



# Participant Training Program in Ukraine

**ANNUAL REPORT, YEAR 3**

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**Submitted by World Learning**

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Disclaimer:

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*The Civic Education training group before a boat trip on the Seine River  
Paris, France, April 10, 2016*

## **I. PROGRAM OVERVIEW**

This Annual Report for the USAID Participant Training Program in Ukraine (PtP) was prepared by prime contractor World Learning to meet the requirements of Task Order AID-121-TO-13-00001 under the FORECAST II IDIQ, AID-OAA-I-12-00008. It was developed with substantial contributions from the two Task Order sub-contractors: the Consortium for Enhancement of Ukrainian Management Education (CEUME), World Learning's local Ukrainian partner in Kyiv; and Project Harmony International (PH International), which provides capacity building consulting and advisory services to CEUME.

The goal of PtP is to help advance Ukraine as a stable, democratic, and prosperous country integrated into Europe. The objectives of the Project are to:

- Transfer new knowledge, skills, and attitudes to Ukrainians to improve the political, social, and economic context in Ukraine; and
- Create a network of professionals that share international best practices and knowledge throughout Ukraine.

The major expected outcomes of PtP are:

- Updated professional and technical skills of selected private sector and government leaders; and

- Capacity building of the local organization, CEUME, to assume a primary, unassisted role in Project implementation through partnering, mentoring and institutional development by PH and World Learning

PtP recruits leaders from Ukrainian civil society, the private sector and government at various levels and exposes them to new methodologies, progressive models and effective approaches in the U.S. and in Europe. These experiences give the Ukrainian participants the insights and skills to serve as catalysts for promising and sustainable impact in their respective fields and communities. Training programs take the general form of study tour-style exchange visits that include workshops and meetings with leading practitioners, and, for U.S. programs, also include extensive homestays with U.S. families. Additionally, PtP procures the services of international and Ukrainian experts to provide targeted technical assistance and advisory services to public agencies in Ukraine.

## II. MAJOR YEAR III ACCOMPLISHMENTS AND HIGHLIGHTS

### Training Programs:

- Nine training programs were conducted: seven programs took place in Europe (Bosnia and Herzegovina, Czech Republic, France, Belgium & the Netherlands and Poland), and two took place in the U.S. (Baltimore, MD and Davis, CA).
- Eighty-nine Ukrainian participants (43 women and 46 men) participated in training programs, from 17 regions of Ukraine and the capital city of Kyiv; participants' age varied from 23 to 67. An increased number of alternates, as well as the coordinated actions of World Learning, CEUME and USAID allowed quick replacement of candidates who withdrew from participation.
- The majority of participants reported that they were highly satisfied with the trainings. 93% of participants reported that they obtained relevant new skills and knowledge as a result of training (compared with the Project's target of 90%) and 91% confirmed that the exchange met most of their professional and personal expectations (target 90%).
- Review of PtP program applications: 17 Ukraine-based experts reviewed 711 applications (398 applications were from women) and conducted 1763 interviews.
- CEUME's promotional and information dissemination activities resulted in high awareness of PtP: 1,431 applicants registered with the project and 711 submitted complete application packages for 9 programs.
- Peace Academy from Bosnia & Herzegovina joined the pool of nine previously pre-qualification European training providers and conducted two training programs on conflict mitigation.
- As a result of the strong demand from potential participants the training program "Accurately Reflecting the Ukraine–European Union Association Agreement in Ukrainian Media," facilitated in Poland by the Polish Solidarity Fund, was conducted a second time. This further assisted with USAID's efforts to support Poland's official relationship with Ukraine.
- The nine training programs conducted under PtP this year accommodated the participation of three observers, including two USAID staff and one professional working in areas closely connected to training topics.

### **Advisory Services:**

- In 2015 the technical advisor component of PtP was greatly expanded. Through this component eight international and three Ukrainian experts have been engaged to support five national ministries and the government of the city of Kyiv through seven different projects during this reporting year.
- In response to USAID's urgent request, World Learning was able to contact, contract with and send to Ukraine an international technical advisor to work with the Ministry of Finance within eight days of receiving the request from USAID.
- The Project bridged the training and advisory components of PtP by inviting the Project's Advisor to the Ministry of Health, [REDACTED], to meet with two groups of PtP training alumni from health-related trainings.

### **CEUME Capacity Building:**

- CEUME's institutional experience and capacity was strengthened through the organization of a series of follow-on events in Ukraine, participation in training on Action Planning, and diversification of funding sources. Additionally, CEUME's Program Coordinator traveled with participants to the U.S. as a training monitor.
- Four follow-on events were conducted for PtP alumni: "Practical Application of Do-No-Harm Approach for Conflict Resolution and Initiation of Peace Building Initiatives," for 10 alumni of two training programs in Bosnia (Do No Harm: Fostering Conflict-Sensitivity in Southern and Eastern Ukraine [2015] and "Strengthening Conflict Resolution Capacities in War-Affected Communities" [2016]); two trainings ("Skills of Efficient Communication" and "Efficient Facilitation") for 30 alumni ; and a round table "Health Reform and Administrative Decentralization: Myths and Truth" for 15 alumni of two training programs ("Preventive and Public Health Services for Women's Health in the Context of Ukraine's Health Care System Reform" [2013] and "Promoting and Ensuring Provision of Sustainable HIV Prevention Services for Key Affected Populations" [2015]); the latter event was open for professionals working in the Ukrainian health care system to boost networking.

## **III. YEAR III CHALLENGES AND LESSONS LEARNED**

### **Challenges:**

- Ongoing changes in personnel within the Ukrainian government at all levels caused delays in participant recruitment, as well as changes in program sequence and start dates. Working with government agencies and organizations involved in nominations, as well as flexible scheduling and established working relationships with training providers helped to solve this problem.
- Cancellations by participants nominated by the Ukrainian Government agencies this year caused last minute changes in group compositions. However, in most cases, coordinated efforts helped to keep the number of participants on target, but resulted in an increase in travel associated costs.
- The one-year duration of international technical advisor [REDACTED]'s assignment necessitated a Ukrainian D Visa. The Ukrainian government's procedures for obtaining this visa were unclear, but the visa was ultimately obtained through close coordination by all stakeholders.

