teplodar-Yuzhne subregion, with 91 percent of respondents (*n* = 11) citing this as a main benefit of LINC. Across all subregions, this benefit consistently ranked among the most frequently mentioned, per Figure 2 above. A private-sector respondent in Saky noted, "LINC allowed me to see Ukraine, to

[5] Significance here is not defined at statistical significance.

see those people engaged in agriculture—even my closest neighbor. I got to know him due to LINC. There are five kilometers between us, but LINC united us. The seminars were very useful up in Simferopol, and the field visits. I know more about seeds, how to protect the plants, how to sell the products; LINC helped us to work with sellers." Furthermore, a participant in LINC's course on presentation to potential investors, business practices, and presentation skills in Severodonetsk noted that the project that he presented to LINC didn't take off, but the project he developed after he participated in LINC and developed his skill was a success. This respondent also noted that LINC helped his business move along in terms of growth and development.

Almost all respondents who participated in LINC trainings reported good organization and high quality of training materials. Of 18 participants who provided a rating, LINC trainings received a 4.9 on a 5-point scale. The majority of respondents also reported that they had gained important skills (65 percent of private-sector respondents and 57 percent of public-sector respondents) and knowledge (82 percent of private-sector respondents). However, private-sector beneficiaries and public-sector officials in charge of attracting investors reported moderate to no measurable changes (in terms of secured investments, implemented projects) resulting from LINC trainings (100 percent of private-sector respondents claimed no tangible results, while 31 percent of relevant public-sector officials claimed an increase in investments). As was evident from interviews, low instances of actual success stories decreased positive perceptions of these training programs and limited further implementation of acquired knowledge and skills (as reported by two respondents). These effects, however, are not universal.

Findings Collected on Implementation of Strategic Plans

Opinions differ widely on the value of the strategic planning, the difference being greatest between government and the private sector (50 percent public sector, 10 percent private sector): In most cases, this refers to the identification of development priorities with follow-up action to improve investment and business development by official approval of a regional strategic plan with budget allocation, which contributes to more focused efforts to promote investment and good governance. Further information on the review of the strategic economic plans can be found in Annex XII-A, Table 7.

All respondents who participated in the strategic planning reported that LINC facilitated the process, made suggestions, and consulted them. All respondents were satisfied with the quality of these consultations and advice. The majority (69 percent or 11 out of 16) of respondents who participated in strategic planning efforts expressed satisfaction with the final product. Additionally, data collected through quantitative surveys reveals satisfaction with the concept of strategic economic plans, in general. Sixty-seven percent of private-sector respondents interviewed in non-assisted municipalities (n = 60) and 74 percent of private-sector respondents interviewed in assisted municipalities (n = 60) stated that strategic planning has been beneficial for the business environment in their region.

The perspective of the private sector is harder to assess given that private-sector respondents did not identify strategic plans often (two in Simferopol talking about other cities in Crimea) as a significant improvement. One noted that the tourism sector in Crimea was developed because of strategic planning. Only three respondents from the private sector commented on a strategic plan during interviews. Survey data reveal that 37 percent of interviewed private-sector representatives (n = 60) in LINC-assisted sites were unaware of any strategic planning taking

place, while 30 percent were familiar with or knew details about the strategic economic plan. The remainder had simply heard something about a strategic plan.

Government officials did note the benefits of the strategic plans, both at a municipal and a regional level. For example, as a member of the Bilajivka City Council reported, "We need to build up infrastructure to attract tourists. The strategic plan included transportation, recreation, being energy-efficient, and attracting investment. LINC had good leaders; they were diplomatic and very qualified people." Representatives of the tourist sector in Crimea, where there was extensive strategic plan development, noted a constructive administrative change: the change in a Regulation of the Cabinet of Ministers to enable hotels with fewer than 30 rooms to more easily register as a hotel. Individuals in the tourism sector credited LINC input with facilitating this substantial improvement in the business-enabling environment in Crimea. In Severodonetsk, a government respondent noted, "People were really interested in it and it brought in investment." Overall, municipal level plans are more widely known among respondents.

According to 50% of public sector respondents, LINC activities brought people together and improved collaboration between the public and private sectors: This refers to activities that unite and organize individuals and organizations around a common investment/business-related objective. In Teplodar, a respondent noted, "LINC helped us collaborate and discuss economic planning among community organizations, business partners, and government". In Severodonetsk, one respondent noted, "There were only projects for the community, not for government. LINC worked with government, the community, and business. Now they have [a] presence on the investment portal. This is a product of the project LINC. The site also has the subregional plan [and] information for investors." However, while this was a finding among public sector respondents, no private sector respondents cited this as a significant improvement resulting from LINC.

According to 46% of public sector respondents, LINC activities promoted cooperation among municipalities and raions: Among 19 local government respondents, 15 (79 percent) cited that one of the main benefits of LINC was that it promoted this regional approach to economic development and allowed them to make connections with their counterparts in other municipalities and raions. Interestingly, in the Odesa-Teplodar-Yuzhne economic subregion, 8 of 9 (89 percent) government respondents cited this as the main benefit of LINC, whereas only 1 of 7 (14 percent) responded this way in Crimea. Table 4 shows a more detailed breakdown by subregion.[6]

[6] Crimea is not included in Table 4 because LINC's approach in Crimea did not include the same method of subregional planning. Further information on this can be found in Annex X.

Table 4: Appreciation for Regional Cooperation by Economic Subregion			
Economic Region	**No. of KII Respondents Who Cited Cooperation between Municipalities**	**Total No. of Respondents**	**Percentage**
Central Volyn	5	8	63%
Odesa-Teplodar-Yuzhne	8	9	89%
Northwest Luhansk	2	2	100%
All Subregions	**15**	**19**	**79%**

People from various localities, municipalities, raions, and sometimes oblasts would work together through LINC activities. The Head of the Zdolbuniv Raion Council spoke to the Evaluation Team about LINC's assistance on strategic planning. He noted, "Based on the subregional strategic plan, strategic plans of territorial communities (townships) were developed. In our raion there are 20 of them. Based on them, we developed the Raion Strategic plan. LINC actively promoted creation of these strategic plans. They not only facilitated the process but also provided technical assistance (advised us). Ideas promoted by LINC widened our worldview and perceptions. LINC provided [us] with information booklets. LINC enabled us to unite our efforts at [the] subregional level and create [a] joint document. Otherwise the process would [have been] separate. The joint process is better for everyone—and for innovations and investments to be brought here too. The result became much better. LINC visited us around five times. They also visited some townships."

LINC reported an advantage of moving to regional planning as "an increase in scale allowing municipalities and raions to draw on aggregated resources and assets in order to realize the benefits of development projects, which cannot be maximized individually."[7] However, the length of time and added difficulty of working with more administrative units was cited by the former Chief of Party (COP) as a reason not to work on multi-oblast strategic planning. Two respondents in Severodonetsk noted a contrasting view, indicating that cross-oblast work provided an advantage.

Findings Collected on Investment Promotion

Business owners invested more in developing their businesses after interacting with LINC (55 percent private sector): Due to trainings received in Crimea, 22 homeowners made the investment of about $18,000 to improve the electrical power lines to their home to enable functioning as a small hotel. In assessed municipalities and regions, 37 percent of business owners interviewed made investments in one form or another.

It is also interesting to note that only 15 percent of respondents cited that the region received investment as a result of LINC. LINC conducted foreign direct investment (FDI) training in various formats: the fundamental course, the intensive course, and various workshops and conferences, and reported 130 individuals trained. Contact with six participants on the list

[7] U.S. Agency for International Development.Local Investment and National Competitiveness Quarterly Report, July-September 2011.By Chemonics International.2011, p. 31.

verified their participation in the program. Major activities included support of the national investment agency, support of the national investment depot and the State Agency for Investment and National Projects, and InvestUkraine. Other activities in the 11 sites visited include support to industrial park design in Bakhchysarai, Odesa, and Saky. The 32-hectare design of the industrial park in Bakhchysarai has been provided land by the local raion, and is currently advertised on Bakhchysarai's website for investment.

Four of four interviewed OSS administrators reported enhancements to their institutions as a result of cooperation with LINC, but survey data shows mixed results. The Head of Lutsk OSS also reported wide dissemination of OSS practices to small towns and raions of Volyn oblast as a result of a LINC-organized seminar, but noted the reversal of the process in Lutsk. In Crimea, LINC established an OSS for government services in 25 locations. In Saky, the Evaluation Team found two OSSs—one for the municipality and one for the raion—both established in 2013. The municipal OSS provided permits and access to a number of government economic and social services. The substantial, new Saky raion OSS reported that it was open 12 hours a day. In Bakhchysarai, the OSS was operating and reported the provision of all permits except those provided in Simferopol. Quantitative survey data shows more mixed results among private-sector respondents. Forty-two percent of respondents (n = 43) rated their experience with a permit-issuing OSS as "good" or "excellent," and 46 percent of respondents had a neutral experience (see Table 5). Of 35 respondents in comparison cities, however, 90 percent rated their experience as "good" or "excellent."

Table 5: OSS Ratings in LINC-Assisted Sites

	City						
Answer	**Bakhchysarai**	**Lutsk**	**Odesa**	**Saky**	**Severodonetsk**	**Teplodar**	**Total**
Bad	0%	60%	0%	0%	0%	0%	**12%**
Neutral	29%	40%	100%	100%	50%	40%	**46%**
Good	57%	0%	0%	0%	50%	60%	**38%**
Excellent	14%	0%	0%	0%	0%	0%	**4%**

When asked directly to rate the extent to which significant improvements could be attributable to LINC activities, respondents replied that LINC had a significant effect on, but was not solely responsible for, the recognized improvements. However, 9 of 26 (35 percent) public-sector and 4 of 20 (20 percent) private-sector respondents attributed improvements to LINC activities. Of the four private-sector respondents, the level of attribution was rated at an average 3.25 on a 5-point scale (with 5 being 100 percent attributable to LINC). Public-sector respondents rated the level of attribution at an average of 3.5.

Findings Collected on Relevance, Effectiveness, and Efficiency

As for relevance[8] of activities, more than half of KII respondents in both the public and private sectors noted that LINC contributed to a gain in knowledge or skills, particularly the availability and quality of investment information. Though the individual-level results from this gain in knowledge and skills is significant, the Evaluation Team does not consider this

[8] Relevance may be defined as the ability of a particular project task/intervention being pertinent to project objectives.

benefit of LINC as a "significant improvement in the local investment environment and business development," though it could very well lead to significant improvements within individual businesses and, it is hoped, to reforms at the local government level. A gain in knowledge and skills alone, though, is not a concrete improvement for the investment and competitiveness environment. As for strategic planning, opinions also differ widely on its relevance to program objectives, with 50 percent public sector and 10 percent private sector benefiting from it.

Regarding effectiveness[9] of activities, no significant difference in opinions exists between LINC-assisted and comparison-group private-sector respondents on whether different aspects of the investment climate had improved, declined, or remained the same. According to Table 3, the only possible exception may be in technology development and innovation, where 53 percent of respondents in LINC-assisted sites stated that there had been an improvement, as compared to 40 percent of respondents in comparison sites. Quantitative data collected from KIIs affirm this finding, as all five private-sector respondents who commented on technology development and innovation noted an improvement. Overall, 18 percent of LINC-assisted private-sector respondents said that the investment climate improved, 56 percent indicated no change, and 26 percent said that the investment climate declined.

Opinion regarding efficiency[10] of activities is varied among regions. Fifty percent of government respondents (12 of 24) reported that the strategic planning process resulted in a good strategy. If one asks only those government officials involved in the process, then the response indicates a much stronger appreciation, with 12 of 16 (75 percent) noting the result of a good strategy. A government respondent in Severodonetsk noted that "LINC was a very positive experience and it made the economy much more open." The LINC strategic plan tracker noted that not all strategic plans received a public hearing, indicating that the private sector was not involved in regional strategic economic planning. In Odessa, though, the strategic plan did not make it to the implementation stage, and one respondent noted that high level administrators did not show a lot of interest in LINC.

Conclusions on Implementation of Strategic Plans

- **Though respondents considered LINC to have led to significant improvements, the type, extent, and perceived long-term effect of the improvement varied by respondent group.**
- **Public and private sector respondents agreed that the gain in knowledge and/or skills was a benefit of LINC, though the relevance of knowledge and/or skill acquisition alone is not a concrete improvement for the investment and competitiveness environment.**

Conclusions on Investment Promotion

- **Specifically for regional planning, public-sector respondents saw an advantage to cooperation between municipalities and raions, and some private-sector respondents saw this inter-municipality cooperation as beneficial for their business.**

[9] Effectiveness may be defined as a measure of the ability of a particular project task/intervention to produce a planned effect or result that can be qualitatively measured.
[10] Efficiency may be defined as a measure of project team skillfulness in avoiding wasted time and effort when implementing particular project tasks/interventions.

- **Formation of networks (public/private, municipal/regional) was an improvement for business development.** The private sector appreciated the improved, or even brand-new, connections they could have with government representatives, educational institutions, and civil society, and saw these connections as helpful for their businesses.
- Despite the fact that an increase in domestic and foreign investment was a key result area for LINC, increased investment was not a prominent improvement cited by respondents. **However, private sector respondents in Crimea invested more in their own business development and cited increased profits as a result of the knowledge and skills gained from participation in LINC activities.**
- **When asked directly to rate the extent to which significant improvements could be attributable to LINC activities, respondents considered LINC to have had a significant but not majority effect on the recognized improvements.**

QUESTION 2

What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered in those practices and behaviors?

Findings

Adopted practices and behaviors

In visited economic regions, respondents reported changed attitudes, beliefs, and worldview. Some respondents who were actively involved in the LINC-assisted strategic planning process reported changes in their attitudes and beliefs, including changes in attitudes towards donor-assisted programs (four respondents in Crimea, one respondent in Teplodar, one respondent in Lutsk) and opportunities to successfully collaborate across regions and towns (67 percent of all respondents who participated in the strategic planning process). Furthermore, some respondents even believe that their worldview[11] was changed due to their involvement with the LINC project (22 percent of public-sector respondents). Respondents in Zdolbuniv and Teplodar (two officials from raion administration and municipalities) reported an increase in optimism in their work and outlook, even in the perceptions of their communities.

These changes in attitudes and beliefs, though, did not necessarily translate into adoption of practices and behaviors, often due to administrative and bureaucratic burdens in select municipalities. Some respondents continue to look for investors armed with new skills and renewed optimism. One example of a positive institutional footprint is the case of Teplodar in Odesa-Teplodar-Yuzhne subregion, the mayor of which, despite no signed investment deals to date, continues to look for new opportunities with newly acquired rigor and optimism. He is currently engaged in negotiations with Czech, Turkish, and Chinese companies to invest in multiple planned industrial parks in his municipality.

[11] For the purposes of this report, worldview may be defined as the set of beliefs, ideology, and perceptions of the surrounding world in terms of social, economic, and political interactions, and the place of a person in it.

Informal networking between the public and private sectors is continuing without foreign assistance. According to three respondents in Odesa and Lutsk, 10–15 senior- and mid-level government officials actively participated in all stages of the strategic planning process. Some of these individuals (2 of 16) changed their positions and moved to the non-governmental organization (NGO) sector and to the private sector (one individual). Thirty-five percent of public-sector respondents reported that these individuals continue to communicate with each other and with former LINC associates, exchanging ideas, requesting assistance, and providing such assistance. Respondents noted that these connections can be considered as informal networks of like-minded people, "people who speak the same language," as was noted by one respondent in Odesa. Overall, 44 percent of respondents who participated in strategic planning efforts reported that such informal networks still exist. However, some respondents (two individuals) noted that these connections are decreasing over time. Outside the field of strategic planning, such informal networks were also created due to LINC involvement. One such network, a tourism network that originated in Volyn, was actually formalized after LINC ended, with the active participation of a former LINC associate. The network turned into an NGO that plans to create an Eastern European cross-border tourist trail called "The Way of Gediminovichi." Additional examples of informal networks (and some that are now closer to formal) include relationships between educational institutions and businesses in Severodonetsk, and the formation of a "Business Club" in Severodonetsk, of which several of the private-sector respondents were members.

Permit-issuing OSSs also continue to operate without foreign assistance. LINC worked with OSS's in assisted economic regions to improve their efficiency and expand their services. The Lutsk OSS administrator, however, reported that the end of LINC activities decreased opportunities for meetings with officials from other OSSs to exchange ideas and enhance OSS procedures. Knowledge received on public-private partnership (PPP) training continues to influence decisions, as reported by heads of tourism departments in Lutsk and Odesa.

A number of examples in Crimea point to continuation without additional foreign assistance. Valentyna Marnopolska, head of the Association of Small Hotels of Crimea, highlighted "the sustainability of the project's results that are reflected in the unstoppable development of her association without further support."[12] The Association of Small Hotels was established with LINC support in 2010 and membership has grown from 40 to 80. The Crimean Ethnographic Association continues to promote Crimean Tatar tourism in the absence of LINC, and the Crimean Ethnographic Museum continues to maintain the Internet site designed with the assistance of LINC (a condition of the assistance).[13]

Integration into local governance

The Evaluation Team saw evidence that local governments continue to use strategic plans without foreign assistance. In total, LINC reported that it facilitated the creation of 25 municipal and raion-level economic development strategies.[14] The Evaluation Team confirmed the creation and adoption of four subregional strategic plans (out of four planned in visited sites)

[12] LINC Quarterly Report, October–December 2012, p. 39.
[13] A "handover" meeting from LINC to the new EU tourism project in Crimea gave the impression of sustainability, but two respondents noted that the EU project works predominately with the government and not the private sector; thus LINC activities that were predominately with the private sector do not receive continuing support.
[14] Ukraine LINC Final Report, January 31, 2013, p.3

and the adoption of four municipal and raion plans. This is consistent with LINC's reporting for the visited sites. Three subregional plans are being used in local governance practices. Furthermore, in two cases these plans are being (or are planned to be) reviewed and updated. The Volyn subregion developed strategic plans at the village level based on approaches and methods used in the LINC-supported Central Volyn subregional economic strategic plan. Teplodar municipal authorities use the strategic plan to attract investments for industrial parks. As already mentioned, the quantitative survey results reveal that the private sector (n = 60) views strategic economic plans as beneficial to the economic growth of the region but less so to their business in particular (74 percent and 45 percent, respectively).

Local governments are seeking new public-private partnerships or continuing partnerships formed with LINC assistance. LINC planned to facilitate PPPs in selected localities. Interviews with beneficiaries and individuals at Donbasskaya Toplivno-Energeticheskaya Kompania (DTEK) show that PPPs were indeed undertaken in Lutsk and Odesa, as well as in two sites not selected by the Evaluation Team for site visits. The Lutsk Tourism Information Bureau Manager noted that the city is attempting to involve the private sector in its activities. For the past two years, the private sector has led the opening of the tourism season in Lutsk. Another respondent in the Central Volyn subregion reported attempts to create two PPPs under the guidance of LINC, though neither attempt succeeded. The reported reason for this was unwillingness of public-sector institutions to provide real estate property to be used in PPP projects. This negative experience, however, does not mean that acquired knowledge and skills as a result of LINC work would not lead to successful PPP projects in the future. Some plans for PPPs are currently being developed mostly in the area of tourism (Lutsk and Odesa municipalities) and chances for their implementation, in the opinion of the Evaluation Team, are significant.

Thirty-five percent (9 of 26) of respondents in the public sector believe that one of the most significant lost opportunities during the course of LINC implementation was related to the issue of building local institutional capacity. Though there were initial plans for Regional Offices of Economic Development (ROEDs) to be created from existing NGOs to implement strategic plans, the Evaluation Team was unable to locate traces of ROEDs in any of the regions visited. According to respondents, LINC was implemented through working groups formed by local governments in which mostly representatives of local governments participated. One respondent in Odesa explicitly stated that it was only two-way cooperation between local governments and LINC and did not include dialogue with the private sector or civil society organizations. Respondents in other visited regions, however, stated that strategic plans were discussed with the NGO community and population at large before they were adopted. Respondents in all categories viewed the lack of institutional memory left behind after LINC ended (the absence of ROEDs and little use of Ukrainian organizations for implementation activities) as a shortcoming. Furthermore, 30 percent of respondents recommended that future projects should be implemented by Ukrainian organizations and employ more local experts to aid in building in-country capacity for economic development.

Gender issues

Data gathered by the Evaluation Team confirm that significant gender inequalities exist in Ukraine, especially in terms of opportunities for women to attain high-level government offices or make careers in large, privately owned companies. Official data states that 92

percent of Parliament and 100 percent of Ukrainian ministers are male as of 2012.[15] Three respondents (Zdolduniv, Teplodar, Biliajivka) suggested that while around 80–95 percent of employees in lower-paying mid- and lower-level government jobs in smaller towns and raions are women, almost all heads of raion administrations, mayors, and municipal secretaries are male. The situation is somewhat different in large urban centers: Though mayors are still overwhelmingly male, some of their deputies, as well as heads of departments in regional administrations, are female (reported by one respondent in Odesa). If simply asked about inequality and discrimination, 9 of 15 respondents[16] (60 percent) do not immediately acknowledge any gender inequalities in Ukraine. Quantitative data shows that 85 percent of respondents do not believe that men and women are treated differently within the legal, regulatory, and business environments in their region in LINC-assisted sites (the figure is 88 percent in non-assisted sites). KII respondents are more forthcoming if prompted with specific examples.

One of the most consistent findings was that respondents in the private and public sectors were unaware of any steps that LINC took to address gender (11 out of 12 respondents in KIIs). This was also true among most LINC associates interviewed by the Evaluation Team. Some respondents, however, provided ideas on how a project like LINC could address this issue. The ideas varied from conducting special seminars and trainings only for women to making study tours abroad for women and hiring more women consultants. One LINC associate stated, "More than 50 percent of the trainees are women. I can't say we designed for gender equality, but the numbers were right for us. We talked about it in the reports, and worked with one women's cooperative that grew herbs. If it [had been] a men's cooperative, we would have worked with them."[17] Key informants from LINC and USAID also informed the evaluation team that prior to project implementation, USAID conducted a gender analysis for LINC at the project design stage and included language in the LINC Statement of Work (SOW) regarding the need to address gender, including the standard requirement to disaggregate reporting data by sex when appropriate. With the introduction of the USAID Gender Equality and Female Empowerment policy in March 2012 (nine months before the project ended), Chemonics held an orientation for LINC staff on the new gender policy and implications it would have for implementation.

Also, the language in LINC's contract did not include specific mandatory steps to be taken to address the gender gap in Ukraine,[18] and called for sex-disaggregated data. When asked to comment on the gender-related activities undertaken by LINC, LINC associates spoke primarily of working with women, rather than a focus on closing the gap between men and women in different domains of activity. From KIIs, it seems that LINC did make a conscious effort to invite both men and women to training events, workshops, and seminars, and did work toward equality in participation; however, project activities and indicators reveal that little was done to acknowledge or address the gender gap in Ukraine. For examples of the ways in which the project addressed gender, as well as further information on gender relations, constraints, and opportunities in Ukraine, see Annex XIII.

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[15] Global Gender Gap Report 2012, p. 344

[16] Only 15 respondents answered this question through KIIs.

[17] LINC data presented in the quarterly reports were not disaggregated by sex, so it was not possible for the Evaluation Team to verify the figure presented by the respondent.

[18] LINC Quarterly Report, October–December 2012, p. 39

Conclusions

- **LINC activities increased the use of informal communication networks and uptake of strategic planning.** Though many strategic plans have been finalized and approved, implementation of the strategic plans without foreign assistance is more common in smaller cities than in larger urban areas.
- **Participants in LINC trainings and individuals otherwise affiliated with LINC are continuing the practices and behaviors they learned from LINC, but not necessarily in the same capacity as they move on to other positions.** Though many of the informal networks created through LINC still exist without foreign assistance, respondents stated that a major challenge they have in making reforms or tangible changes at a regional or municipal level is the absence of a "critical mass" of like-minded individuals.
- **Sustainability of LINC activities and continuation of these practices without foreign assistance is threatened by staff turnover and lack of institutional memory.**
- **Discussions with former LINC partners and beneficiaries indicate the existence of a significant gender gap that largely was not addressed by LINC.**

QUESTION 3

How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private-sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?

Findings

LINC identified and worked in synergy with other donors to advance reforms. Because several projects shared the goal of decentralized economic security, LINC researched the landscape of donor engagement throughout Ukraine from the very beginning.[19] The Evaluation Team had an opportunity to meet with LINC's donor counterparts working at a national level and learned more about the ways they collaborated with LINC. For instance, LINC met with the EU Delegation, along with other donors working on economic growth at the national level, to discuss ways to move forward, potential points of collaboration, and ways to avoid duplication of effort. As the EU Delegation was working on a roadmap for public procurement, LINC was working with the government on a national procurement strategy. The two organizations worked together to ensure that the final products would be complementary methods of achieving a common objective. Additionally, UNDP's project in Crimea, Crimea Integration and Development Program, collaborated with Bakhchysarai Strategic Plan development.[20]

Though LINC closed in December 2012, ongoing projects (especially from other donors) took up the practices that LINC promoted. The Municipal Local Economic Development (MLED) Project, funded by the Canadian Government, borrowed from LINC's methodology to work in areas where LINC did not provide assistance.[21] LINC and MLED worked together in order to avoid duplication of efforts and to draw lessons learned for replication. Toward the end

[19] LINC Annual Work Plan Y1, 5
[20] Interview with EU Delegation staff
[21] LINC Final Report, 5; Interviews with former LINC staff and MLED staff

of the LINC project and after it had closed, other donor-funded projects built upon the LINC methodology and incorporated elements of the LINC project design into their projects. For example, the EU Delegation is using elements of LINC's approach in its tourism and investment attraction work in Crimea.[22] Two aspects of agricultural development in Crimea, the logistics center support and durum wheat trials, continue to be supported through USAID's AgroInvest project, also implemented by Chemonics.

At the regional level, the extent of LINC's collaboration is more mixed. The donor landscape in the regions was fairly consistent—regional interview respondents most frequently cited economic growth assistance from the Canadian government, the EU Delegation, and Gesellschaft für Internationale Zusammenarbeit (GIZ). At least 52 percent[23] of project beneficiaries interviewed were not familiar with specific examples of collaboration that LINC had with other projects. There was greater familiarity among regional government respondents, however. Both regional government respondents in Severodonetsk confirmed that LINC had worked with a regional development program funded by the EU Delegation. In Odesa oblast (including Odesa, Teplodar, and Bilaijivka) and in Lutsk, there was no evidence or familiarity with LINC's collaboration with other donor programs. In Crimea, 3 of 19 (16 percent) beneficiaries mentioned the collaboration between UNDP and LINC on strategic economic plans.

Municipalities valued opportunities to leverage resources with LINC at varying levels. Qualitative observations by the Evaluation Team showed that there were varying levels of engagement among the various subregions by the government and private sector. Table 7 summarizes observations based on interviews with both groups of respondents.

Table 7: Level of Engagement by Economic Subregion

Region	Government	Private Sector
NW Luhansk	Strong	Strong
OTY	Fair	Low
Central Volyn	Fair	Low
Crimea	Low	Strong

In Northwest Luhansk, the Evaluation Team observed greater enthusiasm for LINC activities, and the public sector was engaged not only with LINC, but also with the private sector. In Severodonetsk, there was a culture of public-private dialogue, such that the public sector was familiar with LINC's success stories in the private sector and was helpful in identifying respondents for the team to talk to. Furthermore, 3 of 4 (75 percent) private-sector respondents stated that LINC's assistance helped them gain useful knowledge and increase their profits. Because of the enthusiasm demonstrated by both the public and private sectors in Severodonetsk, LINC assisted more with implementation of the strategic plan.[24] The government of Severodonetsk, likewise, committed more of its resources to strategic plan implementation.

[22] LINC Final Report, 6; Interviews with former LINC staff, EU Delegation, and GIZ
[23] 13 of 25 respondents from the public and private sectors answered that they were not aware of any collaboration.
[24] Interview with LINC strategic plan implementation associate

In Crimea, there was little observable appreciation for LINC activities by the public sector, with only 3 of 7 (43 percent) respondents stating that they had gained useful skills (this was the most frequently cited benefit in Crimea). The private sector, however, showed much higher responses on the benefits of LINC. The most frequently cited benefits of LINC in Crimea were useful knowledge and new skills gained, with 9 out of 12 (75 percent) respondents. Respondents in Crimea (75 percent) and in Severodonetsk (50 percent) also stated that LINC's assistance resulted in further investment in their business. LINC's collaborations in Crimea with six private-sector organizations on an ongoing basis, its collaboration with eight festival organizers, and its role as a broker for the sale of agriculture products demonstrates its heavy involvement with the private sector.

In both of these areas, the Evaluation Team saw more concrete results (like further investment) and greater activity from LINC, as well as higher qualitative and quantitative "value" attributed. Because of the comparable levels of engagement by the public and private sectors in Severodonetsk, the Evaluation Team observed that this municipality placed the greatest value on LINC activities.

In Odesa, LINC programming did not go beyond strategic plan preparation and some capacity building. Upon further inquiry during KIIs, the most frequently cited reason was lack of government buy-in at higher levels (56 percent). Surprisingly, the majority of respondents in the Odesa-Teplodar-Yuzhne subregion responded very favorably to the LINC approach. As the Evaluation Team spoke with higher-level officials, though, skepticism for LINC increased. One respondent working at the Odesa oblast administration level stated that LINC, like most other economic growth programs, did not have any concrete results, and he had expected as much when it began. However, 5 out of 7 (71 percent) respondents in Odesa that participated in strategic planning noted that LINC's contribution to strategic planning was a valuable learning opportunity for them.[25]

LINC developed partnerships with the private sector to leverage resources for project implementation.[26] One of the most prominent examples is the partnership with DTEK, through which LINC adopted a cost-sharing arrangement for CSR (corporate social responsibility) programming. DTEK worked alongside LINC to develop industrial park concept papers in various economic regions. LINC provided technical assistance and expertise, and DTEK had strong connections with municipalities and provided some funding to the projects.

Regional partnerships with private-sector organizations were more varied. In Severodonetsk, LINC developed a formal partnership with the Severodonetsk Agency for Community Development (SARK) to conduct workshops, seminars, and conferences that connected the business community with the science and technology community. In Odesa-Teplodar-Yuzhne and Central Volyn, though, none of the 15 respondents[27] in both the public and private sectors were aware of any collaboration that existed with the private sector.

[25] This response was also cited in the Central Volyn subregion. In total, 5 of 17 public-sector respondents (29 percent) spoke of the valuable learning opportunities from LINC's strategic planning process.
[26] Unfortunately, the Evaluation Team is unable to provide an estimate for resources leveraged in Severodonetsk because it was unable to gain access to project financial data. The evaluation took place 10–11 months after LINC closed.
[27] Only 15 of 21 respondents answered the question.

Beyond formal partnerships with institutions and organizations, LINC also invited experts from local universities and the private sector to participate as speakers and facilitators in a variety of seminars, trainings, and workshops. In Crimea, LINC invited university professors to participate in the local storage workshop. In addition, one respondent in Severodonetsk mentioned a conference organized by LINC that gave graduate students exposure to businesses. This served the dual function of giving employers access to potential employees and innovative ideas, and giving students (potential employees) a way to connect with contacts in the private sector.

Conclusions

- **LINC appropriately surveyed the donor landscape to both identify potential points of synergy and to avoid duplication of effort.** LINC had sufficient collaboration with other donors to spark interest, and eventual uptake, in the LINC methodology, and elements of LINC's approach can be found in ongoing projects from other donors.
- **Partnerships with local governments and private-sector representatives (both at a national and regional level) presented opportunities to leverage resources and build local capacity for implementation of strategic economic plans.** The Evaluation Team saw continuation of this approach in ongoing projects from other donors.
- **Municipalities with greater levels of staff engagement tended to attribute greater value to LINC's collaboration.** The greatest level of engagement, and hence the greatest value placed on LINC's efforts for collaboration with the public and the private sectors, was found in Severodonetsk. However, most key informants were unaware of LINC collaboration with other donors at a local level.

QUESTION 4

How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?

Findings

The LINC PMP identifies eight project indicators and 43 activity indicators to report results of project performance. The Evaluation Team examined three project indicators and eight activity indicators for categories of activities within the scope of the evaluation. The Evaluation Team selected the indicators for spot-checking based on the following factors: available information from LINC project staff, considering that the project closed 10–11 months prior to the beginning of the evaluation; level of perceived interest in accordance with the evaluation SOW; and time and budgetary constraints. The selected indicators are found in Annex IX-B. The findings presented below are key highlights from this examination, and a full description of findings may be found in Annex IX-B.

Results for Project Indicator #1—Dollar value of increase in inflowing investment: The data reported for the cumulative Year 4 target and Year 4 actual are reported to be $3.9 billion and $4.1 billion of inflowing investment, respectively.[28] The methodology described by the PMP is the following: "MOEDs and ROEDs as well as graduates of the FDI training program are contacted semiannually to report on investment inflows (new assets to local or regional

[28] LINC Quarterly Report, October–December 2012, p. 50.

businesses) based on signed deals."[29] According to the investment tracker kept by LINC, there were three investment deals in all 11 sites visited, all of which were located in the Bakhchysarai raion: Bakhchysarai Wind Power Electric Station, $435 million; grape-growing and wine production, $37.5 million; and a passenger cableway building, $300 million. According to LINC, its input in these three indicated projects comprised the following activities: "Development of the strategic plan for the city, initial city promotion, presentations, briefing officials, follow-up on requests, negotiations, and FDI courses."

The Evaluation Team cross-checked these investment deals with both the Investment Portal of Crimea[30] and KIIs with officials from the Bakhchysarai raion administration. Table 9 summarizes the results of this spot check.

The results of the spot check show that the investments reported by LINC are at various stages and may have undergone changes since the latest reporting period. The Evaluation Team also identified investments that were not captured in LINC's investment tracker. Specialists trained by LINC prepared the investment proposal for the Bakhchysarai regional industrial park, but this was not reported in LINC's investment tracker. Also, a foreign investor in the Central Volyn economic subregion stated that the only motive for his investment in the expansion of his business was LINC's presence in the region.

Table 9: Investments in 11 Sites Visited

Investment	LINC Investment Tracker – USD	LINC Investment Tracker – Jobs	Spot-Check Results
Bakhchysarai Wind Power Electric Station	$435 million	250	Bakhchysarai wind farm investment by Greus Ltd. is currently at the implementation stage.[31] The project was included in the strategic plan for Bakhchysarai. The LINC investment tracker indicates that LINC-trained specialists included the project in initial town promotion, made presentations, briefed officials, provided follow-up on request, and participated in negotiations.
Grape-growing and wine production	$37.5 million	230	Did not occur, was replaced by two projects with no relation to LINC: "Reconstruction and modernization of wine factory" invested by Chernomorets PJSC and "Construction of wine factory" invested by the domestic company Invest Plus Ltd.
Cableway building	$300 million	Not reported	Still at the investment proposal stage
Bakhchysarai region industrial park	Not reported	Not reported	$59 million investment prepared by LINC-trained specialists

Results for Project Indicator #2—Number of business sector jobs created as a result of inflowing investment and value chains strengthened by LINC in target cities and regions: The jobs reported by LINC for three signed contracts for Bakhchysarai total 480 jobs. As noted above, only one of the three reported projects, the wind farm, is in the implementation stage, so the actual number of jobs created is likely much lower. Reporting on new job creation is subject to some contextual limitations. Although the OSSs have helped with the legalization of business operations, a respondent noted that businesses may still prefer to remain in the gray zone, thus distorting the picture of business enhancement and job creation. Also, an investment cycle may

[29] LINC PMP. June 24, 2010.
[30] Official governmental web site http://www.invest-crimea.gov.ua
[31] Crimea Investment Portal

take years to complete, so actual job creation may not come to full fruition until several years after the investment was entered into the investment tracker.

The Evaluation Team did not observe that all value chain–strengthening activities in assessed municipalities and regions resulted in job creation. For example, activities aimed at extending the tourism season in Crimea did not lead to job creation, as the same service staff are employed for longer periods of time. By purchasing new agriculture equipment, a farmers' cooperative in Saky ensures better time efficiency, and thus it is able to diversify operations with the same number of employees. The Evaluation Team also observed that value-strengthening activities in the agriculture sector tend to employ seasonal workers rather than full-time employees, which is the case for the farmer in Bakhchysarai.

Results for Activity Indicators: The Evaluation Team examined eight activity indicators. The reasons for inaccuracies, or perceived inaccuracies, vary. A snapshot of findings is presented in below, and results for all reviewed indicators may be found in Annex IX-B.

Indicator	Data LINC Reported	Evaluation Findings
1b.1 Number of municipalities that develop strategic plans adopted by municipal ordinance	The strategic plan tracker noted 3 municipalities (in the sites visited) that adopted municipal strategic plans: Bakhchysarai, Saky, and Teplodar.	The Evaluation Team spot-checked results in visited municipalities and confirmed the accuracy of LINC's reporting.
1c.1 Number of adjustments to regulatory system to eliminate barriers to business operations and investment in partner municipalities and economic regions implemented with project assistance	The Evaluation Team found no tracker by locality.	With LINC's consultation a legal designation of a "small hotel" has been amended in the Regulation of the Cabinet of Ministers of Ukraine (an increase from 10 to 30 beds). It substantially improved small hotels' standing in terms of taxation.
1d.2 Number of staff at national and local investment agencies trained on FDI as a result of project assistance	The list of FDI specialists trained is reported by localities.	Number of investment specialists was spot-checked. Six of six checked, received the training.
3a.1 Number of local governments that improve operations of OSSs for business services	LINC reported the improvement of operations of five OSSs in the sites visited.	The Evaluation Team spot-checked the existence of five OSS and deemed the reporting accurate.

