



USAID
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**PARTICIPANT
TRAINING
PROGRAM**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information			
A.1	Program Theme: Promoting and ensuring provision of sustainable HIV prevention services for key affected populations at the regional level			
	<p>City/Region of Participants: Poltava, Dnipropetrovsk and L'viv regions of Ukraine.</p> <p>Brief justification for selection of this location(s) to benefit from the program: Poltava, Dnipropetrovsk and L'viv regions are target regions of technical support provided under the USAID-funded <i>HIV Reform in Action</i> project. During the next four years the project plans to work intensively in these regions to enhance HIV policy programming and implementation, optimize resource allocation and financing for the regional HIV/AIDS programs and strengthen human resources for scale-up of HIV-related services targeting key populations by building sustainability and optimizing service delivery systems.</p> <p>These regions have been selected based on the core principles of combating the epidemic and included epidemiological data, available professional capacity, strong political will, commitment, health reform experience and readiness for changes and development, alignment with other USAID-funded projects and cohesion with the World Bank regional health reform program. Partnerships have been established with Oblast Administrations, Oblast Health Departments, Oblast AIDS Centers, NGOs and other local stakeholders.</p> <p>Representatives from these regions will learn about the approaches to developing and implementing regional/local HIV programs that respond to specific needs of key affected populations and will be exposed to examples/successful strategies in provision of HIV-related services, especially preventive, to these subpopulations within various levels of care.</p>			
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US:		3rd country: X
	Requested Country (if 3 rd country): Poland			
A.2	USAID Contact			
	USAID Officer			
	Position			
	Office			
	Telephone Number			
	Fax Number			
	E-mail Address			
A.4	World Learning Partner Organization Contact			
	Name			
	Organization			
	Address			

Tel.	
Fax	
E-mail	
A.5	Suggested Program Dates (preferred month/year): May - June 2015
A.6	Number of Visitors: 10
B.	Intended Group Results
B.1	Background Information
<p>Ukraine takes one of the first places among European countries in the number of HIV-positive people. In the last few years Ukraine has achieved significant progress in combating HIV/AIDS due to provision of focused prevention, including harm-reduction services, to the most vulnerable groups, availability and scale up of Anti-virus Treatment (ART) as well as care and support programs, which led to a continuous decrease of HIV transmission among people who inject drugs and stabilization of the HIV epidemic in Ukraine. For the first time in 2012 a slight reduction of 1,6% new cases of HIV-infection was registered in Ukraine and in recent years HIV incidence rates have shown a sustainable tendency to decrease among people aged 15-24 years within the overall number of first registered cases of HIV-infection. During 2009-2013 there was a positive trend in Ukraine in the reduction of HIV-infection level among pregnant women from 0,55% to 0,39%, which directly correlates with the dynamics of registration of new cases of HIV-infection among pregnant women. Today Ukraine is still in the category of countries with a HIV epidemic concentrated in specific high-risk populations.</p> <p>Addressing the HIV/AIDS epidemic has been one of the priorities of the Ukrainian state policy in the field of health care and social development; Ukraine has a National AIDS Program (NAP) to combat HIV/AIDS, which has been legally approved and its activities are carried out by the state in close cooperation with civil society and international organizations at national and local levels.</p> <p>NAP is aimed at decreasing HIV/AIDS morbidity and mortality through ensuring sustainable and accessible service delivery in the field of prevention, diagnostics, treatment, care and support for People Living With HIV (PLWH) and has been developed through a country dialogue involving key national players, international agencies, PLWH and representatives of key affected populations and contains suggested activities, service packages, coverage indicators and unit costs. Some of the priority areas are:</p> <ul style="list-style-type: none"> • HIV prevention with a focus on Key Affected Population (KAP), anticipating the transition to state funding after Global Fund support would end (as of 2017); • Significant increase in ART coverage - reaching 118,000 patients on ART (compared to current 55,784) with fully government funding by 2018; • Care and support services for PLWH with an anticipated transition to state funding in 2017. <p>NAP is funded from state and local budgets, the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) as well as other sources, with an estimated budget for 5 years at approximately 6.4 billion Ukrainian Hryvnia; the amount of Program funding from the state budget is determined annually according to specific objectives and available resources.</p> <p>Completion of major international donors' support programs in 2017 and transfer to funding from regional budgets challenges Ukraine to put a new system in place and develop new mechanisms for its implementation. It's where local authorities should step in and demonstrate a more proactive approach with the introduction of social contracting practices and private-public partnerships.</p> <p>In practice it means that in the beginning of 2017 regional budgets will start funding HIV prevention activities partially or fully and increase the proportion of relevant funds towards the end of the year. Social contracting</p>	

is used in few oblasts in Ukraine and does not address KAP and HIV needs and does not support all categories of relevant costs currently funded by GF. Social contracting mechanism should be revised to allow more flexibility in direct funding of prevention services and standards for social programs for HIV prevention in KAPs should be developed. Also, regions may have various financial capacities to support such interventions and there could be different political support of work among KAP in various regions. Consequently a different level of readiness to support KAP interventions is observed, depending on budget funds availability or other political or economic reasons.

In this respect advocacy efforts should be taken to translate these challenges into practical planned actions, including raising capacity and a sense of greater responsibility among regional and local authorities in programming and implementation of HIV-related services to ensure financial and programmatic sustainability.

The proposed study-tour is very timely as Ukraine is working on developing transition strategies after the phase out of the Global Fund funding and the ongoing health care reform affecting the HIV sector as well. The tour will provide a unique opportunity to learn and adapt the Polish experience in Ukraine and respond to current and emerging needs of KAPs, civil society, healthcare and social sector providers, and authorities at various levels.

B.2 Overall Professional Program Goals and Objectives

How does this program link with other current or planned USG activities?

The proposed study tour will contribute to the overall goal of the country to improve the quality of life of its citizens by improving health and social care with a focus on two areas of public health: Infectious Diseases (HIV/AIDS) and health systems strengthening.

The selected L'viv, Poltava and Dnipropetrovsk regions are now working with the USAID HIV Reform in Action Project that aims to enhance leadership and capacity for HIV policy programming and implementation, optimize resource allocation for regional HIV/AIDS programs targeting KAP and strengthen human resources in the area of HIV/AIDS services in the framework of the overall goal to reduce HIV transmission among KAP. The project activities focus on providing quality information and services, building a policy environment that increases access to quality services, and strengthening the capacity of local organizations to implement national HIV/AIDS programs. Thus, the suggested study tour and subsequent technical assistance from the HIV Reform in Action Project will help participants, including oblast officials to make informed decisions during the transition period and focus on efficiency and quality of services for vulnerable populations. Selected regions cooperating with the HIV Reform in Action Project and benefitting from the study tour will be more prepared for developing and implementing regional/local programs that respond to specific KAP needs.

Suggested approaches to the study tour program and participants' profiles are also in line with USAID's Local Systems Framework supporting sustainable development by placing emphasis on direct partnerships with local change-agents and opinion leaders to advance the development of their own communities.

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

The program will contribute to the CDCS Development Objective "Improved Health Status in Focus Area and Target Groups"; this development objective will be achieved through IR 3.1 "Increased Client Knowledge and Awareness"; IR 3.3 "More Sustainable Health Systems" and IR 3.4 "Improved Enabling Environment".

Professional goal(s):

The goal of this training program is to enhance capacity of regional level policy makers, representatives of oblast/district administrations, service providers and civil society to develop approaches and mechanisms necessary for decentralization of the system of HIV-related services provision and transfer to funding from

regional budgets. More specifically, it is expected that after exposure to the Polish experience and practices of HIV-related services provision the participants will be able to advocate, support and promote provision of regional funding to cover HIV-services from local budgets by increasing awareness on this issue, development of regional programs for respective vulnerable groups, lobbying allocation of funding from regional budgets in their regions.

Specific objectives:

By the end of the program, exchange visitors will be able to identify relevant mechanisms/answer the following questions with concrete examples from the host country:

1. What is the current situation in Poland with the HIV epidemic, especially among key populations?
2. How is the Polish HIV services provision system organized and managed?
3. How are regional and local governments involved in ensuring/providing HIV-related services to key populations?
4. What key preventive and public health approaches related to the provision of services to KAP are implemented in Poland and in what ways?
5. Which HIV prevention services are provided to KAP in public or private health care facilities?
6. What is the level of decentralization of the Polish health care system and what specific services for KAP are available at the primary health care level; how does it impact access to essential services?
7. Which mechanisms are used to ensure allocation of funds by regional authorities/at the regional level for HIV prevention to KAP, including reflecting it in regional/local annual budgets?
8. Which mechanisms are used in Poland for social contracting or direct purchase of HIV-related services for KAP from NGOs at the national or regional level? What is the relevant legislative basis supporting social contracting or direct service purchase?
9. How are public-private partnerships (government, NGOs, businesses) involved in implementation of HIV-related services for KAP organized? What is the relevant legislative basis supporting these partnerships?
10. What is the role of state social service centers, insurance companies and pharmacies in health service provision to KAP?
11. What role do “watch-dog” NGO/patient organizations play in advocating for the needs of key populations and in monitoring of adequate and accessible services provision to KAP?
12. Which experiences from Poland can be applied in Ukraine?

How will this program inspire and prepare participants to implement changes in their home country?

Study tour participants will gain an understanding of the importance of safeguarding the needs of KAP in relevant HIV services and regional and local governments’ role in allocating resources. Participants will benefit from access to best practices and achievements in Poland that can broaden their vision and motivate to consider integration of HIV preventive and other services for vulnerable populations into the existing structure of health services and implementation of social contracting and other effective mechanisms, thus promoting partnerships of NGOs and local authorities in programming and implementing cost-effective interventions.

Through participation in national and regional seminars and roundtables, the Ukrainian participants will disseminate the knowledge gained during the study tour to their colleagues, contributing to successful implementation of innovative initiatives suggested by the Project and partners/stakeholders. Learning the experience of their Polish counterparts, the participants will identify policies and guidelines that can be adopted in Ukraine after adjustment to the local situation, corresponding to the key affected populations’ needs.

Study tour participants will be a significant resource to assist in promoting and advocating for innovative developments for participating in the work of HIV Regional/Municipal Coordination Councils, working groups

tasked with reviewing regional priorities and challenges as well as incorporating innovative approaches to HIV preventive services for KAPs into design and implementation of HIV-related regional programs.

NGO representatives will be involved in peer to peer collaboration in Ukraine by sharing information and concrete examples of cooperation mechanisms between NGO/patient community and the government, including developing supportive policies in the system of funding of non-governmental organizations.

Study tour participants are viewed as opinion leaders in their agencies and institutions; it is expected that they will demonstrate commitment in focusing on programs for KAP, advocating for increases in funding for the local HIV response and acting as role models in fighting HIV-related stigma and discrimination.

Expected program outcomes under PTP:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media). It is expected that participants will participate/inspire discussions about applying best practices in Ukraine.
- By 6 months after training participants will implement their Action Plans.

Expected program outcomes under HIV-Reform in Action Project:

- By 2 months after the trip, the participants will take part in the study tour follow-up meeting to define further steps in applying the best practices learned in Poland and in 4-5 months - to discuss their progress in implementing innovations based on lessons learned from the study tour.
- By 1-3 months after the visit, the participants will take an active part in building consensus on improvement of service delivery and financing mechanisms to be piloted in three regions, sharing the experience obtained during the study tour (regional stakeholder workshops, RCC meetings, round tables, inter-agency discussions, other Regional AIDS program activities)
- By 4-6 months the participants will advocate for implementation of pilot projects aimed at improvement of service delivery and financing mechanisms
- By 1-4 months after the trip the participants will be engaged in holding awareness raising Speaker Series for decision makers in the regions.

B.3 Program Components

Why is the requested country preferred for this program?

As mentioned earlier, Ukraine is looking for international experience and best practices, especially from its neighbors in the eastern EU which, though share the experiences of the communist past, have succeeded in making the transition from a centrally planned economy to a liberal, market-oriented democracy. This cross-border information exchange and learning will allow dissemination of knowledge and practices in key areas that impact human capital and the civil society.

Poland has been selected as the Eastern European country with strong political leadership it has shown in the HIV response, at home and in the region (being the first country in the region to be elected as Vice-chair and subsequently Chair of UNAIDS Program Coordinating Board in 2012). During its EU presidency in 2011 Poland reactivated the Eastern Europe regional group on HIV issues. These are just some of the examples indicating Polish active involvement in the global AIDS response.

HIV in Poland is considered to be one of the governmental priorities, the national HIV strategy mainstreams HIV into national development programs, giving the country's strong foundation for its national response. As a result of continued efforts, Poland has nearly eliminated the transmission of HIV from mother-to-child, successfully fulfilled the global commitment of universal access to antiretroviral drugs for PLWH (ARV therapy is offered to every patient who fits the medical criteria) and achieved a significant decrease in the number of AIDS related deaths. Overall, HIV response in the country presents a model of political engagement

at multiple levels - international, regional and national, and of fruitful cooperation between various stakeholders, including civil sector.¹

Poland has also succeeded in establishing long-term sustainability of the social services system, with the core being partnerships between HIV service organizations and state institutions and authorities. The legal basis for cooperation between the state, territorial administrations/municipalities and non-governmental Polish organizations is the constitutional principle of "subsidiarity state", stipulated in Article 163 of the Constitution of Poland.