- The E-governance group that traveled to the U.S. included a participant with special needs (residual manifestations of paralysis of the hands and feet, and difficulty speaking). The participant had chosen not to disclose any special needs in advance and did not indicate any specific requirements regarding transportation and accommodation or walking limitations on the Person with Disability (PWD) form. World Learning and the training provider worked together to reduce planned walking time as much as possible to make the program more comfortable for the participant, and World Learning will more assertively encourage voluntary disclosure of special needs in the future.

### **Lessons Learned:**

- As last-minute cancellations in groups nominated by government agencies happened more than with other groups, it is recommended to increase the number of alternates approved for such groups.
- After the experience with the participant with undisclosed disabilities, the Project will take extra steps to encourage participants to identify any special needs.
- The standard Consent and Release form filled out by participants was enhanced with new clauses to address the participants' requests from the Strengthening Conflict Resolution Capacities in War-Affected Communities and LGBTI training programs. These participants are sensitive to publications associated with the US government or LGBTI. The revised form allows participants to decline the use of their name or image for media including program publications, social outlets and on-line posts.
- Having CEUME staff travel to the U.S. as a monitor gave them a clear understanding of participants' needs while they are training and living in the U.S. There are more PtP programs in Europe than in the U.S., so it will be useful for PtP staff to accompany European training programs as well. This will improve implementation and operations, including recruitment, follow-on activities and reporting on training programs. Additionally, participation in European training programs will contribute to CEUME's capacity development and establish close personal contacts that help to network with PtP alumni in the future.
- Given the ambiguous processes for obtaining a Ukrainian D-Visa for longer-term advisors, starting the process as early as possible is advisable and working with a visa expeditor in the U.S. was also helpful.

## **IV. PROGRAM ACTIVITIES**

The main activities of the Project this year may be divided into the three components described below: Training Programs, CEUME Capacity Building, and Advisory Services.

### **IV.1 TRAINING PROGRAMS**

During the third year of PtP implementation the following training programs were organized:

| <b>Program Title</b>   | <b>Dates</b>                    | <b>Country</b> | <b>Training Provider</b>                           |
|--|---------------------------------|----------------|--|
| Accurately Reflecting EU Integration in Ukrainian Media  | September 27 – October 10, 2015 | Poland         | Polish Solidarity Fund (Polish Donor organization) |
| Strengthening LGBTI Inter-organizational Collaboration and Building Connections with Public Sector Officials | November 8-15, 2015             | Czech Republic | KNO Worldwide (a Czech NGO)                        |
| Transitional Justice Mechanisms and Human  | December 5-13, 2015             | Bosnia and     | Peace Academy (Bosnian)                            |

|   |                      |                        |  |
|---|----------------------|------------------------|--|
| Rights in Conflict and Post-Conflict Situations   |                      | Herzegovina            | NGO)   |
| Public Participation in Local Governance through Mechanisms of Direct Democracy: Legal Aspects and Implementation Practices     | December 12-19, 2015 | Poland                 | UNILOB (Polish organization)                 |
| Strengthening Conflict Resolution Capacities in War-Affected Communities  | January 24-31, 2016  | Bosnia and Herzegovina | Peace Academy (Bosnian NGO)                  |
| Judicial Independence and Accountability - Two Inseparable Parts of Democratic Development                                      | March 6-13, 2016     | Belgium & Netherlands  | Ecorys (a Dutch company)                     |
| E-Governance and innovations  | March 9-23, 2016     | US                     | World Trade Center Institute (Baltimore, MD) |
| Improvement of Agricultural Sector Efficiency Through Efficient Irrigation System Management                                    | April 6-20, 2016     | US                     | Uman Davis Sister City Project ( Davis, CA)  |
| Civic Education - Searching for New Instruments for Successful Implementation of the National Civic Education Policy in Ukraine | April 9-16, 2016     | France                 | Education Impact (French company)            |

Out of *nine training programs*, seven programs took place in European countries and *two* programs were organized in the U.S. The duration of the majority of the European programs was one week. The exception is one program in Poland which was two weeks long, based on a suggestion from the training provider, the Polish Solidarity Fund. The duration of both U.S. programs was shortened to two weeks which allowed high-level government officials with busy schedules to participate in these programs. In the third project cycle training programs were more evenly distributed within the year: with the first one starting in September 2015 and the last one completed in April 2016.

Participants were mainly selected through an open and competitive recruitment process. However, for three programs participants were selected through a more limited nomination process: USAID/Ukraine nominated participants for the E-Governance program; USAID/Ukraine and the Ministry of Youth and Sports nominated participants for the Youth Civil Policy program; and participants for Judicial Accountability and Irrigation programs were nominated by USAID-funded project working in this area.

This year World Learning continued to engage pre-qualified European training providers to facilitate many of the training programs in Europe. Out of seven European programs six were procured using the pre-qualified pool of training providers and one training program in France was procured through a more extensive call for proposals. Since the program delivered by a French company, Education Impact, received excellent feedback from the participants, went smoothly and was of high quality, Education Impact will be invited to apply to join the pool of pre-qualified training providers.

| <b>Accurately Reflecting The Ukraine–European Union Association Agreement in Ukrainian Media</b> |                                       |
|--|---------------------------------------|
| <b>PROGRAM DATES</b>   | <b>September 27- October 10, 2015</b> |
| <b>RECRUITMENT REGIONS</b>   | <b>All of Ukraine</b>                 |
| <b>LOCATION</b>  | <b>Poland</b>                         |
| <b>TRAINING PROVIDER</b>   | <b>Polish Solidarity Fund</b>         |



*Joint lunch in Poznan, October 4, 2015*

**Overall Goal:** The goal of the program was to increase knowledge and awareness among Ukrainian media professionals to better communicate the facts of E.U. 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 Objectives:** Participants were expected to return from this training able to answer the following questions:

1. How do European institutions function in the Polish context and how might this apply to the Ukrainian context?
2. How is policy information presented with regards to Poland’s membership in E.U. in the President’s Office, Prime Minister’s Office and the Parliament?
3. How are E.U. funds used?
4. How membership in the E.U. influences the development of civil society in Poland?
5. How do Polish citizens participate in public life at the city, district and village levels?
6. Which non-governmental organizations/institutions are involved in the dissemination of information about the EU?
7. Media and information policy on European integration strategies.
8. How is European integration 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, and independent media?