LINC extensively used various training programs and reported the aggregate number of people trained as 12,161.[32] At various locations, the Evaluation Team tried to verify the number of people trained, but 10 months after project completion, few respondents had data on participant training.

Conclusions

- **Accuracy of spot-checked PMP indicators varied, but inaccuracies or perceived inaccuracies are most likely due to the methodologies used.**
- **In collecting data across Ukraine, LINC's chosen methodology could be the source of some discrepancy in reporting accuracy.** The Evaluation Team believes that the investment flows reported nationally could be reflective of signed

[32] LINC Quarterly Report Quarter #3 Year #4, p. 54

agreements. Furthermore, Ukrainian national inflows are less than the amount reported by the LINC investment tracker. At first glance, this would cast doubt on the credibility of the amount of inflowing investment reported by LINC; however, it is important to note that it may take years for signed investments to actually materialize, so national statistics are often subject to a significant time lag. This time lag would also be true of jobs created. LINC, therefore, had to depend on knowledge they could gain from their networks in the field, so some investments may not have been captured at a national level.

QUESTION 5

How successful was the LINC project exit strategy?

Findings

LINC did not have an explicitly stated exit strategy. The Evaluation Team was unable to find an explicitly stated LINC exit strategy either in project documents or in annual work plans or quarterly reports. The LINC COP, when asked about an exit strategy, stated, "There was nothing that said 'exit strategy.' I don't believe it was part of our task order; of course they [USAID] talked to us about sustainability." He continued to state that LINC "did not set up 'footprint' institutions; we did not set up an NGO or a think tank." The LINC SOW makes brief mention of an exit strategy, stating that "all project activities should include an up-front exit strategy that clarifies how the investment will end, leaving behind sustainable impacts."[33] LINC associates referred to capacity building of Regional Development Agencies as an integral component of their sustainability strategy;[34] however, the Evaluation Team is unable to determine whether this was a component of an explicit exit strategy, since LINC did not produce an explicit exit strategy or sustainability document. LINC collaborators and beneficiaries were unaware of any exit strategy plans.

Respondents called into question the sustainability and transferability of knowledge and skills gained through LINC. A respondent in Odesa reported that the benefits he obtained through LINC are decreasing with time. A respondent in Simferopol noted that the training provided to officials may not be sustainable given the turnover in staff and the lack of interaction with experts.[35] This concern was also expressed during interviews with InvestUkraine. According to these respondents, about 20 percent of the InvestUkraine employees trained by LINC are still working there, and there is a need for continued training and technical assistance because there are always new employees.

Individuals in other locations are leaving the public sector (e.g., three key officials who were main champions of LINC cooperation in Lutsk and Odesa and used to work at the level of deputy mayor and heads of department in regional administrations). These individuals, while holding government offices, influence post-LINC decisions, implement strategic plans, design PPP projects, and do other activities that make LINC programs sustainable. However, as they leave government jobs, LINC-promoted approaches and knowledge leaves with them. Eight

[33] LINC SOW, page 5
[34] Email received from former LINC associates, November 19, 2013
[35] The specific example was the report by government officials using official unemployment data, believed to be underrepresenting the situation, while a more experienced investment-trained individual would use more credible unemployment data, reflecting greater access to labor resources in the area.

respondents reported that there is a need for more institutional memory on LINC approaches and knowledge. A former LINC associate in Kyiv said that materials produced by LINC will become inaccessible when LINC's Internet site is unfunded. The Evaluation Team received mixed messages regarding the continuation of the LINC website and the Investment Portal it created, so the future of these resources is uncertain.

As has already been mentioned, the Evaluation Team saw little evidence of an "institutional footprint" for the continuation of LINC objectives. Seven respondents in the public sector (27 percent) said that they would like to see the continuation of LINC activities implemented by a Ukrainian organization. Respondents believe that local capacity for this exists, especially in larger cities such as regional centers. The absence of "footprint" institutions left a void after LINC ceased its operations. Respondents also expressed concerns that all materials developed by LINC will become inaccessible to users after funding for the LINC website stops (the website is, in fact, no longer operational as of December 31, 2013).

Conclusions

- **The project implementation documents did not include an explicitly stated exit strategy as part of the project implementation strategy;** thus, no 'footprint' institutions were set up to focus on imparting sustainable impacts. This absence of an exit strategy, coupled with respondents' mention of high staff turnover and the need to promote institutional knowledge of skills gained through LINC, indicates that the longevity of LINC's services remains uncertain.
- **LINC did not create institutional memory outside local governments.**

VI. RECOMMENDATIONS

The Evaluation Team identified a number of recommendations in response to the findings and conclusions, which are noted in the report. For a detailed explanation of recommendations, including estimated implementation costs and proposed responsibility, please see Annexes XIV and XV.

RECOMMENDATIONS FOR EVALUATION QUESTION 1

1. USAID should consider using quantitative impact evaluation and randomized control trials to determine attribution for significant improvements in the investment environment and business development to project activities. Such a study should make appropriate use of measurable benchmarks and baselines.
2. Regional strategic planning should include clear benefits for the private sector and should include participation from both the public and private sectors.
3. USAID should design future projects to include activities that foster strong public (government)-private (business and civil society) dialogue in order to support implementation of strategic economic plans.
4. After identifying key result areas, USAID should develop reporting requirements that include success stories on those key result areas to strengthen the perceived link between project activities and improvements.

5. Regional strategic planning should include more concrete steps for action at the local level in order to mitigate the high risk that strategic plans remain a theoretical construct and are not followed by actual implementation in municipalities and regions.

RECOMMENDATIONS FOR EVALUATION QUESTION 2

6. Implementers should provide a balance of focused and broadly based trainings that build (a) skills specific to the targeted position (i.e. private sector, government, etc.) and (b) more general local investment and business development skills transferable from one industry or sector to another.
7. Implementers should continue to foster the creation of informal networks by encouraging dialogue among the public sector, the private sector, and civil society organizations. Alternatively, implementers could build formalization of such networks into programming through communities of practice.
8. Implementers of future projects should work in close partnership with Ukrainian organizations and build sufficient capacity with these organizations so that programming can be continued and results sustained after project closure.
9. USAID should focus resources and programming on smaller municipalities to obtain higher returns on project investments.
10. Implementers should conduct an in-depth gender analysis at the outset of project implementation so that project strategies and related indicators can address identified gender gaps.
11. Implementers and USAID should pay more attention to closing the gender gap. Some strategies for doing this include seminars, round tables for women to assist and receive training in leadership, public speaking, self-confidence, technical competencies and business skills, and training-of-trainers programs.

RECOMMENDATIONS FOR EVALUATION QUESTION 3

12. USAID should continue collaboration with other donors to (a) prevent duplication of efforts, (b) identify potential points of synergy, (c) share lessons learned and promising practices, (d) advance shared reform objectives, and (e) plan for continuation or uptake of activities after project closure.
13. Implementers should continue leveraging private-sector resources and networks to reach beneficiaries at both a national and a local level.
14. If joint collaboration is a priority in future programming, USAID should more widely communicate partnerships and collaborations with other donor communications through branding strategies and co-sponsored events.
15. Criteria for site selection for future regional development projects should include broad buy-in from several categories of stakeholders—including the representatives from the oblast and municipality level, private sector representatives, and civil society actors—and identification of key champions in local government, private-sector, and civil-society institutions.

RECOMMENDATIONS FOR EVALUATION QUESTION 4

16. Implementers should include specific information substantiating project outcomes/results in project performance reports.

17. Carefully selected indicators for success of reform efforts should include actual outcomes for businesses at the local level, with disaggregation by region and activity, e.g., amount decrease in processing time.
18. Implementers should document the collection of qualitative information to identify constraints to conducting business. This should inform project implementation and be included in the PMP as a data collection/verification methodology.
19. Project monitoring indicators should capture the success of business development, including expansion of existing businesses in addition to new businesses created.
20. Implementers should exercise greater transparency in project indicators, especially for economic data that is difficult to track, like amount of inflowing investments or jobs created. Alternative indicators could read "Number of contracts signed for inflowing investment" or "Number of potential jobs created as the result of signed investment contracts."

RECOMMENDATIONS FOR EVALUATION QUESTION 5

21. Project implementers should develop and implement explicitly stated exit strategies, inclusive of a plan for future access to project information by beneficiaries and others. Efforts should be made to enable continued access to LINC supported deliverables and resources, particularly on municipal and regional government websites.

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ANNEX I: EVALUATION STATEMENT OF WORK

STATEMENT OF WORK
FINAL PERFORMANCE EVALUATION

LOCAL INVESTMENTS AND NATIONAL COMPETITIVENESS PROJECT AND STRENGTHENING CIVIL SOCIETY IN UKRAINE PROJECT

I. Introduction

This is a Statement of Work (SOW) for a final performance evaluation of two projects administered by USAID Regional Mission to Ukraine, Moldova, and Belarus (Mission):

1. Local Investment and National Competitiveness (LINC) project implemented by Chemonics International Inc. under the Task Order EEM-I-CO-07-00008 from March 16, 2009, through December 31, 2012. LINC project funding level was $23,388,642. The award was administered by the Office of Economic Growth (OEG). Contracting Officer Representatives (COR) were Mr. Terry Miller (2009-2010), Mr. Ryder Rogers (2010-2011), and Ms. Evgenia Malikova (2011-2012); Alternate CORs were Ms. Evgenia Malikova (2009-2011) and Mr. Michael Martin (2011-2012).
2. Strengthening Civil Society in Ukraine Project, also commonly known as *UNITER project - Ukraine National Initiatives to Enhance Reforms,* implemented by Pact under the Cooperative Agreement #121-A-00-08-00707 from October 1, 2008, through September 30, 2013. USAID contribution level is $12,891,830. Award is administered by the Office of Democracy and Governance (ODG). Agreement Officer's Representative (AOR) is Ms. Victoria Marchenko; Alternate AOR is Ms. Tetyana Sira.

II. Evaluation Purpose

The LINC project evaluation purpose is to assess the relevance, effectiveness, and efficiency of selected LINC activities intended to improve the business and investment environment in Ukraine. The UNITER project evaluation purpose is (1) to assess the effectiveness of selected UNITER activities (Objectives I and II below) intended to improve Ukrainian civil society legislation and to help Ukrainian NGOs better represent citizen interests and drive reform agenda, and (2) to discuss approaches for potential follow-on programming.

For both evaluations, "relevance" is a measure of the ability of a particular project task/intervention being pertinent to project objectives. For the LINC project evaluation, "effectiveness" is a measure of the ability of a particular project task/intervention to produce a planned effect or result that can be qualitatively measured; and "efficiency" is a measure of project team skillfulness in avoiding wasted time and effort when implementing particular project tasks/interventions.

The Mission will use evaluation findings, conclusions, and recommendations to re-assess its role in improving the business and investment environment and strengthening civil society in Ukraine. Chemonics International Inc. (Chemonics), Pact, and their partners will have an opportunity to learn about their strengths and areas for improvement.

Other project stakeholders including the Government of Ukraine (GOU), local and regional authorities, Ukrainian civil society organizations (CSOs), and other private sector stakeholders, and international development partners, such as the European Commission's (EC) Delegation to Ukraine, the World Bank (WB) Group, Council of Europe, Swedish International Development Agency, Canadian International Development Agency, International Renaissance Foundation, United Nations Development Program, and other international development partners will have an opportunity to learn more on how to benefit from USAID technical assistance in improving the business and investment environment and strengthening civil society in Ukraine.

III. Background

LINC Project

The LINC project (http://www.linc.com.ua/eng/) was designed to improve the business and investment environment as measured through progress in enterprise indices, increases in investment activity, and enterprise

competitiveness. It was viewed to be essential in achieving the USG foreign policy objectives and USAID priorities in Ukraine of helping Ukraine foster broader-based and sustainable growth.

The project was expected to achieve this by focusing on three related component objectives: (1) to assist governments at the national, regional, and community level undertake specific improvements to the business enabling environment, and to demonstrate how such improvements can increase investment activity; (2) in support of municipal and regional economic strategic plans, described in Component 1, to enhance the competitiveness of industries and enterprises so as to accelerate Ukraine's integration into international markets, and, (3) to assist the governments and communities of the Autonomous Republic of Crimea (ARC), and regional and community level undertake improvements to the business and investment environment, and enhance the productivity of Crimea's industries and enterprises so as to diversify and integrate Crimean goods and services into domestic and more competitive markets.

The LINC project was designed to test the following development hypothesis (implied): improved local governance and business environment linked with enhanced business competitiveness will increase trade and investment and lead to broader based, sustainable growth, leaving behind stronger local institutions and a more efficient and productive economy.

A separate set of tasks was defined for each component. Promotion of economic reforms at the national level, promotion of domestic and foreign investments, support of strategic planning for economic development (at either municipal or regional level), alleviation of local administrative and regulatory barriers to investment, and fostering of public private partnerships (PPPs) were defined for Component 1. Adoption of international quality and productivity standards, industry/sector competitiveness enhancements, and market integration (through trade facilitation) were defined for Component 2. Improving economic governance, piloting the development of a unified property registry, and undertaking a competitive enterprise development program were defined for Component 3.

LINC was seen as a part of a broader set of programs that sought to support economic growth and good governance objectives in Ukraine. In particular, strong links were envisaged to be built with Municipal Finance Strengthening Initiative (MFSI) implemented by Institute for Budgetary and Socio-Economic Research (http://www.ibser.org.ua), Commercial Law Project (CLP) implemented by Commercial Law Center, and Municipal Heating Reform project (www.mhrp.org.ua) implemented by International Resources Group.

USAID's expectations were also reflected in guiding implementation principles:

- Focus on Southern and Eastern Ukraine, particularly Crimea,
- Foster public-private partnerships that result in impact,
- Work with dynamic and progressive local governments and business leaders,
- Work in close coordination with other donor projects (2011), and
- Include an up-front exit strategy.

There were several groups of project stakeholders:

- The GOU organizations at the national level – the Ministry for Economic Development and Trade (http://www.me.gov.ua/), the Ministry of Agricultural Policy and Food (http://www.minagro.gov.ua/), the Ministry of Health Protection (http://www.moz.gov.ua), the Ministry of Justice (http://www.minjust.gov.ua/), the State Agency for Investments and National Projects (http://www.ukrproject.gov.ua/), the State Regulatory Policy and Entrepreneurship Development Service (http://www.dkrp.gov.ua/), the State Customs Service (http://www.customs.gov.ua), and the State Registration Service (http://www.drsu.gov.ua/);
- The GOU organizations at the regional (ARC Council of Ministers (http://www.ark.gov.ua), ARC Ministry of Economy (http://www.en.minek-crimea.gov.ua/), and state raion administrations) and municipal (city councils and one-stop-shops) levels;
- Odesa Sea Port, a GOU-controlled enterprise;
- Non-governmental organizations, including Kyiv School of Economics and the American Chamber of Commerce;
- International development agencies and donors; and
- Private businesses.

In 2011, USAID completed an in-house mid-point review of LINC project implementation and decided to extend this project for another nine months, through December 31, 2012. The initial statement of work (SOW) was substantially modified (2012) to reflect the low commitment of the national government to reduce trade

barriers and proceed with sound land and procurement reforms, as well as a shift in the project focus – to support the implementation of regional and municipal economic development plans. The following tasks were reserved in the revised SOW: adoption of international quality and productivity standards (Component 2), market integration (Component 2), and development of a unified property registry (Component 3).

UNITER Project

UNITER (http://uniter.org.ua/) was designed to help consolidate democratic governance in Ukraine by strengthening and developing a more vibrant civil society and more robust non-governmental organizations (NGOs). It was regarded to be essential in achieving the USG foreign policy objectives and USAID priorities of strengthening sustainable and accountable democratic institutions to support Ukraine's Euro-Atlantic integration. The project was expected to address systemic sector-wide challenges to civil society and to support various democracy promotion, policy monitoring and advocacy initiatives of Ukrainian NGOs.

The project was expected to achieve this by focusing on four related objectives: I) NGOs better represent citizen interests and drive reform agenda through more effective advocacy, monitoring, and activism (50% of the total level of effort); II) the relevant legislative framework for civil society approaches European standards (5% of the total level of effort); III) NGOs are transparently governed and capably managed (20% of the total level of effort); and IV) CSOs are more financially sustainable and less dependent on foreign donors (25% of the total level of effort).

To achieve the abovementioned objectives, UNITER offered project-specific and/or capacity-building assistance to a large group of Ukrainian NGOs actively engaged in policy reform, democracy promotion, human rights, watchdog and monitoring functions, and advocacy. Project-specific assistance has been based on grants provided to NGOs on a competitive basis to support national and local level advocacy and reform efforts in important development areas across Ukraine (Objective 1). These grants have been complemented by additional resources allocated to improving operational environment for CSOs in Ukraine (Objective 2), building thematic civil society networks and coalitions, revealing corruption and promoting fair elections, and strengthening Crimean CSOs and increasing cooperation between CSO operating on Ukraine, Moldova, and Belarus (Objective 1).

To engage local CSOs as equal partners in the implementation of project activities, UNITER selected several NGOs working in Ukraine and provided them with large one-to-two-year grants to support their operations and organizational development. A core group of leading Ukrainian CSOs was expected to include: (1) NGO legal centers that work to improve the NGO legal environment and harmonize existing laws with European standards; (2) intermediary support organizations (ISOs) that conduct organizational development and advocacy training programs for NGOs; (3) local foundations that provide financial resources to NGOs; (4) professional associations that lobby for structural changes from the bottom up; (5) analytical centers/think tanks that conduct rigorous policy analysis and propose corresponding policy changes to policy-making bodies; and (6) public information, civic education, and/or watchdog organizations that conduct monitoring, advocacy, and oversight of government and/or the public arena.

In 2009, the Mission expanded UNITER operations by substantially amending the Program Description and adding funds intended to strengthen the role of civil society in local policy reforms and in Crimean development, as well as to promote CSO cooperation in the region. In 2010 and 2012, the Mission again expanded the project to strengthen the role of civil society in policy reforms in Ukraine.

In 2011, UNITER funded an internal mid-term performance evaluation conducted by a team of two consultants. The Evaluation Team concluded that (a) UNITER partner organizations were more focused on result-oriented advocacy and more engaged with their local constituents than three years before and they could show an impressive portfolio of citizen-driven impact and change; (b) UNITER grantees, and it seemed the broader community of civic activists, were more engaged with ordinary citizens, increasingly networked with other organizations around Ukraine, and participated in building a cohesive community of CSOs; (c) advocacy programming and capacity building efforts supported by UNITER resulted in significant organizational capacity development and increased sustainability; and (d) UNITER's Marketplace training mechanism was highly innovative and appreciated by project partners, but needed further work to realize its full potential (http://uniter.org.ua/en/news/info/219).

The Evaluation Team recommended (a) to continue supporting advocacy as a core activity but encourage partners to more directly link local, regional and national civic agendas; (b) to monitor the implementation of policies or laws adopted through finished advocacy campaigns; (c) to focus sector development on sustainability measures in concert with USAID Forward's intent to provide more direct assistance to local organizations and planned increases of resources from EU sources, and to provide additional assistance in long-term

organizational development and preparation of sustainability plans; (d) to formalize the developing nationwide network of CSOs and help advocacy groups interested in creating a membership base to reach out to a constituency and increase involvement of armchair members in their work; and (e) to enhance the Marketplace mechanism to ensure its lasting capacity to support organizational development for the broader not-for-profit sector, and to consider ways that more ad-hoc special trainings and other high-value added coaching and training can be provided to grantees.

IV. Scope of Work

LINC Project

The Contractor will assess the relevance, effectiveness, and efficiency of selected LINC project activities designed to improve the business and investment environment in Ukraine. The Contractor will focus on the following project activities: (1) implementation of strategic economic development plans prepared and adopted by municipalities or regional partnerships with LINC's technical assistance (LINC tasks 1b, 1c, 1e, 2b, and 3a), (2) promotion of domestic and foreign investments (LINC's tasks 1c, 1d, and 1e), and (3) competitive agriculture development (LINC's task 3c).

In particular, the Contractor will answer the following questions (numbers do not reflect priority):

1. How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?
2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?
3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?
4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?
5. How successful was the LINC project exit strategy?

The Contractor will visit LINC project sites in at least four economic regions and ten municipalities of different size located in at least three geographically distinctive administrative regions of Ukraine.

UNITER Project

The Contractor will assess the effectiveness of selected UNITER activities (Objectives I and II above) intended to improve Ukrainian civil society legislation and to help Ukrainian NGOs better represent citizen interests and drive reform agenda, and (2) discuss approaches for potential follow-on programming. In particular, the Contractor will answer the following questions (numbers do not reflect priority):

1. For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs/states of its partners?
2. Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and environment for civil society in Ukraine (Objectives I and II) and why?
3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and environment for civil society in Ukraine (Objectives I and II)? Which of those practices and behaviors were perceived to be the most crucial to bringing about change in activities of and environment for civil society in Ukraine (Objectives I and II)?
4. What major changes in the activities of and environment for civil society (Objectives I and II) in Ukraine do CSOs and other stakeholders perceive to be the result, in whole or in part, of the work of UNITER and its partner organizations?

The Contractor will visit key UNITER partners and grantees in Kyiv, Crimea, and other localities in Ukraine as determined by the Contractor. In answering evaluation questions 2, 3, and 4, the Evaluation Team (ET) should highlight gender specific approaches and outcomes.

The Contractor will ensure that the conduct of LINC and UNITER project evaluations is consistent with USAID ADS (Chapters 203 and 578, http://transition.usaid.gov/policy/ads/) and USAID's Evaluation Policy (January 2011) requirements and recommendations:

http://transition.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf.

V. Evaluation Design and Methodology

It is anticipated that a mix of evaluation methodological approaches will be required to meet the requirements outlined in the Scope of Work section above. Suggested data sources include: (a) secondary data/background documents, (b) project plans, outputs, and reports, (c) relevant laws and central government regulations, (d) applicable local government regulations and policy documents, (e) key informant interviews, (f) focus group discussions, (g) survey(s) of project stakeholders and beneficiaries, and (h) site visits to LINC project sites and UNITER partners and grantees, as well as visits to regions and/or municipalities that might serve as a comparison. Emphasis will be on collection of reliable empirical data and/or objectively verifiable evidence, as opposed to anecdotal evidence. Where surveys or interviews are used, appropriate sampling and questioning techniques will be utilized to ensure representative results; where references are made to data generated by LINC, UNITER and/or their partners, they will be complemented by references to independent data sources and any significant data differences must be explained. Illustrative methodological approaches for LINC and UNITER projects are discussed below.

LINC Project

To assess the relevance of project activities and answer questions 1 and 2, particularly, the Evaluation Team (ET) will (1) review LINC plans, reports, publications, recommendations, and other outputs, as well as relevant Ukrainian laws and applicable local and central government regulations and policy documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions and site visits may also inform the evaluation of relevance of project activities.

To assess the effectiveness of major project activities and answer questions 1, 2, and 4, particularly, the ET will (1) review LINC plans, reports, publications, recommendations, and other outputs, as well as relevant Ukrainian laws and applicable local and central government regulations and policy documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions and site visits may also inform the evaluation of effectiveness of project activities.

To assess the efficiency of LINC activities and answer questions 3 and 5, the ET will (1) review LINC plans, and reports and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders. Focus group discussions and site visits may also inform the evaluation of project response to collaboration opportunities.

To the extent practical, the ET should consider any improvements in investment environment and business development at the local level in relation to the progress made by competitors of LINC project counterparts and beneficiaries, i.e. non-assisted organizations, municipalities, and regions. Where applicable, testimonial evidence of project contribution in reforming investment environment and promoting business development should be supported with documentary evidence, including LINC's project documents.

While direct attribution will not be possible to measure, the ET should strive to make casual linkages wherever possible, taking into account the development actors and circumstances.

UNITER Project

To assess the advantages and disadvantages to being a UNITER partner and project's success in satisfying the diverse needs/states of UNITER partners, the ET will (1) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project partners and beneficiaries and (2) review UNITER plans, reports, publications and other outputs, as well as secondary data/background documents including those that describe/assess the UNITER partners' activities. Focus group discussions and site visits may also inform the evaluation.

To assess the most useful tools and approaches that UNITER had at its disposition, the ET will (1) review UNITER plans, reports, publications and other outputs and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and assistance beneficiaries. Focus group discussions and site visits, as well as secondary data/background documents, may also inform the evaluation. To the extent practical, the ET should assess UNITER's role in strengthening the activities of CSOs at the national and local level comparing their achievements with progress made by similar organizations that did not receive any support.

To assess practices and behaviors that UNITER partners adopted and actively used, and role of those practices and behaviors in changing activities of and environment for civil society, the ET would (1) review secondary data/background documents including those that describe/assess the UNITER partners' activities, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project partners, other project stakeholders, as well as beneficiaries. Focus group discussions, site visits, and review of UNITER plans, reports, publications and other outputs may also inform the evaluation. Where possible, focus group discussions and key informant interviews would be designed to reflect the perspective of both UNITER partners and beneficiaries.

To discuss changes in the activities of and environment for civil society in Ukraine, the ET would (1) review secondary data/background documents including those that describe/assess the UNITER partners' activities, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions, site visits, and review of UNITER plans, reports, publications and other outputs may also inform the evaluation. Where possible, key informant interviews and focus group discussions would be designed to reflect the perspective of both UNITER partners and beneficiaries.

While direct attribution will not be possible to measure, the ET should strive to make casual linkages wherever possible, taking into account the development actors and circumstances.

Note*: The Contractor can form one ET that will evaluate both projects.*

VI. Deliverables

The Contractor will submit two clear, informative, and credible reports (up to 30 pages each, excluding annexes and references) that reflect all relevant ET findings, conclusions, and recommendations made in conjunction with the end-of-the project performance evaluation of LINC and UNITER projects. Each Evaluation Report (ER) must describe in detail the project evaluation design and the methods used to collect and process information requested in the Scope of Work section above. It must disclose any limitations to the evaluation and, particularly, those associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.). The executive summary should be three-five pages long and reflect the purpose of the evaluation, evaluation methodology and its limitations, key evaluation findings, conclusions, and recommendations.

ERs must be in line with relevant USAID ADS (Chapters 203 and 578) and USAID Evaluation Policy requirements and recommendations. In particular, ERs should represent thoughtful and well-organized efforts that include sufficient local and global contextual information so the external validity and relevance of each project evaluation can be assessed. Evaluation findings should be based on facts, evidence, and data. Findings should be specific, concise and supported by reliable quantitative and qualitative evidence [i.e. there should not be words like "some", "many", "most" in the report and frequency of responses and absolute number of interviewed respondents should be given, e.g. five out of 11 experts agreed that …; 30 per cent of survey respondents reported that …; seven out of eight visited lead partners had business plans…]. Conclusions should be supported by a specific set of findings. Recommendations should be clear, specific, practical, action-oriented, and supported by a specific set of findings, conclusions, estimates of implementation costs, and suggested responsibility for the action. The ET shall ensure that conclusions, and recommendations are based on data that are accurate, objective, and reliable.

In the annexes, ERs should include the Evaluation SOW; a Ukrainian version of the Executive Summary section; description of the ET and its member qualifications; the final version of the Evaluation Work Plan (EWP); conflict of interest statements, either attesting to a lack of conflict of interest or describing existing conflict of interest, signed by all ET members; tools (in English and in Ukrainian/Russian) used for conducting the evaluation such as questionnaires, checklists, and discussion guides; in-depth analyses of specific issues; properly identified sources of information; and a statement(s) of differences regarding significant unresolved difference (if any) of opinion reported by the ET members and/or the Mission and/or evaluated project leadership.

ERs will be written in English and submitted in electronic form readable in MS Word 2010 based on MS Word Times New Roman 12 or other legible font of similar size. Any data used to prepare those report (except for data protected by formal agreements between the Contractor and interviewees and survey/focus group participants) will be presented in MS Office compatible format suitable for re-analysis and submitted either by e-mail or on a CD or a flash drive to the COR. The data should be fully documented and well organized for use by those not fully familiar with the projects or the evaluations. USAID will retain ownership of all evaluation records including interview transcripts or summaries, survey(s), datasets developed, copies of which are provided to the COR.

ET(s) will present their major findings and preliminary conclusions made in conjunction with the end-of-the-project LINC and UNITER evaluations in writing at two separate pre-departure briefings for Mission management and staff. ET(s) will use MS PowerPoint to present those findings and conclusions. Draft ER will be due in ten working days after each pre-departure briefing. Each ER must include all relevant ET findings and conclusions made in conjunction with the particular project evaluation and preliminary ET recommendations. It may include feedback received at a pre-departure briefing. The Mission will have 15 working days to review each draft ER and provide comments to the Contractor.

The final ERs will be due in ten working days following the receipt of the Mission's comments on draft ERs. The Contractor will use either a cover memorandum or similar format to explain how comments provided by the Mission were addressed in the final ER if the final ER differs substantially from the draft one. Both the Mission and the Contractor will have a right to initiate an extension of the ER review or preparation/completion time for up to 15 working days at no additional cost.

VII. Evaluation Team Qualifications and Composition

ET Leader(s) must have strong team management skills, and sufficient experience in designing and/or conducting performance evaluations of international development projects. ET Leader(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Excellent communication, both verbal and written, skills and experience in managing performance evaluations of large USAID projects are desirable.

The Contractor must assign at least one specialist (an Evaluation Specialist) with strong understanding of data collection and analysis methodologies and substantial international experience in designing and conducting evaluations of large international development projects. Evaluation Specialist(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Experience in designing and conducting performance evaluations of large USAID economic growth and public governance projects is desirable. Knowledge of Eastern Europe/CIS region business and investment environment and practices and civil society development issues is desirable.

LINC Project

ET will include one or more international development specialists who have substantial knowledge of (1) modern competitiveness and international trade policy issues, (2) effective trade and investment promotion systems, (3) effective and sustainable policies and/or legislation that support broad-based economic growth and address gender inequities, as well as substantial experience in conducting performance evaluations of large economic growth projects/programs. Knowledge of Eastern Europe/CIS region business and investment environment and practices is essential. Experience in successful management of large projects that promoted investment environment reforms and business development, is desirable. Previous work experience in the region and knowledge of Ukrainian and/or Russian is desirable. Experience in conducting performance evaluations of large USAID projects is desirable.

ET is also expected to use local expertise – an individual or a company (a Senior Local Business Consultant) with detailed knowledge of Ukraine's business practices and barriers, trade and investment promotion systems, trade and competitiveness policy design and implementation process, relevant governmental and non-governmental organizations and their operational environment. Experience in conducting performance evaluations of large USAID projects is desirable.

UNITER Project

ET will include one or more international development specialists who have substantial knowledge of civil society development and participation in public governance in Eastern Europe/CIS region, as well as extensive experience in conducting performance evaluations of large projects/programs that promoted civil society development overseas. Experience in conducting performance evaluations of USAID projects is required.

Experience in successful management of large projects that promoted civil society development overseas, is desirable. Previous work experience in the region and knowledge of Ukrainian and/or Russian is desirable.

ET is expected to use local expertise – an individual or a company with detailed knowledge of Ukraine's civil society and relevant governmental organizations and their operational environment.

***Note**: One individual may act as both an ET Leader and an Evaluation Specialist if all qualifications requirements are met. One individual may act as the ET Leader for both evaluations unless evaluation schedules clearly conflict with each other; likewise, one individual may act as the Evaluation Specialist for both evaluations unless evaluation schedules clearly conflict with each other.*

USAID asks that gender be considered in the formation of ET(s). ET Leader(s), Evaluation Specialist(s), and a Senior Local Business Consultant will be key personnel under this Task Order.

VIII. Evaluation Management

The Mission will appoint the Evaluation COR and two Activity Managers to oversee the evaluation and inform key project stakeholders about the evaluations, provide the Evaluation Scope of Work and the final Evaluation Report (in English). One Activity Manager will also be Alternate COR (A/COR).

To facilitate evaluation planning, the COR will make available to the Contractor within one working day of the award effective date: (1) four LINC Annual Work Plans and Performance Monitoring Plans, 14 Quarterly Reports, as well as lists of LINC project counterparts, sites, and documents intended to support business and investment environment reforms in Ukraine, and (2) five UNITER Annual Implementation Plans, Performance Monitoring and Evaluation Plan, and eight Semi Annual Reports, and the list of UNITER project counterparts. As warranted, the Contractor will receive additional project-related documentation.

To keep the Mission informed about the status of the evaluation, the Contractor will submit electronic versions of each Evaluation Work Plan (EWP) to the Evaluation COR within four working days following the award and prior to ET's arrival to Ukraine. The plan will highlight all evaluation milestones and include a preliminary list of interviewees and survey participants, a schedule of meetings, visits, and focus group discussions, draft evaluation questionnaires and surveys, and, if appropriate, an updated explanation of the evaluation methodology. The Contractor will update the EWP (the list of interviewees and survey participants, the schedule of meetings, visits, surveys, and focus group discussions, etc.) and submit the updated versions to the COR on a weekly basis. ET(s) will discuss any deviations from the EWP with the Evaluation COR and seek USAID's concurrence with the proposed changes in the EWP if those changes are significant, as determined by the Evaluation COR.

When planning and conducting the evaluation, ET(s) will make every effort to reflect opinions and recommendations of all key project stakeholders from Ukrainian government, donors, civil society, media, and other private sector organizations.

ET(s) will invite the Evaluation COR and other relevant Mission personnel to participate in all meetings, site visits and other activities planned in conjunction with the evaluation as soon as those events are on agenda. ET(s) will conduct weekly briefings on each evaluation for the Evaluation COR and Activity Managers, OEG and/or ODG, and other relevant Mission personnel in order to keep them informed of the progress of the evaluation and any issues that may arise.

IX. Logistical Support

The Contractor will be responsible for all logistical support of the evaluation, including translation/interpretation, transportation, accommodation, meeting/visit arrangements, and office space, equipment, and supplies. The Contractor must not expect any substantial involvement of Mission staff in either planning or conducting the evaluation. Upon request, the Mission will provide the Contractor with introductory letters to facilitate meeting arrangements. USAID requests that any forthcoming American and Ukrainian holidays be considered in scheduling evaluation meetings, surveys, and visits in the United States and Ukraine.

ANNEX II: KYIV SCHOOL OF ECONOMICS SOW

TERMS OF REFERENCE
COMPARISON DATA COLLECTION FOR LINC PERFORMANCE EVALUATION

1. Introduction and Background

Social Impact (SI) and its sub-contractor Management Systems International (MSI) will assess the relevance, effectiveness, and efficiency of selected Local Investment and National Competitiveness (LINC) project activities designed to improve the business and investment environment in Ukraine. Social Impact will focus on the following project activities: (1) implementation of strategic economic development plans prepared and adopted by municipalities or regional partnerships with LINC's technical assistance (LINC tasks 1b, 1 c, 1e, 2b, a n d 3a), (2) promotion of domestic and foreign investments (LINC's tasks 1c, 1d, and 1e), and (3) competitive agriculture development (LINC's task 3c).

In particular, SI will answer the following questions (numbers do not reflect priority):

1. How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?
2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?
3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?
4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?
5. How successful was the LINC project exit strategy?

2. Objectives

With this final performance evaluation of the LINC project, USAID is particularly interested in exploring causal links between the projects activities and observed outcomes. We thus require data collection in comparison sites, listed below, in order to compare this information with that gathered in selected LINC-assisted sited.

The information and analysis from this exercise is expected to be used to inform future USAID local investment and economic growth projects in Ukraine. Social Impact will synthesize the data and complete in-depth analysis. The Kyiv School of Economics will collect data in comparison sites only, input the data into SPSS, STATA, or a similar program, and provide basic descriptive statistical analysis (including means and standard deviations).

3. Methodology

The Kyiv School of Economics will administer two surveys, to be supplied by Social Impact. The first survey will be administered by phone among a random sample of local business owners or managers in each of the six comparison sites. The size of the sample shall be 10 respondents in each of the 6 sites, for a total of 60 respondents. The expected length of the interview is no longer than 15 minutes. The second survey will be administered by phone to public officials working at the municipal level in economic departments. The size of the sample shall be 3 respondents in each of the 6 sites, for a total of 18 respondents. The expected length of the survey is approximately 10 minutes.

Sampling of public officials will not be random. SI will work with the Kyiv School of Economics to select the appropriate respondents for this group of public officials.

All data shall be cleaned and checked for quality in accordance with recognized standards for data quality. SI also recognizes that the Kyiv School of Economics was a partner with LINC. Therefore, SI expects that the Kyiv School of Economics will use an appropriate firewall to ensure that no personnel who worked on LINC activities will be involved with the data collection or supervision of this activity. The Kyiv School of Economics will provide SI with a brief report on data quality and conflict of interest mitigation, including recognition of any outliers or known problems with data quality. The Kyiv School of Economics shall then input all data into a statistical analysis program (such as SPSS or STATA) and provide SI with all raw data, as well as basic statistical analysis (including means and standard deviation). SI will complete in depth analysis and synthesize the information with the data collected by SI in the field.

4. Deliverables

Deliverable of this activity include:

1. Raw data in aggregate in SPSS, STATA, or a similar format
2. Raw data, disaggregated by site and sex in SPSS, STATA, or a similar format
3. Tables with basic descriptive statistics

5. Resources and Coordination

The Kyiv School of Economics will report to and receive technical direction from Paige Mason, Program Manager at Social Impact. Technical assistance will be provided by Andrii Palianytsa of Management Systems International, if needed.

6. Timeline

All cleaned data must be submitted in full no later than November 8, 2013. The Kyiv School of Economics will remain available for any questions until final evaluation report submission on December 31, 2013.