The main principles of cooperation is the decentralization and delegation of certain powers to territorial communities (such as local government and non-governmental organizations). Polish non-governmental organizations act as partners of local government structures by providing public services through implementation of various grants and local development programs; NGOs also cooperate with local authorities in defining local development strategies and contributing towards legal framework elaboration. Poland has also a diverse and extensive system of funding of non-governmental organizations, associations and funds through subsidies and grants allocated by territorial/local authorities, state administration and private sponsors.

The Polish experience will be beneficial for the Ukrainian participants to learn about these opportunities used extensively in Poland, broaden their vision and adapt best practices in their respective regions, responding to urgent needs for changes in HIV sector in Ukraine, particularly in the area of prevention for KAP and recognition of its importance in combating HIV epidemic in Ukraine.

Suggested general or specific site-visits:

- Local governance bodies (local councils representatives, health care departments, social policy departments) responsible for HIV-services provision funding;
- Local NGOs involved into the system of HIV-related services provision;
- State social service centers, insurance companies and pharmacies involved in health service provision to KAP;
- Health or social facilities/centers providing services to KAP, especially those related to HIV prevention.

Suggested topics:

- Organization and management of HIV services system at the national, regional and local levels
- Involvement of regional and local governments in ensuring/providing HIV-related services to key populations
- Allocation of funds by regional authorities for HIV prevention: planning, organizing, monitoring, legal basis.
- Social contracting for HIV-related services for KAP - implemented at regional and national level
- Experience of Regional State Social Services departments and/or a Center for Disease Control (or equivalent) in working with KAP
- Experience of state-owned or private health care facilities providing HIV prevention services to KAP (including pharmacies, insurance companies, etc.)
- NGOs' role in identifying and advocating for the needs of the vulnerable populations
- Public-private partnerships (government, NGOs, businesses) involvement in implementation of HIV-related services for KAP.

Required Components:

¹ Jan Beagle, Deputy Executive Director of UNAIDS. Annual HIV Conference of Poland. December 2012, Poland. http://www.unaids.org/en/media/unaids/contentassets/documents/speech/2012/12/20121203_MDX_SP_Poland_en.pdf

Action Planning is the required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their insights into action.

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program?

Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in a European country that is a member of the European Union will expose Ukrainian participants to culture, mentality, and lifestyle of a former communist EU member state, as well as encourage them to feel part of Europe. Ukrainian participants will remove cultural and professional barriers among group members, thinking and interacting as a team. On their return to Ukraine, new knowledge and inspiration will facilitate their interactions with their colleagues and make them change agents and opinion leaders in their professional environment promoting the implementation of reforms in the Ukrainian HIV system.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

This program is open to participants from Poltava, Dnipropetrovks and L'viv regions.

The ideal candidate will be:

- a member of regional (oblast or city) Council (local elected bodies), especially member of the Regional Health Care committee,
- the Deputy Governor,
- the Head of the Regional Healthcare/Social Policy Department,
- other change agent/opinion leader.

C.2 Visitor Profile

All selected candidates will be motivated to expose themselves and learn new experience, capable of working in a team environment and willing to implement changes at their work places. All candidates will have a minimum of five years of experience in public health/social policy and a demonstrated willingness to remain in the field following their trip. Selected participants will present applications that demonstrate their interest and commitment regarding implementation of HIV-related services for key populations in NAP context.

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program:

Potential candidates will be pre-selected by the HIV Reform in Action Project from among the regional partners and opinion leaders in three regions and advised to PTP representatives, to be followed by the interviews with PTP representatives or other key partners in this field.

Recruitment is expected to include the following specific elements for this program:

1. Events of HIV-Reform in Action Project in three regions.
2. Professional meetings, such as those of the Regional/Municipal HIV Councils, regional stakeholder meetings, regional/local deputies (MP), Health State Administrations.
3. Consultations with other USAID HIV projects and stakeholders.



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VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information			
A.1	Program Theme: Accurately Reflecting The Ukraine-European Union Association Agreement in Ukrainian Media			
	City/Region (oblast) of Participants: all-Ukrainian			
	Brief justification for selection of this location(s) to benefit from the program: Journalists and other media professionals from across Ukraine will be selected, with a focus on those coming from the east and south of Ukraine where understanding of EU integration is lowest and opposition to integration is highest.			
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US:	3rd country:	X
	Requested Country (if 3 rd country): Poland			
A.2	USAID Contact			
	USAID Officer			
	Position			
	Office			
	Telephone Number			
	Fax Number			
	E-mail Address			
A.4	World Learning Partner Organization Contact			
	Name			
	Organization			
	Address			
	Tel.			
	Fax			
	E-mail			
A.5	Suggested Program Dates (preferred month/year): March 22 – April 4, 2015			
A.6	Number of Visitors: 10			
B.	Intended Group Results			
B.1	Background Information (Key issues/challenges and their general context in Ukraine)			
	On June 27, 2014 the EU-Ukraine Association Agreement was signed by European Union Heads of State and Government and Ukrainian President Petro Poroshenko in Brussels.			

The Association Agreement was simultaneously ratified by the Verkhovna Rada and the European Parliament on 16 September 2014. The Association Agreement is a pioneering document: it is the first agreement based on political association between the EU and any of the Eastern Partnership countries, and is unprecedented in its breadth (number of areas covered) and depth (detail of commitments and timelines).

The key parts focus on support to core reforms, economic recovery and growth, and governance and sector cooperation in areas such as energy, transport and environment protection, industrial cooperation, social development and protection, equal rights, consumer protection, education, youth, and cultural cooperation.

The Agreement also puts a strong emphasis on values and principles: democracy and the rule of law, respect for human rights and fundamental freedoms, good governance, a market economy and sustainable development.

What does Europeanization mean and why is it good for Ukraine? Right now, the most important point for Ukraine is to understand that Europeanization is important, not for the EU, not for the country's international image, and not even for the sake of membership. Europeanization is important for each and every Ukrainian.

B.2 Overall Professional Program Goals and Objectives

How does this program link with other current or planned USG activities?

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

The proposed exchange contributes to CDCS IR 1.1 – *Improved legislative and policy environment in line with European standards* – by increasing media coverage and raise awareness among citizens and policy-makers of the facts of EU integration. The exchange also contributes to IR 1.2 – *Improved citizen oversight and engagement in governance* – by increasing the capacity of journalists to more effectively monitor and evaluate Ukraine's progress towards EU integration.

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*): Confusion, misunderstanding and misconceptions about EU integration are widespread in Ukraine, especially in the east and south where propaganda and misinformation have exploited citizens' lack of awareness. In light of this challenge, the objective of the exchange program is to increase knowledge and awareness among Ukrainian media professionals to better communicate the facts of EU integration, what integration means in practice, and what it means for citizens, communities and the country by using Poland's experience as a comparative point of reference

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to describe the following (or answer the following questions) about the host country and how it applies to the Ukrainian context:

1. How the European institutions function in Polish context and how it may apply to the Ukrainian context
2. How policy information is presented as regards actions arising from Poland's membership in EU in the President's Office, Prime Minister's Office and the Parliament
3. How EU funds are used

4. How membership in the EU influences the development of civil society in Poland
5. How Polish citizens participate in public life at the city, district and village levels
6. What non-governmental organizations/institutions are involved in dissemination of information about the EU
7. Media and information policy on European integration strategies
8. How European Integration is practically implemented, e.g, local development, local government support programs for the unemployed, programs for rural areas and farmers, anti-corruption programs, independence of the judiciary, transparent policy programs, independent media
9. In addition, participants will be introduced to TV Programs and documentaries on European integration (screenings).

How will this program inspire and prepare participants to implement changes in their home country?

Media professionals will utilize firsthand knowledge gained from the program in order to more effectively and objectively communicate information regarding EU integration to the Ukrainian public. Ultimately, this exchange trip will increase understanding about the realities of EU integration, thereby giving Ukrainian citizens the facts to reach their own informed opinion on the question.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media). It is expected that participants will inspire discussion in their communities and organizations about accurate reflecting EU integration in Ukrainian media.
- By 6 months after training participants will implement their Action Plans.

Others:

B.3 Program Components

Special Notes:

- 1. USAID has identified the Solidarity Fund in Poland to conduct this training without competition. The Solidarity Fund will not charge a fee for program delivery and PTP implementer World learning must not engage in any financial transactions with the Solidarity Fund.**
- 2. USAID and the Solidarity Fund are expected to suggest organizations in Ukraine that should receive the announcement about participant recruitment.**

Why is the requested country preferred for this program?

Poland, as a close neighbor to Ukraine which has successfully undergone the EU integration process, is the proposed country for training implementation. Poland is a country that understands very well the specific problems associated with the transformation in the context of the process of integration with the European Union. Poland has undergone a similar process, as a former Eastern Bloc country, faced a similar kind of problems as it is now in Ukraine. Poland created its own policy of informing the public on European integration and on the institutions of the European Union. The role of media in conveying objective and accessible information in this regard, was

crucial in Poland. In addition, Poland has a large and long-standing experience in communicating their experiences to representatives of the Ukrainian media. Polish partners have a good understanding of the mentality and the nature of the problems currently facing by the Ukrainian state and the media.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- in Warsaw:
 - The Office of the President
 - Office of the Prime Minister
 - Parliament
 - Ministry of Foreign Affairs (departments responsible for European policy)
 - Robert Schuman Foundation
 - National Council of Radio and Television
 - Ministry of Infrastructure and Development
 - Ministry of Labour
 - Ministry of Agriculture
 - Courts
 - City of Warsaw district offices
 - Media:
 - Gazeta Wyborcza
 - Rzeczpospolita,
 - Polityka
 - TVP SA
 - TVN-24
- in the regions:
city councils, municipalities, regional media, NGOs

Suggested topics (bullets):

- European institutions and their functioning in the Polish context
- Policy information on actions arising from EU membership in the Office of the President, Prime Minister, Parliament
- EU funds and their use
- The European Union and the development of civil society
- Participation of citizens in public life at the city level, district, village
- Non-governmental organizations/institutions involved in information about the EU - such as Robert Schumann Foundation, European Center of Natolin (Centrum Europejskie Natolin), Public Research Institut (Instytut Badań Publicznych)
- Media and information policy on European integration strategies
- European Integration in Practice: local development, local government programs for the unemployed, programs for rural areas and farmers, anti-corruption programs, independence of the judiciary, transparent policy programs, independent media
- TV Programs and documentaries on European integration – screenings

Required Components:

Action Planning is a required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their new information and insights into action.

Three facilitated action planning sessions are required and participants must complete training with a written action plan, intended for implementation that the program organizers will collect before the group departs.

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Given the short duration of the program (two weeks) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in Poland will expose Ukrainian participants to European culture, mentality and lifestyle, as well as encourage them to feel like part of Europe. Ukrainian participants will benefit through removing cultural and professional barriers between group members, thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit will help to facilitate their interaction and intention to initiate changes within their organizations and in Ukraine in general.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

The ideal candidate will be:

Ukrainian journalist, editor, blogger, and others from the media sector (no cameraman), especially those from the East and South.

Age: Participants should be qualified and be at a stage in their education/careers that enable them to champion lessons learned and lead changes upon return.

Medium: television, radio, newspapers, portals, blogs in southern and eastern Ukraine.

Experience: at least five years required.

C.2 Visitor Profile

All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years experience and a willingness to remain within their field for 5 years following their trip to the host country.

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program:

Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.

Recruitment is expected to include the following specific elements for this program:

1. Ukrainian non-profit web-sites such as civic.org.ua (news about study tours, grants, training programs, internship, NGO's activity etc.); and <http://global.gurt.org.ua/> (GURT Resource Centre).
2. Professional resources and associations.
3. Sites with regional news for corresponding cities.
4. Other social media channels such as relevant LinkedIn and Twitter pages.
5. Professional and alumni listservs such as IREX and CC.
6. One or more press-conferences for local journalists, non-government, government and business representatives.
7. Professional meetings in corresponding cities.