**Program Summary:** The study visit to Poland was aimed at sharing the Polish experience of political and economic reforms on the road to European integration. The program was focused on two main issues: showing Ukrainian journalists the role of the Polish media in securing a transparent political and economic reform process and informing citizens of the progress and prospects of Poland's E.U. integration.

During the visit to Poland, Ukrainian participants learned about the Polish transition that started in the early 90s. Additionally, participants met and visited with experts including politicians, journalists, NGO leaders of both older and younger generations.

Program participants highly rated the quality of the program and found most meetings informative and useful. Many of the participants mentioned visits to public media, both TV and radio, the Gazeta Wyborcza, Helsinki Foundation for Human Rights, the visit to a center and school for the visually impaired, and the visit to the European region Pomerania. Many participants established contacts with Polish colleagues which they plan to maintain in the future.

One topic, which the participants would recommend more in depth study in the future is information support of the reform process in Poland in relation to EC association. The participants learned that information centers were created in Poland to support the process of E.U. integration, but they would like to have more information about strategies, mechanisms of creation, and priorities of such centers.

The Polish Solidarity Fund is not a traditional training provider and was not able to provide full logistics support. Instead of procuring additional services, World Learning and CEUME directly arranged travel in Poland and lodging, thereby avoiding the additional expense.

**Recruitment and Selection of Participants:** USAID/Ukraine proposed to open this training program to media professionals from across Ukraine, with a focus on those coming from the east and south of Ukraine where understanding of E.U. integration is lowest and opposition is highest.

Since the first "Ukraine-EC Association" program (announced in 2015) turned out to be extremely popular (more than 309 applicants expressed their interest in the program), a decision was made by USAID and Solidarity Fund to select the participants for this repeat program from the pool that had applied for the first program. Interviews were conducted with short-list participants of the first program by [REDACTED], Project Coordinator from Polish Solidarity Fund.

**Participants:** The group consisted of ten participants including Ukrainian journalists, editors, bloggers, and other professionals from the media sector from the eastern and southern regions and the city of Kyiv.

**Action Plan Highlights:** Since the group was comprised of media professionals, all action plans concerned the development of new media products.

Highlights from participant action plans, developed during training, include:

- Creation of an informal group of journalists for content exchange on various media resources.

- Preparation of media products covering Ukraine-EC Association topics: newspaper articles, internet publications, TV programs.

The most urgent topics for Ukraine, which participants are going to cover in their materials, include:

- Self-governance,
- Training of civil servants as preparation for the reform process,
- Participatory budgeting,
- Elections/financing of political parties.

#### **Progress to Date:**

- Twelve articles in newspapers and internet resources
- Eight video stories (of which five TV programs are on TV Channel 5)
- A cycle of seven radio programs.

As a group, the participants created a separate [on-line resource](#) through Facebook to communicate, exchange information and media content.

#### **Quotes from Participants:**

**██████████, Chief Editor, TV Channel "ChP.info"**

"We need to start and cover the distance to the E.U. This is what I think after returning home from Poland. Maybe we will not run as fast as we would like; we may even stumble and fall. It may be uncomfortable to run in sneakers. What is most importantly, we need to come to finish. The main thing is not to stop, because it is very difficult to start again. We as journalists have to wave the flag, and so set the pace".

**██████████, Chief Editor of Lugansk branch of information and analytical Internet resource "OstroV"**

"The trip to Poland provided us with very important information and practical experience. It convinced us that to build a new Ukraine, to successfully overcome the path of reform and to get into the European Union, our country needed not only the efforts from the government and government agencies, but also the inner impulse, the movement "from the roots" and this was especially relevant for journalism. I never participated in such well thought and well-structured program before. I am an IDP from Lugansk and I am very grateful to the USAID for this opportunity".

**██████████, Democracy & Governance Officer, US Agency for International Development - Ukraine**

"I was very impressed with the feedback from the participants. Their reflections on the trip mirror exactly what we hoped they would get out of it: a clearer vision of the E.U. integration process and what life could look like at the end of that long road."

## Photos



*Meeting in the office of the newspaper “Gazeta Vyborkha” in Warsaw, September 29, 2015*



*Visit to Polish Radio office in Szczecin, October 8, 2015*



*Meeting with the Vice-Mayor of Warsaw, October 1, 2015*



*Visit to the headquarters of Polish Radio in Warsaw, September 29, 2015*

| <b>Strengthening LGBTI Inter-organizational Collaboration<br/>and Building Connections with Public Sector Officials</b> |                               |
|---|-------------------------------|
| <b>PROGRAM DATES</b>  | <b>November 8 – 15, 2015</b>  |
| <b>RECRUITMENT REGIONS</b>  | <b>All of Ukraine</b>         |
| <b>LOCATIONS</b>  | <b>Czech Republic, Prague</b> |
| <b>TRAINING PROVIDER</b>  | <b>KNO Česko</b>              |



*Solidarity action against discrimination of LGBT, Prague Pride office, November 12, 2015*

**Overall Goal:** LGBTI organizations in Ukraine have expressed a need to build their capacity to work more effectively with each other, by identifying common goals, allocating shared resources, and defining success measures. This study tour focused on the tools, mechanisms and approaches to build such capacity and help outline a plan of action upon participants' return to Ukraine, including strengthening donor coordination to expand and maximize resources available.

**Specific Objectives:** Participants were expected to return from training able to answer the following questions:

1. What is the situation with LGBTI rights in Czech Republic?
2. How are rights of the LGBTI community protected by legislation in Czech Republic? What are the major unsolved issues in terms of legislation?
3. What are the public attitudes towards LGBTI rights and how did they change historically in Czech Republic?
4. What is the role of the LGBTI NGOs in building connections with public sector officials? What are the most effective tools and approaches implemented in Czech Republic?
5. What are the key steps and mechanisms to strengthen LGBTI inter-organizational collaboration?