7. Budget

List of Expenses	Amounts (in USD)
Direct cost of the survey	2000
Database cost	200
Senior Researcher (2*4 days*$500 - our standard USAID rate)	2500
Research Associate (2*$110 - our standard USAID rate)	110
Overhead	962
Total without VAT	5772
Total including VAT	6926.4

ANNEX III: UKRAINIAN EXECUTIVE SUMMARY

I. КОРОТКИЙ ОГЛЯД

МЕТА ОЦІНЮВАННЯ

Метою остаточної оцінки результатів роботи за проектом Local Investment and National Competitiveness (LINC) [Локальні інвестиції та національна конкурентоспроможність] є оцінювання доречності, результативності й ефективності вибраних видів діяльності LINC, спрямованих на покращення умов ведення бізнесу й інвестування в Україні. Агентство США з міжнародного розвитку (USAID) використає результати, висновки та рекомендації на основі оцінок для перегляду своєї ролі в покращенні умов ведення бізнесу й інвестування в Україні.

ІСТОРІЯ ПРОЕКТУ

16 березня 2009 р. USAID/Україна доручили реалізацію проекту LINC компанії Chemonics International Inc. терміном на три роки з датою завершення 1 квітня 2012 р. Опісля проект було продовжено ще на дев'ять місяців — до 31 грудня 2012 р. Повна обов'язкова сума за виконання цього завдання становила 23,3 млн доларів США. Проект LINC[1] було розроблено для покращення умов ведення бізнесу й інвестування, вимірюваного на основі динаміки показників підприємств, пожвавлення інвестиційної діяльності та зростання конкурентоздатності підприємств. Проект розглядався як вкрай важливий для досягнення зовнішньополітичних цілей уряду США (USG) та першочергових завдань USAID в Україні з надання Україні допомоги в забезпеченні всеохопного та стійкого розвитку.

МЕТОДИ ТА ОБМЕЖЕННЯ ОЦІНЮВАННЯ

Група експертів здійснила оцінку результатів роботи на основі комбінованих методів, яка складалася з документарної перевірки, напівструктурованих співбесід із ключовими спеціалістами, обговорень у фокусних групах і структурованих кількісних досліджень. Загалом Група експертів опитала 266 респондентів (117 чоловіків, 149 жінок) із використанням якісних і кількісних методів. Для отримання вичерпного пояснення методів збору даних див. Додаток X.
Група експертів вибрала для відвідування чотири економічні регіони, що розташовані в чотирьох окремих географічних областях. Такими місцями були північно-західна частина Луганської області, центральна Волинь, Одеса — Теплодар — Южне, а також Крим.

Обмеження

До плану моніторингу й оцінки проекту LINC не входив випадковий відбір основної та контрольної груп, а тому неможливо віднести вплив щодо лише власне проекту. В основних і порівнюваних групах відсутні базові дані, що піддаються зіставленню, тому порівнювана група не є по-справжньому контрфактуальною щодо основних груп. Крім того, незважаючи на високу кількість опитаних, кількість людей у кожній категорії респондентів досить низька, що додатково обмежує можливість узагальнення. Ймовірними є помилки пам'яті, враховуючи той факт, що проект LINC закінчився за рік до здійснення оцінки. Група експертів, наскільки це можливо, зменшила

[1] Попередній веб-сайт проекту http://www.linc.com.ua/eng/ більше не працює

ймовірність помилки завдяки використанню кількох джерел даних для тріангуляції відповідей.

РЕЗУЛЬТАТИ ТА ВИСНОВКИ

Питання 1: Наскільки міцним є усвідомлюваний зв'язок між окремими видами діяльності в рамках проекту та будь-якими суттєвими покращеннями (за умови їх виникнення) в місцевих умовах інвестування та розвитку бізнесу в окремому муніципалітеті чи економічному регіоні?

Група експертів оцінила усвідомлюваний зв'язок між окремими видами діяльності в рамках проекту та будь-якими значними покращеннями в місцевих умовах інвестування та розвитку бізнесу, попросивши ключових спеціалістів спочатку визначити суттєві покращення, а потім прив'язати їх до видів діяльності, що сприяли цим покращенням.

До основних результатів збору якісних і кількісних даних належить наступне:

- Серед респондентів із приватного сектора, які отримували сприяння LINC, і тих, які входили до порівнюваних груп, не виявлено суттєвих відмінностей у поглядах на те, покращилися, погіршилися чи залишилися незмінними різні аспекти інвестиційного клімату. Респонденти як із державного, так і з приватного сектора заявили, що проект LINC дійсно привів до покращень інвестиційного клімату та розвитку бізнесу, хоча обсяг і довгострокові наслідки впливу на такі покращення різнилися.
- Більше половини учасників співбесіди з ключовими спеціалістами (KII) з державного та приватного секторів відзначили, що проект LINC сприяв отриманню знань або навичок. Серед переваг, на які вказували респонденти, найчастіше згадуваною респондентами як із державного, так і з приватного сектора було отримання знань та/або навичок.
- У представників державного та приватного секторів спостерігалися суттєві відмінності в їхньому усвідомленні видів діяльності LINC і того, як ці види діяльності привели до покращень. Респонденти з державного сектора згадували співпрацю між муніципалітетами та *районами*, тоді як респонденти з приватного сектора найчастіше згадували покращення у бізнесі або додаткові інвестиції, які вони внесли у свій бізнес. Зокрема, щодо регіонального планування респонденти з державного сектора бачили перевагу у співпраці між муніципалітетами та районами, а деякі респонденти з приватного сектора вважали цю співпрацю між муніципалітетами сприятливою для їхнього бізнесу.
- Діяльність у рамках LINC сприяла згуртуванню людей і об'єднанню фізичних і юридичних осіб навколо спільної мети, що стосується ведення бізнесу й інвестицій.
- Після взаємодії з LINC власники бізнесу вкладали більше коштів у свій бізнес. Однак, незважаючи на той факт, що зростання вітчизняних і закордонних інвестицій було основною сферою результатів для проекту LINC, зростання інвестицій не було серед визначних покращень, згадуваних респондентами.
- Коли респондентів попросили безпосередньо оцінити, наскільки суттєві покращення можна було віднести щодо діяльності проекту LINC, вони відповіли, що проект LINC мав суттєвий вплив на виявлені покращення, але ці покращення не можна пов'язувати лише з проектом.

Питання 2: Які практичні методи та стилі роботи, засновані проектом LINC, запозичили колеги та/або бенефіціари для покращення умов місцевого інвестування та розвитку бізнесу без закордонної допомоги? Яким чином ці практичні методи та стилі роботи було інтегровано в місцеве управління в разі їх запозичення? Зокрема, яким чином у цих практичних методах і стилях роботи було враховано гендерні проблеми?

- Тридцять п'ять відсотків респондентів із державного сектора повідомили, що фізичні особи, які брали участь у процесі стратегічного планування, продовжують спілкуватися між собою, здебільшого за допомогою неофіційних мереж, розроблених серед однодумців. Це неофіційне спілкування в мережах і певне стратегічне планування продовжується без іноземної допомоги.
- Єдині дозвільні центри (ЄДЦ), партнерські відносини між державним і приватним секторами та кілька прикладів у Криму вказують на продовження діяльності без додаткової іноземної допомоги.
- Майже всі 24 респонденти, які взяли участь у навчаннях LINC, повідомили про хорошу організацію та високу якість навчальних матеріалів. Із 18 учасників, які проводили оцінювання, навчальні курси в рамках LINC отримали 4,9 бала за 5-бальною шкалою. Бенефіціари з приватного сектора та посадовці з державного сектора, які відповідали за залучення інвесторів, повідомили про те, що ці навчання ведуть до незначних змін або взагалі не спричиняють змін, які піддаються вимірюванню (у плані залучених інвестицій або реалізованих проектів).
- Тридцять п'ять відсотків респондентів (9 із 26) у державному секторі вважають, що одна з найбільш вагомих втрачених можливостей під час реалізації проекту LINC була пов'язана з проблемою створення потенціалу місцевих інститутів.
- Спостереження Групи експертів підтверджують, що в Україні існує значна гендерна нерівність, особливо що стосується можливостей для жінок займати високі урядові посади чи досягати високого кар'єрного росту у великих приватних компаніях.
- Понад 90 відсотків респондентів (11 із 12) у приватному та державному секторах не знали про кроки, які були здійснені в рамках проекту LINC для вирішення проблеми гендерної нерівності. У ході співбесід із колишніми співробітниками LINC та USAID було підтверджено думку про те, що проект LINC зробив мало для вирішення проблеми гендерної нерівності, хіба що забезпечив рівноправну участь чоловіків і жінок у заходах програми.

Питання 3: Яким чином LINC реагувала на можливості використовувати ресурси та прискорювати просування реформ шляхом співпраці з іншими програмами сприяння розвитку, створеними за участі USAID чи інших організацій, і з українськими приватними організаціями в оцінюваних муніципалітетах і регіонах? Наскільки муніципалітети цінували ці можливості?

- Проект LINC використовував свої ресурси, співпрацюючи з іншими донорами, насамперед на національному рівні, зокрема з делегацією Європейського Союзу (ЄС) в Україні. Однак на основі співбесід із респондентами чи з аналізу документації LINC не було отримано свідчень про співробітництво на регіональних рівнях. Винятком є співпраця LINC із ПРООН у Криму.

У рамках проекту LINC було докладено зусиль для налагодження партнерського співробітництва та інших зв'язків із метою вигідного використання ресурсів реалізації проекту, і це було основною формою ведення діяльності у Криму. До важливих видів посередництва у Криму належали постійна співпраця з шістьма приватними організаціями, робота з вісьмома організаторами фестивалів і діяльність у ролі посередника з продажу сільськогосподарської продукції.

Муніципалітети по-різному оцінили можливості використання ресурсів із LINC. Муніципалітети з вищими рівнями залучення персоналу, як правило, надавали більшого значення співпраці з проектом LINC.

Питання 4: Наскільки точними є результати, про які було повідомлено в рамках проекту LINC в оцінюваних муніципалітетах і регіонах? Чому існують неточності, якщо вони взагалі існують?

Група експертів змогла підтвердити точність деяких (але не всіх) вибірково перевірених показників (три показники проекту та вісім показників діяльності). Причини неточностей, чи то видимих неточностей, різняться. Опис результатів вибраних показників наведено в таблиці нижче, а вичерпний їх список подано в Додатку XII B.

Показник	Повідомлені дані LINC	Результати оцінки
1b.1 Кількість муніципалітетів, які розробляють стратегічні плани, прийняті на основі муніципальних постанов	За допомогою інструменту відстеження стратегічних планів було виявлено 3 муніципалітети (у відвіданих місцях), які прийняли муніципальні стратегічні плани: Бахчисарай, Саки й Теплодар.	Група експертів вибірково перевірила результати у відвіданих муніципалітетах і підтвердила точність звіту LINC.
1c.1 Кількість внесених у нормативно-правову базу поправок за сприяння проекту з метою усунення перешкод для комерційної діяльності й інвестування в муніципалітетах-партнерах і економічних регіонах	Група експертів не виявила жодного інструмента відстеження за кожною окремою місцевістю.	За консультації в рамках проекту LINC було внесено зміни у правове визначення «малого готелю» в Постанові Кабінету Міністрів України (збільшення місць для ночівлі з 10 до 30). Це суттєво покращило становище малих готелів у плані оподаткування.
1d.2 Кількість співробітників національних і місцевих інвестиційних агентств, які за сприяння проекту пройшли навчання з прямих іноземних інвестицій	Список фахівців із прямих іноземних інвестицій подано для кожної окремої місцевості.	Кілька фахівців із інвестування пройшли вибіркову перевірку. Підготовку отримали шість із шістьох перевірених фахівців.
3a.1 Кількість місцевих органів влади, які покращили діяльність ЄДЦ за рахунок надання бізнес-послуг	Учасники проекту LINC повідомили про покращення діяльності п'яти ЄДЦ у відвіданих місцях.	Група експертів здійснила вибіркову перевірку існування п'ятьох ЄДЦ та вважає звіт точним.

Питання 5: Наскільки успішною була стратегія завершення діяльності проекту LINC?

Група експертів не змогла знайти чітко сформульованої стратегії завершення проекту LINC ні в проектній документації, ні в річних планах робіт, ні у

квартальних звітах. Однак Група експертів дійсно виявила елементи самодостатнього розвитку у відвіданих регіонах.

П'ятдесят п'ять відсотків усіх респондентів із державного та приватного секторів повідомили про здобуття ними нових навичок завдяки проекту LINC. Однак понад 30 відсотків респондентів із державного сектора (8 із 26) зазначили, що з часом стійкість і застосовність набутих знань й умінь знижуються через відсутність підкріплення додатковим навчанням і через переведення співробітників на інші посади та підприємства, де набуті за сприяння проекту LINC знання не стають у пригоді.

Група експертів майже не виявила ознак «інституціонального впливу» для продовження виконання завдань проекту LINC, за винятком Криму. Понад чверть усіх респондентів із державного сектора відзначили, що вони хотіли б побачити продовження діяльності LINC, здійснюване українською організацією.

РЕКОМЕНДАЦІЇ

Група експертів пропонує наступні рекомендації. Нижче наведено основні рекомендації. Повний список рекомендацій надано в Додатках XIV і XV.

Рекомендації щодо питання для оцінювання 1

Організації USAID слід розглянути можливість використання кількісної оцінки впливу та рандомізованих контрольованих досліджень із метою визначення ступеня віднесення значних покращень умов інвестування та розвитку бізнесу до діяльності проекту. У такому дослідженні слід раціонально використати контрольні показники та базові параметри, що піддаються вимірюванню.

USAID повинна розробляти майбутні проекти зі включенням видів діяльності, які сприяють налагодженню ефективного діалогу між державою (урядом) і приватним сектором (бізнесом і громадянським суспільством) із метою підтримки впровадження стратегічних економічних планів.

Після визначення основних сфер досягнення результатів USAID повинна розробити вимоги щодо звітування, які б містили приклади успішного досвіду в цих основних сферах досягнення результатів із метою зміцнення встановленого зв'язку між діяльністю проекту та його покращеннями.

Регіональне стратегічне планування повинно включати більш конкретні кроки для діяльності на місцевому рівні з метою мінімізації високого ризику того, що стратегічні плани залишаться теоретичною моделлю й у муніципалітетах і регіонах їх фактично не будуть впроваджувати.

Рекомендації щодо питання для оцінювання 2

Виконавці проекту повинні продовжувати стимулювати створення неофіційних мереж шляхом сприяння налагодженню діалогу між представниками державного сектора, приватного сектора й організаціями громадянського суспільства. Як варіант, виконавці проекту могли б оформити такі мережі в окремі програми за допомогою спілок фахівців-практиків.

Виконавці майбутніх проектів повинні тісно співпрацювати з українськими організаціями та нарощувати достатній потенціал разом із цими

організаціями для того, щоб розробку програм можна було продовжувати, а результати залишалися дієвими після закриття проекту.

Виконавці повинні провести поглиблений гендерний аналіз на початку реалізації проекту, з тим щоб у стратегіях проекту та пов'язаних із ними показниках могли бути враховані виявлені гендерні проблеми.

Рекомендації щодо питання для оцінювання 3

USAID повинна продовжувати співпрацю з іншими донорами для (a) запобігання дублювання зусиль, (b) виявлення потенційних точок синергії, (c) обміну засвоєними уроками та передовим досвідом, (d) успішного досягнення спільних завдань реформування та (e) планування продовження або розвитку діяльності після закриття проекту.

Критерії вибору місць для майбутніх проектів регіонального розвитку повинні включати отримання широкої підтримки від кількох категорій зацікавлених осіб, зокрема від представників обласного та міського рівнів, представників приватного сектора й учасників громадянського суспільства, а також визначення ключових відповідальних виконавців у місцевих державних і приватних установах і організаціях громадянського суспільства.

Рекомендації щодо питання для оцінювання 4

Виконавці проекту повинні документувати збір якісної інформації для виявлення обмежень щодо ведення бізнесу. Ці відомості слід надавати для реалізації проекту та включати у план моніторингу результатів роботи як методику збору/підтвердження даних.

Виконавці повинні забезпечити більшу прозорість показників проекту, особливо щодо економічних даних, які важко відстежити, наприклад суми залучених інвестицій або кількість створених робочих місць. Альтернативні показники можуть мати таке формулювання: «Кількість контрактів, підписаних для залучення інвестицій» або «Кількість робочих місць, створених у результаті підписання інвестиційних контрактів».

Рекомендації щодо питання для оцінювання 5

Виконавці проекту повинні розробити та реалізувати чітко сформульовані стратегії завершення проекту, включаючи план майбутнього доступу бенефіціарів та інших осіб до інформації щодо проекту. Слід докласти зусиль для забезпечення постійного доступу до наданих за підтримки проекту LINC проектних документів і ресурсів, зокрема на міських і регіональних урядових веб-сайтах.

ANNEX IV: CONFLICT OF INTEREST DISCLOSURE FORMS

ANNEX: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	D. Bonni van Blarcom
Title	Team Leader
Organization	Social Impact, Inc.
Evaluation Position?	Team Leader Team member
Evaluation Award Number *(contract or other instrument)*	AID-121-TO-13-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* • *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* • *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* • *Current or previous direct or significant though indirect experience with the project (s) being evaluated, including involvement in the project design or previous iterations of the project.* • *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* • *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* • *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	BVanBlarcom
Date	30 September 2013

ANNEX : DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Andrii Palianytsia
Title	Consultant
Organization	Social Impact, Inc.
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number *(contract or other instrument)*	AID-121-TO-13-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	Andrii Palianytsia
Date	11/16/2013

Name	Artem Voitovych
Title	Senior Local Business Consultant
Organization	MSI
Evaluation Position?	☐ Team Leader ■ Team member
Evaluation Award Number *(contract or other instrument)*	AID-121-TO-13-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	LINC/UNITER
I have real or potential conflicts of interest to disclose.	☐ Yes ■ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	11/16/2013

Name	Ivanna Kurtyk
Title	Executive Director
Organization	Advanced Studies in Economics LLC
Evaluation Position?	☐ Team Leader ■ Team member
Evaluation Award Number*(contract or other instrument)*	Social Impact AID-121-TO-13-00004
USAID Project(s) Evaluated*(Include project name(s), implementer name(s) and award number(s), if applicable)*	Local Investment and National Competitiveness (LINC) Performance Evaluation
I have real or potential conflicts of interest to disclose.	☐ Yes ■ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	Novemebr 18, 2013

ANNEX VI: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Olesia Verchenko
Title	Senior Researcher
Organization	ADVANCED STUDIES IN ECONOMICS LLC
Evaluation Position?	■ Team Leader ☐ Team member
Evaluation Award Number *(contract or other instrument)*	Social Impact AID-121-TO-13-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Local Investment and National Competitiveness (LINC) Performance Evaluation
I have real or potential conflicts of interest to disclose.	☐ Yes ■ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	Nov. 18, 2013

Name	Paige Mason
Title	Program Associate
Organization	Social Impact, Inc.
Evaluation Position?	☐ Team Leader X Team member
Evaluation Award Number *(contract or other instrument)*	AID-121-TO-13-00004
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	☐ Yes X No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	
Date	Nov. 20, 2013

ANNEX V: EVALUATION WORK PLAN

EXECUTIVE SUMMARY

Social Impact (SI) will undertake a final performance evaluation of the Local Investment and National Competitiveness (LINC) project. This evaluation will assess the relevance, effectiveness, and efficiency of USAID/Ukraine selected categories of LINC project activities designed to improve the business and investment environment in Ukraine. The evaluation will answer the following five questions:

1. How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?
2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?
3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?
4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?
5. How successful was the LINC project exit strategy?

The Evaluation Team in the field is composed of four experts: Evaluation Team Leader Dr. D. 'Bonni' Blarcom, an international trade and economic policy expert; Evaluation Specialist Andrii Palianytsia, an international development professional; Senior Local Business Consultant Dr. Artem Voitovych, an expert in innovation economics; and Research Assistant/Project Manager Ms. Paige Mason, a monitoring and evaluation professional. The field team is supported by a logistician in Kyiv, Tatiana Pasichnyk, a program assistant at SI headquarters, Erin Crossett, and a Senior Trade Consultant (serving as Senior Technical Advisor), Conrad Fritsch.

The team will develop initial findings from document review, and visit ten sites in four economic regions. The proposed sites are Severedonetsk (in the East), Lutsk and Zdolbuniv (in the West), Odesa, Bilajivka, and Teplodar (in the South), Alushta, Bakhchysaraij, Saky, and Simferopol (in Crimea), in addition to interviews in Washington D.C. and Kyiv of USAID staff and Chemonics. A Team Management Plan will guide the two sub-teams as they traverse the country to ensure that they continue to work as a united team. Semi-structured key informant interviews and focus groups of LINC assisted respondents, as well as mini-surveys of non-assisted areas for comparative purposes, will be the main methodological approaches. The team will integrate gender considerations throughout the evaluation using USAID's domains of analysis approach. The team commenced field work in Kyiv on 15 October 2013, and will provide a briefing to USAID on 7 November 2013, as well as a stakeholders' briefing on 8 November 2013. The draft evaluation report will be submitted to USAID on 22 November 2013, and the team plans to submit the final report by 31 December 2013.

LIST OF ACRONYMS

COR	Contracting Officer Representative
ET	Evaluation Team
FGD	Focus Group Discussion
GI	Group Interview
HQ	Headquarters
KII	Key informant interview
LINC	Local Investment and National Competitiveness
M&E	Monitoring and Evaluation
MSI	Management Systems International
NGO	Non-government organization
PA	Program Assistant
PM	Program Manager
QA	Quality Assurance
SI	Social Impact
STA	Senior Technical Advisor
USAID	United States Agency for International

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ANNEXES[2] ..... Error! Bookmark not defined.

[2] Work plan annexes VI-X are included in this annex, with work plan annexes I-V included as separate evaluation report annexes.

1. EVALUATION PURPOSE AND TEAM

1.1 Evaluation Purpose and Questions

Social Impact (SI) and its sub-contractor Management Systems International (MSI) will assess the relevance, effectiveness, and efficiency of selected Local Investment and National Competitiveness (LINC) project activities designed to improve the business and investment environment in Ukraine. Social Impact will focus on the following project activities: (1) implementation of strategic economic development plans prepared and adopted by municipalities or regional partnerships with LINC's technical assistance (LINC tasks 1b, 1 c, 1e, 2b, a n d 3a), (2) promotion of domestic and foreign investments (LINC's tasks 1c, 1d, and 1e), and (3) competitive agriculture development (LINC's task 3c).

In particular, SI will answer the following questions (numbers do not reflect priority):

1. How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?

2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?

3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?

4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?

5. How successful was the LINC project exit strategy?

1.2 Evaluation Team Members

Evaluation Team Leader: Dr. D.'Bonni' Blarcom (SI) is an international trade and economic policy expert with over 25 years of experience. Dr. Blarcom's extensive evaluation services include team leader of six Evaluation Teams, and the drafting of evaluation strategies for regions, global programs and monitoring and evaluation (M&E) projects. Dr. Blarcom has designed M&E strategies for trade policy reform components of technical assistance for trade reform. Dr. Blarcom holds a Ph.D. in economics and a M.S. in agricultural economics. Her expertise in trade policy has served 17 countries and six regional forums, including the Organization for Economic Cooperation and Development (OECD), Asia-Europe Meeting, Southern Africa Development Community, Common Market of Eastern Africa, the Association of Southeast Asian Nations and the Gulf Cooperation Council (GCC). Dr. Blarcom has also managed 26 contracts and projects funded by USAID, DFID, the World Bank and the Asian Development Bank (ADB). Dr. Blarcom will act as the main point of contact for evaluation activities with the Mission upon arrival in the Ukraine until the draft evaluation report is submitted.

Evaluation Specialist: Andrii Palianytsia (MSI) is an international development professional with more than 15 years of experience in program analysis, design, management and evaluation with USAID, multilateral organizations and foreign governments. His key expertise lies in the fields of business environment, regulatory and policy reform, investment, strategic planning, anti-corruption and policy evaluation. For the World Bank, Mr. Palianytsia conducted work in the Ukraine and many countries throughout Eastern and Central Europe on issues of business climate, investment, regulatory reform and trade. For the USAID-funded BIZPRO project he worked with Ukrainian government

officials, local businesses owned by men and women and NGOs on training and organizational reform programs. He holds an M.A. in sociology from Central European University, and has completed doctoral coursework in political science.

Senior Local Business Consultant: Dr. Atrem Voitovych (MSI) is an expert in innovation economics and has represented Ukraine's economic trade and investment interests domestically and internationally for over 15 years. Having recently served as Deputy Head of Ukraine's Trade and Economic Mission to the European Union, he understands Ukraine's macroeconomic policies, business practices and operational environment, and trade and investment promotion systems. Dr. Voitovych is adept with analyzing economic trends, researched business innovations, and assessed government policies and corporate actions to evaluate opportunities and recommend options for improving the business and investment climate in Ukraine. As Chief Consultant to the presidential administration's Directorate of Strategic Initiatives, Strategic Analysis and Planning Unit, he applied these skills to identify and initiate projects to support Ukraine's strategic economic priorities and competitiveness. He holds a Ph.D. in economics from the Centre for Science and Technology Studies of National Academy of Sciences, Kyiv, Ukraine.

Research Assistant/Project Manager: Ms. Paige Mason (SI) brings substantial experience with M&E, gender and project management for evaluation projects worldwide; she is an experienced program manager and assisted in the design, development and delivery of evaluation and management trainings for USAID and MCC. She manages a series of USAID evaluations in India, Afghanistan and Indonesia. Ms. Mason has a M.A. from Georgetown University's School of Foreign Service and is conversant in Russian.

Headquarters Program Management. SI's Headquarters (HQ) program management staff includes Program Manager (PM), Paige Mason, Program Assistant (PA), Erin Crossett, and Senior Technical Advisor (STA), Dr. Conrad Fritsch. Ms. Mason will coordinate and review all deliverables, including the work plans, the draft report, and the final report, and is responsible for quality assurance and compliance with USAID policies. Dr. Fritsch will review all technical products to ensure methodological rigor and quality of analysis. Ms. Crossett will be in charge of coordinating logistics with the in-country logistician, Ms. Tatiana Pasichnyk. Ms. Crossett will also be responsible for all administrative matters for the Evaluation Team.

1.3 Team Management in the Field

Field Work. The Evaluation Team (ET) will work as a full team and as two sub-teams in the field. Each sub-team will have a Ukrainian born expert and a female team member. The first part of the evaluation will be spent in Kyiv for discussion with USAID regarding the workplan, as well as interviews with key informants now based in Kyiv. Team members will also pilot test the data collection instruments while in Kyiv. At least two weeks will be spent visiting 10 different municipalities with sub-teams of two, rotating the Ukrainian born experts after one week in order to limit sub-team differences of questionnaire administration. At least the final two days will be spent in Kyiv to provide a pre-departure briefing to USAID staff and project stakeholders.

Team Work. The team will work using the following approach**:**

- The report will be a team effort. Each team member has a part of the report to write, and is a primary reviewer for another author's work. All work will be reviewed by all team members, and discussed in the daily team meetings.
- Information needs to be shared as quickly as possible from interviews to inform other members, ideally within 24 hours.

Communication with USAID. USAID will be kept informed daily of scheduled interviews, focus groups, mini-surveys and travel plans. Invitations to participate in all meetings will be extended to the Evaluation Contracting Officer Representative (COR), who will invite all relevant Mission personnel. The team will provide updates on the pilot testing of questionnaires, and any other changes to

evaluation methodology or workplan. Lists of key informant interviewees, focus group members, and mini-survey respondents will be provided to USAID weekly. If any significant deviations from the approved Evaluation Work Plan are required, the team will seek USAID approval from the Evaluation COR. The Evaluation Team Leader will provide a weekly briefing for the Evaluation COR, Activity Managers, Office of Economic Growth and other relevant Mission personnel to provide information on evaluation progress and any issues. The Evaluation Team Leader will also provide a weekly briefing to the SI HQ program management team. Prior to departure, the ET will provide a briefing for Mission management and staff of major findings, preliminary conclusions and preliminary recommendations. The draft report will include the response to Mission feedback during the pre-departure briefing. SI plans to submit the final report no later than 31 December 2013.

II. PROPOSED METHODOLOGIES

2.1 Mixed-Methods Approach

The ET will use a mixed-methods approach consisting of document review, semi-structured key informant interviews (KIIs), group interviews (GIs), and focus group discussions (FGDs). Additionally the ET will use a mini-survey approach with a comparison group in order to draw comparisons and suggest causal links between achievements and LINC interventions. Additionally, the data collection instruments will include approaches for "quantifying" the qualitative information gathered, and the ET will use both quantitative and qualitative methods for analysis.

2.2 Document Review

Each team member will become familiar with the LINC final report, 15 quarterly reports, 3 performance monitoring plans, 4 work plans, and relevant contextual information from government sources, project implementers, and researchers. The ET will consult both primary and secondary sources to verify information in project documents. The document review will be considered a first iteration toward answering the evaluation questions. From this review, the ET will develop an internal memo of 'Initial Assessment from Document Review'.

2.3 Site Visits in LINC Economic Regions

After initial findings from the document review, the ET will visit ten sites in four economic and geographic regions. The proposed sites are Severodonetsk (in the East), Lutsk and Zdolbuniv (in the West), Odesa, Bilajivka, and Teplodar (in the South), Alushta, Bakhchysaraij, Saky, and Simferopol (in Crimea). In addition, the ET will interview USAID staff and Chemonics (and its implementing partners) in Kyiv and in Washington, D.C. Further interviews in Kyiv will be held to assist in the data collection effort in the comparable sites (mostly large associations), and with the donor community that collaborated with LINC. (Please see **Annex 1** for the detailed analysis that went into site selection.)

After arrival in Kyiv, the Evaluation Team will split up into two sub-teams. During the site visits, the Evaluation Team will conduct KIIs, GIs, and FGDs with project beneficiaries. To better ensure consistency in sub-team data collection, the sub-teams will change composition by switching one member between the sub-groups. For site visit schedule, please see **Annex 2**.

2.4 Comparison Sites

In order to draw comparisons and determine potential causal links between project results and LINC intervention activities, the ET will collect data from six comparison cities that did not receive LINC assistance. These cities include: Skadovsk (Crimea), Makiivka (East), Zhytomyr (West), Sarney (West), Dnipropetrovsk (South), and Balty (South). A data collection instrument, called a 'mini-survey' will be provided to a group of individuals and organization members that represent the following categories of individuals: government officials and private sector representatives. The ET is currently exploring the possibility of partnering with a local data collection firm to either (a) visit these cities to collect data in person or (b) administer the survey over the phone. The ET anticipates that such a partnership will ensure a high enough response rate to draw reliable comparisons between assisted and non-assisted respondents. If such a partnership is not possible (due to time and budgetary constraints), the survey will be administered via email with the support of the Association of Cities. Please see **Annex 1** for details on comparable site selection.

2.5 Data Collection Instruments

Categories of Respondents: The ET has developed a set of data collection instruments for various categories of respondents in the selected sites. This set of respondents has been assisted or associated with the LINC project. The questionnaires are the following:

1. Private Sector Representatives
2. USAID Staff
3. Implementer
4. Government
5. Collaborator
6. Beneficiaries

The ET will pilot the questionnaires during the first week in-country.

Semi-Structured KIIs: The ET will use a semi-structured approach to interviews, allowing for a level of standardization across interviews, as well as flexibility and adaptability to context and the particular person or group of people being interviewed. The data collection instruments will include both structured questions, as well as more open-ended questions. (The draft data collection instruments/questionnaires are presented in **Annex 3**.) At each the selected project sites the Evaluation Team is planning to conduct at least two KIIs, and will aim to conduct more.

Focus Group Discussions and Group Interviews: The Evaluation Team will conduct a number of FGDs and GIs with key informants from the non-government organization community and private sector direct and indirect beneficiaries to supplement data collected during semi-structured KIIs. Within each geographic region, at least two FGD or GI sessions will be held. In Crimea, four FGD or GI sessions are planned. Using the FGD or GI method (see **Annex 5**) will allow for greater coverage of key informants and greater reliability of received data. FGD and GI participants will also receive small structured multiple-choice questionnaires that they will complete before actual commencement of sessions. The team will decide prior to each FGD or GI the most appropriate approach to use. FGDs are much more participant-centric, with the primary focus on the interaction between participants. GIs tend to be much more facilitator-centric, with a more structured interview guide. All FGDs and GIs will be audio-recorded to ensure that all responses are captured.

Mini-Survey: The Evaluation Team will use a rapid appraisal mini-survey approach to collect data from non-assisted individuals and institutions to serve as basis for comparison with data received from beneficiaries of LINC interventions and to draw stronger causal links regarding LINC's contribution to the improved business and investment climate in Ukraine. The team is exploring the option of using a local institution to collect the data from unassisted individuals and institutions. The task, implemented directly by the current ET or an expanded team to include a local organization, will conduct the mini-survey by phone among randomly sampled private sector respondents in selected comparison sites. Another mini-survey will be conducted among selected public officials in these sites. The size of the sample will be sufficient for comparison. Selection criteria for public officials to participate in the mini survey will include their positions to correspond to positions of public officials interviewed in LINC sites. The ET will also use remote interviewing methods in order to reach key informants who are no longer in Ukraine, or that the team is unable to interview during site visits. Questionnaires similar to those used found in **Annex 3** will be sent via email and included in the final analysis of results. Further detail on comparison site selection and sampling can be found in **Annex 1**.

2.6 Target Number of Respondents

The ET is comfortable that we will be able to accomplish the number of targets in the table. We will strive for more.

Location	KIIs	FGDs or GI (with at least 5 participants)	Mini-Survey for unassisted sites
East – 1 site	2	2	10
West – 2 sites	4	2	10
South – 3 sites	6	2	20
Crimea – 4 sites	8	4	30
Total	20 ~ 20 respondents	10 meetings ~ 50 respondents	70

2.7 Gender Integration

In order to capture the different experiences of males and females as they relate to LINC interventions, the ET will use the domains of analysis[3] approach to develop interview questions, to be integrated with the existing data collection instruments. Upon arrival in Kyiv, the ET will explore these domains with key informants and refine the questions based on preliminary findings. These domains will also inform the qualitative data analysis and enrich the findings with an exploration of varying gender roles and how gender norms have affected the project's implementation. Furthermore, the Evaluation Team will observe any linkages that may have occurred for gender integration with projects funded by other donors and include any Ukraine gender assessment documents in their document review. When designing data collection tools, conducting analysis, and drafting the evaluation report, the Evaluation Team will regularly consult the gender integration checklist found in **Annex 6**.

2.8 Analysis

By using interview protocols, common methods and approaches across sub-teams and sources, the team will be able to compare results across site visits, sex, and category of respondent. For each category of respondent, different sampling methods will be used. The team will identify small groups for KIIs based on the project documents and in consultation with USAID officers. For larger groups, such as beneficiaries and investors, the team will use structured sampling using a LINC database of beneficiaries, and public records of investors. The team will explore using a large business organization database of members to encourage their membership (in the selected comparative sites) to complete an online survey instrument, or to participate in the survey administered by a local partner. The structured sampling allows for capturing full diversity of key informants in limited samples.

For each evaluation question, the Evaluation Team will organize and disaggregate data obtained from different methods and sources, review it for reliability and validity, and triangulate it to compare findings based on multiple methods, forms of data, sources of data and levels of data or respondents. The Evaluation Team will use sex-disaggregated data to identify any differences between males and females.

[3] The domains of analysis include: laws, policies, regulations and institutional practices; cultural norms and beliefs; gender roles, responsibilities, and time used; access to and control over assets and resources; and patterns of power and decision-making.

2.9 Limitations

Advantage of LINC selected sites: There are limitations on any evaluation, no matter what approach is used. The Monitoring and Evaluation (M&E) plan for LINC did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to the project alone. The evaluation will explore causal links, but is unable to authoritatively ascribe impact or a direct causal relationship between observed outcomes and LINC. Furthermore, the LINC selection methodology used very specific criteria, namely (1) municipalities in selected economic regions would have completed economic strategic planning; (2) economic regions could be formed from several municipalities that had a common sector or common economic plans; and (3) the local government was receptive to the LINC philosophy. Therefore, unassisted LINC sites most likely did not meet LINC's initial selection criteria, so it can be presumed that LINC sites started out with an advantage. The ET will attempt to control for this advantage in their analysis, but we anticipate that assisted and unassisted groups will not have comparable baselines.

Recall, response and selection bias: Specific forms of bias might include deficiencies in interviewees' recollection of their experiences due to time passed lack of interest in responding to mini-survey requests from comparison cities, or significant unforeseen externalities influencing outcomes and/or experiences of beneficiaries in some selected sites. The ET will mitigate bias (particularly recall, response, and selection bias) as much as possible by using multiple sources of data to triangulate on an evaluation issue, with the assistance of qualitative evidence matrices for each site.

Evidence matrix to counter bias: A combined evidence matrix will be used to guide the initial targeting of respondents at each selected site (See **Annex 8**). The project beneficiary list will facilitate this approach. Over 200 beneficiaries are identified from the ten selected sites. By combining information from multiple sources, i.e., documents, interviews, and mini-survey data, the effect of biases on the analysis will be reduced as much as possible. Finally, the Evaluation Team will interview key informants with different 'causal distances' from the activity, i.e., indirect beneficiaries and external experts, to provide evidence from different perspectives.

Additional data to mitigate limitations: The ET will further mitigate limitations by identifying and addressing them through using additional sources of data, including wider use of FGDs and GIs, increase in number of respondents for KIIs, use of alternative comparison cities, and use of secondary data (e.g. government statistics on regional economic indicators and their dynamics) that may be available. The team will also request assistance in facilitation of mini-surveys from respected national NGOs that did not participate in the LINC project (such as the Association of Cities), and will identify and explicitly acknowledge unforeseen externalities. Also the project's sub-region division can present a limitation for data verification as official statistical data are often available only for administrative territorial units like oblasts and raions. Therefore it could be difficult to single out the project's impact for verification using official statistics.