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LOGO

**PARTICIPANT
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VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A. General Information			
A.1 Program Theme: Do No Harm: Fostering Conflict-Sensitivity in Southern and Eastern Ukraine			
<p>City/Region (oblast) of Participants: all Ukraine, specifically Donetsk, Luhansk, Kharkiv, Dnipropetrovsk, Zaporizhzhya, Kyiv, Odessa and Lviv</p> <p>Brief justification for selection of this location(s) to benefit from the program: This training program will be open to applicants from across Ukraine, with a focus on journalists, community activists and domestic aid workers working in or focused on the conflict region, as well as internally displaced people (IDP) host community leaders living outside of the eastern region. Specific oblasts to target for recruitment include Donetsk, Luhansk, Kharkiv, Dnipropetrovsk, Zaporizhzhya, Kyiv, Odessa and Lviv, where the majority of IDP's live and where journalists, activists and humanitarians are working on the conflict.</p>			
Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):		US:	3rd country: <input checked="" type="checkbox"/>
Requested Country (if 3 rd country): Bosnia, Croatia, Serbia, Northern Ireland, or Georgia			
A.2 USAID Contact			
USAID Officer			
Position			
Office			
Telephone Number			
Fax Number			
E-mail Address			
A.4 World Learning Partner Organization Contact			
Name			
Organization			
Address			
Tel.			
Fax			
E-mail			
A.5 Suggested Program Dates (preferred month/year):			
A.6 Number of Visitors: 10			
B. Intended Group Results			

B.1 Background Information (Key issues/challenges and their general context in Ukraine)

The crisis in Ukraine is multi-faceted resulting from a mixture of geo-political, economic and cultural issues reaching back several generations. The current conflict began, however, when Ukrainians grew impatient with former president Yanukovich's inability to stem corruption and temper the power of Ukrainian oligarchs. When Yanukovich withdrew plans to join the EU in favor of developing stronger ties with Russian and Vladimir Putin, Yanukovich's longtime ally, Ukrainians caricatured as "nationalists" from the western part of the country forcibly ousted the Yanukovich government and a new government was formed.²

Many eastern Ukrainians supported Yanukovich and his intention to develop stronger ties with Russia. They consider his ouster illegal and are fearful that they will be the subject of discrimination and oppression by the new government and its nationalist supporters who they perceive to be "fascists" supported by western nations. This point of view has been supported by Russian media, which is heavily consumed in eastern Ukraine. Ukrainian nationalists and the government perceive eastern Ukrainians involved in the conflict to be pro-Russian "separatists" and "terrorists" supported by Putin, who they believe is taking advantage of the crisis to increase his influence in eastern Ukraine and consolidate power in Russia. Neither pro-Russian Ukrainians nor Ukrainian nationalists are homogeneous groups.

Soon after Yanukovich was ousted, Russia forcibly annexed Crimea, leaving pro-Russian eastern Ukrainians hopeful that they too would be annexed by Russia, and the Ukrainian government fearful of the same. They have subsequently taken up arms against each other as nationalists and the government fight to maintain the territorial integrity of their country, and pro-Russian Ukrainians seeking protection from the perceived threat posed by the new government and possibly incorporation into the Russian Federation.³

Violence between nationalists and the Government and pro-Russian Ukrainians has wrought death and destruction effecting both groups in once quiet and peaceful communities. The displacement of over one million

Ukrainians⁴ has polarized attitudes and beliefs and contributed to the crisis. While IDPs have been welcomed in many communities, tensions between IDPs and host communities could rise as scarce local resources are stretched to accommodate displaced persons.

It was noted in recent analysis of the conflict by the Centre for Peacebuilding that "*huge work remains for civil society organizations to fulfill the task left untended by the government, extinguishing the fire and easing the most pressing humanitarian needs, and monitoring the human rights situation in and around the areas of conflict.*"⁵ Given the degree of tension, misinformation, intolerance, violence, and the complexity of the conflict, it is imperative that activists, journalists, humanitarian workers and community leaders use their influence to improve relationships between conflict effected communities and promote peace.

For those seeking to cover the armed conflict in the media, advocate for peace, or provide humanitarian assistance, the complexity of the conflict calls for behavior that, above all, does no harm. In development terms, the principle of "*do no harm*" is embodied in the concept of conflict sensitivity. Conflict sensitivity is the ability of an organization, activist or journalists to:

² What Comes Next for Ukraine, Frontline, PBS, July 2014. <http://www.pbs.org/wgbh/pages/frontline/foreign-affairs-defense/battle-for-ukraine/what-comes-next-in-ukraine/>

³ Ukraine Running Out of Time, International Crisis Group, May 2014.

⁴ Ukraine conflict: UN says million people have fled, BBC September 2014. <http://www.bbc.com/news/world-europe-29029060>

⁵ Ukraine 2014 - Civil Society Creating Space between Past and Future: Informal Follow Up Discussion, Center for Peacebuilding (June 2014)

- Understand the context in which they operate;
- Understand the interaction between their reporting/activism/intervention and the context; and
- Act upon the understanding of this interaction, in order to avoid negative impacts and minimize positive impacts.⁶

How to apply this concept to the Ukrainian context is the focus of this training program. Borrowing from USAID's Theories of Change for Peacebuilding, this program proposes the following training hypothesis to address the threat of intolerance and reverse the effects of propaganda on people's perceptions of each other and the nation:

If influential actors in the media, civic activism, and humanitarian assistance sectors apply conflict sensitive approaches to their work in eastern Ukraine, and their attitudes and actions are observed and adopted by their communities, then communities will grow more tolerant, unified and resistant to external mobilizations to violence and will receive humanitarian assistance in a manner that does not incite conflict.⁷

This hypothesis assumes that the key people recruited for this program are: (a) open and (will be) able to mitigate violence and promote peace; and (b) wield sufficient influence to change the perceptions and behaviors of their communities such that dialogue, tolerance, relationships and national unity are promoted. Applicants should be adequately vetted to ensure their commitment to peacebuilding and their influence over their communities.

Participants will include journalists, activists and humanitarian aid workers from Ukrainian regions effected by the conflict or able to positively affect the conflict to foster intra-Ukrainian dialogue, networking and relationships among the group. In the host country, participants will experience training on conflict sensitivity coordinated by an NGO having expertise in conflict prevention/mitigation and experienced conducting trainings on these topics, similar to such organizations as International Alert, SaferWorld, or Collaborative for Development Action (CDA). Ideally, training would include a solid workshop on the do no harm approach. Then participants will spend two days collaborating with peers from the host country to gain personal and professional experience in conflict sensitive journalism/activism/humanitarian action.

B.2 Overall Professional Program Goals and Objectives

How does this program link with other current or planned USG activities?

XXX

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

This Exchange Training Program contributes to the overall CDCS and specific IRs which the Offices of Democracy and Governance, Transition Initiatives and Foreign Disaster Assistance are all striving to achieve.

Specifically, for USAID/Ukraine Office of Democracy and Governance, the program falls in part under *the Democracy and Governance IR 1.2: Improved Citizen Oversight and Engagement in*

⁶ Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding, Joint Publication by APFO, CECORE, CHA, FEWER, International Alert, Saferworld (2004), Ch. 1, available at: <http://www.saferworld.org.uk/resources/view-resource/148-conflict-sensitive-approaches-to-development-humanitarian-assistance-and-peacebuilding>

⁷ See Theories of Change for Peacebuilding: Theory Family Matrix, USAID/Office of Conflict Management and Mitigation (2011), p.2

Governance. Peace is the *sine qua non* of good governance; it is a major reason communities establish democratic governments. Restoring peace in times of unrest is not the sole purview of the government; it requires a multi-track approach at the international, national and local levels involving governments, civil society, media, activists, communities, women, youth and marginalized groups, among others. This training program will take a first step towards the CDCS IR 1.2 by improving citizen, media and civil society engagement and oversight of governance in the peace and security sector by improving participants' technical skills to analyze the conflict and use their influence to affect positive change.

The training program links to USAID/Washington Office of Transition Initiatives' (OTI) program objective of engaging community stakeholders and leaders from various demographics and backgrounds to address the destabilizing and polarizing effects of transition and conflict. Engendering conflict sensitivity, and providing a balanced perspective on critical issues faced by these partners will help ensure that local OTI initiatives are inclusive, address underlying tensions and do not further contribute to polarizing perceptions or opinions.

Lastly, this program links to USAID/Washington Office of U.S. Foreign Disaster Assistance (OFDA) humanitarian assistance objectives of reaching out to vulnerable persons, especially those prone to human rights abuses or violent conflict, by providing life-saving humanitarian assistance. After a crisis, OFDA promotes a rapid and durable recovery by supporting livelihoods, markets, and the sustainable provision of basic services. Conflict sensitivity is a critical skill for aid workers in the east to ensure the crisis abates and peace is renewed.

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*):

The main purpose of this training to integrate conflict sensitivity into journalism, activism, and humanitarian assistance to ensure that such efforts promote peace and do not exacerbate violent conflict in southern and eastern Ukraine. Specifically, this training aims to develop skills among leading journalists, activists and humanitarians to mitigate violence and influence their constitution's attitudes and perceptions about people on either side of the conflict in accordance with the "do no harm" approach.

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to describe the following (or answer the following questions) about the host country and how it applies to the Ukrainian context:

10. How to conduct basic conflict analysis, including:
 - a. Analyzing actors, issues, structures, aspects of culture and other factors that fuel conflict or promote peace
 - b. Analyzing current opportunities to mitigate conflict and promote peace, including shared needs, wants, goals and perspectives
 - c. Analyzing dangers are present with regards to promoting peace in this region at this time
11. What are the key elements of "do no harm" approaches?
12. How to develop and implement conflict-sensitive aid and assistance programs, so that IDPs and host communities recognize their benefit and tensions are not exacerbated?
13. How to do conflict sensitive journalism and activism?
 - a. Understanding the context of the conflict
 - b. Understanding the relationship between journalism, information and conflict
14. How to educate citizens to reject propaganda that could trigger violence

15. How to promote dialogue, tolerance, relationships and national unity among conflict effected communities, IDPs and host communities?

How will this program inspire and prepare participants to implement changes in their home country?

Training will empower participants to promote peace and mitigate violence through their work. For example, journalists will be more aware of how their words, pictures and videos can support peace (and not inflame violence), how they can better report on peace efforts at the grassroots as well as international levels, or how they can influence their audience to become more tolerant of others. Similarly, humanitarian assistance or community building CSOs will be more aware of the potential for activities to exacerbate tensions between those receiving and not receiving aid, such as between IDPs and host communities. Those participants will learn tangible lessons and gain experience that can be incorporated into their programs. Humanitarian assistance organizations will learn how to be more inclusive, how to structure assistance so it brings displaced and host communities together, and how to ensure aid resources do not exacerbate conflict.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media). It is expected that participants will inspire discussion in their communities and organizations about fostering conflict-sensitivity aspects that they studied during their program.
- By 6 months after training participants will implement their Action Plans.

Others:

B.3 Program Components

Why is the requested country preferred for this program?

Post-conflict European countries, such as Bosnia, Croatia and Serbia are proposed as potential destination countries. NGOs, journalists and activists in these countries possess unique expertise in conflict mitigation and will share their experience with Ukrainian peers throughout the course of the training program. Training should include a workshop on conflict mitigation and sensitivity delivered by local experts. A European country is preferred given the close political and cultural ties to Ukraine, as well as the importance of the issue of EU association to the crisis in Ukraine. Moreover, conducting the exchange in a nearby country could allow for relationships with counterparts to develop over the long term as participants stay in contact with their peers.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- Local NGOs
- Media outlets, media NGOs, journalists' professional associations
- Local and international humanitarian organizations
- Local communities and IDP families
- Local governance

Suggested topics (bullets):

- Conflict analysis, including grievances, actors, drivers and other factors that underpin violence
- Introduction to the key elements of “do no harm” concept
- Promotion of tolerance, diversity, and national unity within population constituent groups
- Understanding and application of commitment to peacebuilding for various involved parties and perspectives of peacebuilding concept implementation in Ukraine
- Models, methods and practices of fostering internal dialogue, networking and building relationships
- Introduction to the approach of conflict sensitive journalism/activism/humanitarian actions
- Development and implementation of conflict-sensitive assistance techniques
- Understanding context of the conflict in which activists and journalists operate
- Interaction between activists and journalists’ assistance/reporting/activism and the conflict
- Improving citizen, media and civil society engagement and support of governance in the peace sector
- Techniques and approaches to structure assistance, bring displaced and host communities together and ensuring aid resources for not exacerbating conflict

Required Components:

Action Planning is a required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their new information and insights into action. Three facilitated action planning sessions are required and participants must complete training with a written action plan, intended for implementation that the program organizers will collect before the group departs.

Others:

Suggested Components:

Peer-to-Peer Pairing: Participants will be paired with local counterparts; that is, a Ukrainian journalist will be paired with a local journalist, a Ukrainian Red Cross worker will be paired with a local Red Crescent worker. Ideally, the local peers will each host a Ukrainian in their home, help orient them to the country, and, at the end of the week, spend two days working together to see how conflict sensitivity is put into action. During this period, the pair will share experiences and discuss how conflict situations evolve, the appropriate response and how organizations can mitigate conflict in the aftermath of a violence. It is envisioned that the pair will discuss tangible ideas and share lessons learned. In the event that peer-to-peer pairings are not possible, an alternative component would be to pair several Ukrainian participants with one local peer for the last two days of professional exchange (i.e., pair four Ukrainian aid workers with one local aid worker for only two days of professional exchange, without the homestay element).

Orientation Tour of Country: Upon arrival in the host country, the group will be met by their peer counterparts, mentioned above. On the first full day, the Ukrainians and their hosts will tour the major conflict sites in the region - memorials, museums, battlefields, and IDP sites - to understand the historical, social, political, economic and military aspects of the conflict there. They also meet with IDPs, political leaders, peace activists, humanitarians and veterans to gain personal insight into the costs of the conflict.