6. What are the main tasks of the LGBTI NGOs to improve the situation with LGBTI rights and public attitudes in Czech Republic?
7. What were the most successful and effective programs/projects that were implemented in Czech Republic by LGBTI NGOs and community?
8. What is the role of media to support protection of LGBTI rights?
9. What are some specific examples of how NGOs and cultural institutions strengthen tolerance for diversity through campaigns, projects or education?
10. How do such organizations and groups develop educational and training programs as means of encouraging tolerance for LGBT integration?
11. What are some effective ways of understanding and accommodating needs of the LGBT community?

**Program Summary:** The program consisted of meetings, presentations, discussions and site visits. Participants met with representatives of NGOs focusing on LGBTI issues who operate both in management, marketing, finance, education and PR. They also met with government officials and representatives of cultural life in the Czech Republic. Participants stressed the high level of presenters and speakers and highlighted meetings at non-profit organizations, learned about the work of LGBTI communities outside Prague, had the opportunity to visit the Government House and Parliament.

**Program Accomplishments:**

- The program objectives were met through a diverse range of meetings with government officials and LGBTI activists. Highlights included meeting with [REDACTED], Vice Chairwoman of the Committee Cabinet Minister for Human Rights, Equal Opportunities and Legislative, [REDACTED], MP, Chairwoman of the Permanent Commission for the Family, Equal Opportunities and Minorities and Vice-Chairwoman of the Committee for Social Policy. The meetings included a balance of male and female speakers.
- The participants were able to successfully network and develop relationships for future collaboration with many of the speakers and presenters. In some cases, the discussions that were started during the formal program were continued through informal meetings beyond the official schedule. The eagerness to engage in this additional informal exchange points to the relevance and usefulness of the meetings for both participants and speakers.
- The training provider was able to arrange a meeting with a representative from the Office of the Ombudsman, [REDACTED]. The request came from two participants and was made with short notice, but was a successful and important meeting for the participants.

**Recruitment and Selection of Participants:** USAID/Ukraine requested recruitment among CSO leaders representing active LGBTI organizations, other leaders in the areas of anti-discrimination and human rights, and public sector leaders/elected officials who are responsible for or actively pursuing policy changes and initiatives related to the LGBTI community.

Program advertising started on August 12, 2015 and ended on September 26, 2015. During this 6-week period 89 people expressed their interest in the program by registering through the PtP on-line site, while 33 people submitted complete applications. The applications were evaluated by an expert commission composed of USAID experts from the Office of Democracy and USAID Governance and Inclusive Development LGBTI Champion.

**Participants:** The group consisted of ten participants representing LGBTI NGO representatives, journalist, and representative of the Office of the Ukrainian Parliament Commissioner for Human Rights.

**Action Plan Highlights:**

- Creation of a Hate Free Zone – a safe place for different people to communicate
- Conduct surveys and research of visitors to Pride activities in different Ukrainian cities
- Write an analysis of the status of the LGBTI community in Ukraine and Czech Republic to publish on Politychna Crytyka portal
- Show the short films from the Mezipatra Queer Film Festival, at the Equality Festival in Kyiv in December 2015
- Facilitate the acceleration of recognition and advocacy of LGBTI rights in Ukraine
- Informing and changing stereotypical attitudes towards the LGBTI community
- Research discrimination in schools
- Prepare changes to legislation to prohibit discrimination on grounds of sexual or gender identity in all areas of society
- Strengthening volunteer groups aimed at combating discrimination against LGBTI.
- Creation of practical tools for LGBTI rights advocacy by media.

**Progress to Date:**

- ██████████, Human Rights Information Center, published a number of articles on the topic of human rights on Czech examples.
- All participants after program shared their training experience with colleagues and human rights lawyers.
- ██████████ ██████████ Zaporizhzhia Regional Charitable Foundation, Gender Z, organized a three-day training for school psychologists on counseling for LGBTI.
- ██████████, Vinnytsia NGO Informational and Educational Centre, VIS, Coalition for Combating Discrimination in Ukraine, on February 11, 2016 conducted a training for representatives of local government on anti-discrimination and shared her impressions of discussions with vulnerable groups including LGBTI, based on information obtained during training program in Czech Republic.

**Quotes from Participants:**

██████████, Zaporizhzhia Regional Charitable Foundation Gender Z

“Important for me is to work and educate on this topic in childhood. Certainly I start working more with students, through which the path may lead.”

██████████ Vinnytsia NGO Informational and Educational Centre VIS, Coalition for Combating Discrimination in Ukraine

“I became convinced that activism on this issue is very important. I learned how important it is to cooperate with government officials in preparation of new laws. I also realized that part of the work in the non-profit sector is volunteering at events.”

██████████, Gay-Alliance Ukraine, “I gained a lot of useful information, especially through the PR manager of the Prague Pride. I got the idea thanks to Mr. George, how can media be influenced, both locally and nationally.”

**██████████, Human Rights Information Center**

“Visitors highly appreciated meeting with ██████████ at Parliament and also meeting at the Government Office. Very positive meeting was the meeting with a very positive person ██████████. For me it was important to compare the situation in both countries.”

**██████████, NGO LGBT Human Rights Center NASH MIR**

“I understood that the Czech Republic is unique in the access of LGBTI issues, and thanks to the cooperation of communities. The most interesting for me was the meeting with PROUD and lawyers, who work with other politicians on the preparation of policy enforcement. Access in the Czech Republic is different than in Ukraine. I was also interested in alternation of generations, and the perception of changing over time targets. I am very glad that we could meet people with whom we can still be in touch.”

**██████████, Public Organization Insight, Transgender Program Coordinator**

“I was mostly interested in transgender situation in LGBTI conjunction issues here in the Czech Republic, I want to describe the situation in an article that will be released in Ukraine. I especially appreciated the findings linking LGBTI communities and also that the organization must give visibility to reach their goals. Together with ██████████, we agreed that he would lend us short films at our festival that we organize for free.”