Mixed team with four sub-group compositions: Furthermore, the Evaluation Team is comprised of two Ukrainian team members and two non-Ukrainian team members. Each sub-team will be comprised with one Ukrainian team member and one non-Ukrainian team member to mitigate translation difficulties. The composition of the sub-groups will change half way through data collection, thus better ensuring similar approach. Data collection instruments (and the accompanying letter from the team leader) will be translated into Ukrainian for beneficiaries, local government officials, investors, and non-assisted respondents.

Quick written communication among Evaluation Team members: The Evaluation Team will further mitigate bias on the part of the interviewer using a number of strategies. First, each team member will enter in their notes from the interviews into a data collection table at the end of each day to mitigate interviewer recall bias. Second, the sub-teams will shift halfway through data collection, so that one member from sub-team A will switch with one member from sub-team B to provide variation in interviewers throughout data collection.

2.10 Quality Assurance

Through our extensive experience managing evaluations, SI has developed a rigorous and well-tested quality assurance and management approach, which includes utilizing tailored Quality Assurance (QA) checklists throughout the life cycle of an evaluation or assessment. We use a process of formal backstopping, project status reviews, regular team check-ins, and monitoring with the COR to ensure that all deadlines for deliverables are met. Our management procedures map out steps starting at evaluation planning, inception, and implementation, and concluding with the submission of the final evaluation and summary reports and administration of our client satisfaction survey.

SI will employ a three-stage quality assurance process for the LINC evaluation to ensure high quality, evidence-based results that are useful for program improvement and learning. Each stage of the evaluation is reviewed and vetted through QA checks and direct feedback to the Team Leader. At Stage I: Evaluation Planning—the STA will specifically review the feasibility and rigor of the proposed evaluation design, work plan, data collection tools and protocols. At Stage II: Reporting—reports are assessed by the STA and PM to ensure structural and logical linkages among the findings, analysis, conclusions, presentation of qualitative and quantitative data, and practical recommendations. The PA assists in this process by verifying that data is accurately calculated and presented, and in copy-editing and formatting the report. The PM will provide a final review of the draft evaluation report prior to submission. At Stage III: Final report—the STA and PM will follow SI's 45-point quality check of the executive summary, program and methodology description; adequacy of findings, analysis, conclusions, and final recommendations (see **Annex VII**),; compliance with the USAID Evaluation Policy; and overall report presentation.

2.11 Contingency Plan

For field work as complex as that required for LINC, it is expected that certain logistical challenges will occur. SI has hired a very skilled logistician who is familiar with LINC project sites and stakeholders, and this individual will determine the most efficient and cost-effective way to travel from place to place throughout the evaluation period of performance. Should any logistical challenges arise during field work, the logistician will be on-call to quickly solve any problems. For international logistics, the program assistant will work very closely with SI's travel agent, Philoxenia, to determine alternate routes that would allow team members traveling internationally to arrive as quickly as possible. In the event that a team member in unable to fulfill the duties, SI will work closely with its subcontractor, MSI, to work with the remaining team members to develop a plan of action for completing the work and, if needed, identify an appropriate replacement.

In cases where respondents are not available, or time does not allow face-to-face interviews with key informants, the Evaluation Team will administer the questionnaire remotely via phone or email. Additionally, SI has built sufficient flexibility into the field work schedule to allow one sub-team to stay in the field for up to 3 additional days toward the end of field work to fill any critical gaps in data collection. The Evaluation Team Leader will notify USAID should any of these contingencies need to be enacted.

III. EVALUATION TIMELINE & CALENDAR

Timetable. The team will arrive in the field on 14 October 2013, for an in-briefing with USAID on 15 October. The team will depart Kyiv to begin site visits to municipalities on 20 October 2013 and return to Kyiv on or around 4 November 2013. The ET will deliver a briefing to USAID on 7 November, and a briefing to stakeholders on 8 November. Please see **Annex II** for a detailed description of field work.

Task/ Deliverable	Period of Performance
Kickoff meeting with USAID	Upon Award
Review background documents; preparation work (offshore)	September 23-October 8
Team Planning Meeting hosted by SI	October 9
Interviews with key stakeholders and informants in Washington, DC	October 9-11
Evaluation Team members travel to Ukraine	October 13
In-brief with USAID/Ukraine	October 15
Submit updated work plan	October 17
Data collection	October 15-November 4
Preparation for presentation	November 4-6
Presentation and debriefing with USAID/Ukraine	November 7
Debriefing with key stakeholders	November 8
Expatriate team members depart Ukraine	November 9
SI submits draft report to USAID/Ukraine	November 22
USAID/Ukraine comments on draft report	December 17
Evaluation Team revises draft report	December 17-31

WORK PLAN ANNEX VI: GENDER INTEGRATION CHECKLIST[4]

		Good	Adequate	Poor or not addressed	Not applicable
1. Conceptual framework: and research design					
1-1	Evaluation includes a gender analysis framework				
1-2	Evaluation identifies constraints between males and females, where appropriate				
1-3	Stakeholder consultations with all key groups, including groups of females				
1-4	Use of rapid assessment/diagnostic studies during evaluation design, where appropriate				
1-5	Ensure focus on closing gaps between males and females not just women and not just men.				
2. Organization of the research					
2-1	Both sexes included at all levels of research team				
2-2	Male and female local language speakers involved				
3. Sample design					
3-1	Both male and female household members interviewed of different ages, as appropriate				

[4] Source: Bamberger (2005) Handbook for evaluating gender impacts of development policies and programs. Table 5. Workshop on "Evaluating gender impacts" International Program for Development Evaluation Training. © *International Program for Development Evaluation Training (IPDET). For permission to reproduce contact jmichaelbamberger@gmail.com*

3-2	Special modules to interview other (non-household head) male and female members of the household				
3-3	Monitoring who participates (both attends and speaks) in community meetings				
3-4	Follow-up sample if key and under-represented male and female groups missing				
3-5	Focus groups selected to ensure all key and under-represented groups with male and female members represented				
3-6	Follow-up sample for missing males and females who identify with targeted groups				
4. Data collection methods					
4-1	Data collected (where appropriate) on both sexes				
4-2	Key development gaps between males and females are covered				
4-3	Information on division of labor between males and females, of all ages as appropriate				
4-4	Time use patterns of males and females of all ages, as appropriate				
4-5	Control of resources of males and females in a household, group or organization				
4-6	Information collected about, and from, different male and female household members				
4-7	Use of qualitative data collection methods where required.				
4-8	Mixed method data collection strategy				
4-9	Systematic use of triangulation to verify what males say about females and females say about males				
4-10	Focus groups are held in locations accessible to women				
4-11	If talking about sensitive topics, focus groups of exclusively females and exclusively males are held				
4-12	Data collected from both married and unmarried males and females				
5. Data analysis and presentation					
5-1	Ensure sex-disaggregation of data.				
5-2	Follow-up (if possible in the field) when triangulation reveals inconsistencies between information gathered from males and from females.				
5-3	Ensure findings reach, and are commented on, by all key groups (including groups representing both men and women)				

WORK PLAN ANNEX VII: EVALUATION CHECKLIST

EVALUATION REVIEW FACTOR	1	2	3	4	5	Reviewer Comments
STRUCTURE OF THE REPORT						
1. Is the report well-organized (each topic is clearly delineated, subheadings used for easy reading)?						
2. Is the report well written (clear sentences, reasonable length paragraphs, no typos, acceptable for dissemination to potential users)?						
3. Does the report adequately address all the evaluation questions in the SOW?						
4. Does the evaluation report discuss any issues of conflict of interest, including the lack thereof?						
5. As applicable, does the evaluation report include statements regarding any significant unresolved differences of opinion on the part of funders, implementers and/or members of the Evaluation Team?						
EXECUTIVE SUMMARY						
6. Does the evaluation report begin with a 3- to 5-page stand-alone summary of the purpose, background of the project, main evaluation questions, methods, findings, conclusions, recommendations and lessons learned (if applicable) of the evaluation?						
7. Does the Executive Summary concisely state the main points of the evaluation?						
8. Does the Executive Summary follow the rule of only saying what the evaluation itself says and not introducing new material?						
INTRODUCTION						
9. Does the report introduction adequately describe the project?						
10. Is the purpose of the evaluation clearly stated?						
11. Is there a clear statement of how the evaluation will be used and who the intended users are?						
12. Are the priority evaluation questions presented in the introduction?						
SCOPE AND METHODOLOGY						
13. Does the report provide a clear description of the evaluation's design?						
14. Does the report state the period over which the evaluation was conducted?						
15. Does the evaluation address all evaluation questions included in the Statement of Work (SOW)?						
16. Does the methodology include gender analysis?						
17. In answering the questions, does the report appropriately use comparisons made against baseline data?						
18. If the evaluation is expected to influence resource allocation, does it address cost structure and scalability of the intervention, as well as its effectiveness?						
19. Is there a clear description of the evaluation's data collection methods (summarized in the text with the full description presented in an annex)?						
20. Does the evaluation report contain a section describing the limitations associated with the evaluation methodology (e.g. selection bias, recall bias, unobservable differences between comparator groups, small samples, only went to villages near the road, implementer insisted on picking who the team met with, etc)?						
21. Does the evaluation scope and methodology section address generalizability of the findings?						
FINDINGS						
22. Are FINDINGS specific, concise and supported by strong quantitative and qualitative evidence?						
22.1. As appropriate, does the report indicate confirmatory evidence for FINDINGS from multiple sources, data collection methods, and analytic procedures?						
23. Are adequate data provided to address the validity of the "theory of change" or development hypothesis underlying the project, i.e., cause and effect relationships?						
24. Are alternative explanations of any observed results discussed, if found?						
25. Are unplanned results the team discovered adequately described?						
26. Are opinions, conclusions, and recommendations kept out of the description						

EVALUATION REVIEW FACTOR	1	2	3	4	5	Reviewer Comments
of FINDINGS?						
ANALYSIS AND CONCLUSIONS						
27. Are charts and graphs used to present or summarize data, where relevant?						
27.1. Are the graphics easy to read and simple enough to communicate the message without much text?						
28. Is there a clear distinction between CONCLUSIONS and FINDINGS?						
29. Is every CONCLUSION in the report supported by a specific or clearly defined set of FINDINGS?						
30. Are the CONCLUSIONS credible, given the FINDINGS the report presents?						
31. Can the reader tell what CONCLUSIONS the Evaluation Team reached on each evaluation question?						
RECOMMENDATIONS						
32. Are RECOMMENDATIONS separated from CONCLUSIONS? (Are they highlighted, presented in a separate section or otherwise marked so that the reader sees them as being distinct?)						
33. Are all RECOMMENDATIONS supported by a specific or clearly defined set of FINDINGS and CONCLUSIONS? (Clearly derived from what the Evaluation Team learned?)						
34. Are the RECOMMENDATIONS practical and specific?						
35. Are the RECOMMENDATIONS responsive to the purpose of the evaluation?						
36. Are the RECOMMENDATIONS action-oriented?						
37. Is it clear who is responsible for each action?						
38. Are the RECOMMENDATIONS limited/grouped into a reasonable number?						
LESSONS LEARNED						
39. Did this evaluation include lessons that would be useful for future projects or programs, on the same thematic or in the same country, etc.?						
40. Are the LESSONS LEARNED highlighted and presented in a clear way?						
41. Does the report indicate who the lessons are for? (e.g., project implementation team, future project, USAID and implementing partners, etc.)						
BOTTOM LINE						
42. Does the evaluation report give the appearance of a thoughtful, evidence-based, and well organized effort to objectively evaluate what worked in the project, what did not and why?						
43. Is the evaluation report structured in a way that will promote its utilization?						
44. Does the evaluation report explicitly link the evaluation questions to specific future decisions to be made by USAID leadership, partner governments and/or other key stakeholders?						
45. Does the evaluation report convey the sense that the evaluation was undertaken in a manner to ensure credibility, objectivity, transparency, and the generation of high quality information and knowledge?						

WORK PLAN ANNEX VIII: EVALUATION MATRIX

The following matrix will be used as a guide to identify sources of information for each selected site. A page number indicates the location of the information, a check mark indicates the expectation of information, and N indicates no information from that site is included in that document. While in the field, an evidence matrix will be completed for each site. This will enable cross-site comparison, and facilitate the targeting of respondents.

	Geographic Region	Crimea				East	West		South		
	Overall Project	Alusha	Bakhchysaraij	Saky	Simferopol	Severedonetsk	Zdolbuniv	Lutsk	Odesa	Bilajivka	Teplodar
DOCUMENTS/RESEARCH											
Project Documents											
Final Report	☑				p.15	p.23			p.23		SS
15 Quarterly Reports	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Work Plans		☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
2 PMP (1 combined 2 yrs)	☑	N	N	N	N	N	N	N	N	N	N
National/Regional/Local Documents	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	
Other Documents											
PEOPLE & ORGANIZATIONS											
USAID/Washington	☑										
USAID/Ukraine	☑										

Ukraine Gov. - National	☑										
Ukraine Gov – Regional	☑	☑				☑	☑		☑		
Ukraine Gov – Local		☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Implementer – HQ	☑										
Implementer – Field	☑										
Direct Beneficiary	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	
Indirect Beneficiary	☑	☑				☑	☑		☑		
External Donor	☑										

ABBREVIATION KEY: TO BE USED IN SITE-SPECIFIC EVIDENCE MATRICES		
FP: LINC Final Report QR: Quarterly Report N: News articles AL: Academic literature **Beneficiary Categories (Direct and Indirect)** GM: Government Ministries ME: Ministry of Economy MF: Ministry of Finance MA: Ministry of Agriculture	DP: Developer -strategic econ. development plan UP: Users of the strategic econ. development plan IN: Investors- foreign IL: Investors – local IU: Invest Ukraine BU: Business, international BL: Business, local BM: Local business owner, female BF: Local business owner, male BA: Business association AF: Farmer, female AM: Farmer, male AA: Agriculture association AP: Agriculture processor TM: Training participants, female TF: Training participant, male UP: University professor, lecturer	**Donors:** EC: European Commission WB: World Bank CE: Council of Europe IFC: International Financial Corporation UN: United Nations Development Program SIDA: Swedish International Development Agency CIDA: Canadian International Development Agency IRF: International Renaissance Foundation

Notes on methodology:

1. If a respondent/source of information can be categorized, identify all categories on the interview recording sheet and identify all locations in the table.
2. The interview sheet will note if the source is a direct or indirect beneficiary.
3. Government officials paid from the national budget working in the region are classified as national and regional. (The source provides information to the national level, and is well informed on the local level.)
4. A business is classified as international or local dependent on its legal structure and registration.
5. SS: identified as 'success story' in annex by LINC project documentation.

WORK PLAN ANNEX IX: PROJECT STAKEHOLDERS

1. Cabinet of Ministers of Ukraine (http://www.kmu.gov.ua)
2. Ministry of Economic Development and Trade of Ukraine (http://www.me.gov.ua)
3. Ministry of Regional Development, Construction and Housing and Communal Services of Ukraine (http://www.minregion.gov.ua/)
4. State Agency for Tourism and Resorts (http://www.tourism.gov.ua)
5. Ministry of Agricultural Policy and Food (http://www.minagro.gov.ua),
6. Ministry of Health Protection (http://www.moz.gov.ua),
7. Ministry of Justice (http://www.minjust.gov.ua),
8. State Agency for Investments and National Projects (http:/www.ukrproject.gov.ua),
9. State Regulatory Policy and Entrepreneurship Development Service (http://www.dk.rp.gov.ua)
10. ARC Council of Ministers (http://www.ark.gov.ua),
11. ARC Ministry of Economy (http://www.en.minekcrimea.gov.ua),
12. State raion administrations and municipal (according to the list);
13. Odesa Sea Port (http://www.port.Odessa.ua);
14. Kyiv School of Economics (www.kse.org.ua)
15. American Chamber of Commerce (www.chamber.ua/)
16. Agroinvest (Pavlo Kulinich, www.agroinvest.org.ua)
17. Association of Ukrainian Cities (http://www.auc.org.ua)
18. State Veterinary and Phytosanitary Service (http://vet.gov.ua)
19. Institute for Food Safety and Quality (IIFSQ)
20. State Registration Service
21. Crimean Ministry of Tourism

WORK PLAN ANNEX X: REQUESTED INTERVIEWS IN KYIV

LINC Collaborating Partners (USAID and non-USAID)

- Strategic planning for economic development and implementation
  D.TEK, **Viktoria Grib**, Sustainable Development Manager (050 471 9080), **Anatoliy Solovyov**, Head of Local Economic Development project (050 301 2175, 091 932 28 09) (please note that using LINC methodology D.TEK is rolling out planning and implementation activities in Donetsk and Dnipropetrovsk oblasts, supporting those cities that were not able to participate in LINC activities)
- Analysis of LINC impact - **Denis Nizalov**, Kyiv Economic Institute (067 659 6893, 097 707 8029)
- CIDA's Municipal Local Economic Development project (www.mled.org.ua), **Ihor Lepyoshkin** (067 382 7900), LED Advisor.
- EU Project "Harmonization of the competition and public procurement systems in Ukraine (www.competitionproject.org.ua) – **Oleksandr Shatkovsky** (044 361 7828)
- World Bank/IFC Ukraine Food Safety Project – **Sarah Ockman**, Project Manager (044 490 6400)
- Institute of Political Studies and Economic Consultations, **Igor Burakovsky**, Director (095 106 2864) (for updates on Ukrainian economic situation reports)
- Investment One-Stop Shop InvestUkraine, State Agency for Investment and National Projects of Ukraine, **Evtushenko Serhiy**, Head of Department , 254 40 15, 254 40 11; Fax 254 4017 info@ukrproject.gov.ua; s.yevtushenko@ukrproject.gov.ua, yevtushenkos@gmail.com

LINC Implementers

- PPP Development - East Europe Foundation, **Viktor Lyakh,** Director (050 382 6217)
- **Pavlo Kulinich**, Land Market Reform (Agroinvest)
- **Ksenia Sidorkina**, Director of Competitiveness and Investment Operations and Performance
- **Volodymyr Buryi** and/or **Oleksandr Shabalkov**, Legal and Regulatory Reform
- **Gennadiy Druzenko**, Regional Tourism Development
- **Jeff Luebbe**, Crimea Field Director

Representatives from Ukrainian Government

- State Service for Regulatory Policy and Entrepreneurship, **Oleksandr Andreev** (067 761 6167)
- Inflowing investments promotion - State Agency for Investments and National Projects, **Vasyl Fedyuk**, Head of Regional Development Department (050 315 1151)
- State Agency for Investments and National Projects, **Yuriy Shramko**, InvestUkraine (067 506 9903)

Other Key Informants

- Institute of Political Studies and Economic Consultations, **Igor Burakovsky**, Director (095 106 2864) (for updates on Ukrainian economic situation reports)

ANNEX VI: EVALUATION TEAM QUALIFICATIONS

Evaluation Team Leader: Dr. D.'Bonni' Blarcom (SI) is an international trade and economic policy expert with over 25 years of experience. Dr. Blarcom's extensive evaluation services include team leader of six Evaluation Teams, and the drafting of evaluation strategies for regions, global programs and monitoring and evaluation (M&E) projects. Dr. Blarcom has designed M&E strategies for trade policy reform components of technical assistance for trade reform. Dr. Blarcom holds a Ph.D. in economics and a M.S. in agricultural economics. Her expertise in trade policy has served 17 countries and six regional forums, including the Organization for Economic Cooperation and Development (OECD), Asia-Europe Meeting, Southern Africa Development Community, Common Market of Eastern Africa, the Association of Southeast Asian Nations and the Gulf Cooperation Council (GCC). Dr. Blarcom has also managed 26 contracts and projects funded by USAID, DFID, the World Bank and the Asian Development Bank (ADB). Dr. Blarcom acted as the main point of contact for evaluation activities with the Mission for the duration of field work.

Evaluation Specialist: Andrii Palianytsia (MSI) is an international development professional with more than 15 years of experience in program analysis, design, management and evaluation with USAID, multilateral organizations and foreign governments. His key expertise lies in the fields of business environment, regulatory and policy reform, investment, strategic planning, anti-corruption and policy evaluation. For the World Bank, Mr. Palianytsia conducted work in the Ukraine and many countries throughout Eastern and Central Europe on issues of business climate, investment, regulatory reform and trade. For the USAID-funded BIZPRO project he worked with Ukrainian government officials, local businesses owned by men and women and NGOs on training and organizational reform programs. He holds an M.A. in sociology from Central European University, and has completed doctoral coursework in political science.

Senior Local Business Consultant: Dr. Atrem Voitovych (MSI) is an expert in innovation economics and has represented Ukraine's economic trade and investment interests domestically and internationally for over 15 years. Having recently served as Deputy Head of Ukraine's Trade and Economic Mission to the European Union, he understands Ukraine's macroeconomic policies, business practices and operational environment, and trade and investment promotion systems. Dr. Voitovych is adept with analyzing economic trends, researched business innovations, and assessed government policies and corporate actions to evaluate opportunities and recommend options for improving the business and investment climate in Ukraine. As Chief Consultant to the presidential administration's Directorate of Strategic Initiatives, Strategic Analysis and Planning Unit, he applied these skills to identify and initiate projects to support Ukraine's strategic economic priorities and competitiveness. He holds a Ph.D. in economics from the Centre for Science and Technology Studies of National Academy of Sciences, Kyiv, Ukraine.

Research Assistant/Project Manager: Ms. Paige Mason (SI) brings substantial experience with M&E, gender and project management for evaluation projects worldwide; she is an experienced program manager and assisted in the design, development and delivery of evaluation and management trainings for USAID and MCC. She manages a series of USAID evaluations in India, Afghanistan and Indonesia. Ms. Mason has a M.A. from Georgetown University's School of Foreign Service and is conversant in Russian.

Headquarters Program Management. SI's Headquarters (HQ) program management staff includes Program Manager (PM), Paige Mason, Program Assistant (PA), Erin Crossett, and Senior Technical Advisor (STA), Dr. Conrad Fritsch. Ms. Mason will coordinate and review all deliverables, including the

work plans, the draft report, and the final report, and is responsible for quality assurance and compliance with USAID policies. Dr. Fritsch will review all technical products to ensure methodological rigor and quality of analysis. Ms. Crossett will be in charge of coordinating logistics with the in-country logistician, Ms. Tatiana Pasichnyk. Ms. Crossett will also be responsible for all administrative matters for the Evaluation Team.

ANNEX VII: SOURCES OF INFORMATION
A. DOCUMENTS REVIEWED

Quarterly Reports

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, March-June 2009. By Chemonics International. 2009.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, July-September 2009. By Chemonics International. 2009.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, October-December 2009. By Chemonics International. 2009.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, January-March 2010. By Chemonics International. 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, April-June 2010. By Chemonics International. 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, July-September 2010. By Chemonics International. 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, October-December 2010. By Chemonics International. 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, January-March 2011. By Chemonics International. 2011.

U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, April-June 2011. By Chemonics International. 2011.

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U.S. Agency for International Development. Local Investment and National Competitiveness Quarterly Report, July-September 2012. By Chemonics International. 2012.

Performance Management Plans

U.S. Agency for International Development. Local Investment and National Competitiveness Performance Management Plan. By Chemonics International. June 24, 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness PMP Y2 and Y3 Indicators. 2009.

Work Plans
U.S. Agency for International Development. Local Investment and National Competitiveness Y1 Work Plan, April 2009-April 2010.

U.S. Agency for International Development. Local Investment and National Competitiveness Y2 Work Plan, April 2010-April 2011.

U.S. Agency for International Development. Local Investment and National Competitiveness Y3 Work Plan, April 2011-April 2012.

Strategic Economic Plans

Strategic Plan for Economic Development to 2020, Alushta Region, 2011.

U.S. Agency for International Development. The Action Plans of the Economic Block: Sustainable Development Strategies for Bakhchysarai Raion and the City of Bakhchysaray. By the Strategic Planning for Economic Development Expert Committee of the Rayon and the City of Bakhchysaray. December 2009.

Other Project Documents
U.S. Agency for International Development. Local Investment and National Competitiveness Final Report. By Chemonics International. January 31, 2013.

U.S. Agency for International Development. Local Investment and National Competitiveness Mid-Point Assessment. By Chemonics International. March 2011.

Effectiveness of Crimea Republic Permit Center and the Kharkiv and Lviv Oblast Permit Center, 2012

U.S. Agency for International Development. Local Investment and National Competitiveness Outcome Indicators Report. By Kyiv Economics Institute. April 2011.

U.S. Agency for International Development. Local Investment and National Competitiveness Outcome Indicators Report. By Kyiv Economics Institute. July 2012.

Other USAID Documents

U.S Agency for International Development. USAID/Ukraine Country Development Cooperation Strategy, 2012-2016.

U.S Agency for International Development. USAID/Ukraine Gender Assessment, 2012.

U.S. Agency for International Development. Gender Analysis: Opportunities to Strengthen Family Farms and the Agriculture Sector in Ukraine. By Chemonics International. August 2013.

Other Documents

United Nationals Development Programme. Being Smart About Gender: Successful Approaches and Keys to Fostering Gender Equality in Ukraine 2008-2011. By Maksym Klyuchar. 2012.

U.S. Agency for International Development. Business Attitude Survey, Bakhchysaray Raion and the City of Bakhchysarah. 2009.

U.S. Agency for International Development. Business Attitude Survey, Lutsk. By Local Economic Development Project. July 2006.

International Labour Organization. Gender Equality in the Labour Market in Ukraine. 2010. By Gulbarshyn Chepurko.

Public Private Partnerships Supporting Local Investment and National Competitiveness, East Europe Foundation (Baseline data).

Strengthening National Gender Machinery Project Final Report, UNDP, 2012.

The Global Gender Gap Report, World Economic Forum, 2012. Authored by Ricardo Hausmann, Laura D. Tyson, and Saadia Zahidi.

Women, Business and Law Database, International Finance Corporation

Congressional Research Service. Foreign Assistance: Public Private Partnerships (PPPs). By Marian L. Lawson. October 28, 2013.

European Bank for Reconstruction and Development. “How to Empower Women.” Accessed November 6, 2013. https://www.devex.com/en/news/erbd-how-to-empower-women-in-the-workplace/82174

Pricewaterhouse Coopers. Doing Business in Ukraine. August 2013.

ANNEX VII: SOURCES OF INFORMATION
B. PERSONS CONTACTED

	Region	City	Name	Position	Organization	Type of Respondent
1	Crimea	Simferopol	Mr. Aleksandr Timoshuk	Lawyer		Beneficiary
2	Crimea	Bakhchysaray	Mr. Andrei Bogonolov	Farmer	N/A	Beneficiary
3	Crimea	Simferopol	Mr. Ayder Nimatullaev	Owner	Transportation Company	Beneficiary
4	Crimea	Bakhchysaray	Mr. Bahitgul Kachka	Director of Hotel	Hotel Bahitgul	Beneficiary
5	Crimea	Saky	Mr. Mikhail Dzhenkoshvili	Farmer		Beneficiary
6	Crimea	Saky	Mr. Veliev Ramazan	Farmer		Beneficiary
7	Crimea	Simferopol	Mr. Vyacheslav Hachaturyan	Chief Editor	Terra Tavrika	Beneficiary
8	Crimea	Simferopol	Mr. Yuriy Laptev	Director	Ethnography Museum	Beneficiary
9	Crimea	Simferopol	Ms. Irina Chukhovea	Head of Department	Association of Tourist Agencies	Beneficiary
10	Crimea	Simferopol	Ms. Margarita Aradzhioni	Tourism Expert		Beneficiary
11	Crimea	Saky	Ms. Olena Babenko	Director	Center of Tourism	Beneficiary
12	Crimea	Bakhchysaray	Ms. Olga anatolievna Shvec	Director	Bakhchysaray One Stop Shop	Beneficiary
13	Crimea	Bakhchysaray	Ms. Shve Olga Anatolievna		Bakhchysaray One Stop Shop	Beneficiary
14	Crimea	Alushta	Ms. Svetlana Temirova	Hotel Director		Beneficiary
15	Crimea	Simferopol	Ms. Valentina Marnopolskaya		Association of Hotels	Beneficiary
16	Crimea	Saky	Mr. Dilvaver Serorovich	Farmer		Beneficiary

	Region	City	Name	Position	Organization	Type of Respondent
17	Lugansk	Severedonetsk	Mr. Dmitri Buryak	Founder	Alliance Design	Beneficiary
18	Lugansk	Severedonetsk	Mr. Vladimir Demanyenko	Manager	Promdex	Beneficiary
19	Lugansk	Severedonetsk	Mr. Yuri Yashenko	Director	Sistema	Beneficiary
20	Lugansk	Severedonetsk	Ms. Anila Mishelina			Beneficiary
21	National	Kyiv	Mr. Vasyl Fedyuk	Head of Regional Development Department	InvestUkraine	Beneficiary
22	National	Kyiv	Mr. Yuriy Shramko	Director	InvestUkraine	Beneficiary
23	Odesa-Teplodar-Yuzhne	Odesa	Mr. Aleksandr Kolesnik	Manager	Khemo-Pol	Beneficiary
24	Odesa-Teplodar-Yuzhne	Odesa	Ms. Evgenia Nikolayenko	Manager	Rodynna Sadyba	Beneficiary
25	Odesa-Teplodar-Yuzhne	Odesa	Prefers to remain un-named		Oriflame	Beneficiary
26	Volyn	Lutsk	Mr. L Sichuk	Head of NGO	Volyn Oblast Business Incubator	Beneficiary
27	Volyn	Lutsk	Ms. Inna Ivanivna Voilo	Deputy Head	Chamber of Trade and Industry, Lutsk Region	Beneficiary
28	Volyn	Lutsk	Ms. Olga Laktanova	Director of Community Enterprise	Lutsk Center for Tourism Information and Services	Beneficiary
29	Volyn	Lutsk	Ms. Yulia Solomko	Director	Lutsk One Stop Shop	Beneficiary

	Region	City	Name	Position	Organization	Type of Respondent
30	Lugansk	Severedonetsk	Ms. Lena Nezhelska	Manager	SARK	Collaborator
31	National	Kyiv	Mr. Anatoly Solov'ev	Head of Local Economic Development Project	DTEK	Collaborator
32	National	Kyiv	Mr. Anton Wirth	Program Director	GIZ	Collaborator
33	National	Kyiv	Mr. Viktor Lyakh	Director	East Europe Foundation	Collaborator
34	National	Kyiv	Ms. Elena Sayenko	Manager	East Europe Foundation	Collaborator
35	National	Kyiv	Ms. Natalia Korchakova	Coordinator, Economic Sector	EU Delegation	Collaborator
36	National	Kyiv	Ms. Tatjana Anischuk	Senior Program Coordinator	GIZ	Collaborator
37	Odesa-Teplodar-Yuzhne	Odesa	Mr. Volodymyr Mykolayovich	Director	Institute of Market Analysis	Collaborator
38	Odesa-Teplodar-Yuzhne	Odesa	Ms. Nina Khumarova	Scientific Secretary	Institute of Market Analysis	Collaborator
39	Volyn	Zdolbuniv	Mr. Mykola Viktorovych Orlov	Head of NGO	ZEON	Collaborator
40	Crimea	Simferopol	Mr. Aleksandr Trofimov	Head of Association	Association of Crimean Resorts	Government
41	Crimea	Alushta	Mr. Alexei Barketov	Head of Economic Department	Alushta State Administration	Government
42	Crimea	Simferopol	Mr. Gennadiy Semenovich Ryvkin	Deputy Head	Association of Crimean Hotels	Government

	Region	City	Name	Position	Organization	Type of Respondent
43	Crimea	Simferopol	Mr. Mikhail Okrugin	Head of Economic and Investment Department	Ministry of Agrarian Policy of Crimea	Government
44	Crimea	Simferopol	Ms. Elvira Kizilova	Former Head of Tourism Department	ODA, ARK	Government
45	Crimea	Bakhchysaray	Ms. Katerina Gridasova	Head of Strategic Planning and Investment	Bakhchysaray Raion Administration	Government
46	Crimea	Simferopol	Ms. Natalia Gordetskaya	Head of Green Tourism Association	Green Tourism Association	Government
47	Crimea	Saky	Ms. Olga Rossolovskaya		Saky Raion Administration	Government
48	Crimea	Saky	Ms. Tatiana Demidova		Saky City Council	Government
49	Lugansk	Severedonetsk	Mr. Andiy Kovalenko	Head of Economic Department	Severendonetsk City Council	Government
50	Lugansk	Severedonetsk	Ms. Vera Popsuy	Mayor Advisor	Severendonetsk City Council	Government
51	National	Kyiv	Ms. Ksenia Liapina	Member of Parliament	Government of Ukraine	Government
52	Odesa-Teplodar-Yuzhne	Odesa	Mr. Alexander Hvostenko	Head of Economic Department	Odesa ODA	Government
53	Odesa-Teplodar-Yuzhne	Teplodar	Mr. Leonid Pecherskii	Mayor	Teplodar City Council	Government
54	Odesa-Teplodar-Yuzhne	Odesa	Mr. Sergey Tetuhin	Former Deputy Mayor	Odesa Oblast Administration	Government

	Region	City	Name	Position	Organization	Type of Respondent
55	Odesa-Teplodar-Yuzhne	Odesa	Mr. Viktor Ivanovych Bondaruk	Director, Agency of Regional Development	Agency of Regional Development, Odesa	Government
56	Odesa-Teplodar-Yuzhne	Odesa	Ms. Alyona Dyachenko	Former Deputy Director of Economic Department	Odesa City Council	Government
57	Odesa-Teplodar-Yuzhne	Odesa	Ms. Irina Teleshman	Odesa Mayor Advisor	Odesa City Council	Government
58	Odesa-Teplodar-Yuzhne	Bilaijivka	Ms. Olena Nikitenko	Head of Economic Department	Bilaijivka Raion Council	Government
59	Volyn	Zdolbuniv	Mr. Oleksandr Sternijchuk	Head of Village Council	Zdolbuniv Raion	Government
60	Volyn	Lutsk	Mr. Petro Pavlovych Gocalyuk	Lutsk City Mayor Advisor	Lutsk City Council	Government
61	Volyn	Zdolbuniv	Mr. Vasyl Oleksiyovych Tymoshuk	Head of Raion	Zdolbuniv Raion Rada	Government
62	Volyn	Zdolbuniv	Mr. Vitaliy Stepanovych Shul'	Head of Raion Council	Zdolbuniv Raion	Government
63	Volyn	Lutsk	Ms. Natalia Bunda	Head of Tourism and City Promotion Department	Lutsk City Council	Government
64	Crimea	Simferopol	Lakovenko		Chemonics	Implementer
65	Crimea	Simferopol	Ms. Ekaterina Lukyanenko		Chemonics	Implementer
66	Crimea	Simferopol	Ms. Svetlana Voznaya	Tourism Expert	Chemonics	Implementer

	Region	City	Name	Position	Organization	Type of Respondent
67	National	Skype - Kyiv	Mr. Dusan Kulka	Regional Competitiveness Planning Advisor	The Berman Group	Implementer
68	National	Kyiv	Mr. Gennadiy Druzenko	Regional Tourism Development Advisor	Chemonics	Implementer
69	National	Skype - Kyiv	Mr. Howard Ockman	Former LINC COP	Chemonics	Implementer
70	National	Kyiv	Mr. Igor Parasyuk	Strategic Planning Advisor	Chemonics	Implementer
71	National	Kyiv	Mr. Oleksander Rybalko	Cultural Tourism Specialist	Chemonics	Implementer
72	National	Kyiv	Mr. Oleksandr Zheleznyak	Communications Manager	Chemonics	Implementer
73	National	Kyiv	Ms. Maria Sokolova	Regional Competitiveness Coordinator	Chemonics	Implementer
74	National	Kyiv	Ms. Natalia Slynko	Lawyer	Chemonics	Implementer
75	National	Kyiv	Ms. Tatiana Pasichnyk	Manager of Regional Competitiveness Implementation	Chemonics	Implementer
76	Washington, DC	Washington, DC	Mr. Angus Olson	Managing Director	Chemonics	Implementer
77	Washington, DC	Washington, DC	Ms. Dijana Elliott	Program Manager	Chemonics	Implementer
78	Washington, DC	Washington, DC	Ms. Tatiana Dudka	Former LINC DCOP and COP	Chemonics	Implementer

	Region	City	Name	Position	Organization	Type of Respondent
79	National	Kyiv	Mr. Denys Nizalov	Director	Kyiv School of Economics	Implementer
80	National	Kyiv	Ms. Ksenia Sidorkina	Director of Competitiveness and Investment Operations and Performance	Chemonics	Implementer
81	National	Kyiv	Mr. Igor Lepyoshkin	Local Economic Development Specialist	CIDA	Implementer/ Collaborator
82	National	Kyiv	Mr. Pavlo Kulinich	Lawyer	Chemonics	Implementer/ Collaborator
83	National	Skype - Kyiv	Mr. Terry Miller	LINC COR	USAID/Ukraine	USAID Staff
84	National	Kyiv	Ms. Evgenia Malikova	LINC COR	USAID/Ukraine	USAID Staff
85	National	Kyiv	Ms. Stella Roudenko	Gender Officer	USAID	USAID Staff
86	Washington, DC	Washington, DC	Mr. Neal Nathanson	Senior Competitiveness Advisor	USAID HQ	USAID Staff
87	Washington, DC	Washington, DC	Mr. Ryder Rogers	Former LINC COR	USAID HQ	USAID Staff
88	Washington, DC	Washington, DC	Ms. Valerie Chien	Ukraine Desk Officer	USAID HQ	USAID Staff
89	National	Kyiv	Ms. Victoria Grib	Head of Sustainability	DTEK	USAID Staff/Collaborator

ANNEX VIII: PROJECT BACKGROUND ON LINC

LINC's Historical Context: The LINC strategy was built primarily from two previous USAID projects – Local Economic Development (LED), and Trade, Investment and Business Acceleration (TIBA). LINC was intended to build upon the success of the LED project in decentralized planning[5] and worked with former LED-assisted municipalities to create economic regions with various synergies that would theoretically lead to increased economic growth through local investment. Interviews with former LINC staff revealed that local government buy-in was a pre-requisite for LINC activity in chosen municipalities and regions. Before LINC began its work, local governments needed to agree to LINC's approach of developing strategic economic plans for new economic regions, a conglomeration of municipalities and raions with complementary economic characteristics. Therefore, local governments not only needed to agree to work with LINC, but also to work with each other, sometimes crossing oblast administrative lines for economic region collaboration.