Technical Workshop on Conflict Sensitivity: Following the orientation, participants will take part in a two day technical workshop on conflict sensitivity facilitated by a leader in the field, such as International Alert, SaferWorld or another similar local expert group. The training will provide an introduction into conflict sensitivity and peacebuilding as applied to media coverage, civic activism and humanitarian assistance in times of conflict. Participants will learn the basics of conflict analysis and be able to identify the grievances, actors, drivers and other factors that underpin the violence, as well as what opportunities exist to mitigate conflict and promote peace. They will also learn how their words and deeds as journalists/activists/humanitarians can have either a positive or negative effect on the conflict. The workshop will allow for collaboration among participants to draw on their experiences from Ukraine.

Peer-to-Peer Collaboration: Following the training, participants will spend two days working with their local counterparts to see how conflict sensitivity is put into action. Peers will share their experiences, discuss programs that were implemented, and their challenges and impact. Participants will work with their counterpart to help refine or develop a tangible program idea of journalistic angle. Participants will observe counterparts model conflict-sensitive behavior and practice by applying concepts themselves. This practical element of this training program will help reinforce theoretical concepts introduced in the training session, thereby allowing participants to better internalize do-no-harm skills.

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in the European country will expose Ukrainian participants to European culture, mentality and lifestyle, as well as encourage them to feel like part of Europe. Ukrainian participants will benefit through removing cultural and professional barriers between group members, thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit will help to facilitate their interaction and intention to initiate changes within their organizations and in Ukraine in general.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

The ideal candidate will be:

- Journalist, civil society activists, or humanitarian workers active in the conflict region;
- or
- IDP community leader; or
- Leader from a community hosting IDPs.

In addition to the standard PtP selection criteria, participation in this program should be available to those candidates who are meeting special additional criteria for each participating category:

- For journalists, civil society activists, or humanitarians, the criteria should be that they are working on the conflict in eastern Ukraine (i.e., journalists reporting in the conflict area; civil society activists engaged in advocacy for peace and unity; aid workers working in the east or remotely managing programs in the east);
- For IDPs or host community leaders, they should articulate an interest in promoting peace and amicably resolving conflict between IDPs and host communities.

C.2 Visitor Profile

All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years experience and a willingness to remain within their field for 5 years following their trip to the host country.

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program:

Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.

Recruitment is expected to include the following specific elements for this program:

1. Ukrainian non-profit web-sites such as civic.org.ua (news about study tours, grants, training programs, internship, NGO's activity etc.); and <http://global.gurt.org.ua/> (GURT Resource Centre).
2. Professional resources and associations.
3. Sites with regional news for corresponding cities.
4. Other social media channels such as relevant LinkedIn and Twitter pages.
5. Professional and alumni listservs such as IREX and CC.
6. One or more press-conferences for local journalists, non-government, government and business representatives.
7. Professional meetings in corresponding cities.



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**PARTICIPANT
TRAINING
PROGRAM**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information		
A.1	Program Theme: Civil Society Oversight: E-Governance		
	City/Region (oblast) of Participants: National		
	<p>Brief justification for selection of this location(s) to benefit from the program: Following the 2008 economic crisis, it became apparent that the communication technology of Ukrainian governance was inadequate and obsolete. As Ukraine pursues reform, it looks to the experience of its European neighbors which have instated efficient e-governance systems that increase public sector transparency, encourage civic engagement and make economic and social reforms sustainable. This training program will acquaint government officials and their private sector counterparts tasked with developing e-governance systems from across Ukraine with e-governance practices in the host country. The group will meet with e-governance leaders and supporters in the United Kingdom to acquire knowledge and skills for building easy to access e-governance systems in Ukraine. These systems will integrate Ukraine's economic and social development goals, provide opportunities for public involvement at all government levels, significantly improve transparency and accountability of public authorities, and offer substantial savings to the government and/or civil society organizations.</p>		
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US:	3rd country: X
	Requested Country (if 3 rd country): United Kingdom		
A.2	USAID Contact		
	USAID Officer		
	Position		
	Office		
	Telephone Number		
	Fax Number		
	E-mail Address		
A.4	World Learning Partner Organization Contact		
	Name		
	Organization		
	Address		
	Tel.		
	Fax		
	E-mail		
A.5	Suggested Program Dates (preferred month/year):		

A.6	Number of Visitors: 10
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B.	Intended Group Results
B.1	Background Information (Key issues/challenges and their general context in Ukraine)

The events of 2013-2014 in Ukraine, including ongoing instability in the east, presidential elections, and pending parliamentary elections, present numerous opportunities and challenges. Further, the signing and ratification of the European Union Association Agreement puts Ukraine on a clear path towards democracy and integration with Europe. This domestic and international context, and increasing demand from the citizens of Ukraine, call for increased transparency and the reduction of public sector costs, the establishment of mechanisms for citizens to engage elected officials and public servants, and the reduction of regulatory barriers to private sector investment. These issues can be addressed, at least in part, by information and communication technologies in the provision of public services and in the protection of individual rights, support of democracy, and strengthening of civil society. Together, these approaches are often referred to as “e-Gov.”

To restore citizens’ trust in the government and achieve economic growth, the Government of Ukraine (GOU) should create opportunities for citizen participation in policy design and implementation, reform public sector structural processes and institutions for better service delivery and greater efficiency, and provide a climate conducive for businesses. The GOU recognizes that the economic and social pathways must be adapted to reform or develop new strategic frameworks for promoting sustainable development, and that e-Gov can integrate economic and social goals for development planning.

Many GOU officials understand that e-Gov measures can improve inter-organizational linkages at all levels of government, significantly reduce costs, and increase transparency in the provision of public services. However, to achieve this requires significant organizational, procedural, and technical changes. Bureaucratic structures need to be transformed into integrated systems, which facilitate customer services and increase transparency and accountability. A holistic approach to governance includes taking into account the distributional aspects of sectorial policies, national development agendas, and international cooperation agreements, so that resulting solutions are sustainable in the future.

The GOU established an e-governance working group to assess the current situation; develop key policy documents, including Ukraine E-Governance Development Concept Paper (revised) and Ukraine E-Governance Development National Program; and develop national interoperability standards, which are essential for developing e-Gov IT solutions and promoting competition between the contractors. However, they need assistance addressing technical challenges associated with building the framework of sustainable development. This includes transforming outdated hierarchical and bureaucratic structures into modern, horizontally integrated systems; employing modern technologies to improve inter-institutional coordination; increasing civic engagement in public policy development; and achieving desired development outcomes. In short, the focus of this training should be on three key areas: 1. interoperability; 2. decentralization; 3. participatory democracy.

The training program will help key Ukrainian stakeholders prepare a sound E-governance Development Concept Paper and/or State Program for E-Governance Development Paper in order to address these challenges and secure public and private sector resources to implement the policies in 2015. This training program will also help the Mission define its niche in promoting e-governance in Ukraine and leverage private sector resources, as well as those offered/committed by other donors.

While it is necessary to continue delivering services by systems currently in place, the GOU must increasingly think in terms of e-governance and placing greater emphasis on institutional linkages among its

tiered government structures in a bid to further inclusive sustainable development. E-governance should promote cohesive, coordinated, and integrated processes and institutions through which sustainable development takes place. Areas deserving special emphasis include expanding usage of e-government services through multiple channels, and a government-wide approach to promoting equity and bridging the digital-divide by extending service delivery to all, particularly vulnerable groups.

The role of the government should be redefined to reform the governance systems through which services are delivered in a way that maximizes development and minimizes resource depletion. The underlying principle of e-government, supported by an effective e-governance institutional framework, is to improve the internal workings of the public sector by reducing financial costs and transaction times so as to better integrate work flows and processes and enable effective resource utilization across public sector agencies aiming for sustainable solutions. It should lead to establishing 'better processes and systems' aimed at more efficiency, effectiveness, inclusion and sustainability.

As the way forward, the national government shall recognize the transformative nature of e-government for sustainable development as it relates to government-wide approaches and multichannel service delivery. In this regard the GOU must establish a persistent online presence with at least basic services in order to build trust in the government. Moreover, shifting from a structurally disintegrated government to one that is more interconnected will require collaboration and streamlining, not only along the whole spectrum of governance, but also with the private sector and civil societies. These practices will boost the efficiency of government agencies and the utilization of public services.

Ukraine also needs to address the digital divide. Cutting-edge technologies and the development of social media and networking tools has re-shaped our world, making it more challenging to diminish the digital divide. Inadequate infrastructure is a main reason behind this divide, but differences in skills and lack of means to access information also play a major role. Therefore, it is vital for the GOU to learn from global best practices and collaborate with key international players to develop a harmonized framework with indigenous ICT content.

There is a clear need to reach out to all citizens, particularly disadvantaged and vulnerable groups, to bridge the gap and maximize the utilization of online service delivery and public contributions. However, service delivery via new channels should not come at the expense of service delivery via established channels. By bringing technology to the people, instead of making the people come to technology hubs, and by creating opportunities for online service delivery, e-government can coordinated increased collaboration among public sector officials, public institutions and citizens.

B.2 Overall Professional Program Goals and Objectives

How does this program link with other current or planned USG activities?

XXX

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

This training program will support e-governance development in Ukraine and thus contribute to IR1.2 *Improved Citizen Oversight and Engagement in Governance* and DO1 *More Participatory, Transparent and Accountable Governance Processes*. It will also help to achieve the following two post-election assistance priorities:

- Support GOU in implementation of decentralization, and
- Instill anti-corruption measures in democratic and economic governance, with robust civil society oversight.

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*):

The main goal of the training program is to help Ukraine build inclusive and effective e-Gov policies and systems to increase public sector transparency, encourage civic engagement and make economic and social reforms sustainable.

Specifically, training program participants will meet with e-governance leaders and supporters and acquire essential knowledge and skills to build e-governance systems in Ukraine that will have the following characteristics:

- be easy to access
- be informative and instrumental in increasing the transparency of government and/or civil society operations
- integrate socio-economic development goals of government agencies and/or civil society counterparts
- improve access to information and services by stakeholders
- provide opportunities for active public involvement in national and sub-national governance and for holding state authorities accountable
- encourage and facilitate active public participation in governance
- be sustainable and offer significant savings to the government and/or civil society organizations at reasonable costs

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to describe the following (or answer the following questions) about the host country:

1. What is the purpose and key principles of e-governance?
2. What are the main elements of an integrated e-governance system?
3. Who are key stakeholders to develop and oversee e-governance?
4. What is the government's role in developing e-governance policies, implementing best practices and promoting the use of e-governance platforms by citizens?
5. How can e-governance increase citizen participation in policy design and implementation, reforming public and third sector institutions, and creating a climate conducive for businesses?
6. How can e-governance shift the government's role from information and service controller to facilitator?
7. What online government services do citizens find most useful and access most often? Are there any limitations to public services that can be delivered on-line?
8. What are the ways and main obstacles to expanding the utilization of e-government services, particularly by vulnerable groups?
9. What results are expected when implementing e-governance models?
10. What modern technologies can improve inter-institutional coordination, support civic engagement and achieve sustainable development?
11. How can e-governance approaches and policies reduce resource depletion, financial costs and transaction times for the public and private sector?
12. How can outdated hierarchical and bureaucratic structures be transformed into modern, horizontally integrated systems?
13. How can the integration, efficiency and effectiveness of the government and service delivery be improved through a unified, whole-of-government model?
14. What is the role of e-governance in improving inter-organizational linkages and consolidating government systems?
15. How can e-governance enhance institutional linkages in tiered government structures?

How will this program inspire and prepare participants to implement changes in their home country?

Participants will expand e-governance systems to foster socio-economic development in Ukraine. They will contribute to strategic national planning for the expansion of e-government tools that are efficient, transparent, responsive, participatory and inclusive. They will prepare a sound *E-governance Development Concept Paper* and *State Program for E-Governance Development* and secure public and private sector resources to begin implementing the completed policies in 2015.

Participants will help shift the role of the government from the controller of information and services to a facilitator of information and services. The experience that they gain during this training will be critical to create a central, single point of entry portal where all access to government services is available. Information and services will better address the needs of citizens, especially the most vulnerable. This will promote transparent government, interconnected departments and divisions, efficiency and effectiveness.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media).
- By 6 months after training participants will implement their Action Plans.

Others:

B.3 Program Components

Why is the requested country preferred for this program?

The main GOU stakeholders work closely with the European Union and refer to the [Digital Agenda for Europe](#) as a strategic guide. While the US is also a leader in e-Gov, a participatory training program in Europe will provide a more relevant learning experience. USAID and GOU counterparts selected the United Kingdom to host this training. The UK offers not only successful examples of central government approaches to e-Gov, but also municipal level strategies and services that encourage participatory democracy and facilitate economic growth and innovation. In particular, regions of the UK faced with severe economic challenges and workforce displacement (industrial and resource extraction regions) share a similarity with parts of Ukraine and have implemented e-Gov services to retrain citizens, provide targeted benefits, and re-orient local economies.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

State and municipal government officials

Suggested topics (bullets):

- Purpose, concept and key principles of e-governance
- Key stakeholders to promote e-governance implementation
- Government role in developing e-governance policies, implementing best practices and promoting e-solutions
- Key elements of an integrated e-governance system
- Role of e-governance in increasing citizens' participation in policy design and implementation, reforming public sector and institutions, and creating a climate conducive for businesses
- Opportunities and main obstacles to expanding the utilization of e-government services by all population with a special focus on vulnerable groups
- Application of modern technologies targeted to improve inter-institutional coordination, support civic engagement and achieve sustainable development

Specifically, this training program is targeted to cover three main components:

1. Context and Strategy
 - a. History of e-Gov in the UK
 - b. e-Gov Strategy

- c. Legal framework for e-Gov
- d. Public servant training
- e. Digital Office/Service strategy
- 2. Systems, Technologies, and Standards
 - a. Data protection principles
 - b. Infrastructure and architecture components of e-Gov in the UK
 - c. Databases and registries
 - d. Digital identity and electronic ID
- 3. Outreach and Communications
 - a. Stakeholder communications
 - b. Citizen communication campaigns

Required Components:

Action Planning is a required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their new information and insights into action. Three facilitated action planning sessions are required and participants must complete training with a written action plan, intended for implementation that the program organizers will collect before the group departs.