**██████████, Juridical Firm Prime Juris**

“Thanks to this program, I realized that you can change the views of people with a different orientation, especially a great example for me was ██████████. I got an idea of exactly how to approach the change in the law on registered partnership and how we in Ukraine would be able to accept this. I especially appreciated the meeting with lawyers, where I discovered that approaches of the courts are similar here in the Czech Republic and Ukraine.”

**██████████, Office of the Ukrainian Parliament Commissioner for Human Rights**

“I appreciated the overall preparation of the program and even though I wasn’t interested in all the topics, I have gained in each of the lectures some information that I could take for myself. I was mostly interested in issues related to cooperation with the mass media and the implementation of public awareness on LGBT issues in schools. The most valuable was a meeting with a representative of Parliament and lawyers, where I obtained specific information on how to cooperate in promoting changes in the law. At the same time I got the idea of linking individual organizations and how important this is.”

**██████████, Women Association “Sphere**

“I had a pleasant feeling from the whole program. The greatest was how belief/disbelief can influence public opinion. The second best meeting was definitely at Prague Pride and especially the organization of their work, records management and documentation. I would like to start a more proactive approach to negotiations with representatives of the city. Finally, I would like to actively introduce and promote Hate Free Zone not only in our town.”

## Photos



Meeting [REDACTED], President of the Association of Czech Actors, November 10, 2015



Closing ceremony of the 16th Annual Queer Festival Mezipatra, November 10, 2015

| <b>Transitional Justice (TJ) Mechanisms and Human Rights in Conflict and Post-Conflict Situations</b> |   |
|---|---|
| <b>PROGRAM DATES</b>  | <b>December 5 – 13, 2015</b>            |
| <b>RECRUITMENT REGIONS</b>  | <b>all Ukraine</b>                      |
| <b>LOCATION</b>   | <b>Bosnia and Herzegovina (B&amp;H)</b> |
| <b>TRAINING PROVIDER</b>  | <b>Peace Academy</b>                    |



*Travel to Mostar, December 12, 2015*

**Overall Goal:** The goal of the program was to strengthen the knowledge and skills related to transitional justice among human rights and rule of law/justice sector professionals. As a result of this training they learned about judicial and non-judicial processes and mechanisms, including prosecution initiatives, facilitating initiatives in respect of the right to truth, delivering reparations, institutional reform and national consultations.

**Specific Objectives:** Participants were expected to return from this training able to answer the following questions:

1. What are the main concepts of transitional justice? Why are these concepts important for conflict and post-conflict/war countries?
2. How did transitional justice processes start in Bosnia & Herzegovina? What were the milestones and what is the current situation in Bosnia & Herzegovina?
3. Who are the main stakeholders involved in transitional justice process? What are their respective roles and tasks?
4. What approaches were implemented in Bosnia & Herzegovina to consolidate main stakeholders and engage them in joint efforts?
5. What are key methods to engage state, civil society and the public at large in the transitional justice process?

6. How are transitional justice policies developed? What are the core elements of a comprehensive transitional justice policy?
7. What main mechanisms of transitional justice are implemented in the selected Bosnia & Herzegovina?
8. What main lessons were learned from Bosnia & Herzegovina's transitional justice process?
9. What is role of media in transitional justice processes?

**Program Summary:** This program strategy was based on three intervening principles: 1) *Encounter*: exposing participants to new practices and enabling reflection through encounter and meetings with transitional justice stakeholders in B&H, experts and peers, and sites (e.g. memorials, memory sites, physical traces of the war); 2) *Sharing* of knowledge, information and experience through interaction that was productive for both Ukrainian and Bosnian professionals (this principle was particularly fostered through peer-to-peer collaboration); 3) *Empowerment*: gaining new knowledge and skills needed to make informed decisions, as well as adopting and implementing experience studied in B&H. Accordingly, training included three broad thematic parts that reflect this strategy: Transitional Justice Legislative Framework; Transitional Justice in Practice, and Lessons Learned and Action Planning.

**Program Accomplishments:**

- Despite a delay in participants' arrival and significant logistical difficulties caused by this delay, Peace Academy was able to cover all planned topics, therefore participants gained significant knowledge about the concept of transitional justice, its stakeholders and their roles, through numerous stories and aspects they heard from B&H practitioners. A strong cultural component helped them in the learning process.
- Contacts established in B&H, particularly those with peers, will be of significant help and support, especially with participants' Action Plan implementation.

**Recruitment and Selection of Participants:** USAID/Ukraine requested recruitment among transitional justice professionals from across Ukraine with the majority from Kyiv, and a human rights activists and IDPs from eastern Ukraine and Crimea. Program advertising started on September 16, 2015 and ended on October 8, 2016. Overall 204 candidates expressed interest to participate in this program and registered with PtP on-line resource, finally 86 people submitted full application including 42 women and 44 men. Thirty-nine of them were invited to interview. Additional selection criteria was utilized in the selection process for this program: candidates were requested to submit a one-page outline explaining how they planned to apply new knowledge and skills gained through training after their return to Ukraine. The expert commission included USAID Project Management Specialist in Democracy & Governance and Senior Lecturer on International Law from the National University of Kyiv-Mohyla Academy.

**Participants:** The group consisted of ten participants representing active human rights and/or peace building groups and coalitions engaged in transitional justice type work, as well as rule of law and justice sector professionals, media, and relevant government institutions. The participants were members of Crimea SOS, Vostok SOS, and Justice for Peace in Donbas Coalition.