TIBA had a more outward focus, working toward Ukraine's accession to the World Trade Organization (WTO) and post-accession implementation; private enterprise compliance with WTO requirements; improving the business environment and creating an enabling-environment for increased domestic and foreign investment; and streamlining and enforcing regulations to reduce corruption related to granting land owner and user rights, access to utilities, and construction permits.[6] LINC used the Support to Micro, Small and Medium Enterprise Development (BIZPRO) and TIBA models for building modern permit-issuing OSSs in every one of LINC's and LED's strategic planning cities, including Sevastopol and Simferopol, and in 50 percent of Crimea's raions. It also promoted effectiveness of the existing and newly established permit-issuing OSSs in each of the municipalities and raions involved in LINC's strategic planning efforts.

The LINC project combined the efforts of the LED and TIBA projects, drawing lessons learned and best practices from each, and built upon them in the project design to further advance the reforms in progress. Contributing to the transition from LED to LINC was Chemonics' role as the prime implementer for both projects.

In planning for and performing Task 1-b: "Support strategic planning for economic development," LINC targeted territories where LED or other donors already assisted municipal strategic planning. Selection criteria for LINC sites also included the existence of political champions of change and the degree of regulatory reform already in play.[7] LINC also built upon the same principles and methodologies used by LED to facilitate community-based, participatory strategic planning.[8] With this methodology, in theory, communities themselves came up with the ideas for the strategy, and by doing so, had to possess a firm sense of buy-in and commitment. LINC planned to nudge the regional communities in certain substantive directions without removing the self-determination that is the foundation of the community-based strategic planning

[5] LINC Quarterly Report FY12 Q3, 14
[6] LINC Mid-point Review, 1-2
[7] LINC Work Plan April 16, 2009 To April 16, 2010, p.12
[8] Ibid., p. 3.

concept. Interviews with participants of the strategic planning process confirmed implementation of this approach.

Though LINC closed in December 2012, ongoing projects (especially from other donors) took up the practices that LINC promoted. The Municipal Local Economic Development Project (MLED) borrowed from LINC's methodology to work in areas where LINC did not provide assistance.[9] LINC and MLED worked together in order to avoid duplication of efforts and to draw lessons learned for replication. Toward the end of the LINC project and after it had closed, other donor-funded projects built upon the LINC methodology and incorporated elements of the LINC project design into their projects. For example, the EU Delegation is using elements of LINC's approach in its tourism and investment attraction work in Crimea.[10] Two aspects of agricultural development in Crimea, the logistics center support and durum wheat trials, continue to be supported through USAID's AgroInvest project, also implemented by Chemonics.

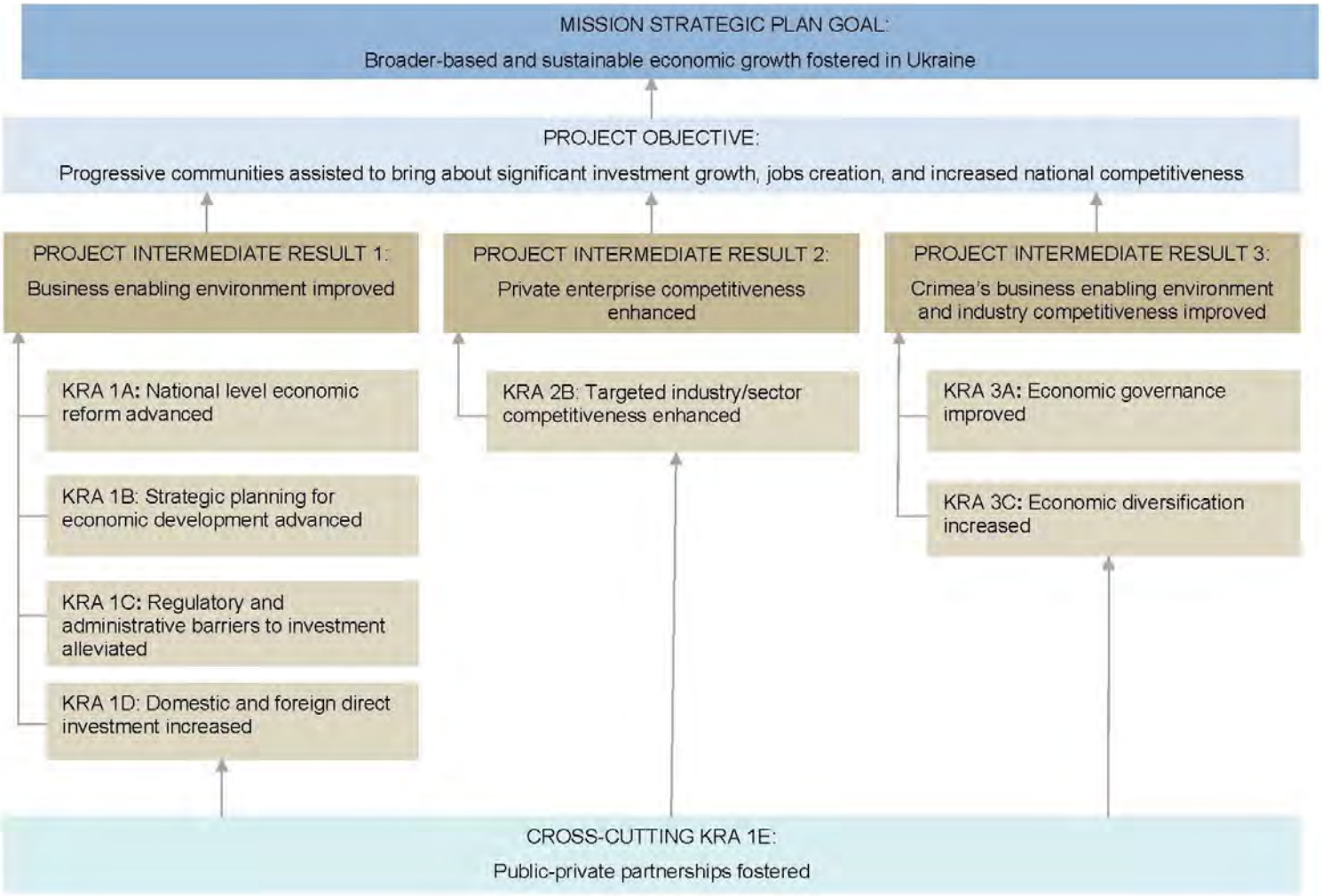
LINC Training Programs: LINC extensively used various training programs and reported the aggregate number of people trained as 12,161.[11] At various locations, the Evaluation Team tried to verify the number of people trained, but 10 months after project completion, few respondents had data on participant training. LINC conducted workshops on competitiveness and CSR, which were calibrated to raise consciousness and understanding on these issues among the community, and intensive FDI training courses to build the capacity of professionals at the local, regional, and national levels to prepare and market investment opportunities and close FDI deals. This training course oriented beneficiaries to the importance of inflowing investment by teaching them the skills necessary to promote, attract, and secure investment deals strategically suitable for their competitive assets, and by helping them organize into an effective institutional sales force for their respective territories. It also conveyed packaging of land parcels for investment. One training was dedicated to the competitiveness of a firm and the aspects that make firms competitive. Training courses analyzed observations and included remarks about regional supply chains, research and development, linkages with universities and science, workforce development, infrastructure improvement, pro-business regulation, voluntary and required quality standards, market research and target customers, and branding and marketing of a region in accordance with its strongest businesses.

LINC's Collaboration with the Private Sector: LINC pursued some partnerships with the private sector to leverage resources for project implementation. One of the most prominent examples is the partnership with DTEK, through which LINC adopted a cost-sharing approach for CSR programming. This partnership actually began with LINC's predecessor project, LED. LED helped DTEK develop its CSR strategy for various municipalities, and DTEK and LED together worked with 7 municipalities to develop municipal strategic economic plans. This CSR partnership continued under LINC, and DTEK worked alongside LINC to develop industrial park concept papers in various economic regions. LINC would provide technical assistance and expertise, and DTEK had strong connections with municipalities and provided some funding to the projects.

[9] LINC Final Report, 5; Interviews with former LINC staff and MLED staff
[10] LINC Final Report, 6; Interviews with former LINC staff, EU Delegation, and GIZ
[11] LINC Quarterly Report Quarter #3 Year #4, p.54

It is important to note that in Crimea, LINC's approach was quite different than in the other 8 economic sub-regions. LINC's activities in Crimea were more focused on private sector engagement as a platform to engage the public sector, considering the challenges they anticipated with working with the public sector in Crimea. This approach could provide a possible explanation for the low value placed on this particular benefit by the Crimean government, and the high value by the private sector.

ANNEX IX: LINC RESULTS FRAMEWORK[12]



[12] LINC Quarterly Report. October-December 2012.

ANNEX X: METHODOLOGY AND LIMITATIONS

The Evaluation Team was comprised of a Team Leader, an Evaluation Specialist, a Senior Local Business Consultant, and a Research Assistant. A description of team members' qualifications may be found in Annex III. The Evaluation Team conducted a mixed-methods performance evaluation, consisting of a desk review, semi-structured KIIs, FGDs in the US[13] and in Ukraine at the national and local level. A mini-phone survey of businesses was conducted in Lutsk, where the Evaluation Team was unable to schedule in-person KIIs with private sector representatives. Additionally, the Evaluation Team administered two quantitative phone surveys to a sample of LINC-assisted (treatment) and non-assisted (comparison) groups to suggest causal links between achievements and LINC interventions. All KII questionnaires were piloted during the two weeks in country, with the exception of the USAID and implementer questionnaires which were piloted in DC. The Evaluation Team employed the following data collection methods.

Evaluation Methods

Desk Review: The Evaluation Team reviewed quarterly reports, monitoring data, relevant assessments and project reviews, and appropriate contextual data from government sources, program implementers, and researchers. The Evaluation Team consulted both primary and secondary sources to verify information in project documents. A full list of documents reviewed may be found in Annex VII-A.

Qualitative Methods

Semi-Structured KIIs: The team made use of semi-structured interview guides (see Annex XI) that gave specific guidance to determine questions asked, but allowed for sufficient flexibility to ask follow-up questions on topics of particular interest or to allow respondents to discuss those topics that may not have been represented in the interview instrument. The interview guides consisted of mostly open-ended questions, with some structured, closed questions (yes/no, ratings, etc.) to collect quantitative data. In most cases, the Evaluation Team conducted KIIs using face-to-face interviews in two-person teams with one primary interviewer and one note-taker. The Team Leader and Research Assistant interviewed USAID staff and implementing partner staff from Chemonics in Washington, DC. Upon arrival in Ukraine, the Evaluation Team held interviews in Kyiv with Ukraine-based implementers, the donor community, and Ukrainian government officials. The Evaluation Team then split up into two sub-teams and visited 11 sites in four economic and geographic regions. During these visits, the Evaluation Team conducted KIIs and FGDs with project beneficiaries, local government officials, and indirect beneficiaries, like foreign investors working in the various regions. To better ensure consistency in sub-team data collection, the composition of sub-teams changed by switching one member between sub-groups. The team documented each KII in a detailed interview memo, accessible by other members of the Evaluation Team. The Evaluation Team prepared separate questionnaires for each of the following groups: USAID staff, LINC associates, Government Officials, Private Sector Representatives, Beneficiaries, and Collaborators. The Evaluation Team conducted 89 (47 male, 42 female) key informant interviews. A full list of people interviewed through KIIs can be

[13] KIIs only

found in Annex VII-B. A full set of data collection instruments for the various groups of KII respondents can be found in Annex XI.

The breakdown of number of people interviewed per group is below:

Table 2: People Interviewed through KIIs

Type of Respondent	Total # Respondents	# Male	# Female
Beneficiary[14]	29	16	13
Collaborator	10	5	5
Government	24	13	11
LINC Associate	19	11	8
USAID Staff	7	3	4

To analyze KII information, the Evaluation Team used three broadly defined categories of respondents: Public Sector respondents, Private Sector respondents (owners or manager of for-profit companies), and Donor/Implementer (USAID staff, collaborators, LINC associates). The Evaluation Team developed a coding spreadsheet to "quantify" the qualitative data collected. Codes consisted of similar responses given to the following interview questions:

- Have LINC activities led to any significant improvements in the investment or competitiveness environment? If so, what was the improvement?
- What problems or challenges did LINC encounter?[15]
- Do you have any recommendations for future donor-funded investment and competitiveness projects?

Focus Group Discussions: The Evaluation Team used Focus Group Discussions (FGDs) as a secondary method of qualitative data collection. The team conducted FGDs with key informants from the NGO community and with private sector direct and indirect beneficiaries to supplement data collected during KIIs. The FGDs increased the coverage of accessed private sector respondents that benefited or collaborated with LINC, thus providing the added benefit of greater reliability of qualitative data (due to cross-verification in the group interviews). Using the FGD method (see Annex VII for the focus group protocol) allowed the Evaluation Team to gather rich qualitative data to triangulate the information gathered through KIIs and desk review.

The Evaluation Team aimed for at least five participants in each FGD. With the exception of the pilot in Lutsk, FGDs were conducted separately for male and female participants. Prior to beginning the FGD, the team distributed questionnaires to collect individual level demographic information. Each FGD was led by a two-person team, and participants were asked to discuss and provide their opinions on five areas/questions. In addition, the Evaluation Team distributed questionnaires to each of the FGD participants prior to commencement of each session. This allowed the team to collect individual-level data in addition to the group level data from the FGD.

[14] Private sector and beneficiaries were condensed into one "Beneficiary" category
[15] This question was not included in the interview guide, but was discussed in the majority of interviews

The questions used to guide the FGD were:

1. What are the most challenging constraints about the business, investment, and competitiveness environment in this region?
2. What LINC activities in this area were useful or helpful to you and your business? How?
3. Do you think any of these activities lead to a significant improvement in the investment or competitiveness environment? If yes, what is the improvement?
4. Are these benefits continuing? If not, why not?
5. What are the gender constraints in Ukraine and how did LINC respond to them?

FGD participants also completed small structured multiple-choice questionnaires before actual commencement of sessions. A total of 28 respondents were interviewed through focus groups. The Evaluation Team conducted 5 FGDs with key informants from the NGO community and private sector direct and indirect beneficiaries to supplement data collected during semi-structured KIIs. One focus group each took place in Severedonetsk and Lutsk, and three focus groups took place in Crimea.

Quantitative Methods

The Evaluation Team sub-contracted the Kyiv School of Economics (KSE) to explore causal links between LINC activities and observed outcomes. KSE executed survey data collection in comparison sites in order to compare this information and draw causal links between project results and LINC intervention activities. These comparison sites included: Skadovsk (Crimea), Makiivka (East), Zhytomyr (West), Sarney (West), Dnipropetrovsk (South), and Balty (South). (Please see section of site selection below for further details on the rationale behind selecting comparison sites). They administered two surveys supplied by Social Impact; the first survey was administered by phone amongst a random sample of local business owners and managers in each of the six comparison sites. The sample size was 10 respondents in each of the six sites, for a total of 60 respondents. The expected length of the interview was about 15 minutes. The second survey was administered by phone to public officials working at the municipal level in economic departments. The sample size was three respondents in each of the 6 sites, for a total of 18 respondents. The survey took approximately 10 minutes. Sampling of public officials was not done at random; rather, enumerators spoke with government officials who were working in departments related to economic growth to ensure that they would have adequate information to respond to the questions.

KSE also gathered similar quantitative data among randomly selected private sector respondents in six LINC-assisted sites: Bakhchysaray, Saky, Severedonetsk, Lutsk, Teplodar, and Odesa. The same methodology was used to survey 10 respondents in each municipality, for a total of 60 respondents. These sites were selected to present a representative sample of LINC's activity and to provide more information on sites of particular interest identified through qualitative data collection. The questionnaires used for quantitative data collection can be found in Annex XI.

KSE interviewed a total of 138 respondents in treatment and comparison groups through phone surveys. All data was edited and checked for quality in accordance of recognized data quality control procedures and was disaggregated both by municipality and by sex. The margin of error

in both business samples is approximately 11.7%. This somewhat high error level is due to the small sample size and the restrictive interview policy due to time constraints. The quantitative data collected through surveys was used to enrich the qualitative data throughout the report and to draw causal links between improvements and LINC activities through use of a comparison group.

It is important to note that the comparison group is not a control group or a rigorously defined counterfactual for more robust analysis. LINC did not make use of randomized control trials at project outset to identify treatment and comparison groups, nor did it conduct baselines in comparison cities. Therefore, it is not possible to use an impact evaluation methodology to attribute impact to LINC.

In addition to survey data, the Evaluation Team collected quantitative information through the KIIs by using rating scales and closed questions.

The total number of people interviewed through qualitative and quantitative methods was 266, per the breakdown below:

Table 1: Total Number of Respondents

Method of Data Collection	Total # Respondents	# Male	# Female
Key Informant Interview	89	47	42
Focus Group Discussion	29	11	18
Mini-Survey[16]	10	4	6
Quantitative Data Survey (Kyiv School of Economics)	138 (120 private sector – 60 treatment, 60 comparison; 18 public sector)	55	83
Total	**266**	**117**	**149**

Site Selection in LINC Economic Regions and Comparison Sites

After the in-brief and initial data collection in Kyiv, the Evaluation Team departed for site visits. Destinations for site visits were decided in consultation with USAID and Chemonics with the final decision regarding sites to be visited based on schedule, budget, logistics, and concentration of LINC implementation activities of interest (specifically implementation of strategic economic development plans, investment promotion, and agriculture development).

The Evaluation Team selected four economic regions for site visits, located in four distinct geographic regions. The Evaluation Team treated Crimea as a fourth economic region because

[16] Mini-survey data from Lutsk was not used in final analysis

(a) it is administratively distinct from the other economic regions, (b) LINC had a different approach to implementation in Crimea than in other areas of Ukraine, and (c) visiting Crimea was critical to evaluating LINC's involvement with the private sector and competitive agriculture development. The team selected the remaining three regions based on the following factors: 1) geographic diversity 2) structural diversity (one oblast economic region vs. multi oblast economic region), 3) overall structure of local economy (industry dominated vs. agriculture vs. trade and services dominated), 4) municipality size (a mix of small and large cities), 5) the range of LINC activities implemented, and 6) consideration of USAID's Guiding Principle that the focus of the project is to be mostly in Eastern and Southern Ukraine.

Thus, in addition to Crimea, the Evaluation Team selected one economic region from each of the macro geographic regions (East, West, South). In the East of Ukraine (where there are two economic regions), based on LINC data, more activities were conducted in Northwest Luhansk. This economic region has a number of medium sized cities and one raion. In the West of Ukraine (where there are two economic regions), based on LINC project documents, more activities were conducted in Central Volyn, a multi-oblast region including both Volyn and Rivne Oblasts. It has oblast centers (medium sized cities) and a number of smaller towns. In the south (where there are four economic regions), Odesa-Teplodar-Yuzhne had the most activities and is a single-oblast region. This region also has the largest city – Odesa. Furthermore, the Evaluation Team selected this region after hearing reports that LINC activities did not take hold in Odesa, and the region encountered a number of challenges. The Evaluation Team decided to visit this region to further investigate these challenges and to gain lessons learned. These regions represent USAID geographic priorities, they are diverse (3 single-oblast and 1 multi-oblast), and they have cities of various sizes and agricultural raions. Additionally, they cover almost all types of LINC activities. City selection can be found in the table below:

Table 2: Selected LINC-Assisted Sites

Geographic Region	East	West	South	Crimea
Economic Region	Northwest Luhansk	Central Volyn	Odesa-Teplodar-Yuzhne	Crimea
Cities	Severedonetsk	Lutsk, Zdolbuniv	Odesa, Bilajivka, Teplodar	Sevastopol, Bakhchysaraj, Saky, Yalta, Simferopol

In order to enable a methodologically sound comparison between municipalities where LINC operated and municipalities not receiving LINC support a comparison group of municipalities was selected in accordance with the following criteria: (1) location outside LINC economic region sites; (2) similarities to the sizes of cities and general economic structure with selected cities in LINC sites; (3) absence of previous USAID funded projects targeting local economic development in these sites for the past 5 years.

The ET judged that a methodologically sound comparison was possible, within existing budget and time constraints, with six comparison cities. To minimize externalities, selected

comparison cities in most cases were located in the same oblasts as LINC sites. However, it was necessary to ensure that LINC activities in these oblasts were not undertaken at the oblast level and would not have direct or indirect influences on comparison cities. In some cases, when selected sites represent cities of unique socio-economic structure or size in the region (e.g. Odesa) the team selected a comparison city outside LINC oblasts. Finally, because LINC activities saturated Crimea, it was impossible to select comparison cities in Crimea, thus we selected a comparison city in another region. Selected comparison sites included:

Table 3: Selected Comparison Sites

LINC sites selected cities	Comparative options	Comparative priority selection
Alushta	Henichesk, Frunze, Skadovsk	Skadovsk
Bakhchysaraj		
Saky		
Simferopol		
Severodonetsk	Makiivka, Enakieve	Makiivka
Lutsk	Uzhorod, Zhytomyr	Zhytomyr
Zdolbuniv	Sarny, Kostopil	Sarny
Odesa	Kharkiv, Dnipropetrovsk	Dnipropetrovsk
Bilajivka	Balty, Kotovsk	Balty

Limitations

Lack of Randomized Control Trial (RCT): The M&E plan for LINC did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to the project alone. The evaluation explored causal links by collecting data in both treatment and comparison groups, but cannot authoritatively ascribe impact or a direct causal relationship between observed outcomes and LINC assistance. This has significant implications for the response to evaluation question 1. Because LINC did not use experimental design, it is not possible to attribute significant improvements in the investment climate and business development to LINC activities. The Evaluation Team thus sought to determine perceived attribution of significant improvements to LINC activities. Many respondents commented that LINC contributed to significant improvements, but could not authoritatively ascribe improvement exclusively to LINC. In some cases, there were several other donor or government-funded activities happening in visited regions, confounding direct attribution to LINC.

Selection Bias: LINC selection methodology used very specific criteria, namely (1) municipalities in selected economic regions would have completed municipal economic strategic plans; (2) economic regions could be formed from several municipalities that had a common sector or common economic plans; and (3) the local government was receptive to the LINC philosophy. Therefore, unassisted LINC sites most likely did not meet LINC's initial selection

criteria, so it can be presumed that LINC sites started out with an advantage. Therefore, treatment and comparison groups will not necessarily have comparable baselines (and baseline data was not collected in comparison sites), so the comparison group is not a true counterfactual to the treatment groups.

Focus Group Limitations: FGDs are also susceptible to limitations, namely self-selection of FGD participants. The number of invitations that went out to potential focus group participants greatly exceeded the number of actual focus group participants. Largely, the respondents that attended the FGDs were simply the ones available to participate on short notice. However, some participants may have self-selected themselves out of attending the focus group, so the focus groups did not capture data from individuals who did not want to discuss LINC. Additionally, the Evaluation Team did not code the qualitative data gathered from FGDs, but chose rather to capture themes from the discussion. The small number of focus group respondents did not lend itself to "quantification" of the qualitative data collected. Thus, the FGDs were used primarily to validate and triangulate findings gathered through KIIs.

Site Selection Limitation: It is also important to note that the data collected in each of the sites visited does not necessarily allow generalization across all LINC sites. LINC worked in eight economic regions and Crimea, and the Evaluation Team was only able to visit eleven municipalities in four economic regions: Northwest Luhansk, Central Volyn, Odesa-Teplodar-Yuzhne, and Crimea. However, the four economic regions did cover the full range of LINC activities, per Table 5 below.

Limited Number of Respondents: In order to gain a broadly based sample of LINC beneficiaries in each of the 11 sites, the Evaluation Team spoke to private sector and local government representatives. While the number of people interviewed is large, the number of people per category of respondent is rather small, further limiting the ability to generalize.

Recall Bias: Recall bias, which results from having to ask respondents for information from a period in the past, is likely given that LINC ended almost a year prior to the evaluation. Many respondents noted that they had difficulty remembering some of the specifics of LINC, so it is assumed that there are still gaps in data. In addition, the quantitative surveys asked respondents to comment on how the investment climate had changed in the last three years, requesting that they recall information from three years ago. The Evaluation Team mitigated bias as much as possible by using multiple sources of data to triangulate responses. Given that the Evaluation Team selected informants for their specialized knowledge of LINC and various points of view, this limitation is not expected to have a notable impact on evaluation findings. Furthermore, the Evaluation Team has a large enough sample for quantitative data collection to observe trends in recalled information, without needing to rely on individual data points.

Other forms of bias in qualitative data collection include lack of interest in responding to survey requests in comparison cities or significant unforeseen externalities influencing outcomes and/or experiences of beneficiaries in some selected sites.

Table 4: Analysis Methods for Each Evaluation Question

Analysis Methods for Each Evaluation Question	Documents Reviewed	KII Respondent Groups	FGD	Quantitative Survey	Relevant KII or Survey Questions	Other Notes

Question 1	Quarterly reports, LINC workplans	LINC staff, USAID staff, private sector, public sector	☑	☑	• Did the LINC project have any influence on your decision to invest?
					  ○ If so, please rate the strength of this influence
					  ○ What LINC activities, in particular, influenced your decision to invest?
					• Have the LINC activities led to an improvement in the investment or competitiveness environment? If yes, what is the improvement?
					• You mention, x; of the improvement in x, how much of that improvement is due to LINC activities?
					• In your opinion, was LINC helpful in addressing issues related to the below factors? Please rate according to the following scale.
					• Did LINC project activities in this component lead to any significant improvements in the business enabling environment?
					  • What were the activities?
					  • What were the improvements?
						The Evaluation Team identified the most significant improvements as stated by respondents using the coded data from KIIs and the mini-survey data in LINC-assisted sites. During interviews, respondents were asked to rate the extent to which those significant improvements could be attributed to LINC activities. The Evaluation Team then made inferences based on their review of LINC activities as to which of these activities may have contributed to significant improvements, as well as detailed examination of the evaluation focus activities.

Question 2	Quarterly reports, LINC workplans	LINC staff, private sector, public sector, USAID staff, collaborators	☑	☑	• What recommendations do you have for future donor-funded investment and competitiveness projects? • What specific practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve the local investment environment and business development without foreign assistance?	The Evaluation Team observed which activities and objectives promoted by LINC were still ongoing through site visits, KIIs, and FGDs.
Gender	LINC SOW, gender	LINC staff, USAID	☑	☑	• Are you aware of any gender based constraints in Ukraine that LINC may have faced?	In order to capture the different experiences of males and females as they relate to LINC

Analysis Methods for Each Evaluation Question	Documents Reviewed	KII Respondent Groups	FGD	Quantitative Survey	Relevant KII or Survey Questions	Other Notes
	analysis materials, secondary research, USAID gender assessment	staff, public sector, government			○ Did LINC take any steps to address these constraints? • Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation? • In any of the LINC capacity building activities you might have attended, were there sessions on gender or specifically targeted for women or men? • To what extent have both males and females participated and benefited from project activities? Were women and men involved or affected differently by the project?	interventions, the ET used the domains of analysis[17] approach to develop interview questions, integrated within the existing data collection instruments. For each domain, the Evaluation Team listed key questions that should be asked when conducting gender analysis, suggested sources of information and areas for further inquiry, the gender-based constraints that need to be considered, and opportunities for future project (in other words, recommendations). Upon arrival in Kyiv, the ET explored these domains with KIIs and refined the questions based on preliminary findings. These domains also informed the qualitative data analysis and enriched the findings with an exploration of varying gender roles and how gender norms affected the project's implementation. Furthermore, the Evaluation Team observed linkages that may have occurred for gender integration with projects funded by other donors and include any Ukraine gender assessment documents in their document review. The Gender Analysis Framework for LINC can be found in Annex IX.
Question 3	Quarterly reports, LINC workplans, Regional economic	LINC staff, private sector, public sector, USAID		☑	• How did LINC interact with other donor funded programs? • 1 = No interaction, no collaboration • 2 = A little interaction, no collaboration • 3 = Interaction, some collaboration • 4 = Good interaction, good collaboration	The Evaluation Team identified other donors working in economic growth and held KIIs with respondents from these organizations. The Evaluation Team also asked whether government or private sector beneficiaries were aware of LINC's

[17] The domains of analysis include: laws, policies, regulations and institutional practices; cultural norms and beliefs; gender roles, responsibilities, and time used; access to and control over assets and resources; and patterns of power and decision-making.

Analysis Methods for Each Evaluation Question	Documents Reviewed	KII Respondent Groups	FGD	Quantitative Survey	Relevant KII or Survey Questions	Other Notes

	plans	staff, collaborators			• 5 = Lots of interaction, excellent collaboration
					• Please, give specifics – what projects, how interacted, how collaborated.
					
					• Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?
					• How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs?
					  o How were these opportunities valued by municipalities?
					  o Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?
						collaboration with any donor funded programs or the private sector.

Question 4	Investment tracker, PPP tracker, strategic plans tracker, LINC PMPs, Crimean investment portal, OECD report, World Bank Data, Quarterly reports, LINC final report, EIU website	LINC staff, private sector, public sector, USAID staff	☑		• How accurate do you think are the results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?	LINC'S Performance Monitoring Plan identifies eight project indicators and 43 activity indicators to report results of project performance. The Evaluation Team examined three project indicators and eight activity indicators and spot checked the reported data in the sites visited.

Analysis Methods for Each Evaluation Question	Documents Reviewed	KII Respondent Groups	FGD	Quantitative Survey	Relevant KII or Survey Questions	Other Notes

Question 5	LINC SOW	LINC staff, private sector, public sector, USAID staff	☑		• What was the LINC exit strategy?
					  ○ Was this strategy successful? Why or why not?
					  ○ What could have been improved about the exit strategy?
					• If one considers an 'exit strategy' to be 'the approach and activities which contribute to sustainability of objectives without foreign assistance', what did LINC do that would provide sustainability to project activities? Are there other aspects of 'an exit strategy'
						The Evaluation Team inquired about LINC's exit strategy during KIIs and observed evidence of sustainability during site visits.

Table 5: Site Selection and LINC Activities

	Strategic Planning	Regional Competitiveness Planning	Strategic Plan Implementation	Sector Competitiveness Improvement	Permit OSS	Investment Promotion	MOED/LED	Tourism	National Legislation	Innovation	Agriculture Development	Land Plot Preparation	PPP
Bukovyna -Podillya	X	X						X					
Central Luhansk	X	X	X	X			X			X			
Central Volyn	X	X			X	X	X	X	X	X			
Danube		X	X			X							
Kherson Mykolaiv		X			X		X		X	X	X		
NW Luhansk	X	X	X	X		X	X			X		X	
Odesa-Teplodar-Yuzhne	X	X	X	X		X	X		X	X		X	X
Tavria			X					X					
Crimea	X		X			X		X			X		

ANNEX XI: DATA COLLECTION TOOLS

A) QUESTIONNAIRE FOR PRIVATE SECTOR REPRESENTATIVES

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name:	**Organization:**	**Gender: F M**
Title/role relevant to LINC project::		Title, currently:
Time period position held:		Interview location:
Email Address:		Interview time:
		Phone:

1. Please describe your familiarity with the LINC project.

2. With what sector of Ukraine's economy are you associated? See list below.

1.	**A. Agriculture**	01 - Crop and animal production, hunting and related service activities	
		03 - Fishing and aquaculture	
2.	**N - Administrative and support service activities**	79 - Travel agency, tour operator, reservation service and related activities	
3.	**R -Arts, entertainment and recreation**	91 - Libraries, archives, museums and other cultural activities	
		93 - Sports activities and amusement and recreation activities	
		90 - Creative, arts and entertainment activities	
4.	**M - Professional, scientific and technical activities**	73 - Advertising and market research	
5.	**D - Electricity, gas, steam and air conditioning supply**		
6.	**C – Manufacturing**	10 - Manufacture of food products	
		13 Manufacture of textiles	
		14 - Manufacture of wearing apparel	
		22 - Manufacture of rubber and plastics products	
7.	**G - Wholesale and retail trade; repair of motor vehicles and motorcycles**		
8.	**I - Accommodation and food service activities**		
9.	**J - Information and communication**	58 - Publishing activities	
10.	**F - Construction**		
11.	**M - Professional, scientific and technical activities**	71 - Architectural and engineering activities; technical testing and analysis	
		72 - Scientific research and development	
12.	**Other (please, specify)**		

3. Did the LINC project have any influence on your decision to invest?
   a. If so, please rate the strength of this influence

1	LINC very strongly influenced my decision to invest
2	LINC strongly influenced my decision to invest
3	LINC influenced my decision to invest
4	LINC very lightly influenced in my decision to invest
5	LINC didn't influence my decision to invest

b. What LINC activities, in particular, influenced your decision to invest?

4. How did LINC interact with other donor funded programs?

   1 = No interaction, no collaboration
   2 = A little interaction, no collaboration
   3 = Interaction, some collaboration
   4 = Good interaction, good collaboration
   5 = Lots of interaction, excellent collaboration

Please, give specifics – what projects, how interacted, how collaborated.

5. Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?

6. Have the LINC activities led to an improvement in the investment or competitiveness environment? If yes, what is the improvement?

7. You mention, x; of the improvement in x, how much of that improvement is due to LINC activities?

0-20	
21-40	
41-60	
61-80	
81-100%	

8. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
   a. Did LINC take any steps to address these constraints?

9. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?

10. In any of the LINC capacity building activities you might have attended, were there sessions on gender or specifically targeted for women or men?

11. What recommendations do you have for future donor-funded investment and competitiveness projects?

12. In your opinion, was LINC helpful in addressing issues related to the below factors? Please rate according to the following scale.

    1 = counter-productive
    2 = unhelpful
    3 = neither helpful nor unhelpful

4 = somewhat helpful
5 = very helpful

	Factors	1	2	3	4	5	NA
1.	Customs regulations and practices						
2.	Administrative burdens						
3.	Education and training						
4.	Land property rights						
5.	Intellectual property rights						
6.	Privatization of state property (regulations and practices)						
7.	Access to finance						
8.	Corporate legislation						
9.	Technology development and innovation						
10.	Availability and quality of investment information						
11.	Trade environment						
12.	Communication with investors						
13.	Government providing infrastructure buildings and/or technical assistance						
14.	Greater international exposures (WTO membership, EURO 2012, preparation to future free trade area with the European Union)						
15.	Other						

ANNEX XI: DATA COLLECTION TOOLS

B) QUESTIONNAIRE FOR USAID STAFF

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name: **Organization:**	**Gender: F M**
Title/role relevant to LINC project::	Title, currently:
Time period position held:	Interview location:
Email Address:	Interview time:
	Phone:

1. Please describe your involvement with LINC.

Improvements according to project activities

Component 1: Improving the Business Enabling Environment

a. Did LINC project activities in this component lead to any significant improvements in the business enabling environment?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

Component 2: Enhancing Private Enterprise Competitiveness

a. Did LINC project activities in this component lead to any significant improvements in private enterprise competitiveness?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

Component 3: Improving Crimea's Business Enabling Environment and Industry Competitiveness

a. Did LINC project activities in this component lead to any significant improvements in Crimea's BEE or competitiveness?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

2. What challenges did LINC encounter in project implementation? How did LINC respond to these challenges?

Evaluation Question 2

3. What specific practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve the local investment environment and business development without foreign assistance?
    a. How have these practices and behaviors been integrated into local governance?

Evaluation Question 3

4. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs?
    a. How were these opportunities valued by municipalities?
    b. Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?

Evaluation Question 4

5. How accurate do you think are the results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?

Evaluation Question 5

6. What was the LINC exit strategy?
    a. Was this strategy successful? Why or why not?
    b. What could have been improved about the exit strategy?

Gender Integration

7. What did the project do in terms of gender integration into its activities?
8. To what extent have both males and females participated and benefited from project activities? Were women and men involved or affected differently by the project?
9. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
    a. Did LINC take any steps to address these constraints?
10. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?

Recommendations

11. What recommendations would you offer for future USAID-funded local investment and competitiveness projects?

ANNEX XI: DATA COLLECTION TOOLS
C) QUESTIONNAIRE FOR LINC IMPLEMENTERS

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name:	**Organization:**	**Gender: F M**
Title/role relevant to LINC project::		Title, currently:
Time period position held:		Interview location:
Email Address:		Interview time:
		Phone:

1. Please describe your role in the LINC project.

Improvements according to project activities

Component 1: Improving the Business Enabling Environment

a. Did LINC project activities in this component lead to any significant improvements in the business enabling environment?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

Component 2: Enhancing Private Enterprise Competitiveness

a. Did LINC project activities in this component lead to any significant improvements in private enterprise competitiveness?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

Component 3: Improving Crimea's Business Enabling Environment and Industry Competitiveness

a. Did LINC project activities in this component lead to any significant improvements in Crimea's BEE or competitiveness?
b. What were the activities?
c. What were the improvements?
d. Were these improvements captured in the PMP indicators?

2. What challenges did LINC encounter in project implementation? How did LINC respond to these challenges?

3. Could you provide a list of activities on which LINC coordinated with other US and non-US funded assistance programs? Could you note 1) what activity, 2) location, 3) with which

organization, 4) comment upon what assisted in making the collaboration work, 5) comment upon how to improve the process of collaboration?

4. Do you think that there were any missed opportunities for collaboration with other donors?

5. What did the project do in terms of gender integration into its activities?

6. To what extent have both males and females participated and benefited from project activities? Were women and men involved or affected differently by the project?

7. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
    a. Did LINC take any steps to address these constraints?

8. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?

9. If one considers an 'exit strategy' to be 'the approach and activities which contribute to sustainability of objectives without foreign assistance', what did LINC do that would provide sustainability to project activities? Are there other aspects of 'an exit strategy'

10. What recommendations would you offer for future USAID-funded local investment projects?

ANNEX XI: DATA COLLECTION TOOLS
D) QUESTIONNAIRE FOR GOVERNMENT OFFICIALS

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name:	**Organization:**	**Gender: F M**
Title/role relevant to LINC project::		Title, currently:
Time period position held:		Interview location:
Email Address:		Interview time:
		Phone:

1. Please describe your familiarity with the LINC project.

2. Do you have any information about the activities noted in the attached table about activities in x. [if only a yes answer, prompt with] What do you know?

3. Have the activities led to an improvement in the investment or competitiveness environment? If yes, what is the improvement?

4. You mention, x; of the improvement in x, how much of that improvement is due to LINC activities?

0-20	
21-40	
41-60	
61-80	
81-100%	

5. What practices promoted by LINC have you adopted?

6. What practices that you have adopted will be continued without donor assistance?

7. [if specific information exists] LINC reports that in this area…. [see attachment]
   Is this an accurate reporting?

   [if no specific information exists] Are you familiar with LINC reporting of results, achievements and contributions to improvements in the investment and business climate? [If so:] How would you assess their accuracy? [If an inaccuracy is mentioned:] Will you provide specifics?

8. How did LINC interact with other donor funded programs?
   1 = No interaction, no collaboration

2 = A little interaction, no collaboration
3 = Interaction, some collaboration
4 = Good interaction, good collaboration
5 = Lots of interaction, excellent collaboration

Please, give specifics – what projects, how interacted, how collaborated.

9. Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?
10. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
    a. Did LINC take any steps to address these constraints?

11. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?
12. In your opinion, was LINC helpful in addressing issues related to the indicated factors? Please rate according to the following scale.

    1 = counter-productive
    2 = unhelpful
    3 = neither helpful nor unhelpful
    4 = somewhat helpful
    5 = very helpful

	Factors	**1**	**2**	**3**	**4**	**5**	**NA**
1.	Customs regulations and practices						
2.	Administrative burdens						
3.	Education and training						
4.	Land property rights						
5.	Intellectual property rights						
6.	Privatization of state property (regulations and practices)						
7.	Access to finance						
8.	Corporate legislation						
9.	Technology development and innovation						
10.	Availability and quality of investment information						
11.	Trade environment						
12.	Communication with investors						
13.	Greater international exposures (WTO membership, EURO 2012, preparation to future free trade area with the European Union)						
14.	Other						

ANNEX XI: DATA COLLECTION TOOLS
E) QUESTIONNAIRE FOR LINC COLLABORATORS

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name:	**Organization:**	**Gender: F M**
Title/role relevant to LINC project::		Title, currently:
Time period position held:		Interview location:
Email Address:		Interview time:
		Phone:

1. Please describe the nature of your collaboration with the LINC project.

Associated with what LINC activity/Project Site: _____

1.	Strategic planning - municipal and regional	
2.	Strategic plan implementation	
3.	Sector work: competitiveness	
4.	One-Stop Shops	
5.	Investment Promotion, access to information on investors	
6.	Municipal/regional office for economic development	
7.	Tourism	
8.	National legislation and national issues – customs, procurement, sanitary issues	
9.	Innovation, productivity enhancement	
10.	Agricultural development	
11.	Land registry and land issues	
12.	Public-Private Partnerships	
13.	Other	

2. How did LINC interact with other donor-funded programs?

   1 = No interaction, no collaboration
   2 = A little interaction, no collaboration
   3 = Interaction, some collaboration
   4 = Good interaction, good collaboration
   5 = Lots of interaction, excellent collaboration

Please, give specifics – what projects, how interacted, how collaborated.

3. Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?

4. Have the LINC activities led to an improvement in the investment or competitiveness environment? If yes, what is the improvement?

5. You mention, x; of the improvement in x, how much of that improvement is due to LINC activities?

0-20	
21-40	
41-60	
61-80	
81-100%	

6. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
   a. Did LINC take any steps to address these constraints?

7. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?

8. Please comment on the sustainability of LINC activities.

9. What recommendations do you have for future donor-funded investment and competitiveness projects?

10. In your opinion, was LINC helpful in addressing issues related to the below factors? Please rate according to the following scale.

    1 = counter-productive
    2 = unhelpful
    3 = neither helpful nor unhelpful
    4 = somewhat helpful
    5 = very helpful

	Factors	**1**	**2**	**3**	**4**	**5**	**NA**
1.	Customs regulations and practices						
2.	Administrative burdens						
3.	Education and training						
4.	Land property rights						
5.	Intellectual property rights						
6.	Privatization of state property (regulations and practices)						
7.	Access to finance						
8.	Corporate legislation						
9.	Technology development and innovation						
10.	Availability and quality of investment information						
11.	Trade environment						
12.	Communication with investors						
13.	Government providing infrastructure buildings and/or technical assistance						
14.	Greater international exposures (WTO membership, EURO 2012, preparation to future free trade area with the European Union)						
15.	Other						

ANNEX XI: DATA COLLECTION TOOLS
F) QUESTIONNAIRE FOR BENEFICIARIES

Interview Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

Respondent 1: (add for additional people)

Name:	**Organization:**	**Gender: F M**
Title/role relevant to LINC project::		Title, currently:
Time period position held:		Interview location:
Email Address:		Interview time:
		Phone:

1. Please describe your familiarity with the LINC project.

Associated with what LINC activity/Project Site: _____

1.	Strategic planning - municipal and regional	
2.	Strategic plan implementation	
3.	Sector work: competitiveness	
4.	One-Stop Shops	
5.	Investment Promotion, access to information on investors	
6.	Municipal/regional office for economic development	
7.	Tourism	
8.	National legislation and national issues – customs, procurement, sanitary issues	
9.	Innovation, productivity enhancement	
10.	Agricultural development	
11.	Land registry and land issues	
12.	Public-Private Partnerships	
13.	Other	
14.		

For those activities where there is a relationship, please rate the according to the scale below:

1 = The assistance I received was counter-productive
2 = The assistance I received was ineffective
3 = The assistance I received was neither effective nor ineffective
4 = The assistance I received was somewhat effective
5 = The assistance I received was very effective

2. How did LINC interact with other donor funded programs?

1 = No interaction, no collaboration
2 = A little interaction, no collaboration
3 = Interaction, some collaboration
4 = Good interaction, good collaboration
5 = Lots of interaction, excellent collaboration

Please, give specifics – what projects, how interacted, how collaborated.

3. Did you perceive any missed opportunities for collaboration among LINC and other donor-funded projects or the private sector?

4. Have the LINC activities led to an improvement in the investment or competitiveness environment? If yes, what is the improvement?

5. You mention, x; of the improvement in x, how much of that improvement is due to LINC activities?

0-20	
21-40	
41-60	
61-80	
81-100%	

6. Are you aware of any gender based constraints in Ukraine that LINC may have faced?
   b. Did LINC take any steps to address these constraints?

7. Do you have any recommendations for how projects can more effectively close the gap between men and women in project implementation?

8. In any of the LINC capacity building activities you might have attended, were there sessions on gender or specifically targeted for women or men?

9. In your opinion, was LINC helpful in addressing issues related to the below factors? Please rate according to the following scale.

   1 = counter-productive
   2 = unhelpful
   3 = neither helpful nor unhelpful
   4 = somewhat helpful
   5 = very helpful

	Factors	**1**	**2**	**3**	**4**	**5**	**NA**
1.	Customs regulations and practices						
2.	Administrative burdens						
3.	Education and training						
4.	Land property rights						
5.	Intellectual property rights						
6.	Privatization of state property (regulations and practices)						
7.	Access to finance						
8.	Corporate legislation						
9.	Technology development and innovation						
10.	Availability and quality of investment information						
11.	Trade environment						
12.	Communication with investors						
13.	Government providing infrastructure buildings and/or technical assistance						

14.	Greater international exposures (WTO membership, EURO 2012, preparation to future free trade area with the European Union)						
15.	Other						

10. Please rate the quality of information you received from LINC via different media (seminars, workshops) according to the scale below:
    1 = poor
    2 = average
    3 = above average
    4 = good
    5 = excellent

11. Please specify in what ways was the assistance you received from LINC was helpful in increasing your competitiveness?

12. Please describe the ways you continue to apply practices you learned from LINC.

13. What recommendations do you have for future donor-funded investment and competitiveness projects?

ANNEX XI: DATA COLLECTION TOOLS
G) QUESTIONNAIRE FOR FOCUS GROUP PARTICIPANTS

Questionnaire for Focus Group Participants
(Private Sector Representatives)

To be distributed to all Focus Group participants

Survey Objective: to collect information to assess the relevance, effectiveness and efficiency of selected LINC project activities

13. Please describe your collaboration with the LINC project. (You can select multiple answers.)

    a. Participated in seminars, workshops
    b. Received training
    c. Participated in strategic planning events
    d. Participated in establishing a permit issuing one-stop shop
    e. Participated in regional competitiveness enhancement
    f. Participated in sector competitiveness enhancement
    g. Participated in agriculture sector activities
    h. Received information assistance
    i. Received other assistance, Please describe_____
    j. I cannot recall specifics
    k. No participation or assistance received
    l. Do not know

1. Do you consult any of these sources to improve your competitiveness?(you can select multiple answers)

    a) consultants you pay for
    b) Books
    c) Internet
    d) Other paper publications
    e) Business Associations
    f) Lawyers
    g) Colleagues
    h) Other

2. With what sector of Ukraine's economy are you associated? See list below.

    a) Agriculture
    b) Manufacturing
    c) Energy
    d) Communications
    e) Construction
    f) Wholesale and retail trade
    g) Professional services (law, accounting, medicine, education etc.)
    h) Food catering (restaurants, café, catering etc.)
    i) Other

4. Did the LINC project have any impact on your decision to develop your business or invest?
    a. Yes No

5. If yes, please rate this impact (1 very little impact; 5 very strong impact)

1 2 3 4 5

6. Did other donor funded programs provide you similar assistance as LINC before, during, or after LINC project?
   a) They provided assistance before LINC
   b) They provided assistance during LINC
   c) They provided assistance after LINC

7. If you received assistance from other donor programs, please name them?

8. Please evaluate the changes in business environment in your city or region during last 5 years? (Please include legal and regularly requirements and as well as their enforcement.)

Factors	It improved	No Change	It declined
Tax regime			
Customs regime			
Land property rights			
Obtaining permits			
Access to finance			
Access to investors			
Access to investment opportunities			
Access to trained labor			
Access to premises			

9. What role did LINC activities play in the changes in the business environment in your city or region?

Factors	None – they did not try	None – tried but failed	Influenced improvements	Do not know
Tax regime				
Customs regime				
Land property rights				
Obtaining permits				
Access to finance				
Access to investors				
Access to investment opportunities				
Access to trained labor				
Access to premises				

10. What is the larger problem in your opinion?
    a) Substance of Laws and regulations
    b) Unpredictable, selective enforcement
    c) Both are equal
    d) Neither

11. Did you use One-Stop-Shop (Єдине вікно)

Yes No

12. If yes, rate your experience (1 very bad; 5 very good)

1 2 3 4 5

13. Are women and men affected differently by the government authorities, or service providers in your region/sector?

Yes No do not know

14. If yes, did LINC take any steps to address these gender issues?

Yes No do not know

12. To what extent are you familiar with the Public Private Partnership (PPP) mechanism?
    a) I am well-informed about it
    b) I am informed about PPP to some extent
    c) I heard something about PPP
    d) I have no idea about PPP mechanism

13. Are you familiar with local or regional strategic planning in your city or region?
    a) I know nothing about it.
    b) I have heard something about it.
    c) I am familiar with it.
    d) I know details about the plan.

14. If you are familiar, is it generally beneficial for a business like yours?

Yes No

What recommendations do you have for future donor-funded investment and competitiveness activities?

ANNEX XI: DATA COLLECTION TOOLS

H) FOCUS GROUP DISCUSSION PROTOCOL (ENGLISH AND UKRAINIAN)

FOCUS GROUP QUESTIONS

1. What are the most challenging constraints about the business, investment, and competitiveness environment in this region?
2. What activities in this area were useful or helpful to you and your business? How?
3. Do you think any of these activities lead to a significant improvement in the investment or competitiveness environment? If yes, what is the improvement?
4. Are these benefits continuing? If not, why not?
5. What are the gender constraints in Ukraine and how did LINC respond to them?

ПИТАННЯ ДО ФОКУС-ГРУПИ

1. Якими є найбільш складні проблеми для бізнесу, інвестицій, конкурентоспроможності у Вашому регіоні?
2. Яка діяльність у цьому напрямку була корисною для Вас і Вашого бізнесу? Чому?
3. Чи Ви вважаєте що ця діяльність призвела до значного покращення в питаннях інвестиційної привабливості, конкурентоспроможності? Якщо так, в чому саме є покращення?
4. Чи ці покращення продовжуються? Якщо ні, чому?
5. Якими є гендерні обмеження в Україні і як ЛІНК на них реагував?

ANNEX XI: DATA COLLECTION TOOLS

I) MINI-SURVEY FOR LINC ASSISTED PRIVATE SECTOR BUSINESS OWNERS OR MANAGERS

Say:

- I am part of a team that is preparing a Final Evaluation of the United States Agency for International Development (USAID) project called LINC – Local Investment and National Competitiveness Project. We understand that this region received assistance from LINC, and would like to ask you some questions about your interaction with LINC. We anticipate that the interview will last approximately 10 minutes.
- The findings, conclusions, and recommendations from this evaluation are intended to assist USAID in determining its future role in improving the business and investment environment, both within Ukraine and globally.
- We are particularly interested in knowing about your opinion about:
    - Changes in your firm's competitiveness, and (If respondent asks what is competitiveness, say competitiveness is the ability of a business to sell and be profitable in a market AS COMPARED TO other businesses in that market)
    - Changes in the business/investment environment. (If respondent asks what do you mean by business/investment environment say – the business/investment environment are the conditions external of operating a business, such as navigating administrative barriers, business legislation, and enforcement.)

Ask: Are you the right person to talk to about these issues? [If not – ask if you could speak to someone informed on these issues]

[Interviewer must fill-in the following information about the survey respondent]

Organization that the respondent represents:

Sex of the respondent (male or female):

Questionnaire

3. Are you familiar with LINC? [If the response is no, do not continue the questionnaire]
   YES NO

4. Did you, either directly or indirectly, receive any assistance from LINC? [If the response is no, do not continue questionnaire]
   YES NO

5. Did you receive direct assistance from any other donor-funded program to improve your competitiveness or address issues related to business environment? [If "No" or "I don't know", skip question 4]
   YES NO I DON'T KNOW
6. Where did this assistance come from? [Please indicate yes or no for each option]

	Yes	No	I don't know
European Union			
Canadian Government			

Another US assistance program			
Another donor (if yes, specify)			

7. Did LINC provide you with specific information or assistance from any of the sources below on investment promotion or increasing competitiveness or to address issues related to the business environment?

	Yes	No
Internet		
Media		
Seminars and Conferences		
Colleagues		
Printed Guides (manuals, brochures, etc.)		
Other (if yes, specify)		

8. With what sector of Ukraine's economy are you associated? (please select yes or no for each option)

	Yes	No
A - Agriculture		
N - Administrative and support service activities		
R -Arts, entertainment and recreation		
M - Professional, scientific and technical activities		
D - Electricity, gas, steam and air conditioning supply		
C – Manufacturing		
G - Wholesale and retail trade; repair of motor vehicles and motorcycles		
I - Accommodation and food service activities		
J - Information and communication		

F - Construction		
M - Professional, scientific and technical activities		
Other (please, specify)		

9. What is your opinion with regards to the various aspects of the business environment during the last 5 years? (Your options will be “it improved”, “no change”, and “it declined”)

Factors	It improved	No Change	It declined
Customs regulations and practices			
Administrative burdens			
Training in investment attraction			
Training in business practices			
Land property rights			
Intellectual property rights			
Privatization of state property (regulations and practices)			
Access to finance (loans, credit, etc.)			
Corporate legislation			
Technology development and innovation			
Availability and quality of investment information			
Availability of investor funding			
Government providing infrastructure buildings and/or technical assistance			
International exposure/trade environment (WTO membership, EURO 2012, preparation to future free trade area with the European Union)			

8. Please rate the level of difficulty with each of the following
   1 = extremely difficult
   2 = difficult
   3 = not very difficult
   4 = neutral
   5 = good

	1	2	3	4	5
Business-related legislation					
Enforcement, procedures, and practices of legislation					

9. Did you use a permit-issuing one stop shop (Єдине вікно) [if the answer is no, please skip question 10]

   YES NO I DON’T KNOW

10. Pleases rate your experience with the permit-issuing one stop shop
    1 = very bad
    2 = bad
    3 = neutral
    4 = good
    5 = excellent

11. In your opinion, are women and men affected differently by the legal, regulatory, and business environment in YOUR REGION?
    YES NO I DON'T KNOW

12. In your opinion, are women and men affected differently by the legal, regulatory, and business environment in YOUR SECTOR?
    YES NO I DON'T KNOW

13. To what extent are you familiar with the Public Private Partnership (PPP) mechanism? [If the answer is option 4, please skip question 14]
    1. I am well-informed about it
    2. I am informed about PPP to some extent
    3. I heard something about PPP
    4. I have no idea about PPP mechanism

14. Please identity the areas (if any) you think a PPP could assist in bringing jobs, improving the quality of life in your jurisdiction: [please indicate yes or no for each option]

	Yes	No
Waste processing		
Tourism, recreation, culture and sport		
Water collection, treatment and distribution		
Construction and/or surfacing maintenance of highways, roads, railways, airport runways, bridges, overhead roads, tunnels and metro, sea and river ports and their infrastructure		
Public health services		
Production, distribution and delivery of gas		
Production, distribution and delivery of electricity		
Real estate management		
Operation of irrigative and drainage systems		
Land ownership and property registration		
Transportation systems		
Other (please, specify)		

15. Are you familiar with strategic development planning in the city or region in which you operate your business? [if the answer is option 1 or 2, conclude the questionnaire]
    1. A strategic plan does not exist in my city or region.
    2. I know nothing about the strategic plan in my city or region.
    3. I have heard something about the strategic plan in my city or region.

4. I am familiar with the strategic plan in my city or region.
5. I know details about the strategic plan in my city or region.

16. In your opinion, has the strategic development plan been beneficial for your business in particular?

    YES NO I DON'T KNOW

17. In your opinion, has the strategic development plan been beneficial for the business environment in your region?

    YES NO I DON'T KNOW

Thank you for your participation.

ANNEX XI: DATA COLLECTION TOOLS

J) MINI-SURVEY FOR UNASSISTED PRIVATE SECTOR BUSINESS OWNERS

Say:

- I am part of a team that is preparing a Final Evaluation of the United States Agency for International Development (USAID) project called LINC – Local Investment and National Competitiveness Project. We understand that this region did not receive assistance from LINC, and would like to ask you some questions for comparison with LINC-assisted sites. We anticipate that the interview will last approximately 10 minutes.
- The findings, conclusions, and recommendations from this evaluation are intended to assist USAID in determining its future role in improving the business and investment environment, both within Ukraine and globally.
- We are particularly interested in knowing about your opinion about:
    - Changes in your firm's competitiveness, and (If respondent asks what is competitiveness, say competitiveness is the ability of a business to sell and be profitable in a market AS COMPARED TO other businesses in that market)
    - Changes in the business/investment environment. (If respondent asks what do you mean by business/investment environment say – the business/investment environment are the conditions external of operating a business, such as navigating administrative barriers, business legislation, and enforcement.)

Ask: Are you the right person to talk to about these issues? [If not – ask if you could speak to someone informed on these issues]

[Interviewer must fill-in the following information about the survey respondent]

Organization that the respondent represents:

Sex of the respondent (male or female):

Questionnaire

10. Are you familiar with LINC? [If the response is no, skip to question 3]
    YES NO

11. Did you, either directly or indirectly, receive any assistance from LINC? [If the response is yes, do not continue questionnaire]
    YES NO

12. Did you receive direct assistance from any donor-funded program to improve your competitiveness or address issues related to business environment? [If "No" or "I don't know", skip question 4]
    YES NO I DON'T KNOW

13. Where did this assistance come from? [Please indicate yes or no for each option]

	Yes	No	I don't know
European Union			
Canadian Government			

Another US assistance program			
Another donor (if yes, specify)			

14. Did you seek specific information or assistance from any of the sources below on investment promotion or increasing competitiveness or to address issues related to business environment?

	Yes	No
Internet		
Media		
Seminars and Conferences		
Colleagues		
Printed Guides (manuals, brochures, etc.)		
Other (if yes, specify)		

15. With what sector of Ukraine's economy are you associated? (please select yes or no for each option)

	Yes	No
A - Agriculture		
N - Administrative and support service activities		
R -Arts, entertainment and recreation		
M - Professional, scientific and technical activities		
D - Electricity, gas, steam and air conditioning supply		
C – Manufacturing		
G - Wholesale and retail trade; repair of motor vehicles and motorcycles		
I - Accommodation and food service activities		
J - Information and communication		
F - Construction		

M - Professional, scientific and technical activities		
Other (please, specify)		

16. What is your opinion with regards to the various aspects of the business environment during the last 5 years? (Your options will be “it improved”, “no change”, and “it declined”)

Factors	It improved	No Change	It declined
Customs regulations and practices			
Administrative burdens			
Training in investment attraction			
Training in business practices			
Land property rights			
Intellectual property rights			
Privatization of state property (regulations and practices)			
Access to finance (loans, credit, etc.)			
Corporate legislation			
Technology development and innovation			
Availability and quality of investment information			
Availability of investor funding			
Government providing infrastructure buildings and/or technical assistance			
International exposure/trade environment (WTO membership, EURO 2012, preparation to future free trade area with the European Union)			

14. Please rate the level of difficulty with each of the following
    1 = extremely difficult
    2 = difficult
    3 = not very difficult
    4 = neutral
    5 = good

	1	2	3	4	5
Business-related legislation					
Enforcement, procedures, and practices of legislation					

15. Did you use a permit-issuing one stop shop (Єдине вікно) [if the answer is no, please skip question 10]

    YES NO I DON’T KNOW

16. Pleases rate your experience with the permit-issuing one stop shop

    1 = very bad

2 = bad
3 = neutral
4 = good
5 = excellent

17. In your opinion, are women and men affected differently by the legal, regulatory, and business environment in YOUR REGION?
    YES NO I DON'T KNOW

18. In your opinion, are women and men affected differently by the legal, regulatory, and business environment in YOUR PRODUCTION SECTOR?
    YES NO I DON'T KNOW

19. To what extent are you familiar with the Public Private Partnership (PPP) mechanism? [If the answer is option 4, please skip question 14]
    5. I am well-informed about it
    6. I am informed about PPP to some extent
    7. I heard something about PPP
    8. I have no idea about PPP mechanism

18. Please identity the areas (if any) you think a PPP could assist in bringing jobs, improving the quality of life in your jurisdiction: [please indicate yes or no for each option]

	Yes	No
Waste processing		
Tourism, recreation, culture and sport		
Water collection, treatment and distribution		
Construction and/or surfacing maintenance of highways, roads, railways, airport runways, bridges, overhead roads, tunnels and metro, sea and river ports and their infrastructure		
Public health services		
Production, distribution and delivery of gas		
Production, distribution and delivery of electricity		
Real estate management		
Operation of irrigative and drainage systems		
Land ownership and property registration		
Transportation systems		
Other (please, specify)		

19. Are you familiar with strategic development planning in the city or region in which you operate your business? [if the answer is option 1 or 2, conclude the questionnaire]
    1. A strategic plan does not exist in my city or region.
    2. I know nothing about the strategic plan in my city or region.
    3. I have heard something about the strategic plan in my city or region.
    4. I am familiar with the strategic plan in my city or region.
    5. I know details about the strategic plan in my city or region.

20. In your opinion, has the strategic development plan been beneficial for your business in particular?

    YES NO I DON'T KNOW

21. In your opinion, has the strategic development plan been beneficial for the business environment in your region?

    YES NO I DON'T KNOW

Thank you for your participation.

ANNEX XI: DATA COLLECTION TOOLS
K) MINI-SURVEY FOR UNASSISTED GOVERNMENT OFFICIALS

Say:

- I am part of a team that is preparing a Final Evaluation of the United States Agency for International Development (USAID) project called LINC – Local Investment and National Competitiveness Project. We understand that this region did not receive assistance from LINC, and would like to ask you some questions for comparison with LINC-assisted sites. We anticipate that the interview will last approximately 10 minutes.
- The findings, conclusions, and recommendations from this evaluation are intended to assist USAID in determining its future role in improving the business and investment environment, both within Ukraine and globally.
- We are particularly interested in knowing about your opinion about:
    - Changes in your jurisdiction's competitiveness, and (If respondent asks what is competitiveness, say competitiveness is the ability of a business to sell and be profitable in a market AS COMPARED TO other businesses in that market)
    - Changes in the business/investment environment. (If respondent asks what do you mean by business/investment environment say – the business/investment environment are the conditions external of operating a business, such as navigating administrative barriers, business legislation, and enforcement.)

Ask: Are you the right person to talk to about these issues? [If not – ask if you could speak to someone informed on these issues]

[Interviewer must fill-in the following information about the survey respondent]

Organization that the respondent represents:

Sex of the respondent (male or female):

What jurisdiction does the respondent represent?

j) Oblast administration
k) Oblast rada
l) Rayon administration
m) Municipal self-government

Questionnaire

17. Are you familiar with LINC? [If the response is no, skip to question 3]
    YES NO

18. Did you, either directly or indirectly, receive any assistance from LINC? [If the response is yes, do not continue questionnaire]
    YES NO

19. Did you receive direct assistance from any donor-funded program to improve your governance to increase competitiveness of businesses or address issues related to business environment? [If no, skip question 5]

YES NO I DON'T KNOW

20. Where did this assistance come from? [Please indicate yes or no for each option]

	Yes	No	I don't know
European Union			
Canadian Government			
Another US assistance program			
Another donor (if yes, specify)			

21. Did you seek specific information or assistance from any of the sources below on investment promotion or increasing competitiveness or to address issues related to business environment?

	Yes	No	I don't know
Internet			
Media			
Seminars and Conferences			
Colleagues			
Printed Guides (manuals, brochures, etc.)			
Other (if yes, specify)			

22. What is your opinion with regards to the various aspects of the business environment during the last 5 years? (Your options will be "it improved", "no change", and "it declined")

Factors	It improved	No Change	It declined
Customs regulations and practices			
Administrative burdens			
Training in investment attraction			
Training in business practices			
Land property rights			
Intellectual property rights			
Privatization of state property (regulations and practices)			
Access to finance (loans, credit, etc.)			
Corporate legislation			

Technology development and innovation			
Availability and quality of investment information			
Availability of investor funding			
Government providing infrastructure buildings and/or technical assistance			
International exposure/trade environment (WTO membership, EURO 2012, preparation to future free trade area with the European Union)			

23. Please rate the level of difficulty with each of the following
    1 = extremely difficult
    2 = difficult
    3 = not very difficult
    4 = neutral
    5 = good

	1	2	3	4	5
Business-related legislation					
Enforcement, procedures, and practices of legislation					

24. Is there a permit issuing one-stop shop in your municipality or oblast?
    YES NO I DON'T KNOW

25. Are women and men affected differently by the legal, regulatory, and business environment in your region?
    YES NO I DON'T KNOW

26. Did you participate in strategic development planning in your jurisdiction? [If no, proceed to question 15]
    YES NO I DON'T KNOW

27. Please rate the quality of your experience with strategic development planning.
    1 = very bad
    2 = bad
    3 = neutral
    4 = good
    5 = excellent

28. Did your jurisdiction receive any assistance with strategic development planning?
    YES NO I DON'T KNOW

29. Was the strategic development planning useful?
    YES NO I DON'T KNOW

30. Has your jurisdiction had cooperation with the private sector in a public-private partnership?

YES NO I DON'T KNOW

31. Did your jurisdiction participate in any of the following activities?

	Yes	No	I don't know
Identify potential investment opportunities			
Prepare investment promotion material			
Organize and fund investment expos, fairs, and other events			
Provide training for issues related to investment			

ANNEX XI: DATA COLLECTION TOOLS
L) QUESTIONNAIRE FOR FOREIGN AND DOMESTIC INVESTORS (UKRAINIAN)

I. Запитання для інтерв'ю Іноземних і Вітчизняних Інвесторів

Мета Інтерв'ю: Збір інформації для оцінки актуальності, ефективності та успішності діяльності в обраних проектах ЛІНК

Respondent 1:
Респондент 1:

ПІБ: Організація: Стать: **Ч Ж**	
Посада /обов"язки , що мають відношення до проекту ЛІНК	Посада, яку займаєте зараз
Як довго займаете цю посаду?	Місце проведення інтерв'ю
Місце проживання	Час проведення інтерв'ю
Електронна адреса	Номер телефону

1. З яким сектором економіки України Ви пов'язані? Див. список нижче.

13.	**А. Сільське господарство**	01 - Рослинництво, тваринництво, мисливство та відповідне надання послуг у цих галузях	
		03 - Рибальство та водне господарство	
14.	**N - Управління та сфера обслуговування**	79 - Туристичне агентство, туроператор , служба резервування та суміжні види діяльності	
15.	**R- Мистецтво, розваги і відпочинок**	91 - Бібліотеки, архіви, музеї та інші заклади культури	
		93 - Діяльність у галузі спорту, розваг і відпочинку	
		90 - Діяльність в області творчості, мистецтва та розваг	

16.	**M - Професійна, наукова і технічна діяльність**	73 - Реклама та маркетингові дослідження	
17.	**D - Постачання електроенергії, газу, парового опалення та електрокондиціонування**		
18.	**C- Виробництво**	10 - Виробництво продуктів харчування	
		13 - Виробництво текстильних виробів	
		14 - Виробництво одягу	
		22 - Виробництво гумових та пластмасових виробів	
19.	**G - Оптова та роздрібна торгівля; ремонт автотранспортних засобів і мотоциклів**		
20.	**I - Розміщення та діяльність громадського харчування**		
21.	**J - Інформація та зв'язок**	58 - Видавнича діяльність	
22.	**F - Будівництво**		
23.	**M - Професійна , наукова і технічна діяльність**	71 - Архітектура, інженерія; технічні випробування та аналіз	
		72 - Наукові дослідження та розробки	
24.	**Інше (будь ласка, вкажіть)**		

14. Будь ласка, опишіть як добре ви знайомі з проектом ЛІНК.

15. Чи вплинув проект ЛІНК на ваше рішення щодо інвестування?
    a. Якщо так, то оцініть, будь ласка, силу цього впливу

1	ЛІНК дуже сильно вплинув на моє рішення інвестувати
2	ЛІНК сильно вплинув на моє рішення інвестувати
3	ЛІНК вплинув на моє рішення інвестувати
4	ЛІНК незначно вплинув на моє рішення інвестувати
5	ЛІНК не вплинув на моє рішення інвестувати

b. Яка з діяльностей ЛІНК зокрема, вплинула на Ваше рішення інвестувати?

16. Як ЛІНК взаємодіяв з іншими проектами , що фінансуються донорами?

1 = Не взаємодіяв, не співпрацював

2 = Частково взаємодіяв; не співпрацював

3 = Взаємодіяв, частково співпрацював

4 = Добре взаємодіяв, добре співпрацював

5 = Глибока взаємодія, відмінна співпраця

Будь ласка, вкажіть детально - які проекти, як взаємодіяли, як співпрацювали.

17. Чи помітили Ви якісь невикористані можливості для співпраці між ЛІНК та іншими проектами, що фінансуються донорами або приватним сектор?
18. Чи призвела діяльность ЛІНК до поліпшення інвестиційного середовища та конкурентоспроможності? Якщо так, то що поліпшилось?
19. Ви вказали "x", як поліпшення; яка частка в цьому поліпшенні обумовлена діяльностю ЛІНК?

0-20	
21-40	
41-60	
61-80	
81-100%	

20. Чи знаєте Ви про заходи цього проекту щодо рівноправного залучення чоловіків і жінок у своїй діяльності?

    Чи в одинаковій мірі, на Вашу думку, і чоловіки і жінки приймали участь і надбали користі від діяльності проекту?
    Чи по-різному жінки і чоловіки приймали участь у проекті і чи по- різному цей проект вплинув на них?

21. Які рекомендації ви можете запропонувати щодо майбутніх інвестиційних та конкурентоспроможних проектів, що фінансуються донорами?
22. На ваш погляд, чи був ЛІНК корисним у вирішенні питань, пов'язаних з нижче вказаними чинники? Будь ласка, оцініть у відповідності з наступною шкалою

1 = шкідливим
2 = некорисним
3 = ні корисним, ні некорисним
4 = дещо корисним
5 = дуже корисним

	Чинники	**1**	**2**	**3**	**4**	**5**	**NA**
16.	Податкове законодавство						
17.	Процедура та практика збору податків						

18.	Митне законодавство і практика						
19.	Управління накладних витрат						
20.	Освіта та навчання						
21.	Права власності на землю						
22.	Право інтелектуальної власності						
23.	Приватизація державного майна (законодавство та застосування)						
24.	Доступ до фінансування						
25.	Корпоративне законодавство						
26.	Розвиток технологій та інновації						
27.	Наявність і якість інвестиційної інформації						
28.	Торгівельне середовище						
29.	Зв'язок з інвесторами						
30.	Забезпечення урядом інфраструктури будівель і / або технічної допомоги						
31.	Інше:						

ANNEX XI: DATA COLLECTION TOOLS
M) INTERVIEW QUESTIONS FOR GOVERNMENT OFFICIALS (UKRAINIAN)

I. Запитання для Інтерв'ю Державних Службовців

Мета Інтерв'ю: Збір інформації для оцінки актуальності, ефективності та успішності діяльності в обраних проектах ЛІНК

Респондент 1:

ПІБ: Організація: Стать: **Ч Ж**	
Посада /обов"язки , що мають відношення до проекту ЛІНК	Посада, яку займаєте зараз
Як довго займаете цю посаду?	Місце проведення інтерв'ю
Електронна адреса	Номер телефону

13. Будь ласка, опишіть як добре ви знайомі з проектом ЛІНК.

14. Чи володієте ви інформацією щодо діяльність "Х", яка відмічена в прикладеній таблиці? [Якщо відповідь- ТАК, тоді]- Що ви знаєте?
15. Чи призвела ця діяльность до поліпшення інвестиційного середовища та конкурентоспроможності ? Якщо так, то що поліпшилось ?

16. Ви вказали , "х" як поліпшення; яка частка в цьому поліпшенні обумовлена діяльностю ЛІНК ?

0-20	
21-40	
41-60	
61-80	
81-100%	

17. Які саме підходи, рекомендовані ЛІНК, ви використовуєте на практиці?
18. Які саме з цих підходів ви продовжуватимете використовувату на практиці без допомоги донорів ?
19. [Якщо існує конкретна інформація], ЛІНК повідомляє , що в цій галузі .... [Див додаток]

Чи є це, на Вашу думку, точний звіт?

[Якщо ніякої конкретної інформації не існує], Чи знайомі Ви з наданими ЛІНК результатами, досягненнями і внеском у поліпшення інвестиційного та ділового клімату?

[Якщо це так:] Як би Ви оцінили їх точність?

[Якщо вказано на неточність, тоді :] Надайте, будь ласка, детальне пояснення?

20. Як ЛІНК взаємодіяв з іншими проектами, що фінансуються донорами?

1 = Не взаємодіяв, не співпрацював

2 = Частково взаємодіяв; не співпрацював

3 = Взаємодіяв, частково співпрацював

4 = Добре взаємодіяв, добре співпрацював

5 = Глибока взаємодія, відмінна співпраця

Будь ласка, вкажіть детально - які проекти, як взаємодіяли, як співпрацювали.

21. Чи помітили Ви якісь невикористані можливості для співпраці між ЛІНК та іншими проектами, що фінансуються донорами або приватним сектор?
22. Чи знаєте Ви про заходи цього проекту щодо рівноправного залучення чоловіків і жінок у своїй діяльності?
23. Чи в одинаковій мірі, на вашу думку, і чоловіки і жінки приймали участь і надбали користі від діяльності проекту?

Чи по-різному жінки і чоловіки приймали участь у проекті і чи по- різному цей проект вплинув на них?

24. Які рекомендації ви можете запропонувати щодо майбутніх інвестиційних та конкурентоспроможних проектів, що фінансуються донорами?
25. На ваш погляд, чи був ЛІНК корисним у вирішенні питань, пов'язаних з нижче вказаними чинниками? Будь ласка, оцініть у відповідності з наступною шкалою:

1 = шкідливим
2 = некорисним
3 = ні корисним, ні некорисним
4 = дещо корисним
5 = дуже корисним

	Чинники	**1**	**2**	**3**	**4**	**5**	**NA**
1.	Податкове законодавство						
2.	Процедура та практика збору податків						
3.	Митне законодавство і практика						
4.	Управління накладних витрат						
5.	Освіта та навчання						
6.	Права власності на землю						
7.	Право інтелектуальної власності						

8.	Приватизація державного майна (законодавство та застосування)						
9.	Доступ до фінансування						
10.	Корпоративне законодавство						
11.	Розвиток технологій та інновації						
12.	Наявність і якість інвестиційної інформації						
13.	Торгівельне середовище						
14.	Зв'язок з інвесторами						
15.	Забезпечення урядом інфраструктури будівель і / або технічної допомоги						
16.	Інше:						

Шановна/ий _____,

На замовлення Агентства США з Міжнародного Розвитку (USAID), ми проводимо по всійУкраїні завершальну оцінку проекту Локальні Інвестиції та Національна Конкурентоспроможність (ЛІНК).