Others:

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in a European country will expose Ukrainian participants to European culture, mentality and lifestyle, as well as encourage them to feel like part of Europe. Ukrainian participants will benefit through removing cultural and professional barriers between group members and thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit will help to facilitate their interaction and intention to initiate changes within their organizations to contribute to e-governance reform.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

It is anticipated that the training program participants will be recruited from selected national government agencies and sub-national governments, appropriate GOU-affiliated and independent working groups, and non-governmental organizations including business associations and private sector companies.

The ideal candidates are those who are/will be involved in or have power to influence development and implementation of GOU e-governance policies and/or formulation of adequate private sector response to those policies.

Program participants will represent selected governmental and nongovernmental organizations that operate at the national and sub-national levels. Up to 50% of participants will be selected from regions that demonstrated their commitment to expand the scope of their e-governance activities and/or to introduce the best e-governance practices. These regions will be defined by USAID/Ukraine.

C.2	Visitor Profile All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years of experience and a willingness to remain within their field for 5 years following their trip to the host country.
C.3	Recruitment
Participant recruitment: Brief description of open, competitive approach tailored to this program: Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.	



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**PARTICIPANT
TRAINING
PROGRAM**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A. General Information			
A.1 Program Theme: Energy Efficiency through Restructuring Gas Transportation System and Building Capacity among Ukrainian Professionals			
<p>City/Region (oblast) of Participants: Nationwide (with focus on Kyiv and Kyiv Oblast) and special representation from Kherson, Kremenchug and Gadyach</p> <p>Brief justification for selection of this location(s) to benefit from the program: Nationwide recruiting is proposed for this training program with special focus on Kyiv and Kyiv oblast. The sustainability and future implementation of energy efficiency initiatives depends on the support of the policymakers and key stakeholders at the national level. Therefore it is critical to ensure participation of representatives of national gas companies and leading research institutes that are mainly located in Kyiv and Kyiv regions. In addition, there is a preliminary agreement with Khersongas, Kremenchuggas and Gadyachgas gas distribution companies regarding nominating their employees to participate in this training. These companies are interested in modernization and implementation of best international practices to increase energy efficiency in the supply of gas, reduce gas distribution losses, improve management, and enhance organizational practices and the safety and security of gas supplies to customers.</p>			
<p>Intervention type (US = "Community Connections," three weeks with home stays; 3rd country = one week or in case of two countries – 10 days):</p>	<p>US:</p>	<p>3rd country: X</p>	
<p>Requested Country (if 3rd country): Czech Republic and/or Slovakia</p>			
A.2 USAID Contact			
USAID Officer			
Position			
Office			
Telephone Number			
Fax Number			
E-mail Address			
A.4 World Learning Partner Organization Contact			
Name			
Organization			
Address			
Tel.			
Fax			
E-mail			
A.5	Suggested Program Dates (preferred month/year):		

A.6	Number of Visitors: 10
B.	Intended Group Results
B.1	Background Information (Key issues/challenges and their general context in Ukraine)
<p>Ukraine is one of the leading producers, transporters and consumers of natural gas in Europe. Domestic natural gas production in Ukraine is about 18-20 billion cubic meters, while the total consumption is 45-60 billion cubic meters. According to information from the Ukrainian State Statistics Service, in 2012 natural gas imported from Russia to cover the shortfall amounted to 34 billion cubic meters.</p> <p>More than 90% of locally extracted natural gas is produced by subsidiaries of the National Joint Stock Company “Naftogas Ukraine”, which is about 18 billion cubic meters annually. Independent private producers of natural gas produce approximately 3 billion cubic meters per annum which represents the remaining 10%.</p> <p>Ukraine is the largest natural gas transit country in the world by volume. Its gas transportation system consists of main gas pipeline networks and gas distribution networks. The key operator of gas transportation system is the State Joint Stock Company “Ukrtransgas,” which operated the main gas pipelines that supply Russian gas to Ukrainian consumers and transits to 18 other European countries. The State Joint Stock Company “Chernomorнеftegas” provides gas to consumers in Crimea. Ukraine’s gas transportation system includes 37.8 thousands km of main gas pipelines, 73 compressor stations and 13 underground gas storage facilities with an active volume of gas more than 34.5 billion cubic meters making its natural gas transportation infrastructure the second longest in Europe.</p> <p>This training program will support the integration of Ukraine’s gas sector into Europe in accordance with the following legislation: Laws of Ukraine “About Ratification of the Protocol on Ukrainian’s Access to the Treaty Establishing the Energy Community”, “About Ratification of the Energy Charter Treaty and Protocol of the Energy Charter Treaty on Energy Efficiency and Related Ecological Aspects”, Resolution of the cabinet of Ministers of Ukraine #733-p from 03/08/2011 “About Approval of the Action Plan for Implementation the Commitments Under the Treaty Establishing the Energy Community”.</p> <p>Currently Ukraine is trying to undertake reforms to liberalize its gas market in compliance with requirements of European energy legislation. Unfortunately, the reform process is extremely challenged and inhibited by many factors. First of all, GOU bodies involved in the reform process ineffectively coordinate with each other resulting in conflicts over strategically important goals. This negatively affects the quality and timeliness of the reform process. Regulatory changes introduced in the legislature do not always fully meet the requirements of the European Union. The government uses assistance offered by international experts ineffectively. Drafts of legislative and regulatory documents produced with the help of international professionals are not implemented fully or are changed during further discussions by the GOU.</p> <p>Secondly, GOU agencies involved in the reform process have little exposure to international best practices and have insufficient understandings of reforms needed in the energy sector. In addition, the GOU does a poor job of informing the public about processes and tasks involved in complying with EU energy related legislation.</p> <p>Finally, Ukrainian gas distribution companies are in an informational and methodological vacuum regarding reform processes and industry priorities. They lack information regarding best industrial practices and work organization. Nearly all gas distribution companies still operate according to</p>	

“soviet” standards including how they communicate with consumers. The main problems include: inadequate standards for new gas infrastructure, poor maintenance of existing infrastructure, outdated equipment and gas leaks, which result in gas losses of about 10% on average per year. Outdated requirements of gas systems operators also call into question the safety of Ukraine’s gas distribution infrastructure. Gas companies need guidance to modernize the industry with regards to the construction and maintenance of infrastructure, drafting of regulatory legislation, and industry management.

Inefficiency and outdated technology results in higher gas prices for consumers including local governments, which spend approximately 7% of their budgets on gas. If local governments’ energy bills can be reduced, they will be able to use economized funds to address other local needs.

B.2 Overall Professional Program Goals and Objectives

How does this program link with other current or planned USG activities?

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

The program will directly contributed to DO2, IR 2.4 Enhanced Energy Security. The program can also be seen as the part of the Unconventional Gas Technical Engagement Program (UGTEP). The program will advance Mission achievement of CDCS Intermediate Result 2.4 (IR2.4) “Enhanced Energy Security” under Development Objective 2 (DO2) “Sustainable Democracy through Broad-based Economic Growth”. More specifically, it will help achieve CDCS IR2.4.1 “Improved Energy Policies”, IR2.4.3 “Increased Energy Efficiency”

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*):

The main goal of this training is to improve efficiency in Ukrainian gas transportation sector through supporting its restructuring and building the capacity of professionals.

Specifically, objectives of the training are:

- Learn about key approaches to ensure that gas transmission and distribution systems function efficiently, reliably and resiliently
- Expose participants to the best European legislative practices regarding operations of gas transmission and distribution companies operations
- Familiarize participants with the most successful and effective organizational practices of EU gas operators
- Study energy efficiency programs and strategies implemented in Europe in gas transmission and distribution
- Explore the best practices in modernizing European gas distribution companies and the potential to implement these practices in Ukraine
- Learn about progressive approaches in financial management in the gas transmission and distribution sector
- Analyze Europe’s experience in identifying, controlling and reducing gas network losses
- Study European experience in gas storage management
- Investigate European experience related to maintenance of gas distribution networks
- Learn about European gas sector associations and professional networks
- Understand major environmental concerns and risks connected with gas transmission and distribution

This program will promote reform of the Ukrainian gas transportation sector in accordance with the Second and Third EU Energy Packages; support structural transformation; build relationships between Ukrainian gas transportation companies and their European counterparts to initiate technology transfer; and encourage the implementation of energy-saving and energy-efficient technologies that ultimately strengthen regional development and reduce environmental risks.

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to describe the following (or answer the following questions) about the host country:

1. What are the key approaches to ensure that gas transmission and distribution systems function efficiently, reliably and resiliently?
2. What are best European legislative practices regarding the setting of tariffs for gas transmission and distribution company operations, technical regulations and requirements, principles of organization and cooperation of gas market participants, cost recovery and guarantees for returns on investments?
3. Who are major stakeholders in gas transmission and the distribution processes and what are their roles, functions, interests and interactions?
4. How could implementation of modern organizational practices lead to effective solutions and sustainable results in gas transmission and distribution?
5. What is the EU experience in developing and introducing energy efficiency programs and strategies in gas transmission and distribution?
6. What are the latest trends in technological modernization including best European practices, technologies and materials used by European gas distribution companies and how they could be implemented in Ukraine?
7. What are progressive approaches in financial management in gas transmission and distribution sector including implementation of modern systems of accounting, dispatching, as well as billing and planning resources of gas distribution companies (Enterprise Resource Planning)?
8. What is the European experience in developing and implementing instruments to identify, control and reduce technological losses and support technological upgrades with a focus on technical solutions targeted to measure and reduce gas losses, as well as improve reliability and safety of gas supply?
9. What technological tools do European companies use to detect and mitigate gas leaks in a cost-effective manner?
10. What are strategies and European experience in gas storage capacity management, maintenance and development?
11. What are results, perspectives and next steps of further European gas sector integration and harmonization?
12. What is the most important and relevant European experience and solutions aimed at increasing efficiency and reliability of gas distribution networks maintenance including implementation of instrumental control methods, installation of 100% device metering to control gas distribution, optimization of organizational structure of gas distribution companies and promotion incentives to improve quality of services?
13. What are main European gas sector associations and professional networks?
14. How do European networks and associations stimulate cross-border trade, ensure efficient management and coordinated operation of European gas companies and facilitate sound technical evolution of the gas networks?
15. What are major environmental concerns and risks connected to gas transmission and distribution and how do they impact technologies and practices of gas sector in

Europe?

How will this program inspire and prepare participants to implement changes in their home country?

This program will help participants to gain information about European best practices in restructuring gas transmission and distribution sectors for greater energy efficiency. It will support Ukrainian gas sector reform by providing valuable expertise and knowledge of Czech and Slovakian experience implementation of gas sector reform.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media).
- By 6 months after training participants will implement their Action Plans.

B.3 Program Components

Why is the requested country preferred for this program?

Since the rationale of this training is to increase efficiency of Ukrainian transmission and distribution gas networks through integration to Europe, two European countries were pre-selected for this training – Czech Republic (CZ) and Slovakia (SA). Both countries have well-developed gas transmission and distribution networks, which were recently significantly restructured and successfully integrated in EU.

Because of their geographic position, Czech and Slovak Republics have become key players in the European gas supply chain. Slovakia is the major entry point of natural gas in the EU, and its gas transition volume represents around 20% of the total European consumption. Both countries rank among the EU's top ten in terms of the length of their pipelines, and rank second (CZ) and third (SA) among Eastern European countries. Their underground gas storage capacity, which is a vital element of any gas sector, is advanced and interconnected. The Czech Republic has 8 gas storage facilities, while Slovakia has 2.

Because of their similarity with Ukraine and recent experience restructuring gas transportation sector, liberalizing their natural gas markets and successful integrating with EU gas transmission systems, these two countries are considered to be a right choice for conducting this training program.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- Energy Regulatory Office of Czech Government
- Ministry of Industry and Trade (CZ)
- Representatives of EU gas networks or associations located in Czech Republic
- Gas transmission companies/transmission sector operators (TSO), such as Eustream (SA), RWE Transgas Net (CZ) or similar
- Gas distribution companies, such as RWE Transgas Net (CZ) or similar
- Gas storage system operators (SSO), such as RWE Gas Storage (CZ), MND (CZ), SPP Bohemia (CZ), Nafta (SA), Pozagas (SA) or similar

Specifically, E.ON is one of the key organizations to be visited during this training program. The holding company operates in over 30 countries and serves over 26 million customers. E.ON has an over a decade of experience modernizing East-European gas distribution companies, and has

strong expertise in implementing the main provisions of the Energy Packages of the European Union. The web-site: <http://www.eon.com/en.html>

This company started its activities in Czech Republic in 2004 and in Slovakia in 2002 it has offices in both Czech and Slovak Republics and considered to be one of the most dynamic companies in their prospective countries.