### **Action Plan Highlights:**

- Document the war crimes which have been committed on the territory of Crimea and the city of Sevastopol since February 20, 2014
- Ensure the inevitability of punishment for war crimes in national courts and the International Criminal Court
- Explore specifics of transitional justice in Ukraine from academic and doctrinal points of view
- Raise awareness of law enforcement agencies on the concept of transitional justice
- Develop a national model of transitional justice in Ukraine
- Support and promote the creation of a state agency solely focused and responsible for the defense of IDPs' rights in Ukraine

### **Progress to Date:**

- [REDACTED], Head of the Analytical Department of the Ukrainian Helsinki Human Rights Group, together with [REDACTED] representing USAID/Ukraine, Office of Democracy and Governance, organized an expert meeting entitled *TJ: Ukrainian Model*. The discussion focused on various aspects of transitional justice implementation in Ukraine: preconditions and perspectives, main approaches, practices and recommendations including organization research work and creation of the experts' pool and consolidation of resources.
- On January 26, 2016 the publishing house, Yurayt, printed [REDACTED] research paper "The Judiciary in Ukraine: a Prolonged Transit" presenting the results of the trip to B&H.
- [REDACTED], Private Lawyer, conducted an informational meeting for her colleagues in Kharkiv Human Rights Protection Group and published the article covering training program topics.
- [REDACTED] Head of NGO Center of Civil Education ALMENDA, during a meeting with Crimea Human Rights Group, discussed the experience and information gained in the program. Along with her colleagues, [REDACTED] is involved in amending principles and methodology of documenting violations in the Crimea utilizing knowledge gained in study tour.
- [REDACTED] Lawyer at the NGO East-Ukrainian Center for Civic Initiatives, focused on the creation of a unified database of human rights violations in Eastern Ukraine in cooperation with the Center for Civil Liberties and Kharkiv Human Rights Group. As a result, a Report on Illegal Detention, including examples of maintaining a database of human rights violations in B&H was developed and presented.

### **Quotes from Participants:**

**[REDACTED], Head of Ukrainian charity organization Ukrainian Legal Aid Foundation**

"I would like to express my sincere gratitude for the opportunity to participate in the program, which was very important for me. Now, more than fifty percent of my time I devote to the TJ topic. This program was essential for me to understanding the processes of reconciliation, justice hybrid mechanisms, importance of implementation inevitability of punishment principle for serious criminal offenses, war crimes and crimes against humanity. I had a great opportunity to talk and partner with colleagues from B&H and group participants and will maintain close working relationships with many of them."

**[REDACTED], Head of NGO Center of Civil Education ALMENDA**

“After completion of the training program I organized a meeting with colleagues from Crimean Human Rights Group. Using the acquired knowledge we managed to design changes of the principles and methodology of documenting human rights violations in the Crimea on using B&H lessons learned.”

**██████████ ██████████, Associated Professor of the Yaroslav Mudryi National Law University**

“Participation in the program and acquired experience helped me to launch a new project related to TJ. I have developed curricula for Transitive Justice Course, which I will deliver in English at the Yaroslav Mudryi National Law University next year.”

**██████████, Lawyer of the NGO East-Ukrainian Center for Civic Initiatives**

“This program significantly expanded horizons and helped me to focus on areas that should be addressed to establish justice. Exposure to Balkans’s experience helped to organize the documentation of human rights violations and establish additional contacts. These contacts helped me to gain understanding of tools implemented to document certain types of human rights violations.”

## Photos



*Srebrenica SENSE documentation center, December 8, 2015*

*Meeting with ██████████ mothers who lost sons, December 8, 2015*



*Visit to the Memorial Center at Potočari, Srebrenica, December 8, 2015*

**Public Participation in Local Governance through Mechanisms of Direct Democracy:  
Legal Aspects and Implementation Practices**

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>PROGRAM DATES</b>       | <b>December 12 – 19, 2015</b>       |
| <b>RECRUITMENT REGIONS</b> | <b>Kirovograd region, Kyiv city</b> |
| <b>LOCATIONS</b>           | <b>Poland, Warsaw</b>               |
| <b>TRAINING PROVIDER</b>   | <b>UNILOB</b>                       |



*Near the State Election Commission Office of Poland, December 15, 2015*

**Overall Goal:** The overall goal of this program was to familiarize participants with key legislation, mechanisms and instruments of direct and participatory democracy at the local level using the Polish experience and lessons learned.

**Specific Objectives:** Participants were expected to return from this training able to answer the following questions:

1. What were the economic and political conditions, approach, concept, and major results of the local governance reform in Poland?
2. What is Polish regulation pertaining to local-self-governance?
3. How does Polish legislation regulate the application of direct and participatory democracy at the federal and local levels? How did it evolve to match needs for implementing new forms of direct and participatory democracy? What were the driving forces to initiate these changes?
4. What is the legislation on community self-organization and local elections?
5. What is the Polish experience with implementing direct and participatory democracy mechanisms and instruments in Poland at the local level? What are the key results, trends, perspectives and most important lessons learned?

6. How do mechanisms of local direct and participatory democracy work in Poland including local referenda, consultations and participatory budgeting?
7. How does the autonomy of local self-government impact local democracy?
8. How could NGOs initiate and support implementation of direct and participatory democracy at the local level?
9. What are the potential benefits of local democracy for citizens, local governments, NGOs, academic and research communities?
10. What are legislative solutions to engage citizens to address local issues?
11. What is the media's role to strengthen local democracy and governance?
12. How can local government associations, civil society institutions and academia/expert community participate in legislative development?
13. What are key steps to gain public support for local governance reform? How could municipal associations and media to contribute?

**Program Summary:** This training program introduced participants to how mechanisms of local democracy and governance work in Poland. Participants recognized the meetings and practical discussions with mayors and presidents of cities as the most useful and practical aspect of the program. They also learned about participatory budgeting and other forms of local direct and participatory democracy.

**Program Accomplishments:**

- Participants established good professional and personal contacts that should be maintained after their return to Ukraine including [REDACTED] Chairman of the Parliamentary Committee of Local Self-Government, [REDACTED] and [REDACTED] from NIDA Development Foundation and activists from the Pottery Village Kamionka, who showed them how to stimulate local groups as well as make people active and participatory in local initiatives.
- Participants received numerous information materials including adaptable curricula, laws, plans, assessments, and other materials for use at their organizations.

**Recruitment and Selection of Participants:** USAID/Ukraine asked to open this training program to local government representatives, journalists specializing in the training topic such as NGO representatives, academia and the expert community. Of particular interest were those involved in legislation on local governance and direct democracy mechanisms, representatives of the Secretariat of the Committee on State Building, Regional Policy and Local Government in charge of reviewing legislative acts in the field of direct democracy from Kirovograd region and the central government of Kyiv.