Результати, висновки та рекомендації цього оцінювання призначені для надання допомоги USAID у визначенні його майбутньої ролі в поліпшенні ділового та інвестиційного клімату, як в Україні, так і в цілому світі.

Ми намагаємося зміцнювати майбутні проекти економічного зростання, і надавати можливість для впроваджувачів цих проектів дізнаватися про сильні і слабкі сторони проекту ЛІНК.

Запрошуємо Вас взяти участь у цій оцінці, відповівши на запитання для інтерв'ю щодо Вашого досвіду з ЛІНК.

Ми були б дуже вдячні, якщо б ви змогли прийти до [вказати адресу, дату та час] для того, щоб оцінювальна команда змогла провести інтерв'ю в десяти місцях України на Сході , Півдні , Заході і в Криму протягом двох тижнів.

Ми забезпечуємо відшкодування транспортних затрат, а також легкі закуски.

Крім того, 8 листопада, ми плануємо надати кожному учасникові інтерв'ю копію чорновика документу з отриманими даними, висновками та рекомендаціями для ваших коментарів.

Ми сподіваємося, що Ви поділяєте нашу думку про важливість такої діяльності для України і будемо вдячні за Вашу участь.

Будь ласка, зв'яжіться з Організатором, панею Тетяною Пасічник, за номером телефону: XXX- XXX-XXXX, щоб підтвердити свою участь.

З повагою,

ANNEX XII: ANALYSES OF SPECIFIC ISSUES
A) LINC ACTIVITIES IN SELECTED SITES

Table 6: LINC Activities at Visited Sites

	Lutsk	Zdolbuniv	Severedonetsk	Bilajivka	Odesa	Teplodar	Alushta	Bakhchysaray& B. Raion	Saky&SakyRaion	Simferopol & S. Raion	Yalta
Development and Implementation of Strategic Plans for Economic Development in Cities and Raions		X	X		X	X	X	X	X		
Development and Implementation of Regional Competitiveness Plan	X		X	X	X	X					
Permit-Issuing One Stop Shop Development	X	X	X				X	X	X	X	
Sector/Tourism Sector Competitiveness Enhancement							X	X	X	X	
Tourist Information Center Development	X									X	X
Investment Promotion and Investment Property Preparation			X				X	X			
Partner Office for Economic Development			X								
Durum Wheat Demonstration Program										X	
Horticultural Marketing Support								X	X		
Horticultural Product Development Support								X	X		

Table 7: Strategic Plan Review

	Central Volyn (inc. Lutsk & L. Raion, Zdolbuniv)	NW Luhansk (inc.Severedonetsk)	Bilajivka (regional)	Odesa (municipal)	Teplodar (municipal)	Alushta (municipal)	Bakhchysaray (municipal)	Saky
Community Profile	yes	yes	yes	yes	yes	yes	yes	Yes
Business Attitude Survey (# respondents; Date)	152 (40 L. City;11 Lutsk R; 20 Zd) Dec. 2010	40, Jan. – Feb. 2010	5 11/11/2010	51 February 11, 2010	34 October 10, 2009	May 2010, total of 40	August 18, 2009, a total of 40	36
Critical Issues	yes	Yes	Yes	yes	Yes	yes	Yes	Yes
Strategic Vision	yes	Yes	Yes	Yes	Yes	yes	Yes	Yes
SWOT	yes	Yes	Yes	Yes	Yes	yes	Yes	Yes
Project Sheets	21	N/A	N/A	N/A	23	N/A	27	39
Public Input	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Number of participants on Expert Committee	N/A	N/A	N/A	50	20	40	N/A	40
Private Sector – Involvement	Yes	Yes	Yes	Yes	yes	Yes	Yes	Yes
Pages	44	69	24	64	26	49	52	36
Date of strategy	08/17/2011	09/29/2010	August 2011	Developed Dec. 2010 Not adopted	08/26/2011	7/29/2011	No information about adoption, draft	12/25/09
Municipal/ Regional Competitiveness	Regional	Regional	Regional	Municipal	Municipal	regional	regional	municipal
Investment promotion-policy	Yes	Yes	Yes	Yes	yes	yes	yes	yes

Table 8: Activities to Support Strategic Planning for Economic Development

LINC's quarterly reports note the following activities:

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
	Activities applicable to visited sites:			
		Identification criteria for selecting economic regions	July 2009	2 Quarter, 2009
		KEI perform statistical analysis to identified cities/regions	July 2009	2 Quarter, 2009
Regional	LUTSK (Volyn Ob)	Volyn Center: (Rivne & Volyn oblasts) intro meeting	n/a	2 Quarter, 2010
city - adopt draft or regional		Protocol of Intentions: Leaders Lutsk Oblast & Lutsk city sign	n/a	3 Quarter, 2010
raion - adopt regional		Introductory meeting: Volyn Center	July 12-13, 2010	3 Quarter, 2010
		Introductory meeting: Central Volyn sub-region	Dec. 2010	4 Quarter, 2010
		LINC experts present profile, BAS		4 Quarter, 2010
		1st EC meeting- Volyn	Dec. 23, 2010	1 Quarter, 2011
		2nd EC meeting- Volyn	Jan. 25, 2011	1 Quarter, 2011
		3rd EC meeting-Volyn	Feb. 24, 2011	1 Quarter, 2011
		4th Central Volyn EC meeting	Ap. 13-14, 2011	2 Quarter, 2011
		Lutsk City Rada adopts draft	Aug. 17, 2011	4 Quarter, 2011
		Lutsk Raion Rada approve	Sept. 14, 2011	4 Quarter, 2011
(as above)	ZDOLBUNIV (Rivne Ob)	Volyn Center: (Rivne & Volyn oblasts) intro meeting		2 Quarter, 2010
		Protocol of Intentions: Leaders Rivne Oblast & Zdol. City		3 Quarter, 2009

LINC's quarterly reports note the following activities:

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
		(see Central Volyn EC meetings reported under Lutsk)		
		Zdolbuniv Raion Rada approved Central Volyn Strategy	May 23, 2012	2 Quarter, 2012
Regional	SEVEREDONETSK	Travel to North Luhansk region	August 2009	2 Quarter, 2009
city adopt draft of regional		Competitiveness Forum	Dec. 1-2 2009	3 Quarter, 2009
		Signed protocol: strategy plan & implement w/ W Luhansk	Dec 1, 2009	3 Quarter, 2009
		Detailed work plan	n/a	3 Quarter, 2009
		Prepare for data collection	n/a	3 Quarter, 2009
		Sign protocol for strategy plan & implement w/ Luhansk Oblast	Dec 29, 2009	3 Quarter, 2009
		NW Luhansk-do SWOT analysis at 2nd meeting		1 Quarter, 2010
		NW Luhansk Task Force - identify critical issues		1 Quarter, 2010
		W. Luhansk protocol signed	Dec 1, 2009	1 Quarter, 2010
		W. Luhansk intro meeting	Jan. 28, 2010	1 Quarter, 2010
		W. Luhansk 1st meeting	Mar. 2-3, 2010	1 Quarter, 2010
		W. Luhansk 2nd meeting	Mar. 24 2010	1 Quarter, 2010
		W. Luhansk 3rd meeting	June 22, 2010	1 Quarter, 2010
		W. Luhansk 4th meeting	Sept. 14, 2010	1 Quarter, 2010
		NW Luhansk sub region: draft shared with Severodonetsk		3 Quarter, 2010
		Severedonetsk City Rada approve draft NW Luhansk plan		4 Quarter, 2010
	SIMFEROPOL	Competitiveness Forum	Dec. 8-9 2009	3 Quarter, 2009
Regional	ALUSHTA	City mayor requests assistance w/ strategic planning		1 Quarter, 2010
		Gather EC to start strategic planning process		1 Quarter, 2010
		Preparation for EC		2 Quarter, 2010
		EC 1st meeting: profile, BAS, id issues, vision, SWOT analysis		2 Quarter, 2010
		Introductory meeting	April 23, 2010	3 Quarter, 2010
		1st EC meeting	July 15, 2010	3 Quarter, 2010
		2nd EC meeting	Aug. 11, 2010	3 Quarter, 2010
		3rd EC meeting	Sep. 13, 2010	3 Quarter, 2010
		(no 4th meeting reported)		
		Strategic plan adopted	July 29, 2011	4 Quarter, 2011
Regional	ODESA	Travel to Odesa-Teplodar-Yuzhne (OTY) region	August 2009	2 Quarter, 2009

LINC's quarterly reports note the following activities:

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
City		Competitiveness Forum, Yuzhne, Odesa Oblast	Oct. 15-16 2009	3 Quarter, 2009
region: public discussion		Strategic plan process begins	n/a	3 Quarter, 2009
Odesa city:		Odesa City: strategic planning process continues	n/a	1 Quarter, 2010
		Odesa EC: set up 5 task forces, identify goals & objectives	n/a	1 Quarter, 2010
		OTY sign protocol for economic sub-region	Jan. 21 2010	1 Quarter, 2010
		OTY EC hold 1st meeting; identify 3 critical areas	Mar-10	1 Quarter, 2010
		Region: each city/raion complete community profile		1 Quarter, 2010
		Training: officials on regional profile & power point		1 Quarter, 2010
		Odesa City: date of signing	Jan 27, 2010	1 Quarter, 2010
		Odesa City: intro meeting	Jan. 27-28, 2010	1 Quarter, 2010
		Odesa City: 1st meeting	Feb. 24-26;Mar.4-5,10;2010	1 Quarter, 2010
		Odesa City: 2nd meeting	Mar. 25-26, 2010	1 Quarter, 2010
		Odesa City: 3rd meeting	May 28, 2010	2 Quarter, 2009
		OTY Region: protocol signed & intro meeting	Jan. 21, 2010	1 Quarter, 2010
		OTY Region: 1st meeting	Jan. 21, 2010	1 Quarter, 2010
		OTY Region: intro meeting	Mar. 31, 2010	3 Quarter, 2010
		OTY Region: 2nd meeting	Apr. 22-23, 2010	1 Quarter, 2010
		OTY Region: 2nd meeting	July 16, 2010	3 Quarter, 2010
		OTY Region: 3rd meeting	May 20, 2010	1 Quarter, 2010
		OTY Region: EC 3rd meeting: identify objectives	Sept. 22-23, 2010	3 Quarter, 2010
		OTY Region: 4th meeting	Oct. 15, 2010	1 Quarter, 2010
		Odesa EC: planning continues; 4th meeting	Sept. 30, 2010	3 Quarter, 2010
		OTY Region EC: draft plan, 5 tasks forces, project sheets	Nov. 10 2010	4 Quarter, 2010
		OTY Strategy: pres. Odesa Oblast Reg Comment: for public discussion		1 Quarter, 2011
		OTY Strategy: Odesa Oblast Rada - adopt	Aug 26, 2011	3 Quarter, 2011
(as above)	BILAJIVKA	OTY Strategy: presented Odesa Oblast for public discussion		1 Quarter, 2011
city	TEPLODAR	Strategic plan process begins	n/a	3 Quarter, 2009
(&		Assist EC complete business	n/a	3 Quarter, 2009

LINC's quarterly reports note the following activities:

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
regional)		attitude survey		
city: adopted		Assist SWOT, City Profile, identify elements	n/a	3 Quarter, 2009
region: as above		Municipality adopts econ. dev. strategic plan	Feb. 20 2010	1 Quarter, 2010
		Protocol signing and introductory meeting	Oct 13, 2009	1 Quarter, 2010
		1st EC meeting	Nov. 19-20, 2009	1 Quarter, 2010
		2nd EC meeting	Dec. 1, 2009	1 Quarter, 2010
		3rd EC meeting	Dec. 18, 2009	1 Quarter, 2010
		4th EC meeting	Jan. 12-13, 2010	1 Quarter, 2010
		Public hearing	Feb. 10, 2010	1 Quarter, 2010
		Plan adopted	Feb. 25, 2010	1 Quarter, 2010
City & Raion	BAKHCHYSARAJ	City selected to assist	n/a	1 Quarter, 2009
Raion adopt draft of city/raion		Signed protocol: B. Head Raion Admin & B Mayor	July 23, 2009	1 Quarter, 2009 & 1 Quarter, 2010
		Selected Expert Committee	n/a	1 Quarter, 2009
		Began strategic planning process	n/a	1 Quarter, 2009
		Expert Committee (EC) discuss Business Attitude Survey	n/a	2 Quarter, 2009
		EC identify critical issues	n/a	2 Quarter, 2009
		ID long term goals	n/a	2 Quarter, 2009
		Introductory meeting	July 22, 2009	1 Quarter, 2010
		1st EC meeting	Aug. 25-26, 2009	1 Quarter, 2010
		2nd EC meeting	Sept. 22, 2009	1 Quarter, 2010
		3rd EC meeting	Sept. 25, 2009	1 Quarter, 2010
		4th EC meeting	Nov. 09, 2009	1 Quarter, 2010
		Public hearing	Dec. 10, 2009	1 Quarter, 2010
		B. Raion Rada adopt draft strategy	n/a	3 Quarter, 2009
		B. Raion Implementation Committee - 3rd meeting	n/a	2 Quarter, 2010
City	SAKY	City selected to assist	n/a	1 Quarter, 2009
city adopt draft of city		Signed protocol of agreement with project	Jun 30 2009	1 Quarter, 2009 & 1 Quarter, 2010
		Selected Expert Committee	June 30 2009	1 Quarter, 2009 & 1 Quarter, 2010
		Began strategic planning process	n/a	1 Quarter, 2009
		Expert Committee (EC) discuss Business Attitude Survey	n/a	2 Quarter, 2009

LINC's quarterly reports note the following activities:

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
		EC identify critical issues	n/a	2 Quarter, 2009
		Focus: 3 critical issues	n/a	2 Quarter, 2009
		1st EC meeting	Aug 11-12 2009	1 Quarter, 2010
		2nd EC meeting	Sept. 10 2009	1 Quarter, 2010
		3rd EC meeting	Sept 30 2009	1 Quarter, 2010
		4th EC meeting	Nov 24 2009	1 Quarter, 2010
		Note: NO public hearings		1 Quarter, 2010
		Saky City Rada adopt draft strategy	Dec. 25 2009	3 Quarter, 2009

Table 9: Activities to Support Promotion of Domestic and Foreign Investment

LINC's quarterly reports note the following activities.

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
		Preparation of FDI trainings		2 Q 2009
		Begin transfer LED investment property database to LINC		2 Q 2009
		MOU w/ Nat'l Agency on Investment Development	July 21, 2009	3 Q 2009
		Training staff at NAID		4 Q 2009
		Maintain investment property database		4 Q 2009
		National Conference, 100 part; national information system	Oct 7-9	4 Q 2009
		Identification criteria - Ukraine's top 10 investments		1 Q 2010
		Intensive training - FDI		1 Q 2010
		FDI- 3rd workshop: industrial park	Feb	1Q 2010
		Study Tour - Czech - industrial park	March	1 Q 2010
		1st Cycle - FDI intensive: 18 graduates		2 Q 2010
		2nd Cycle - FDI intensive commences		2 Q 2010
		Advanced FDI training	Sept	3 Q 2010
		FDI training - Study Tour, Czech Republic	Aug 18-25	3 Q 2010
		Investment Property Database - 62 land parcels prepared		3 Q 2010
		3rd Cycle FDI training - 25 enrolled		4 Q 2010
		1st Group FDI intensive training, graduated	Apr-10	4 Q 2010

LINC's quarterly reports note the following activities.

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
		Study Tour Czech Republic	Apr-06	1 Q 2011
		Support Office of Economic Development - identify, prepare, land plots		1 Q 2011
		Participants pass FDI course, including ARC		2 Q 2011
		Continue to maintain database		2 Q 2011
		Present Info investment portal to 80 FDI professionals		2 Q 2011
		68 trained in FDI		3 Q 2011
		Advanced FDI training - Oct 2011-March 2012		3 Q 2011
		Conference - 100 invest promotion spec - InvestUkraine portal		3 Q 2011
		Support Econ. Development Offices - identify and prepare plots		3 Q 2011
		108 municipal, 21 regional investment professional register - portal		3 Q 2011
		21 brownfield, 120 green field properties listed		3 Q 2011
		FDI All-star program: 13 participants; 2 workshops		4 Q 2011
		InvestUkraine - protocol of cooperation		4 Q 2011
		advice and capacity building - Invest Ukraine		4 Q 2011
		Assist partner cities prepare to date: 145 green, 26 brown		4 Q 2011
		2 Trainings to Invest Ukraine		1 Q 2012
		Partner offices - identify, prepare plots		1 Q 2012
		InvestUkraine - training: 35 officers	May 22	2 Q 2012
		InvestUkraine - training, property & investment attraction	June 6	2 Q 2012
		Conference - 60 participants; local economic development		2 Q 2012
		Support partner offices - 250 sites listed		2 Q 2012
		Support institutional capacity - National Agency of Investment.		3 Q 2012
		Support web - National Investment Depot		3 Q 2012
		Support Econ. Development Offices - identify and prepare plots		3 Q 2012
		Negotiate with National Agency of Investment depot		3 Q 2012
		Portal - provide info 184 green, 53 brown, 17 investment proposals		3 Q 2012
		Atlas - investment attraction created		3 Q 2012
		Support Econ. Development Offices - identify and prepare plots		4 Q 2012
		Support online information system		4 Q 2012

LINC's quarterly reports note the following activities.

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)
	LUTSK (Volyn Oblast)			
	ZDOLBUNIV (Rivne Oblast)	Rivne regional investment organ - enrolled in FDI	Dec 2010 to	4 Q 2010
		Rivne regional investment organ - pass FDI course	May-11	2 Q 2011
		Study tour - investment attraction - Rivne		3 Q 2012
	SEVEREDONETSK	Luhansk - conceptual design industrial park		4 Q 2011
	SIMFEROPOL	Preparation for Crimea Study Tour, Czech Republic	2 Q 2009	
	ALUSHTA	FDI Confer - LINC national/local: Ukraine's Investment Strategy	2 Q 2010	
	ODESA	FDI - fundamental training, 1 day		3 Q 2010
		Odesa - FDI 2 day training		4 Q 2010
		Conceptual design - industrial park		4 Q 2011
	BILAJIVKA			
	TEPLODAR			
	BAKHCHYSARAJ	FDI training-link regional with national		3 Q 2009
		Presentation-post study tour: Czech Rep-industrial park		3 Q 2009
		2 day training- investment attraction		3 Q 2009
		Present - Investment Property Data base		4 Q 2009
		Ad hoc assistance - industrial center		4 Q 2009
		Ad hoc assistance - industrial center		1 Q 2010
		Ad hoc assistance - industrial center		2 Q 2010
		Ad hoc assistance - industrial center		3 Q 2010
		Assistance - industrial park		4 Q 2010
		Conceptual design - industrial park		4 Q 2011
	SAKY	FDI training-link regional with national		3 Q 2009
		Presentation-post study tour: Czech Rep-industrial park		3 Q 2009
		2 day training- investment attraction		3 Q 2009
	YALTA			

Table 10: Activities to Support Competitiveness Development Program

LINC's quarterly reports note the following activity:

Ag	Tourism		Participants	
				Tourism

SCOPE	LOCALITY	ACTIVITY	DATE	REPORTED (Calendar Quarters)		
1		ID subsectors: w/in agriculture & tourism		2 Q 2009		
1		Study value chain; markets		2 Q 2009		
1		Ag sector analysis: grape, horticulture, orchard		3 Q 2009		
	1	Tourist sector analysis: holistic approach		3 Q 2009		
	1	Establish sector focus groups		3 Q 2009		
	1	Focus vegetables and greenhouse		4 Q 2009		
	1	Tourism: ethno-historical; spa/healing, business conference		4 Q 2009		
1		Sector working groups - 1st meeting	Oct	4 Q 2009		
1		Link with market: help sale 1,230 tons produce		4 Q 2009		
1		Link with market: 15 Crim. Attend Kyiv Fruit & Vegetable Exhibition		4 Q 2009		
	1	Tourism: local events, # cities		4 Q 2009		
	1	Tourism sector: lack of local handicrafts		4 Q 2009		
1		link with market: meeting w/ Chumak re: agriculture production sales		1 Q 2010		
1		visit supermarket chains - Simferopol possible contracts		1 Q 2010		
1		Contacts w/ Chernivtsi wholesale market		1 Q 2010		
1		workshop: EU&UNDP - marketing organizations		1 Q 2010		
1		# roundtables, presentations, site visits, seminars		1 Q 2010		
	1	Tourism: cultural events - 100 UA & int'l organizations		1 Q 2010		
	1	workshop: TIC operation		1 Q 2010		
	1	w/Slow Foods: develop local artesian handicrafts		1 Q 2010		
	1	meeting w/ Crimea Craft Guide		1 Q 2010		
1		Support ad hoc sales: 4500 tons fruit & veg. to date		2 Q 2010		
1		quality improvement & product diversification		2 Q 2010		
1		attend APK, EC/SWAP Wholesale, AMCHAM Cold Storage		2 Q 2010		
1		ID US durum wheat expert		2 Q 2010		
	1	Tourism: workshop would be TICs		2 Q 2010		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
	1	Crimea Tour Guides		1 Q 2010		
1		facilitated sale of horticultural products: 8800 tons		3 Q 2010		
1		Assist fruit and vegetable sales: 8,500 tons UAH 41 mill		3 Q 2010		
1		Durum test program 10 UA winter & spring varieties		3 Q 2010		
1		Id 5 herbs: production Eastern Crimea foothills		3 Q 2010		
1		prep soil irrigation - herbs	Jun-Sept	3 Q 2010		
	1	Tourism: develop network of Crimean TIC		3 Q 2010		
	1	Tourism: study tour UA TICs		3 Q 2010		
	1	Pre-party Jazz Koktebel meeting		3 Q 2010		
	1	Jazz Koktebel meeting		3 Q 2010		
	1	Task Force for next year better coordination- Jazz Koktebel		3 Q 2010		
	1	Ethnographic tours: presentation		3 Q 2010		
	1	w/ ARC Min. Resorts & Tourism: small hotel regulations		3 Q 2010		
	1	Manual – small hotel registration		3 Q 2010		
1		agriculture study tour - Poland	Nov	4 Q 2010		
		Herb producers - strategic plan w/ UMIT, MEDA		4 Q 2010		
	1	Seeded crop - durum wheat		4 Q 2010		
1		Research end markets; presentation 50 participants		1 Q 2011	50	
1		# round tables: agriculture sector	Jan-Mar	1 Q 2011		
	1	Tourism: TIC network development		1 Q 2011		
	1	development of tourism guides		1 Q 2011		
	1	Support Crimean craftsmen and artisans		1 Q 2011		
	1	Promote Crimean assets at tourism fairs		1 Q 2011		
	1	Introduce international service qualification standards		1 Q 2011		
	1	Promote Crimean facilities - MICE		1 Q 2011		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
	1	Crimean Craft Chamber # seminars		1 Q 2011		
	1	Organize exhibits - US Embassy, USAID		1 Q 2011		
	1	Practical Tourist Gide	March	1 Q 2011		
1		Food safety - Crimean produce	April 6	2 Q 2011		
1		cold chain logistics - 200 participants	April	2 Q 2011	200	
1		share results - study tour to Poland; 5 sites; 60 participants	April-May	2 Q 2011	60	
1		6 Crimean farmers visit Lviv fruit farms in Lviv	May	2 Q 2011	6	
1		durum wheat trials continue; 2nd phase complete	May	2 Q 2011		
1		medicinal plants - training and assistance		2 Q 2011		
1		report - wholesale markets; present to 14 attendees	June 14	2 Q 2011	14	
1		during Quarter: 4.4 million UAH - assist sell		2 Q 2011		
1		Medicinal herbs - assistance	July 8	3 Q 2011		
1		Study tour - Medicinal herbs	July 11-14	3 Q 2011		
1		Study tour - Italy - table grapes	July 31-Aug 8	3 Q 2011		
1		Kyiv - 7 Crimean apple producers attend APK Apple conference	Aug 11-12	3 Q 2011		
1		Roundtable - sources of investment, 25 participants	Sept 21	3 Q 2011	25	
1		# workshops - storage and processing	Sept 26-30	3 Q 2011		
1		Visit by durum expert; collect samples	July 25-31	3 Q 2011		
1		LINC support farmers - sell 7.6 million UAH,	July & Aug	3 Q 2011		
1		LINC & AgroInvest: collaborate: logistic center		3 Q 2011		
1		Seminar: storage, processing, logistics: 81 participants	Oct 3-6	4 Q 2011	81	
1		Training seminar: agriculture sector cooperation 156 participants	Oct 19-26	4 Q 2011	156	
1		Science and business, 30 corporations	Oct. 27	4 Q 2011	30	
1		Ag sector cooperative	Oct 28	4 Q 2011		
1		Horticulture production: new techniques, 46 participants	Oct 31-Nov1	4 Q 2011	46	

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
1		Seminar: land market, 5 sites	Nov 21-25	4 Q 2011		
1		Seminar: efficient greenhouse farming, 23 participants	Nov 30	4 Q 2011	23	
1		Fresh Produce - 5 Crimean farmers person stand, Kyiv	Nov 30-Dec 2	4 Q 2011	5	
1		Seminar: Vegetable modern varieties, 63 participants	Dec. 5-7	4 Q 2011	63	
1		Seminar: credit & finance, 127 participants	Dec 9,12-16	4 Q 2011	127	
1		Durum wheat trial results: potential should be possible		4 Q 2011		
1		durum sells for 2.5 UAH kg vs. 1.8 UAH/kg soft wheat		4 Q 2011		
1		demonstration farmers - add 190 hectares durum		4 Q 2011		
1		LINC teach class business planning- C. Ag Indus College,30	Jan 27	1 Q 2012	30	
1		LINC meet with supermarket chain re: durum sales	March 28	1 Q 2012		
1		Work to develop association and brand durum		1 Q 2012		
1		Min of Ag Policy - support durum wheat		1 Q 2012		
1		C. agriculture production - assist sales 3,400 mt; 16.8 million UAH		1 Q 2012		
1		seminar - Simeiz: craftsman; 30 stakeholders	Jan 15-21	1 Q 2012		30
	1	LINC help establish Assoc. of Small Hotels in Crimea, 2010		1 Q 2012		
	1	Membership growth, Assoc. Of Small Hotels, 40 to 80		1 Q 2012		
	1	LINC participate: Int'l Travel & Tourism: business travel	March 28-30	1 Q 2012		
	1	LINC participate: seminar - mosaics	March 21-22	1 Q 2012		
	1	Tartar exhibit - US Embassy	March 6	1 Q 2012		
	1	Sevastopol - cross cultural differences,	Jan 30-31	1 Q 2012		
	1	Exhibition - leather	Feb 2	1 Q 2012		
	1	Crimea TIC network, 27 participants	Feb 17	1 Q 2012		27
	1	Sudak, Assoc. Small Hotels, seminar; taxes & regulations	Feb 17-18	1 Q 2012		
	1	Ministry - UITT expo, Kyiv		1 Q 2012		
	1	Manual 0f TIC legislation, organization		1 Q 2012		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
	1	Crimean museum development w/ Min. Culture		1 Q 2012		
	1	Web based map - Crimea TIC kiosks		1 Q 2012		
	1	New signs - 40 signs, for 9 cities		1 Q 2012		
	1	New tourism web portal		1 Q 2012		
	1	Discussion - C. Tourism development		1 Q 2012		
	1	Dialogue with GIZ		1 Q 2012		
	1	work with Chumak, UA processor, re: durum flour		2 Q 2012		
1		Meeting LINK & AgroInvest - durum wheat growers	June 12	2 Q 2012		
1		One day study tour- horticultural farmers	June 20	2 Q 2012		
1		400 additional hectares planted - durum wheat		2 Q 2012		
1		LINC brokerage 13.6 UAH million - sale of farm goods		2 Q 2012		
	1	Zaozerre- Assoc. Of Small Hotels - seminar tax, 60 part	April 12	2 Q 2012		60
	1	Sevastopol: 2 day seminar - museum, staff & mgmt., 17 part	May 14 & 15	2 Q 2012		17
	1	Dache: conference on PPP	May 15	2 Q 2012		
	1	Dache: TIC set up & equipment		2 Q 2012		
	1	Science and Cultural Heritage, Tarkhankt	May 22 & 23	2 Q 2012		
	1	LINC participate: New face, Ancient Past, 70 exhibitions	May 25&26	2 Q 2012		70
	1	New tourist destinations: *Terra Tavrika*		2 Q 2012		
	1	C. Ethnographic Museum (w/CIET) present 27 ethnographic Routes	May 26	2 Q 2012		
	1	Support Crimean Tatar fall arts festival	May 26 & 27	2 Q 2012		
	1	collaboration with EU delegation - new tourism project	May 28 & 29	2 Q 2012		
	3	3 trainings (2 days) restaurant service quality, 60 part	June 7-21	2 Q 2012		60
	1	New tourism website for Crimea		2 Q 2012		
	1	Web based info database for TIC in Crimea		2 Q 2012		
		3 events - agricultural development		3 Q 2012		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
		15 events - tourism		3 Q 2012		
		2 events - agricultural development		4 Q 2012		
		16 events - tourism		4 Q 2012		
	SIMFEROPOL	Raion State Admin - meeting, Polish agriculture technology		4 Q 2010		
		Simferopol Agro technical University - oversee durum trials		3 Q 2010		
		Horticulture seminar		3 Q 2011		
		Seminar - efficient agriculture production & storage; 70 participants	Jan 27	4 Q 2012	70	
		Crimean agriculture producers - potential collaboration, 15 production	March 23	4 Q 2012	15	
		Assoc. Small Hotels - strategy development - 8 years				
		Seminar - efficient internet marketing, 35 participants	Feb 1			35
		Seminar - Legal framework - small hotels, 40 participants	Feb 21			40
		Seminar - Marketing tourism	Feb 25			
		Seminar - Assoc. Small Hotels - Facebook networking, 40 part	March 12			40
		Seminar - internet marketing, 30 participants	March 14		30	
		Seminar - interaction with agriculture producers, tour operators				
		LINC & AgroInvest - durum production.	May 31	2 Q 2012		
		Seminar w/ Crimean Hospitality Association	April 4	2 Q 2012		
		Seminar - Ceramic design course	April 6	2 Q 2012		
		Roundtable - competitiveness	April 19	2 Q 2012		
		Artistic event w/ GIZ: 50 people	April 26 & 27	2 Q 2012		50
		Handbook: small hotels - certification	May 3	2 Q 2012		
		Sign protocol of intention with Ministry of Culture &C. Museum	May 11	2 Q 2012		
		Seminar - capacity building - C. museum, 19 mgmt. & staff	May 11 & 12	2 Q 2012		19
		Seminar - accounting & taxes for small hotels	May 21	2 Q 2012		
		Reenactment "Ancient Capital" festival	June 1-3	2 Q 2012		
		Celebration of 2nd annual - Assoc. Of Small	June 15	2 Q		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
		Hotels		2012		
		Web site design - C. Ethnographic Museums				
	ALUSHTA	local tourism research project		3 Q 2010		
		Seminar - new accounting rules, small hotels	Jan 25	1 Q 2012		
	ODESA	Develop linkages - target markets Crimea, Odesa		4 Q 2009		
	BAKHCHYS ARAJ	link ArtPol festival circuit		4 Q 2009		
		field day - Mr. Boholmolov		1 Q 2010		
		send Mr. Boholmolov. To Kherson Oblast & Sakharna re: straw		1 Q 2010		
		open field and greenhouse: fruit and vegetable production		3 Q 2010		
		Study tour - pedestrian transits zone		1 Q 2012		
		Seminar - grape growing, 30 participants		May 4	30	
		LINC participate: C. Tatars, C. Ethnographic Assoc. 40 part	May 15 & 16	2 Q 2012		
		Seminar: standards service in restaurant & hotel	June 21 & 22			
	SAKY	Field Day, 150 participants	June	2 Q 2011	150	
		Wholesale market - recommendations preparation - Saky		2 Q 2011		
		Lessons learned - study tour - Italy		3 Q 2011		
		Assoc. Small Hotels Crimea-seminar; new tax rules	Jan 11	1 Q 2012		
	YALTA	Participation International Tourist Exhibit		4 Q 2010		
		World Federation of Tourist Guide Association (10 of 12 pass)		1 Q 2010		
		LINC participate GIZ Menu 2012		1 Q 2012		
		Cross cultural different, seminar 25 participants		1 Q 2012		
		LINC participate - International Tourism fair- promote ethno tours		1 Q 2012		

Ag	Tourism				Participants	
						Tourism
SCOPE	**LOCALITY**	**ACTIVITY**	**DATE**	**REPORTED (Calendar Quarters)**		
		participate Black Sea Tourism Forum: 100+ tour operators		1 Q 2012		100
		LINC cooperate - tourism	Feb 28-March 2	1 Q 2012		
		2 day seminar - museums, staff & management	May 17 &18	1 Q 2012		
		Cultural riches of Crimea seminar	June 14-16	2 Q 2012		

ANNEX XII: ANALYSES OF SPECIFIC ISSUES
B) QUESTION FOUR

Table 11: Selected Indicators for Accuracy of Reporting[18]

Indicator	Indicator Definition
1 Dollar value of increase in inflowing (domestic and foreign) investment	Inflowing investment should increase steadily as projects and initiatives emanating from city and regional strategic plans and FDI training homework assignments are implemented and completed. This increase may be negligible in year one of the MOEDs and ROEDs, as well as graduates of the FDI training program are contacted semi-annually to report on investment inflows (new assets to local or regional businesses) based on signed deals.
2 Number of business sector jobs created as a result of inflowing investment and value chains strengthened by LINC in target cities and regions	Increased investment and strengthened value chains have a direct impact on the number of new jobs created.
8 EIU Business Environment Rating (score)	The Economist Intelligence Unit's business environment rankings model seeks to measure the attractiveness of a country's business environment and its key components. This indicator is not directly attributable to our project; however, in the long term, the project assisted improvements to national and local business enabling environment and Ukraine's economy should impact the score.
1.2 The Ease of Doing Business[19]	World Bank's Doing Business rank is a high-level context indicator that is not directly attributable to our project; however, in the long term, the project assisted improvements to national and local business enabling environment should impact Ukraine's score.
1b.1 Number of municipalities that develop strategic plans adopted by municipal ordinance	This indicator measures progress toward 25 municipalities efficiently and effectively supporting enterprise development and investment.
1b.2 Number of economic regions that develop competitiveness plans adopted by all relevant administrative units (municipal, raion and oblast)	This indicator measures progress toward 5 economic regions efficiently and effectively supporting enterprise development and investment.
1c.1 Number of adjustments to regulatory system to eliminate barriers to business operations and investment in partner municipalities and economic regions implemented with project assistance	This will measure progress towards an improved business enabling environment by the elimination of legal barriers to investment as a result of project activates.
1d.2 Number of staff at national and local investment agencies trained on FDI as a result of project assistance	This is an output measure for training for investment, but also is a proxy for measuring the level of human resources at the investment agencies for investment promotion.
3.1 Number of land parcels prepared for investment	This measures the number of land parcels that are prepared either by current owners or bought by investors and developed. If the land market is more effective and transparent, land will become an investment attraction and a means to economic development.
3a.1 Number of local governments that improve operations of one-stop shops for business services	This measures the project's progress by counting the number of project-assisted one-stop shops that improve operations including simplification of permit-issuance procedures, improving transparency, decreasing time

[18] LINC PMP Y2 and Y3

[19] Economies are ranked on their ease of doing business, from 1 – 189. A high ranking on the ease of doing business index means the regulatory environment is more conducive to the starting and operation of a local firm.

Indicator	Indicator Definition
	and cost
4.1 Number of PPP or GDA's formed as a result of project assistance.	This is a direct measure of how many PPPs and GDAs LINC was able to foster. (Memorandums of Understanding between participating municipalities/regions and private-sector entities and USAID (for GDAs))

ACTIVITY INDICATORS

Methodology applied: The Evaluation Team spot-checked LINC trackers (investment, PPP, and strategic plans) and a number of activity indicators for the assessed municipalities and regions.

Indicator	Data LINC Reported	Evaluation Findings
1.2 The Ease of Doing Business[20]	4th year/EOP: 152 4th Year/Actual: 137	Due to methodological changes by the World Bank the data for 2012 shows Ukraine as ranked 140. (2013 data show a substantial improvement to 112)
1b.1 Number of municipalities that develop strategic plans adopted by municipal ordinance	The strategic plan tracker noted 3 municipalities (in the sites visited) that adopted municipal strategic plans: Bakhchysaray, Saky, and Teplodar.	The Evaluation Team spot-checked results in visited municipalities and confirms the accuracy of LINC's reporting.
1b.2 Number of economic regions that develop competitiveness plans adopted by all relevant administrative units (municipal, raion and oblast)	The strategic plan tracker noted adoption of Central Volyn, Northwest Luhansk, and Odesa plans.	The three regional plans reported by LINC have been adopted.
1c.1 Number of adjustments to regulatory system to eliminate barriers to business operations and investment in partner municipalities and economic regions implemented with project assistance	The Evaluation Team found no tracker by locality.	Also with LINC's consultation a legal designation of a "small hotel" has been amended in the Regulation of the Cabinet of Ministers of Ukraine (an increase from 10 to 30 beds). It improved substantially small hotels' standing in terms of taxation.

[20] Economies are ranked on their ease of doing business, from 1 – 189. A high ranking on the ease of doing business index means the regulatory environment is more conducive to the starting and operation of a local firm.