Suggested topics (bullets):

- Overview of main provisions of the Second and the Third EU Energy Packages including goals, tasks and major initiatives that promote best international practices in the area of gas transmission and distribution
- European guiding principles and methodologies of tariff setting, incentive-based regulation of gas distribution companies, as well as monitoring and regulation of gas supply service quality
- Introduction to Czech and Slovakian main regulations of the gas transmission and distribution sectors including Energy Acts and others
- Outline of key principles of the public private partnership arrangements in gas sector
- Czech/Slovakia practice and implementation lessons in applying modern European technologies in gas transmission and distribution sectors
- Czech/Slovakia experience of engaging international and domestic consulting organizations to improve legal/regulatory framework and methodology of tariff setting in natural gas sphere
- Safety, environmental sustainability and quantifying risks in gas transmission and distribution activities

Required Action Planning: facilitated action planning sessions (3 for US, 1 for TCT); and participants must complete training with a written action plan intended for implementation.

Action Planning is a required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their new information and insights into action. s:

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in a European country that is a member of the European Union will expose Ukrainian participants to the culture, mentality and lifestyle of a former communist EU member state, as well as exposing them to the positive feeling of being part of Europe. Ukrainian participants will remove cultural and professional barriers between group members, thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit will help to facilitate their interaction and intention to initiate changes within their organizations to contribute to reforming Ukrainian political campaign monitoring system.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

Representatives of the Ministry of Energy, leading research gas institutes, the representatives of gas producers, gas distribution companies, institutions, NGO, governmental organizations, gas institutes, scientists, journalists.

C.2	Visitor Profile All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years' experience and a willingness to remain within their field for 5 years following their trip to the host country.
C.3	Recruitment
Participant recruitment: Brief description of open, competitive approach tailored to this program: Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.	



USAID
FROM THE AMERICAN PEOPLE

**PARTICIPANT
TRAINING
PROGRAM**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information			
A.1	Program Theme: Political Finance Monitoring and Advocacy for Reform			
	City/Region (oblast) of Participants: Odessa Oblast and Kyiv City			
	<p>Brief justification for selection of this location(s) to benefit from the program: It is proposed to recruit activists from two regions of Ukraine because it is expected that political finance monitoring programs will be implemented only in some areas rather than throughout the entire country. Since Odessa has traditionally fielded an impressive array of independent candidates with ties to local, rather than national business interests, it is an interesting place to monitor campaign finances. Kyiv has the greatest concentration of CSOs and journalists working on the issues relevant to political finance and legal reforms. Both cities have lively communities of CSO activists and investigative journalists who will be interested in participating in the program. Further, both places are suitable for monitoring programs and for advocacy activity. By involving activists from both places, the program will foster linkages between regions and encourage them to coordinate their strategies, something that will be critical if the momentum for law reform is to be strengthened.</p>			
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US:		3rd country: <input checked="" type="checkbox"/>
	Requested Country (if 3 rd country): Czech Republic			
A.2	USAID Contact			
	USAID Officer			
	Position			
	Office			
	Telephone Number			
	Fax Number			
	E-mail Address			
A.4	World Learning Partner Organization Contact			
	Name			
	Organization			
	Address			
	Tel.			
	Fax			
	E-mail			
A.5	Suggested Program Dates (preferred month/year):			
A.6	Number of Visitors: 10			

B.	Intended Group Results
B.1	Background Information (Key issues/challenges and their general context in Ukraine)
<p>The topic under discussion in this document is “political finance,” an umbrella term meant to include both political campaign financing and the funding of political parties.</p> <p>The lack of transparency in the funding of election campaigns and political parties is one of the root causes of political corruption and weak political parties in Ukraine. While the new government has pledged to make legislative changes to address some of the more egregious practices and deficiencies in the existing regulatory framework for political finance, it is not clear that parties and candidates will be willing to comply with rules that would interrupt their existing relationships with wealthy supporters or even open them to public scrutiny. In this context, civil society has a crucial role to play in supervising the implementation of the laws governing political finance and ensuring that all political parties, donors and the government are playing by the same rules.</p> <p>In particular, CSOs that are able to monitor and report on political finances can help ensure that donations to and expenditures by political parties and candidates are made transparent and that the laws in place are actually being enforced. In addition, information gathered through monitoring can help identify weaknesses in the legislative framework and can be used by CSOs to lobby for further legal reform. Finally, carefully designed monitoring programs can also help encourage compliance and, in some cases, build alliances with politicians who are ready to advocate for greater regulation and transparency.</p>	
B.2	Overall Professional Program Goals and Objectives
<p>How does this program link with other current or planned USG activities?</p> <p>Training in political finance monitoring and advocacy will directly support the USAID- funded Electoral Law Reform Program by providing additional insights, knowledge and skills to the group of monitors able to carry out the monitoring and advocacy activities. With USAID support in the past International Foundation for Electoral System (IFES) conducted campaign finance monitoring in conjunction with civil society groups and it is expected that IFES will award at least one sub-grant to Ukrainian civil society activists to monitor campaign finance during the next parliamentary elections. More knowledgeable and professional local partners will increase the effectiveness of IFES’s advocacy efforts to reform weak regulatory framework governing political finance in Ukraine.</p> <p>This training will indirectly support the work of organizations that observe elections in Ukraine by enhancing capacity of Ukrainian monitors to gather information related to election campaign spending. In addition, this training will strengthen the capacity of independent media in Ukraine to investigate and report on campaign finance issues.</p> <p>Creating a cadre of CSO activists understanding political finance issues will also have potential positive impact on other USAID-funded democracy and governance programs including those currently implemented by NDI, IRI, Pact and Internews.</p> <p>How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?</p> <p>Based on 2012-2016 Country Development Cooperation Strategy this training program will contribute to the Development Objective (DO) 1: More Participatory, Transparent, and Accountable Governance Processes; Intermediate Result (IR) 1.2: Improved citizen oversight and engagement in governance processes; sub-IRs 1.2.5 Political Processes are more accountable and representative, and 1.2.3 Ability of Civil Society Organizations to represent and advocate for citizen interests increased; and IR 1.1: Improved legislative and policy environment in line with European standards.</p>	

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*):

The purpose of this training program is to share experiences, ideas and strategies of CSOs in the Czech Republic (and selected neighboring countries through video conferences) on political finance monitoring. Political finance monitoring has been conducted extensively in the Czech Republic, and such monitoring has played an important part in the struggle by Czech civil society for greater transparency and integrity in public life. Although that struggle is ongoing, Czech groups have learned key lessons that will be of great value to Ukrainian colleagues, who are only beginning to appreciate the potential of monitoring programs.

The ultimate objective is to provide participants with tools, knowledge and techniques that they will use in Ukraine to design and implement effective monitoring and advocacy campaigns.

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to answer the following questions in general and with concrete examples from the host country:

1. How do Czech regulations define requirements regarding conducting political campaigns to ensure their transparency and specifically those related to disclosure of funding sources?
2. What are the roles and tasks of CSOs in monitoring political campaign finance?
3. What are the main approaches and international best practices in campaign finance monitoring and advocacy?
4. How do Czech stakeholders design and implement programs to monitor campaign expenditures?
5. What kind of approaches, tools and techniques are utilized in political corruption investigations?
6. How do Czech stakeholders develop and apply monitoring methodologies and what can be learned from these practices in comparison in terms of the Ukrainian context and current electoral system?
7. What are the ways to collect and record monitoring data in a systematic and impartial manner?
8. How could monitoring programs contribute to promoting compliance among candidates?
9. How to utilize monitoring data and reports to support activities intended to raise awareness of the loopholes in current political finance laws and to advocate for legislative reform?
10. How could European standards and other international instruments be used as a tool to strengthen arguments for political finance reform?
11. How to build coalitions between CSO organizations, journalists and others to improve effectiveness of advocacy campaigns?

How will this program inspire and prepare participants to implement changes in their home country?

The proposed training program will give participants important tools they need to assist Ukraine to apply European standards in political finance. Participants will complete training with knowledge on tactics and strategy used by CSOs in European countries to change the role of money in politics. After their return to Ukraine activists will use the skills gained in the Czech Republic to design and implement campaign finance monitoring programs contributing to the success of political finance reform in Ukraine.

Moreover, the program will create linkages between Ukrainian civil society activists and counterparts in other East and Central European countries that have similar experience of post-communist transitions to democracy.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues

and their professional community (through training, publications, social media).

- By 6 months after training participants will implement their Action Plans.

Others:

B.3 Program Components

Why is the requested country preferred for this program?

Czech Republic is suggested as a location for this training program would serve as a useful role model and source of information for a number of reasons:

- Similar to Ukraine the Czech Republic emerged from decades of communist dictatorship with a serious problem of political corruption and non-transparent linkages between politicians and business elite that safeguarded the interests of both. While Czech Republic has made significant progress, it has by no means resolved all of its problems
- Czech Republic is a country with CSO's that actively use election monitoring as part of campaigns to raise awareness and advocate for reform of political finance laws. Although (or perhaps because) such efforts have not been entirely successful, Czech CSOs are in an excellent position to mentor their Ukrainian counterparts
- The current legal environment in the Czech Republic, including enforcement mechanisms, is rather weak and it makes the role of CSOs as watchdogs of the system all the more important
- The constructive role played by European institutions and standards in the Czech Republic's transition to democracy makes it a useful model for Ukraine given Ukraine's deepening relationship with the EU

In addition to visiting Czech CSOs and monitoring experts the training program will also include video conferences to connect participants with representatives of Transparency International in Serbia and Hungary. Both these organizations utilized political finance monitoring as a tool to advance transparency and reinforce legal reform and their experience is critical for Ukrainian participants.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- Half day workshop at the IFES Eurasia Regional Centre in Prague with recognized international campaign finance expert Magnus Ohman
- Meetings with Transparency International Czech Republic to discuss experience, lessons learned and strategies for successful campaign finance monitoring and advocacy programs
- Meetings with prominent Czech CSOs active in advocacy on political finance and anti-corruption, including *Rekonstrukce státu*,⁸ conducting advocacy campaign to promote legislation requesting more transparency in political finance, *Oživení*⁹ working to investigate political corruption and civic association *Nasi Politici*¹⁰ that is a watchdog overseeing state and local governments activities
- Meetings with investigative journalists focused on political corruption. An example of this is the activist journalist Sabina Slonkova
- Meetings with representatives of Czech political parties to discuss campaign finance monitoring impact on their behavior, if any
- Video conferences with representatives of Transparency International in Serbia and Hungary, both organizations have run highly effective monitoring programs and use monitoring results to advance transparency and legal reform. Discussion will focus on lessons learned and strategies that might be instrumental in the Ukrainian context

⁸ <http://www.rekonstrukcestatu.cz/en>

⁹ <http://www.bezkorupce.cz/>

¹⁰ <http://www.nasipolitici.cz/>

- Workshop at the IFES Eurasia Regional Centre in Prague with Magnus Ohman to reflect on information acquired and lessons learned during the previous days and start to develop methodology for monitoring and advocacy strategies applicable in the Ukrainian context

Suggested topics (bullets):

- Overview of Czech political landscape – main political parties and their influence on political arena
- Key Czech regulations pertaining to transparency of political campaigns with a special focus on funding sources disclosure requirements
- Role and tasks of CSOs in monitoring political campaign finance
- Approaches and international best practices in campaign finance monitoring and advocacy
- Political corruption investigations: approaches, tools and techniques
- Design and implement programs to monitor campaign expenditures using the Czech Republic and other countries' experience, best practices and lessons learned
- Development and implementation of monitoring methodologies relative to the Ukrainian context and specifically addressing the current electoral system
- Collection and recording of monitoring data in a systematic and impartial manner
- Implementation of monitoring programs as a way to encourage compliance among political candidates
- Utilization of monitoring data and reports to support activities targeted to raise awareness of the loopholes in current political finance laws and to advocate for legislative reform
- European standards and other international instruments as a tool to strengthen arguments for political finance reform
- Building coalitions between CSO organizations, journalists and other stakeholders as an avenue to improve effectiveness of advocacy campaigns

Required Components:

- **Required Action Planning:** facilitated action planning sessions (3 for US, 1 for TCT); and participants must complete training with a written action plan intended for implementation.

Others:

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to the US (or third country) culture benefit this group?

In general, training in a European country that is a member of the European Union will expose Ukrainian participants to the culture, mentality and lifestyle of a former communist EU member state, as well as exposing them to the positive feeling of being part of Europe. Ukrainian participants will remove cultural and professional barriers between group members, thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit helps to facilitate their interaction and intention to initiate changes within their organizations to contribute to reforming Ukrainian political campaign monitoring system.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

This program is aimed at investigative journalists and representatives of Ukrainian CSOs actively involved in political and electoral issues and interested in creating an environment of greater transparency with regard to the financing of political campaigns. Specifically, targeted organizations include but not limited to OPORA, Media Law Institute, Committee of Voters of Ukraine (CVU) and New Citizen/Chesno. These mentioned CSOs have a good record of working together with USAID/Ukraine-funded International Foundation for Electoral System on political finance issues in the past.