Program advertising started on September 16, 2015 and ended on October 10, 2015. During this period 60 applicants from selected regions expressed their interest in the program by registering online and 29 people submitted applications including 11 men and 18 women. All candidates were evaluated by an expert commission composed of USAID officers and USAID-funded project RADA experts. The expert commission interviewed 18 preselected applicants and determined the 13 semifinalists.

**Participants:** The group consisted of ten participants including mayors of united communities, NGO leaders, journalists, representatives of local authorities and elected members, consultants of the Ukraine Secretariat of the Verkhovna Rada of Ukraine from Kirivograd region and Kyiv.

### **Action Plan Highlights:**

- To introduce citizens the best practices of local governance in Poland by publishing series of articles and presentations at round tables and meetings for local NGOs and authorities
- Draft and adopt new regulations about public participation in local democracy by Ukrainian Parliament
- Involve a local community in a city project such as a children's playground, competition, etc.
- Create a community center for local NGOs
- Establish mechanisms for collaboration between local governance and local community regarding local issues
- Implement a project on city streets lighting utilizing a participatory budget process.
- Inform citizen of the Kirovograd region about possibilities to provide input to authorities and their activation.

### **Progress to Date:**

- [REDACTED] Editor of the Kirovograd Regional State Broadcasting Company and [REDACTED] Director of Kirovograd Regional Reform Office were selected as regional consultants for USAID and European Union projects on organizational, legal and communication issues and promotion of the decentralization reform in Kirovograd region. Their success is the result of participation in the USAID Participant Training Program in Poland.
- [REDACTED] Editor of the Local Weekly Newspaper *Nasha Znamianshchyna*, developed and published a series of publications about the training program and decentralization approaches in Poland.
- [REDACTED] Mayor of Novoukrainka, initiated the creation of a committee of experts including local stakeholders and the community to draft a high-quality and realistic strategic plan development of the town of Novoukrainka.

### **Quotes from Participants:**

#### **[REDACTED] Chairwoman of the NGO Women for the Future**

“I appreciate the Participant Training Program team for the opportunity to learn about best practices in social activities in Poland! All meetings were interesting and useful and exposed the group to various stakeholders involved in direct and participatory democracy process.”

#### **[REDACTED] Editor of the Local Weekly Newspaper *Nasha Znamianshchyna***

“Experience gained in the program is invaluable, because now I can independently analyze the ways of implementing such practices of successful public life in our country.”

#### **[REDACTED] Mayor of Novoukrainka**

“I am impressed with the input of the host organization, everything about the meetings and their contents was well thought out. During the program, I gained practical experience on the decentralization process in Poland. The meetings in small communities were the most memorable, their examples of benefits to investors as an opportunity of strategic development of community could help to create a united community in Ukraine.”

#### **[REDACTED] Editor of the Kirovograd Regional State Broadcasting Company**

“Participation in the program became a new stage of my life, the impulse for personal and professional development.”

## Photos



*At Polish Parliament (Sejm) with the Chairman of the Committee of Local Self-Development and Regional Policy, December 14, 2015*



*Visit to Three rooms and Kitchen, Local Activation Group at Warsaw-Bialolęka, December 15, 2015*



*Meeting with representatives of the National Election Bureau at the National Election Committee, December 15, 2015*



*Meeting at Gazeta Albo at Olsztynek, December 17, 2015*



*Meeting at City Hall, Warsaw with representatives of the Center of Public Communication, December 18, 2015*

| <b>Strengthening Conflict Resolution Capacities in War-Affected Communities</b> |   |
|---|---|
| <b>PROGRAM DATES</b>  | <b>January 24 - 31, 2016</b>                                      |
| <b>RECRUITMENT REGIONS</b>  | <b>Dnipropetrovsk, Donetsk, Kharkiv, Lugansk and Zaporizhzhya</b> |
| <b>LOCATION</b>   | <b>Bosnia &amp; Herzegovina</b>                                   |
| <b>TRAINING PROVIDER</b>  | <b>Peace Academy</b>  |



*Participants at the Old Bridge in Mostar, 30 January 2016*

**Overall Goal:** The goal of the training was to develop the ability of activists and humanitarian workers to utilize conflict sensitive approaches that promote peace and do not exacerbate violent conflict in southern and eastern Ukraine; to facilitate communication between various parties to conflict through do-no-harm approaches. A cohort of the participants became trainers and were familiarized with practical approaches to conflict resolution and peace building in Bosnia & Herzegovina.

Ultimately, the program contributed to the creation a pool of experts and trainers able to introduce and implement do-no-harm and peace building approaches in Ukraine.

**Specific Objectives:**

This training program consisted of two equally important parts: enhancing participants’ skills as trainers (ToT) and exposing them to Bosnia & Herzegovina’s experience in the area of conflict resolution and peace building. By the end of the program, the participants were expected to be able to describe the following (or answer the following questions) about the host country’s experience and how it applies to the Ukrainian context:

1. How are goals set for conflict resolution and dialogue trainings? What are the main factors to be considered in the process of training design? What are the strengths and limitations of such trainings given unpredictable and changing dynamics of conflict?

2. How can effective communication be established between trainers and trainees? What are major approaches to developing a sense of community and collaborative space among training participants? How do these approaches impact effectiveness of the trainings?
3. How can interactive group learning be facilitated? How can group leadership skills be developed? What are the key roles within training team? How effective training teams are created using a group leadership approach?
4. How are conflict-sensitive aid assistance programs developed and implemented so that IDPs and host communities recognize their benefits and tensions are not exacerbated?
5. What key mechanisms can be employed to involve local communities and IDPs in conflict resolution and peace building initiatives?
6. How have do-no-harm and peace building approaches been applied in Bosnia & Herzegovina and what lessons were learned?
7. What is Bosnia & Herzegovina's experience with mobilizing communities to address the needs of IDPs?
8. What successful initiatives were implemented in Bosnia & Herzegovina that strengthened the conflict resolution capacities of local NGOs, communities and activists?
9. What effective mitigation tools and interventions were used during the armed conflict? What is Bosnia & Herzegovina's experience in implementing these tools?
10. What role do local governments play in addressing problems associated with IDPs?