Indicator	Data LINC Reported	Evaluation Findings
1d.2 Number of staff at national and local investment agencies trained on FDI as a result of project assistance	The list of FDI specialists trained is reported by localities.	Number of investment specialists was spot-checked. Six of six checked, received the training.
3.1 Number of land parcels prepared for investment	LINC has developed a comprehensive database with the land parcels prepared for investment. It was furnished to InvestUkraine once the project was over. The Evaluation Team did not see the LINC reported data for the sites visited.	LINC has developed a database with the land parcels prepared for investment. It was furnished to InvestUkraine once the project was over. According to InvestUkraine, the information about land parcels should be updated on the regular basis. The reason for it was found that with current land regulatory base in effect such information is becoming outdated rather quickly. It is therefore difficult to check the number.
3a.1 Number of local governments that improve operations of one-stop shops for business services	LINC reported the improvement of operations of five OSS in the sites visited.	The Evaluation Team spot-checked the existence of five OSS and deemed the reporting accurate.
4.1 Number of PPP or GDA's formed as a result of project assistance.	LINC reported 38 PPPs and GDAs.	Even using the narrow project definition of PPP of a short-term activity, the Evaluation Team doubts that most of the PPPs/GDAs qualify as a PPP between a local municipality/region and private sector.[21] There may be 38 PPP/GDAs assisting project activities.

[21] The Evaluation Team doubts that a MOU between the municipality/region participating and the private sector was signed for each of the following activities: PPP Manual development, Artisans development program, Tourist passports development for Kerch and Sevastopol, New cultural & historical trails presentation in Chernomorsky region, SPA/Healing Market Survey Presentation, Event tourism development seminar, Small hotels development program (through Feb 2012), Field Day 2011, Sevastopol tourism website development, Development and promotion of new tourist trails (through Feb 2012), Hospitality development program (through Feb 2012), Organization of Porta Temporis Festival in Kamyanets-Podilsky, All-Crimean Tourism Website.

ANNEX XIII: GENDER ANALYSIS AND RECOMMENDATIONS

This document outlines some of the major factors that should be considered when designing economic growth projects and proposes potential strategies to employ to close the gender gap in Ukraine. The information presented below is based on a document review (sources consulted are listed at the end of the document) and qualitative data collection by the Evaluation Team for the LINC Final Evaluation.

Methodology for Gender Analysis

The Evaluation Team has chosen to use the "domains of analysis" framework to present the data (Table 13). For each domain, the Evaluation Team has listed key questions that should be asked when conducting gender analysis, suggested sources of information and areas for further inquiry, the gender-based constraints that need to be considered, and opportunities for future project (in other words, recommendations). The domains are described in greater detail in Table 12 below, which also appears in USAID's *Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis* :

Table 12: Domains of Analysis

Domain	Key Issue
Access to assets	Who has access to which particular assets? What constraints do they face?
Knowledge, beliefs, perceptions	Who knows what? What beliefs and perceptions shape gender identities and norms?
Practices and participation	Who does what? What are the gender roles and responsibilities that dictate the activities in which men and women participate? How do men and women engage in development activities?
Time and space	How do men and women spend their time, as well as where and when?
Legal rights and status	How are women and men regarded and treated by customary and formal legal codes?
Balance of power and decision making	Who has control over the power to make decisions about one's body, household, community, municipality, and state? Are such decisions made freely?

In Table 14, the Evaluation Team presents an evidence matrix of the steps that LINC took to address gender integration. This data was gathered from the LINC SOW, LINC project documents, and observations from the field gathered through the data collection methods described in the report.

Table 13: Framework for Gender Relations, Constraints, and Opportunities

What are the key gender relations related to each domain that affect male and female participation in LINC, or projects similar to LINC?	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
Access to and Control Over Assets and Resources			
- % of women with access to income - Do women and men have legal ownership of income and property? - Is there equal access or encouragement for men and women to seek to business education? - % of women who qualify for bank credit for businesses - What is the wage gap between male and female workers? - Do women and men have equal access to the resources required to start and run a business, including start-up capital, credit, property, etc.?	- Information on whether women without their own income have access to other resources as well - Information on education statistics for men and women - Information on the wage gap between male and female workers	- Limited access to business education in rural areas[22] - Limited oblast government budgets reduce the number of available social services - Women and men have limited access to justice because courts are seen as corrupt[23] - Women have not benefited to the same extent as men from GDP growth[24] - Women face higher unemployment rates due to disparities between educational program focus, social norms about areas of study for women, and the skills required by current job market[25] - Women tend to be economically dependent on male incomes	- Design training topics specifically for building professional skills of women - Develop partnerships with women's business associations to promote mentorship of younger women and build skills among women in business

[22] UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 13. 2012-2013.
[23] U.S. Agency for International Development, *Ukraine Gender Assessment*. June 2011.
[24] Ibid.
[25] Ibid.

Knowledge, Beliefs, and Perceptions			
- What is the perception of women and men in the workplace? - What is the level of awareness of gender discrimination among males and females?	- Research on gender roles and social norms	- Ukrainians don't really acknowledge or recognize gender discrimination as an issue. - Media images are not gender-balanced and use sexuality as a marketing tool[26] - Social recognition of women is restricted by the perceived values and priorities of men	- Conduct an in-depth gender analysis at the outset of project implementation so that project strategies and related indicators can address identified gender gaps - Include training on the foundations of gender in all project-related training to increase awareness of gender gaps
Practices and Participation			
- Are there different economic roles for women and men? - Which family member is responsible for child rearing? - Which family member is considered the "breadwinner"? - Are "typical" gender roles able to be reversed? - Do the banks and financial institutions operating in the country employ women as loan officers? Are women represented at the managerial level?	- Research on gender roles and social norms - % of women and men working in different industries (agriculture, tourism, etc.) - Are there any measures that would ease the burden of maternity leave on employers?	- Women tend to be active in the labor market, but are also more likely to be found in informal employment, or entry-level positions in the public sector with minimal managerial or decision-making responsibilities[27] - Women more likely to operate small family and home-related businesses, and therefore feel greater impact of new tax and/or accounting regulations[28] - Ukraine ranks 34 out of 135 in the 2012 World Economic Forum Global Gender Gap	- Work with employers on policies that address gender discrimination, childcare, and maternity/paternity leave policies

[26] Ibid.
[27] UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 10. 2012-2013.
[28] U.S Agency for International Development, *Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis*. Page 65. May 24, 2012.

		Report for the Participation and Opportunity Indicator[29] - Social norms still focus on women as the primary child care takers - Widespread reports of discrimination against women when hiring because of maternity leave phobia[30]	
Time and Space			
- What is the priority placed on women's education?	- Research on gender roles and social norms	- Women play a primary role in agriculture, but may not have same land rights as men[31] - Low representation of women in government, and there are not clear channels for addressing social issues by government at the local level	- Work with governments on establishing feedback mechanisms particularly for social services - Consider projects that close the gap between men and women on land rights
Legal Rights and Status			
- Are there any laws that promote gender equality in the workplace? - Do women and men both have legal control over economic resources and assets? - Are legal gender rights upheld? - Are women and men equally likely to be owners of property that might serve as	- Do laws address maternity leave, paternity leave, and gender discrimination in the workplace? - Is there a mechanism for reporting gender discrimination or gender violations? - Do anti-discrimination laws protect against discrimination on basis of sex, sexual	- There are few mechanisms available to challenge gender discrimination or sexual harassment - There is no state policy regarding families with children, curtailing women's opportunities for professional development - Limitation of men's rights in child custody	- Work with HR departments in business to provide training on how to appropriately address gender discrimination and sexual harassment -

[29] Hausmann 10. Ukraine currently ranks 64 overall.
[30] UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 13. 2012-2013.
[31] U.S. Agency for International Development, *Gender Analysis: Opportunities to Strengthen Family Farms and the Agriculture Sector in Ukraine*. August 2013.

collateral for a business loan (e.g., land, car equipment, etc.)?	orientation, marital status, and pregnancy? - Compliance with the Law on Securing Equal Rights and Opportunities for Women and Men (2006) - National Action Plan for the Implementation of Gender Equality - State Programme for the Implementation of Gender Equality in Ukrainian Society by 2010	- No paternity leave - Retirement age for women was raised without any compensation[32] - Election law does not stipulate gender quotas - Draft law on public service enables an employer to dismiss those who have more than 100 days of sick leave per year. Impacts women and men who may be caring for sick children[33]	
Balance of Power and Decision Making			
- Do women have the right to form their own opinions? - Do women hold decision-making positions in the private and/or public sector?	- Research on gender roles and social norms -	- Reports of discrimination against women when hiring because of maternity leave phobia[34] - Centralization of power makes it more difficult for women to participate in decision making, since they are not well represented at local and higher levels of government[35] - Women have limited access to decision-making when elected government seats are bought[36] - Top positions within the	- Design training topics specifically for building professional skills of women - Provide capacity building for women who seek to enter the public sector

[32] U.S. Agency for International Development, *Ukraine Gender Assessment*. June 2011.
[33] Ibid.
[34] UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 10. 2012-2013.
[35] Ibid.
[36] U.S. Agency for International Development, *Ukraine Gender Assessment*. June 2011.

		government and in large companies are most frequently held by men[37] - Ukraine ranks 199 out of 135 countries in the 2012 World Economic Forum Global Gender Gap Report for the political empowerment sub-index.[38]	

[37] UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 10. 2012-2013.
[38] Hausmann 10

Table 14: LINC Evidence Matrix for Gender

Evaluation Questions	Documented Project Response	Evaluation Findings
What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? **In particular, in what ways were gender issues considered into those practices and behaviors?**	LINC SOW Requirements p.19 "*The contractor is expected to comply with USAID guidelines regarding gender. Gender integration that focuses on participation and benefits to each gender is an important part of LINC.* *UNDP analysis of gender aspects of entrepreneurship in Ukraine shows that men and women face the same problems in businesses. In the course of the survey, respondents were asked to select one key obstacle to the growth of their business. The results show no significant gender differences. The majority answered that it was a lack of working capital and actions/inaction on the part of government bodies (including existing legislation) that impeded further growth of their businesses.* *LINC will continue to monitor the situation closely. Effective governance and development at the local level must include input from and address the needs of all groups in a community. As LINC builds participatory and accountable economic governance at the local level, the contractor will propose an approach to incorporate equal access and involvement for men and women.* *It is critical that project planning, implementation, monitoring and evaluation consider the needs of both genders. USAID anticipates that gender issues will exist in many of the project activities and the contractor will be required to implement reporting that ensures gender considerations are taken into account. Specifically, the contractor shall disaggregate data and report on gender issues and the measures to be taken to address them. The contractor may also consider:* - *Seek to include men and women in all aspects of*	"There are no gender issues, it depends on the energy and will of the specific person" – female respondent in Lutsk "There are inequalities, mostly in higher levels of government, although most government employees are women" – female respondent in Lutsk "If women don't feel self-confident, it depends on the woman. We don't think about it because we don't have that problem" – female respondent in Lutsk "Gender is not really a problem in Odesa" – female respondent in Odesa "The women do all the work, and men hold all the power, and that is how it should be" – female respondent in Odesa "There are more women working here than men!" – male respondent in Teplodar "There are more women in lower levels of government in this region. There are more men at the oblast and city levels" – male respondent in Odesa "There aren't any differences. In fact, for us, women have more opportunities than men" – male

Evaluation Questions	Documented Project Response	Evaluation Findings
	the project, including participation in stakeholder meetings, training and other activities during the project implementation; - *Highlight successful women municipal administrators and industry leaders that are involved in the regional economic development process;* - *Offer training at times and venues that are sensitive to household needs and responsibilities;* - *Consider how to assist with re-integration efforts of person trafficked (over 100,000 persons have been trafficked in the Ukraine since 1991, including men, women, and children;* - *Require subcontractors and grantees to identify relevant gender issues and adhere to project monitoring standards for gender.*" No LINC SOW modifications provided to the Evaluation Team describe any additional gender inclusion requirements.	respondent in Odesa "Not all people understand gender. Personally I don't see any gender problem in the raion, this could be due to my personal gender stereotypes. We should speak about it. The council made a survey and a budget, and they are thinking about creating a business center for ladies who want to start their own business." – female respondent in Bakhchysaray "In the government, it's 99% men. They are not as effective as women. Women are not often in leadership positions" – female respondent in Bilaijivka "Although in some spheres there is gender discrimination. For example, at the top level of authority there are fewer women than men. There are some gender stereotypes – women work more for the family and house, men would be more engaged with their career. I can't say that there are major barriers that wouldn't allow women into some spheres, though it could be more difficult in some spheres." – male respondent in Simferopol "There are no gaps between males and females in Ukraine. Females are very active in Ukraine." – former LINC associate "There is still male chauvinism, but it didn't really interfere with LINC operations. Ukraine is not the worst country. Respect for women in Ukraine is historically very strong." – former LINC associate
	"A small but interesting initiative undertaken by LINC	Gender was not discussed in annual work plans.

Evaluation Questions	Documented Project Response	Evaluation Findings
	was its work with the Umyut women's medicinal herbs cooperative in Bilohirsk raion in Crimea. LINC provided them with a qualified expert in medicinal plants to help them cultivate these herbs instead of gathering them in the wild. LINC gave the cooperative advice on what plants to grow, performed soil analysis, prepared checklists, helped it establish a nursery, and advised on process operations and on how to cultivate medicinal plants under contract." – LINC Final Report, page 8 "USAID LINC support to the shift from manual gathering of high value and high demand medicinal herbs to commercial, field-based cultivation also gathered momentum over the quarter. Specialist production and marketing support focused on the Tatar women's cooperative Umyut in Bilohirskiy Raion, which currently employs some 150 gatherers across the eastern foothills of the Crimean mountains. Based on an analysis of soils, field conditions, and technological capacity, five herbs were identified for initial production during the 2010-2011 season, including sage, mint, chamomile, milk thistle, and echinacea. All of these products are of use in both food and pharmaceutical industries." – LINC July-September 2010 quarterly report "Likewise, during the quarter, LINC specialist Aleksander Gubanev continued to provide training and assistance to the "Umyut" women's cooperative in Bilohirske raion on growing and marketing medicinal plants. While gathering wild plants and herbs has long been a local tradition and source of income for residents in this region, cultivating medicinal plants (both for industrial production and seedlings) is a new endeavor." – LINC April-June 2011 Quarterly Report, page 46	"There is a problem. Men participate in planning more than women. LINC did not do anything about this that I am aware of." – male respondent in Lutsk "We did not speak about discrimination against women, I cannot say for sure" – female respondent in Bakhchysaray "No one was rejected on a gender basis. There was equal participation of women and men" – female respondent in Simferopol "LINC did a survey on gender" – male respondent in Zdolbuniv "There was no activity related to gender" – former LINC associate "LINC gave men and women equal treatment" – former LINC associate "LINC invited both men and women to events" – former LINC associate "Women were represented well. In tourism, it is mostly women. In crafts, it's more men. 70% women in the tourism industry. Didn't really take into consideration whether it was a male-dominated or female-dominated craft when selecting what to support. LINC tried to educate other people. One girl became a potter, another women is doing filigree now. Hired trainers and everyone was welcome to attend master

Evaluation Questions	Documented Project Response	Evaluation Findings
	"For example, the village of Hoshcha in Rivne oblast landed a greenfield investment of $10 million and 400 jobs. Though a relatively small investment, it constitutes a huge success that could mean the village's economic salvation. The investment, a factory to make surgical gowns, is a modern export-oriented operation that boasts European standards and provides good-quality jobs and salaries to the most vulnerable population of this depressed region: women with no education." – LINC Final Report, page 13	workshops." – former LINC associate "More than 50% of the trainees are women. I can't say we designed for gender equality, but the numbers were right for us. We talked about it in the reports, and worked with one women's cooperative that grew herbs. If it was a men's cooperative, we would have worked with them." – former LINC associate
	Disaggregation by sex of the following indicators - Aggregate number of people trained - Level of business owner's satisfaction with the disaggregated aspects of local business climate and government services in targeted regions - Number of public institution officials trained to conduct HAACP inspections - Number of local and regional authorities trained in business climate topics - Number of staff at national and local investment agencies trained on FDI as a result of project assistance - Number of persons trained in international quality control, environmental and other process voluntary standards and regulations	Data was not presented in disaggregated form in quarterly reports, nor was there any analysis of gender differences in the quarterly reports.

Sources of Information

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ANNEX XIV: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings	Conclusion	Recommendation
How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?		
• More than half of KII respondents in both the public and private sectors noted that LINC contributed to a gain in knowledge or skills:	Strong link between project activities and gain in knowledge and/or skills → not a concrete improvement for the investment climate and regional business development, though there may be improvements in individual business development	Provide training programs with a practicum element dealing with a real-world issue or idea that training participants have.
• For the most part, there are no significant differences in opinions on whether different aspects of the investment climate had improved, declined, or remained the same among LINC-assisted and comparison group private sector respondents. • When asked directly to rate the extent to which significant improvements could be attributable to LINC activities, many respondents replied that the improvements were due to a variety of factors, LINC being one of them. • Four OSS administrators reported enhancements as a result of cooperation with LINC.	Though direct attribution of significant improvements to LINC activities is not possible (due to the limitations described in the methodology section), there is a perceived link between the two among KII respondents and the Evaluation Team determined that a link does exist.	USAID should consider using quantitative impact evaluation and randomized control trials to determine attribution for significant improvements in the investment environment and business development to project activities. Such a study should make appropriate use of measurable benchmarks and baselines.
• Specifically for regional planning, public sector respondents saw an advantage to cooperation between municipalities and raions, and some private sector respondents saw this inter-municipality cooperation as beneficial for their business.	Opinions differ widely on the value of the strategic planning, the difference being greatest between government and the private sector. The government tended to value this cooperation more in each region except for Crimea.	Regional strategic planning should include clear benefits for the private sector and should include participation from both the public and private sector.
• LINC activities brought people together (50 percent public sector): This refers to activities that unite and organize individuals and organizations around a common investment/business related objective. • LINC activities promoted cooperation among municipalities and raions (46 percent): People from various localities, municipalities, raions, and sometimes oblasts would work together through LINC activities. • Among 26 local government respondents, 16 (61.5 percent) cited that one of the main benefits of LINC was that it promoted this regional approach to economic development, and allowed them to make connections with their counterparts in other municipalities	One improvement in business development observed by respondents was the formation of networks from LINC activities, including strategic economic plans. These networks included public-private networks and inter-municipality (or regional) networks, largely among public sector officials.	USAID should design future projects to include activities that foster strong public (government)-private (business and civil society) dialogue in order to support implementation of strategic economic plans.

Findings	Conclusion	Recommendation
and raions.		
• Business owners invested more in their businesses after interacting with LINC (55 percent private sector) • However, private sector respondents did state that they invested more in their own businesses and cited increased profits as a result of the knowledge and skills gained from participation in LINC activities. • Figure 2	• Despite the fact that an increase in domestic and foreign investment was a key result area for LINC, increased foreign investment was not a prominent improvement cited by respondents.	After identifying key result areas, USAID should develop reporting requirements that include success stories on those key result areas to strengthen the perceived link between project activities and improvements.
Relevance • More than half of KII respondents in both the public and private sectors noted that LINC contributed to a gain in knowledge or skills, particularly the availability and quality of investment information. • The value of strategic planning activities appears to be split in terms of relevance for achieving project outcomes, with 50 percent of public sector and 10 percent of private sector seeing a value-add. While one noted that strategic planning resulted in the development of a tourism sector in Crimea, none of the 10 businesses in Lutsk knew about a strategic plan. Effectiveness • The only possible activities where LINC-assisted sites stated that there had been an improvement were related to technology development and innovation, where 53 LINC-assisted respondents indicated improvement, compared to 40 percent respondents in comparison sites. • All five private-sector respondents who commented on technology development and innovation noted an improvement • 19 percent of LINC-assisted private-sector respondents said that the investment climate improved, 56 percent indicated no change, and 26 percent said that the investment climate declined. • Respondents in Crimea (75 percent) and in Severedonetsk (50 percent) also stated that LINC's assistance resulted in further investment in their business.	Relevance • Though the individual-level results from this gain in knowledge and skills is significant, the Evaluation Team does not consider this benefit of LINC as a "significant improvement in the local investment environment and business development," though it could very well lead to significant improvements within individual businesses and, it is hoped, to reforms at the local government level. A gain in knowledge and skills alone, though, is not a concrete improvement for the investment and competitiveness environment. Effectiveness • No significant difference in opinions exists between LINC-assisted and comparison-group private-sector respondents on whether different aspects of the investment climate had improved, declined, or remained the same. Efficiency • Opinion is varied among regions regarding efficiency of activities and government officials were more likely to cite strategic planning as a benefit of LINC.	• Regional strategic planning should include more concrete steps for action at the local level in order to mitigate the high risk that strategic plans remain a theoretical construct and are not followed by actual implementation in municipalities and regions. • Activities and the outputs/outcome indicators should be directly tied to LINC's mission of improving the investment and competitiveness environment in Ukraine. • Future projects should narrow their focus to fewer aspects of the investment climate to increase potential influence over those aspects. • Increase efforts to involve many stakeholders in the strategic planning process as a means of promoting the benefit of strategic economic planning and

Findings	Conclusion	Recommendation
Efficiency • Fifty percent of government respondents (12 of 24) reported that the strategic planning process resulted in a good strategy. If one asks only those government officials involved in the process, then the response indicates a much stronger appreciation, with 12 of 16 (75 percent) noting the result of a good strategy.		emphasizing the value of strategic plans.
What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance?		
• According to 3 respondents in Odesa and Lutsk, 10–15 high and mid-level government officials actively participated in all stages of the strategic planning process. Some of these individuals (2 individuals out of 16) changed their positions and moved to the NGO sector and to the private sector (1 individual). • It was reported by 35 percent of public sector respondents that these individuals continue to communicate with each other and with former LINC associates, exchanging ideas, requesting assistance, and providing such assistance. Respondents noted that these connections can be considered as informal networks of like-minded people, "people that speak the same language", as was noted by one respondent in Odesa. • Overall 44 percent of respondents that participated in strategic planning efforts reported that such informal networks still exist. • One such network, a tourism network that originated in Volyn, was actually formalized after LINC ended with active participation of a former LINC associate. The network turned into an NGO that plans to create an Eastern European cross-border tourist trail called "The Way of Gediminovichi." • Some plans for PPPs are currently being developed mostly in the area of tourism (Lutsk and Odesa municipalities) and chances for their implementation, in opinion of Evaluation Team, are significant	• LINC activities initiated or increased the use of informal communication networks and uptake of strategic planning. These activities are continuing without foreign assistance • Participants in LINC trainings are continuing the practices and behaviors that they learned from LINC, but are not necessarily in the same position	• Implementers should continue to foster the creation of informal networks by encouraging dialogue among the public sector, the private sector, and civil society organizations. Alternatively, implementers could build formalization of such networks into programming through communities of practice. • Implementers should provide a balance of focused and broadly-based trainings that build (a) skills specific to the targeted position (i.e. private sector, government, etc.) and (b) more general local investment and business development skills transferable from one industry or sector to another.
• 54 percent of all public and private sector respondents reported that they learned new skills as result of the LINC project but more than 30% of public sector respondents (8	• Sustainability of promoted by LINC approaches and activities is mostly based on individuals trained or otherwise affiliated with LINC programs, rather than on	• Implementers of future projects should work in close partnership with Ukrainian organizations and build sufficient capacity with these organizations so that programming can be continued and results

Findings	Conclusion	Recommendation
of 26) indicated that sustainability and transferability of the acquired knowledge and skills are decreasing over time since they are not being reinforced through additional service training and the transfer of employees to other jobs and enterprises where the LINC-acquired knowledge is not as useful. • The Evaluation Team saw little evidence of an "institutional footprint" for the continuation of LINC objectives, with the exception of Crimea. Just over a quarter of the public sector respondents indicated that they would like to see continuation of LINC activities implemented by a Ukrainian organization. • Respondents in all categories viewed the lack of institutional memory left behind after LINC ended (absence of ROEDS and little use of Ukrainian organizations for implementation activities) as a shortcoming. Furthermore, 30 percent of respondents recommended that future projects should be implemented by Ukrainian organizations and employ more local experts to aid in building in-country capacity for economic development.	institutions. As they leave government jobs, LINC-promoted approaches and knowledge leaves with these individuals. • Institutional memory loss of ideas and practices promoted by LINC due to employee turnover and a major challenge to adoption and sustainability of post project LINC practices.	sustained after project closure.
If adopted, how were those practices and behaviors integrated into local governance?		
• Evidence that local governments continue to use strategic plans: In total, LINC reported that it facilitated the creation of 25 municipal and raion-level economic development strategies.[39] The Evaluation Team confirmed creation and adoption of 4 sub-regional strategic plans (out of 4 planned in visited sites) and adoption of 4 municipal and raion plans. This is consistent with LINC's reporting for the visited sites. 3 sub-regional plans are being used in local governance practices. • Strategic plan implementation was strongest in Severedonetsk, and weakest in Odesa	Though many strategic plans have been finalized and approved, implementation of the strategic plans is more common in smaller cities and communities than in larger urban areas with most business development taking place without active foreign direct investment.	USAID should focus resources and programming on smaller municipalities to obtain higher returns on project investments
In particular, in what ways were gender issues considered into those practices and behaviors?		
• One of the most consistent findings was that respondents in the private and public sectors were unaware of any steps that LINC took to address gender (11 out of 12 respondents in	Discussions with former LINC partners and beneficiaries indicate the existence of a significant gender gap that largely was not addressed by LINC.	• Implementers should conduct an in-depth gender analysis at the outset of project implementation so that project strategies and related indicators can address identified gender gaps. Implementers

[39] Ukraine LINC Final Report, January 31, 2013, p.3

Findings	Conclusion	Recommendation
key informant interviews). • One LINC associate stated, "More than 50 percent of the trainees are women. I can't say we designed for gender equality, but the numbers were right for us. We talked about it in the reports, and worked with one women's cooperative that grew herbs. If it was a men's cooperative, we would have worked with them."		should leverage this analysis to proactively address gender constraints throughout project design through such strategies as identifying new opportunities to promote women's leadership and participation and identifying potential unintended outcomes that could result from project activities. • Implementers and USAID should pay more attention to closing the gender gap. Some strategies for doing this include: seminars, round tables for women to assist and train them in leadership, public speaking, self-confidence, technical competencies and business skills, and training of trainers programs.
Question 3: How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions?		
• As the EU Delegation was working on a roadmap for public procurement, LINC was working with the government on a national procurement strategy. • Additionally, UNDP's project in Crimea, Crimea Integration and Development Program, collaborated with Bakhchysarai Strategic Plan development.[40] • Both regional government respondents in Severedonetsk confirmed that LINC had worked with a regional development program funded by the EU Delegation.	• LINC appropriately surveyed the donor landscape to both identify potential points of synergy and to avoid duplication of effort. LINC had sufficient collaboration with other donors to spark interest, and eventual uptake, in the LINC methodology, and elements of LINC	• USAID should continue collaboration with other donors to (a) prevent duplication of efforts, (b) identify potential points of synergy, (c) share lessons learned and promising practices, (d) advance shared reform objectives and (e) plan for continuation or uptake of activities after project closure
• LINC's collaborations in Crimea with six private sector organizations on an ongoing basis, their collaboration with eight festival organizers, and their role as a broker for the sale of agriculture products demonstrates their heavy involvement with the private sector. • Regarding LINC's work to advance reforms at a local level, government officials were generally very favorable in their review of LINC's contribution. • DTEK worked alongside LINC to develop industrial park concept papers in various economic regions. • In Severedonetsk, LINC developed a formal partnership with SARK to conduct workshops, seminars, and conferences that connected the business community with the science and technology community. • Beyond formal partnerships with	• Partnerships with local governments and private sector representatives (both at a national and regional level) presented opportunities to leverage resources and build local capacity for implementation of strategic economic plans • LINC's approach can be found in ongoing projects from other donors. • LINC worked with the private sector at both a national and a regional level to leverage resources for programming and implementation	• Implementers should continue leveraging private sector resources and networks to reach beneficiaries at both a national and a local level. • If joint collaboration is a priority in future programming, USAID should more widely communicate partnerships and collaborations with other donor communications through branding strategies and co-sponsored events

[40]Interview with EU Delegation staff

Findings	Conclusion	Recommendation
institutions and organizations, LINC also invited experts from local universities and the private sector to participate as speakers and facilitators in a variety of seminars, trainings, and workshops.		
How did municipalities value these opportunities?		
• In Northwest Luhansk, the Evaluation Team observed greater enthusiasm for LINC activities, and the public sector was engaged not only with LINC, but also with the private sector. • Because of the enthusiasm demonstrated by both the public and private sector in Severedonetsk, LINC assisted more with implementation of the strategic plan.[41] • At least 52 percent[42] of project beneficiaries interviewed were not familiar with specific examples of collaboration that LINC had with other projects.	• Municipalities with greater levels of engagement from both the public and the private sectors tend to attribute greater value to LINC's collaboration efforts on a local level. • Most key informants were unaware of LINC collaboration with other donors at a local level.	• Criteria for site selection for future regional development projects should include broad buy-in from several categories of stakeholders - including the representatives from the oblast and municipality level, private sector representatives, and civil society actors - and identification of key champions in local government, private sector, and civil society institutions.
Question 4: How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?		
• See table in Annex VIII-B		
• The results of the spot check show that the investments reported by LINC are at various stages and may have undergone changes since the latest reporting period. The Evaluation Team also identified investments that were not captured in LINC's investment tracker. • As noted above, only 1 of the 3 reported projects, the wind farm, is in the implementation stage, so the actual number of jobs created is likely much lower. Reporting on new job creation is subject to some contextual limitations.	• The reasons for inaccuracies, or perceived inaccuracies, vary. For indicators 1 and 2, the inconsistency observed is most likely due to the methodology used to collect the data. For both indicators, the methodology described in the PMP depends on a relatively weak correlation between LINC involvement and actual investments, and may have overlooked investments where LINC's promotional role is more evident.	• Implementers should include specific information substantiating project outcomes/results in project performance reports. • Project monitoring indicators should capture the success of business development, including expansion of existing businesses in addition to new businesses created. • Implementers should exercise greater transparency in project indicators, especially for economic data that is difficult to track, like amount of inflowing investments or jobs created. Alternative indicators could read "Number of contracts signed for inflowing investment" or "Number of potential jobs created as the result of signed investment contracts."
Question 5: How successful was the LINC project exit strategy?		
• The Evaluation Team was unable to find an explicitly stated LINC exit strategy neither in project documents, nor in annual work plans or quarterly reports. The Evaluation Team did, however, observe elements of sustainability in	• The project implementation documents did not include an explicitly stated exit strategy as part of the project implementation strategy and LINC did not create institutional memory outside local governments.	• Project implementers should develop and implement explicitly stated exit strategies, inclusive of a plan for future access to project information by beneficiaries and others. Efforts should be made to enable continued access to LINC supported deliverables and resources, particularly on

[41] Interview with LINC strategic plan implementation associate

[42] 13 of 25 respondents from the public and private sectors answered that they were not aware of any collaboration

Findings	Conclusion	Recommendation
visited regions. • The LINC website closed in December 2013, and the investment database has not been maintained.		municipal and regional government websites.

ANNEX XV: RECOMMENDATIONS TABLE

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST[43]	SUGGESTED RESPONSIBILITY
Recommendations for Evaluation Question 1: How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?		
1. USAID should consider using quantitative impact evaluation and randomized control trials to determine attribution for significant improvements in the investment environment and business development to project activities. Such a study should make appropriate use of measurable benchmarks and baselines.	Approximately $2 million	USAID M&E Officer, Contracting Officer, and staff involved in project design
2. Regional strategic planning should include clear benefits for the private sector and should include participation from both the public and private sector. Implementation could take the form of hosting strategic planning sessions with representatives from both the public and private sector.	Approximately $30 thousand for each 3-day planning session	USAID project design staff (to ensure that this requirement is included in the RFP); project implementers
3. USAID should design future projects to include activities that foster strong public (government)-private (business and civil society) dialogue in order to support implementation of strategic economic plans. This recommendation is linked to the previous recommendation in that the strategic plans should have sufficient buy-in from both the public and private sector. The public and private sectors should share funding for learning or networking events, with facilitation and specialists to be supplied by the project implementer.	Approximately $20 thousand for each 2-day learning event	Project implementers, public sector beneficiaries, private sector beneficiaries. Committing resources to such events should be a prerequisite to receiving assistance from future projects.
4. After identifying key result areas, USAID should develop reporting requirements that include success	Approximately $5 thousand per success story (for staff time and travel	Project M&E staff, USAID M&E officer, USAID project design staff

[43] Estimated implementation costs are very rough estimates based on SI's pas experience. The cost is highly dependent on size of the project, location of implementation, and geographic and technical scope.

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST[43]	SUGGESTED RESPONSIBILITY
stories on those key result areas to strengthen the perceived link between project activities and improvements.	to gather success stories)	
5. Regional strategic planning should include more concrete steps for action at the local level in order to mitigate the high risk that strategic plans remain a theoretical construct and are not followed by actual implementation in municipalities and regions.	Same as original strategic plans, perhaps with an additional day of staff time to determine what the specific action steps will be.	Project implementers involved in regional strategic planning; project monitoring staff to follow up on implementation of action steps
Recommendations for Evaluation Question 2: What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?		
6. Implementers should provide a balance of focused and broadly-based trainings that build (a) skills specific to the targeted position (i.e. private sector, government, etc.) and (b) more general local investment and business development skills transferable from one industry or sector to another.	Same as cost of LINC trainings	Project implementers, trainers
7. Implementers should continue to foster the creation of informal networks by encouraging dialogue among the public sector, the private sector, and civil society organizations. Alternatively, implementers could build formalization of such networks into programming through communities of practice and learning events.	Approximately $20 thousand for each 2-day learning event	Project implementers, public sector beneficiaries, private sector beneficiaries.
8. Implementers of future projects should work in close partnership with Ukrainian organizations and build sufficient capacity with these organizations so that programming can be continued and results sustained after project closure.	This depends on the implementation strategy. Cost could be similar to that of previous LINC technical assistance engagements, or it could be much larger to build an institution and, over the course of the period of performance, make it self-sustaining.	USAID project design staff should ensure that partnership with local Ukrainian organizations be a requirement of the RFP; Project implementers.
9. USAID should focus resources and programming on	No additional cost to the project, just	Project implementers. USAID project

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST[43]	SUGGESTED RESPONSIBILITY
smaller municipalities to obtain higher returns on project investments	different distribution of resources	design staff should expect more focused implementation in fewer localities.
10. Implementers should conduct an in-depth gender analysis at the outset of project implementation so that project strategies and related indicators can address identified gender gaps.	Approximately $175 thousand	Project implementers. USAID project design staff should ensure that this is a requirement in the RFP.
11. Implementers and USAID should pay more attention to closing the gender gap. Some strategies for doing this include: seminars, round tables for women to assist and train them in leadership, public speaking, self-confidence, technical competencies and business skills, and training of trainers programs.	This depends on the implementation strategy. Cost should be similar to that of previous LINC seminars and workshops.	Project implementers.
Recommendation for Evaluation Question 3: How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?		
12. USAID should continue collaboration with other donors to (a) prevent duplication of efforts, (b) identify potential points of synergy, (c) share lessons learned and promising practices, (d) advance shared reform objectives and (e) plan for continuation or uptake of activities after project closure	Approximately 1 day of relevant staff time per quarter.	Donor community, USAID, Project implementer COP and DCOP.
13. Implementers should continue leveraging private sector resources and networks to reach beneficiaries at both a national and a local level.	Hire one staff person specifically for private sector partnerships and engagement. Approximately $40-50k per year.	Project implementer
14. If joint collaboration is a priority in future programming, USAID should more widely communicate partnerships and collaborations with other donor communications through branding strategies and co-sponsored events	Approximately 2 days of relevant staff time per quarter for planning, plus	Donor community, USAID, project implementers.

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST[43]	SUGGESTED RESPONSIBILITY
15. Criteria for site selection for future regional development projects should include broad buy-in from several categories of stakeholders - including the representatives from the oblast and municipality level, private sector representatives, and civil society actors - and identification of key champions in local government, private sector, and civil society institutions.	No additional implementation costs	USAID project design staff should ensure that this criteria is included in the RFP. Project implementers involved in strategic planning should develop approaches that are tailored to the particular region or municipality of interest in order to solicit broader buy-in.
Recommendations for Evaluation Question 4: How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?		
16. Implementers should include specific information substantiating project outcomes/results in project performance reports.	No additional implementation costs	USAID COR, project implementers, project M&E staff
17. Carefully selected indicators for success of reform efforts should include actual outcomes for businesses at the local level, with disaggregation by region and activity, e.g., amount decrease in processing time.	No additional implementation costs	USAID COR, project implementers, project M&E staff
18. Implementers should document the collection of qualitative information to identify constraints to conducting business. This should inform project implementation and be included in the PMP as a data collection/verification methodology.	Approximately $5k per month of implementation to cover travel costs and staff time to gather qualitative information	USAID COR, project implementers, project M&E staff
19. Project monitoring indicators should capture the success of business development, including expansion of existing businesses in addition to new businesses created.	No additional implementation costs	USAID COR, project implementers, project M&E staff

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST[43]	SUGGESTED RESPONSIBILITY
20. Implementers should exercise greater transparency in project indicators, especially for economic data that is difficult to track, like amount of inflowing investments or jobs created. Alternative indicators could read "Number of contracts signed for inflowing investment" or "Number of potential jobs created as the result of signed investment contracts."	No additional implementation costs	USAID COR, project implementers, project M&E staff
Recommendations for Evaluation Question 5: How successful was the LINC project exit strategy?		
21. Project implementers should develop and implement explicitly stated exit strategies, inclusive of a plan for future access to project information by beneficiaries and others. Efforts should be made to enable continued access to LINC supported deliverables and resources, particularly on municipal and regional government websites	No additional implementation costs	USAID COR, project implementers, project M&E staff

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