The program is open to recruit qualified representatives of the following groups:

- Organizations that monitor and report on elections
- Organizations that advocate publically for election law reform or anti-corruption laws
- Investigative journalists

Candidates will be requested in their training applications to explain their interest in and experience with campaign finance monitoring and suggest strategies for using the results of campaign finance monitoring as an advocacy tool.

Selection criteria will be the following:

- Demonstrate successful interest in elections, political finance and/or anti-corruption
- Experience in observing election campaigns, monitoring compliance with regulatory systems, or investigative journalism
- Experience in public advocacy for law reform in political finance or a related field (election reform, human rights)
- Commitment to engage in and/or contribute to the ongoing USAID programs that focus on the promotion of democracy or rule of law
- Commitment to continue working as a civil society activist in Ukraine

C.2 Visitor Profile

All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years experience and a willingness to remain within their field for 5 years following their trip to the host country.

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program:

Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potential representatives of relevant industry association or other key partner in this field.



**PARTICIPANT
TRAINING**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information		
A.1	Program Theme: Improving Methods and Skills to Reduce Administrative Burden on SME Sector		
	City/Region (oblast) of Participants: Eastern industrial regions, Kyiv city Brief justification for selection of this location(s) to benefit from the program: Preference will be given to Eastern industrial regions of the country having a yet untapped potential for SME development that have suffered from the armed conflict.		
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US:	3rd country: <input checked="" type="checkbox"/>
	Requested Country (if 3 rd country): Netherlands/Germany		
A.2	USAID Contact		
	USAID Officer		
	Position		
	Office		
	Telephone Number		
	Fax Number		
	E-mail Address		
A.4	World Learning Partner Organization Contact		
	Name		
	Organization		
	Address		
	Tel.		
	Fax		
	E-mail		
A.5	Suggested Program Dates (preferred month/year):		
A.6	Number of Visitors: 10		

B.	Intended Group Results
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B.1	Background Information (Key issues/challenges and their general context in Ukraine)
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Like many middle-income countries seeking integration into international markets and trade structures, Ukraine struggles to reform an outdated and cumbersome regulatory system that is inefficient and opaque. Ukraine’s regulatory environment places unnecessary administrative burden on small and medium size enterprises (SME) that results in losses in terms of time and money, and stymies investment, innovation and economic growth.

Most Ukrainian business associations and governmental agencies know little about formulating regulatory policies, governing SME’s or interacting with each other to reduce administrative burdens. Informed dialogue between academics and experts, businesses, business associations and the government as to how new and existing regulations effect Ukraine’s economy, and how they might be improved, must be more transparent, inclusive and meaningful. Business associations must be equipped with tools to inform government decision-making on regulatory policy. These parties should be able to use tools such as regulatory impact assessments (RIA) and standard cost models (SCM) to create and revise regulations to creates confidence among SME’s and consumers who can defend their interests and engender stable business environments. They should also understand how to initiate dialogue with each other in an informed and constructive manner. This will also encourage citizens, as consumers, and other civilly minded associations to engage the government in legislative and policy development processes.

The training program is expected to familiarize participants with measurable, evidential, simple and accessible on-line tools, such as RIA and SCM, for assessing proposed and existing regulations. It will support the application of such tools by regulatory bodies, business and business associations; create unique opportunities for cooperation; and promote sustainable economic growth and institutionalized democratic structures.

Since regulatory policy affects all SMEs, representatives of business associations from all Ukrainian regions will participate in this program. Special efforts will be given to recruit participants from the regions where such associations are well-established, active and able to organize their own training programs for SMEs, associations and representatives of local governments. Secondly, preference will be given to Eastern industrial regions of the country, which have untapped potential for SME development and have suffered from armed conflict.

The recent trend in European regulatory policy development is to acknowledge that existing RIA units in ministries cannot ensure that regulatory policy is implemented efficiently. National governments tend to set up oversight bodies to review new and existing regulations at the highest levels of government to monitor possible administrative burden imposed to business and assess potential “bureaucratic” costs resulted from regulations.

B.2	Overall Professional Program Goals and Objectives
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How does this program link with other current or planned USG activities?

XXX

How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?

This program will contribute to achieving the Development Objective 1 “More Participatory, Transparent and Accountable Governance Processes” (IR 1.2. Improved citizen oversights and

engagement in governance) and Development Objective 2 “Broad-based, Resilient Economic Development as a Means to Sustain Ukrainian Democracy” (IR 2.2. Strengthened Private Sector Advocacy and Support Institutions).

Professional goal(s) (action-oriented, high-level: e.g., *Raise awareness about HIV/AIDS in Ukraine*):

The main goal of this training is to learn about methods used by European government units/councils/agencies to improve inter-agency cooperation, reduce administrative barriers, improve regulations, and improve business and consumer confidence. Specifically, this training focuses on tools used to measure the administrative burden regulations impose on small and medium enterprises, including RIA and SCM. In addition, it will provide insights on the role and influence of SMEs and business associations in developing regulations, assessing their implementation consequences and advocating for favorable business environment.

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to describe the following (or answer the following questions) about the host country:

1. What is the system of government bodies responsible for regulatory policy, their role, duties and functions and how they coordinate and cooperate?
2. What is the strategy and tasks of the units/agencies responsible for assessing regulations and measuring administrative burden and how often they are revised?
3. Who are the main stakeholders in developing regulations regarding the SME sector?
4. What are the tools SMEs and business associations use to influence government?
5. What are the key methods to reduce administrative barriers and improve regulations?
6. What are the main technical tools implemented in the host country to measure administrative burden?
7. How RIA and are used to measure regulations pertaining SMEs?
8. How could SMEs influence the regulatory process and advocate for their interests, and what methods do they use?
9. What are the main principles and methods of resolving disputes between SME business community and authorities?
10. What role does the country’s governmental statistician service play in providing relevant information including data structure, speed of response and inquiry procedure?

How will this program inspire and prepare participants to implement changes in their home country?

Through this training program, participants will be exposed to European expertise in measuring administrative burdens on SMEs resulting from new and existing regulations. Their familiarity with RIA will improve so that they can provide government bodies in Ukraine with detailed analysis on the potential impact on SMEs. If the responsible authority fails to respond to this evidence of potential administrative burden associated with proposed regulations, experts and the business community will be able to utilize knowledge gained during this training to advocate for SME sector interests.

Learning from European experience, participants will better understand the importance of citizen oversight and engagement in governance and will advocate for SME interests. This is essential, given the outstanding issue of overregulation, bureaucratization of government services to business and low responsiveness regulatory authorities.

Participants will acquire first-hand experience in inter-agency coordination and mutual assistance in data structure and processing. Participants will be able to provide recommendations to improve the work of the government statistics service, as the collection, processing and exchange of information is at once the most vital and vulnerable aspect of SCM application worldwide.

Finally, representatives of business associations will improve their knowledge of approaches for proactively communicating with regulatory authorities to address potential administrative burden of proposed regulations and suggesting ways to reduce it. As a result, the role of business associations in Ukraine will become more pronounced. Elevating the profile of business associations will promote civic initiatives in Ukraine and strengthen democracy.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media). It is expected that participants will inspire discussion in their communities and organizations about issues of reducing administrative burden on small and medium-sized business, the relevance of European (Dutch/German) models and experiences that they studied during their program.
- By 6 months after training participants will implement their Action Plans.

Others:

B.3 Program Components

Why is the requested country preferred for this program?

Two European countries – Netherlands and Germany - are suggested for this training program. The final decision will be made based on the results of the further analysis of the Dutch /German training providers' ability to organize meetings with government officials responsible for deregulation policy development and implementation.

The Netherlands started regulatory reform in 1994 and then significantly accelerated and strengthen the process in 2003, and as a result of these latest efforts the Dutch regulatory reform considered by the experts' community as one of the world's best government initiated and implemented reforms in this area and it is recognized as the most innovative initiative in cutting red tape. Since 2003 this reform accomplished to eliminate or credibly committed to eliminate €4 billion estimated administrative burden on business. Ultimately the Netherlands has become the first country in the world to achieve a 25% reduction in administrative burden (4 billion Euro) resulted from regulatory reform.

The Dutch regulatory reform program is one the most thoughtful and progressive policy documents based on determination, gradualism, innovation and strategic thinking. It includes set of ambitious goals and plan how to achieve them including targeted 25% reduction in regulatory costs, linking regulatory reform and the budget cycle, and the establishment of ACTAL (the Dutch Advisory Board on Administrative Burden) as an independent watchdog to oversight and support

reform. Ultimately, it is a roadmap updated each year to navigate the reform that is well under its way.

Announcing the quantitative target (reduction by 25% administrative burden) attracted strong attention and made it easy to communicate reform approach and agenda to the public at large and business community specifically. At the start of the Dutch program, no other country had similar targets, however, later on several countries have adopted the Dutch approach.

ACTAL Advisory Board provides advice to the government and parliament on the systems, consequences and strategic issues related to assessing effects and legislative pressure of the proposed regulations on businesses, citizens, and professionals in health care, education, security and social security sectors. ACTAL's Board members are private citizens that are representing political, academic and business communities and chosen for their proven knowledge in the field of regulatory burdens. The Board is supported by the staff of thirteen people that consists of civil servants with solid backgrounds in government and the private sector. <http://www.actal.nl/>

In Germany, National Regulatory Control Council (NRCC) was established under the federal law as part of the Federal Chancellor's Office in 2006 with the goal to support government in reducing administrative barriers and improving regulations. It applies so-called "standard-cost model" (SCM) to measure bureaucratic costs to businesses and utilizes internationally recognized rules for SCM application. NRCC works in close consultations with key stakeholders including regional and local governments, social security bodies and EU institutions. After seven years of its operation, the Council managed to reduce the administrative burden on business sector by roughly EUR 12 billion, which is about 25% decrease compared to 2006 baseline. The Council consists of as few as 10 members supported by the Secretariat with the staff of 12 people. German experience of using SCM to reduce administrative burdens has proven to be effective and efficient, therefore beneficial for learning and replication in other countries including Ukraine.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- Business associations with focus on SME sector associations
- Government Councils/Boards/Units responsible for monitoring and assessing administrative burden
- Ministries involved in developing regulations affecting SME
- Subnational governments and its SME/Business Development Departments
- Government Statistical Office

If the program is in the Netherlands, the focus will be studying history, goals, experience and results of creation ACTAL as an independent watchdog to lead and coordinate the Dutch regulatory reform efforts. The program will be focused on the meetings, discussions and workshops with the experts of the Actual/ACTAL's Board members, government officials from Ministries involved in regulating SME and deregulation initiatives such as Ministry of Economic Affairs and Ministry of the Interior and Kingdom Relations, as well as organizations that cover regulatory reform issues (ProDemos¹¹).

If the program is in Germany, an essential part will be meetings with the NRRCC to learn about its mandate and day-to-day operation, along with work of its Secretariat.

¹¹ <http://english.prodemos.nl/>

Suggested topics (bullets):

- Role of government in initiating, promoting and implementing regulatory reform
- Main stakeholders involved in regulatory reform: their tasks, responsibilities and coordination
- Key approaches applied in the host country to reduce administrative burdens on businesses.
- Government support of the SME sector development in Europe with the focus on regulatory burdens control
- Quantitative methods of measurement and analysis of regulatory impact on business including SCM and RIA implementation
- Role of business associations in regulatory reform and assessing administrative burden
- Communicating regulatory reform to business community and public at large
- Linking regulatory reform and the budget cycle

Since SCM is an entirely new regulatory policy tool for Ukrainian civil servants and business community, in Germany training will focus on implementation SCM by the National Regulatory Control Council and how this experience could be adopted to initiate application of this tool in Ukraine. Visit to the Federal Chancellor's Office (department therein that coordinates its work with the National Regulatory Control Council) will illustrate coordination within government and its mechanisms, tasks and results.

Required Components:

Action Planning is a required component of all PTP training that helps participants synthesize what they are learning and develop plans to put their new information and insights into action. Following facilitated action planning session participants must develop a written action plan, intended for implementation that the program organizers will collect before the group departs.

Others:

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
Given the short duration of the program (one week) there are no specific cultural objectives predetermined for the program.

How will exposure to US (or third country) culture benefit this group?

In general, training in a European country will expose Ukrainian participants to European culture, mentality and lifestyle, as well as encourage them to feel like being part of Europe. Ukrainian participants will benefit through removing cultural and professional barriers between group members, thinking and interacting as a team. On their return to Ukraine, new knowledge together with team spirit helps to facilitate their interaction and intention to initiate changes within their organizations to contribute for reducing administrative burden on micro, small and medium-sized business.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

Non-government sector:

- Representatives of non-government business associations or professional associations
- Candidates from the regions should have economic/business background, actively cooperate with a regional or national business association of SMEs, have experience and developed skills in training and/or consultancy

Government sector:

- Candidates who are public servants working for government agencies that prepare RIA or assure the quality of RIA reports. Previous experience of training or consulting for their peer civil servants in RIA application, or participation in RIA workshops provided by SSRPED and CLC will be considered as a plus
- Experts of the specially authorized government agency in charge of developing and supporting small and medium-sized business – like the State Service for Regulatory Policy and Entrepreneurship Development (SSRPED), in particular its division responsible for regulatory impact assessment (RIA); as well as of the Ministry of Economic Development and Trade in charge of the regulatory policy development.
- Representatives of the Ukrainian Parliament Commissioner (Ombudsman) for Business.

Experts:

- Candidates who are RIA experts should have previous experience of conducting high-quality RIA, of running RIA training programs for representatives of business associations and civil servants in various regions of the country, of working in close contact with the specially authorized agency in charge of developing and supporting SMEs.

C.2 Visitor Profile

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program:

Open recruitment in target areas in addition to targeting individuals within and related to the focus areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.

Recruitment is expected to include the following specific elements for this program:

1. Official letters for government agencies responsible for regulatory impact assessment and regulatory policy such as State Service for Regulatory Policy and Entrepreneurship Development, Ministry of Economic Development and Trade of Ukraine, Ukrainian Parliament Commissioner.
2. Ukrainian non-profit web-sites such as civic.org.ua (news about study tours, grants, training programs, internship, NGO's activity etc.); and <http://global.gurt.org.ua/> (GURT Resource Centre).
3. Professional resources and associations such as European Business Association and the Facebook groups for PtP, USAID, and others.
4. Sites with regional news such as www.commerciallaw.com.ua.
5. Other social media channels such as relevant LinkedIn and Twitter pages.
6. Professional and alumni listservs such as IREX and CC.
7. Press-conferences for local journalists, non-government, government agencies and business representatives.



USAID
FROM THE AMERICAN PEOPLE

**PARTICIPANT
TRAINING
PROGRAM**

VISITOR EXCHANGE REQUEST FORM FOR USAID/UKRAINE

A.	General Information		
A.1	Program Theme: Youth Citizenship: Civic Education Reform in Schools		
	City/Region (<i>oblast</i>) of Participants: Kyiv and Kyiv region		
	Brief justification for selection of this location(s) to benefit from the program: Kyiv region is a large metropolis with a large number of schools, NGOs and local communities having capacity and interest to implement new approaches and models, including youth civic education and active engagement in community issues. In addition, as a capital of Ukraine Kyiv hosts the Ukrainian government that is a driving force for school reform targeted to improving the quality of education, adopting international standards and implementing innovative practices.		
	Intervention type (US = "Community Connections," three weeks with home stays; 3 rd country = one week):	US: <input checked="" type="checkbox"/>	3rd country: <input type="checkbox"/>
	Requested Country (if 3 rd country):		
A.2	USAID Contact		
	USAID Officer		
	Position		
	Office		
	Telephone Number		
	Fax Number		
	E-mail Address		
A.4	World Learning Partner Organization Contact		
	Name		
	Organization		
	Address		
	Tel.		
	Fax		
	E-mail		
A.5	Suggested Program Dates (preferred month/year):		
A.6	Number of Visitors: 10		

B.	Intended Group Results
B.1	Background Information (Key issues/challenges and their general context in Ukraine)
<p>Recent events and the current situation in Ukraine showed the urgent need for strategic planning of the citizenship education and training at the national level, with a special focus on work with the younger and older youths. School system’s task is not only to teach children science, but also to educate them how to become responsible and active citizens. Therefore the first civic educations for kids should start at these specific schools.</p> <p>Similar to the other countries of the former Soviet Union, Ukraine’s schooling system is rigid, teacher-centered and heavily focused on technical knowledge. Even though Soviet-style extra-curriculum and school activities used for indoctrination were eliminated, Ukraine has not successfully replaced them with new alternatives. Neither education, extra-curriculum school activities nor volunteer opportunities adequately offer student- and/or community-centered approaches to civic education in Ukraine. In majority of cases Ukrainian schoolchildren lack historical and country knowledge, and are generally characterized by low rule-of-law and political awareness.</p> <p>The result is an overall deficit of students’ initiative, serious disinterest in everything outside of the school systems curriculum, absence of civic knowledge, low involvement in community problems. This also can be attributed to students’ lack of exposure to curriculum that promotes leadership, dedication and integrity. Majority of these issues stem from the school system that is governed by education administrators and teachers with Soviet mindset that are missing Ukrainian identification and roots.</p> <p>The proposed training is intended to strengthen civic education reform in Ukrainian schools by bringing Ministry of Education officials, school administrators, teachers and other stakeholders to the US to share with them US experience in the area of youth civic education and engagement that are critical to educate young people to become good citizens.</p>	
B.2	Overall Professional Program Goals and Objectives
<p>How does this program link with other current or planned USG activities?</p> <p>This program is aimed at supporting efforts of the Ukrainian government to raise standards and improve the quality of education and is built around previous Public Affairs (PA) programs; PA education innovations program, Spark Lab and an International Visitor Leadership Program group on innovations, invention and youth which traveled to the U.S. last year.</p> <p>How does this program support the USAID/Ukraine Country Development Cooperation Strategy and which IRs does it support?</p> <p>The 2012-2016 Country Development Cooperation Strategy (CDCS) for Ukraine focuses on a targeted development assistance program to support democratic processes, advance economic growth and prosperity, achieve greater integration into European structures. Under the Development Objective 1 “More Participatory, Transparent and Accountable Governance Process” USAID/Ukraine supports civic engagement initiatives that call for government accountability through partnering with civil society organizations, grassroots organizations and youth.</p>	
<p>Professional goal(s) (action-oriented, high-level: e.g., <i>Raise awareness about HIV/AIDS in Ukraine</i>):</p> <p>This training program on youth citizenship education is a response to Ukraine’s political situation followed by government changes and it will contribute to renewing on-going education reform efforts. The main goal of the program is to reinforce Ukrainian government’s commitment to reforming the education system with a special focus on youth civic education.</p> <p>Specifically, this program is targeted to create better understanding by Ukrainian educators on citizenship</p>	

and civic education concept, goals and system at the secondary school level, learn about different models, practices and methods implemented in the US, enhance collaboration between various stakeholders involved in education reform including educators, government and non-government agencies as well as civic and community-based groups.

Specific objective(s) (targeted, realistic):

By the end of the program, EVs will be able to answer the following questions in general and with concrete examples from the host country:

12. What are the key youth citizenship education concepts, approaches and models implemented in the US?
13. How did the concept of civic education and citizenship evolve and what are the new approaches and best practices at the national and sub-national levels?
14. What are the main youth civic education programs supported at the national, state and local levels?
15. How are youth citizenship programs managed and funded at the national and sub-national levels?
16. What are the ways to introduce elements of civic education in the learning process and everyday life activities?
17. What kind of afterschool activities including community projects are implemented in the US?
18. How does volunteering contribute to developing good citizenship mentality and attitudes within school youth?
19. How to design holistic educational programs built on a variety of civic citizenship education concepts?
20. What are the main stakeholders involved in developing and implementing youth citizenship programs in the US?
21. What is the media role in promoting good citizenship concepts and programs?
22. What award programs do exist in the US to promote good citizenship among youth, recognize the champions and reward their contribution?
23. How does social media and ICT contribute to civic education of youth?

How will this program inspire and prepare participants to implement changes in their home country?

The program is expected to create better understanding and collaboration between main stakeholders involved in reforming school education to promote civic education and good citizenship concepts in Ukraine. Being exposed to the US modern approaches, models and methods implemented, training participants will be equipped with knowledge on American best practices and programs in the area of youth civic education. Participants will bring this experience home; adopt it based on Ukrainian realities and implement in Ukrainian schooling system and local communities. As a result of expanded and enhanced citizenship education schoolchildren will develop active life position and become responsible citizens with knowledge and skills that allowed them to be committed and contribute to their communities.

Expected program outcomes:

- By 3 months after training, participants will share information about best practices with colleagues and their professional community (through training, publications, social media).
- By 6 months after training participants will implement their Action Plans.

Others:

This training program will support efforts of the Ukrainian government to reform Ukrainian school education targeted at improving the quality of education.

B.3 Program Components

Why is the requested country preferred for this program?

The suggested country for this training program is the US where in the majority of States civic education of youth is part of the social studies school curriculum and scholars are encouraged to better serve their local communities. Youth citizenship school programs include such topics as US Constitution, Great American Heroes and Virtues of American history, wars and military battles, problems that US faces today, racism and other forms of injustice in American system. As stated by US Secretary of Education Arne Duncan “civic education equips students with the skills they need to succeed in the 21st century – the ability to communicate effectively, to work collectively, to ask critical questions, and to appreciate diversity”.

Developed civic position of young generation is a result of the combined efforts of schools, communities and parents. US youth are encouraged to participate in the extra-curriculum activities that include school sports teams, school government, service clubs, debate team and arts and culture clubs. All these activities are overseen by civics teachers and in accordance with National Civic Teacher Surveys conducted in 2013 more than 40% of civics teachers are in charge of supervising two or three activities. Teachers certified in any social studies area, and major cases history teachers, can educate youth on civic issues in the US and only 10 states require teachers to have special civics certificate, it is on-going debate about the level of qualification of civics teachers and possibility of expanding civics certification to all states. Some avenues to improve US youth civic education include advanced professional development of civics teachers, specifically expanded opportunities for them to have access to museums, universities, presidential libraries and social media organizations.

To promote good citizenship values and attitudes among American youth, numerous programs are developed that reward active and responsible youth applying civic knowledge and skills in everyday life including school, communities and beyond. These programs exist on various levels – national, state and local. Most common are local programs where awardees are selected by teachers, peers and community groups that award prizes to champions. Such prizes could be badges, medals or certificates of achievement.

Civic coalitions that embrace key stakeholders – schools, parents, youth, community-based groups and other stakeholders play a pivotal role in advocating for better civic education in the US and exploring new approaches and innovative models to improve civics learning and enhance knowledge among school youth.

By examining how various structures in the United States interact with young people and address issues related to youth citizenship, participants of the program will observe the coordinated efforts and collaboration that exist between schools, local communities, NGOs and civic coalitions to advance civic education and coach youth to become good citizens. They will have an opportunity to observe implementation of the youth citizenship education concepts, approaches and models. The group will learn about US school civic curriculum, explore examples of afterschool activities, understand how civic program work at the national and sub-national levels. They will study the ways of introducing elements of civic education in the learning process and volunteering activities.

Suggested general or specific site-visits (types of organizations and sites, as bullets):

- State and local officials including those involved in supervising school system
- School district administrations and school teachers in charge of good citizenship education
- Associations, NGO community and civic activists
- Media representatives and youth civic award program staff
- Community leaders and lobbyists

Suggested topics (bullets):

Training program should include best practices exchange events along with curriculum, programs and strategy development presentations, site visits to schools, meetings with government officials, community leaders and NGO representatives.

- Key youth citizenship education concepts, approaches and models implemented in the US
- Best practices of civic education implemented at the national and sub-national levels in the US
- Insights of the youth civic education programs implemented at the national, state and local levels in the US including management and funding
- Civic education: inclusion in the learning process and every-day life activities
- Types of afterschool activities including community projects in the US
- Volunteering as a way of living and developing good citizenship mentality and attitudes within school youth
- Main stakeholders engaged in developing and implementing youth citizenship programs in the US and the level of their involvement.
- Media and its role in promoting good citizenship concepts and programs.
- Youth Citizenship award programs in the US
- Role of social media and ICT technologies in youth civic education

Required Components:

- **Required Action Planning:** facilitated action planning sessions (3 for US, 1 for TCT); and participants must complete training with a written action plan intended for implementation.

Others:

B.4 Overall Cultural Program Goals and Objectives (more emphasized for US programs)

Any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The professional program must have an intensive cultural component. Participants will be exposed to American culture through home stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. A volunteer/community service experience must be included.

How will exposure to US (or third country) culture benefit this group?

Exposure to the US culture in an informal and ethnic/cultural setting will benefit by removing cultural and professional barriers between group members and encourage them to think and interact as a team. On their return to Ukraine, this will hugely facilitate their interaction and the driving of reforms professional communities and in public-private interaction at the local, regional and national levels.

C.1 Summary of Desired Group Profile

Description of group profile – types of organizations, communities, etc:

Ministry of Education and Science specialists, Ministry of Youth and Sports specialists, **Ministry of Social Policy, business associations which support youth programs**, NGO activists, re-known educators and government officials involved in policymaking related to citizenship in education, innovations in education; teacher training specialists, members of relevant government organizations and bodies.

C.2 Visitor Profile

All selected candidates will be capable of working in a team environment. All candidates will have a minimum of three years experience and a willingness to remain within their field for 5 years following their trip to the host country.

C.3 Recruitment

Participant recruitment: Brief description of open, competitive approach tailored to this program: Open recruitment in target areas in addition to targeting individuals within and related to the target areas and themes. Candidates to be identified through interviews involving USAID and PtP program representatives as well as experts and potentially representatives of relevant industry association or other key partner in this field.