**Program Summary:** The 7-day program was designed with three distinct learning formats. The first format was group presentations which included an orientation to the 1992-1995 war and post-conflict political and social developments and a city tour to provide relevant background information. NGO visits were selected based on the profiles of the participant group and focus on Internally Displaced Persons (IDP) issues. The second format was formal and informal interaction throughout the program with peers from similar professional backgrounds. The combination of formal and informal interaction was structured to allow content and professional exchange as well as building relationships. The third format was a 2-day training focused on "Conflict Transformation in Difficult Circumstances," helping participants to summarize lessons learned from the visit and determine relevant next steps for their own work.

Participants stressed that the program provided them with an understanding of Bosnian history, conflict background, "dividers and connectors," as well as specifics of the current situation in B&H.

The group gained interesting and useful information and was provided with training materials. Especially valuable was an analysis of the Bosnian lessons learned regarding what worked and what did not work to mitigate conflict consequences in the country. Meetings with the following organizations impressed the participants most of all: Trauma Center, Bread of St. Anthony, an organization that educates teachers, psychologists and social workers on how to work with people from war-affected communities; Sezam and SHL that are B&H NGOs working with youth; Media Center and a visit to the foster families village.

The cultural component included a concert by the Sarajevo Philharmonic Orchestra in the National Theater and a visit to the restored Old Bridge in Mostar, a UNESCO world heritage site. The excursion to Mostar provided a chance to experience the Bosnian landscape and the Old Bridge as part of Bosnia's cultural heritage. The bridge itself is a symbol of connecting the opposite sides of the gorge.

Due to the negative feedback regarding interpreters contracted by training provider Peace Academy for the previous training in B&H, an interpreter from Ukraine was brought for the program. This arrangement worked very well and interpretation was excellent based on participant's feedback.

**Program Accomplishments:**

- Participants established professional and personal contacts that will be maintained after their return to Ukraine. Specifically, three participants from government institutions interacted with [REDACTED] from the Sarajevo Cantonal Center for Social Work who developed innovative programs and collaborated with NGOs providing social services for children and IDPs. Hosts from B&H organization SOS Children's Villages connected participants with several key professionals in their topic area, as well as provided ideas for the future development of SOS Children's Villages in Ukraine. Participants working in the education sector significantly benefited from meeting with trainers from Sezam, an organization that has a developed reconciliation model implemented in B&H schools.
- Participants indicated that they plan to launch several projects in Ukraine similar to those implemented in B&H. They would like to apply a fundraising model similar to the "Social Day" fundraiser used by B&H organization SHL in Ukraine.
- Participants emphasized that they intend to launch joint projects and bring B&H experts and activists to Ukraine.

**Recruitment and Selection of Participants:** Program participants were pre-selected by the USAID Ukrainian Confidence Building Initiative from the best participants of the "Enhancing the Capacity of Local Communities through Introduction into Do No Harm and Peace Building Approaches in Eastern Ukraine" and subsequent ToT in Kyiv. The pre-selected candidates were interviewed by experts in the field.

**Participants:** The Ukrainian delegation included 10 representatives from NGOs, affected communities, social workers, media and IDP's involved in advocacy for peace and unity in areas of conflict and social tension such as Dnipropetrovsk, Donetsk, Kharkiv, Lugansk and Zaporizhzhya regions.

**Action Plan Highlights:**

- The development of training modules focused on building confidence and introduction of the Do No Harm approach
- Introduction of peace building approaches among various target groups in Ukraine – IDPs, IDPs host communities, volunteers, public activities, ATO participants and university students
- Strengthening capacities of IDPs organization

**Progress to Date:** After completing the training program, participants developed training modules for various target groups (IDPs, IDPs hosting communities, public activists, volunteers, ATO participants and their families and youth). The training modules were discussed, tested and finalized during a workshop for alumni in Kyiv held from February 29 – March 4, 2016. Each training utilized the Do No Harm approach adapted for Ukraine.

## Quotes from Participants:

### **Director, NGO Center of Creative Technologies of Severodonetsk**

“Thank you for a very interesting program. I realize now that reconciliation is possible in all cases; the most important thing is our dedication and desire. We were able to see not only the consequences of the war, but also public efforts undertaken to overcome them. It is very important for understanding the possibilities of overcoming conflict in Ukraine.”

### **Project Coordinator, NGO Community of the IDPs from Donetsk and Eastern Ukraine**

“After my visit to Bosnia I have a clear understanding that we must do our best to unite society to prevent the emergence of new conflicts and we should not be indifferent to the development of our country.”

### **Associate Professor, Department of Social Pedagogy, Municipal Organization Lugansk National University**

“I am very grateful to CEUME, USAID, and the Bosnian colleagues for the opportunity to learn about peace-making and reconciliation of the conflicting parties. Training materials, knowledge of the consequences of the war, various models and approaches to work with different groups of people became my starting point in planning trainings for strengthening communities in Luhansk region, formation of legal culture and tolerance among children and youth. I admired culture and beautiful nature of Bosnia. I met amazing friendly people who are open to cooperation and dialogue.”

## Photos



*Conflict Transformation training, January 29, 2016*



*Visit to SHL, January 27, 2016*



*Farewell dinner and certificates ceremony, January 30, 2016*

| <b>Judicial Independence and Accountability - Two Inseparable Parts of Democratic Development</b> |                                    |
|---|------------------------------------|
| <b>PROGRAM DATES</b>  | <b>March 6 - 13, 2016</b>          |
| <b>RECRUITMENT REGIONS</b>  | <b>All of Ukraine</b>              |
| <b>LOCATION</b>   | <b>Belgium and the Netherlands</b> |
| <b>TRAINING PROVIDER</b>  | <b>Ecorys</b>                      |



*Visit to Belgian Judicial Training Institute, Brussels, Belgium, March 8, 2016*

**Overall Goal:** The goal of the training program was to expose Ukrainian judges and judicial personnel to European experience to sustain judicial independence and therefore enable them to respond effectively to public demand for greater judicial accountability in order to earn and safeguard greater judicial independence.

**Specific Objectives:** This training program had the following specific objectives to achieve the goal:

- Promote the Ukrainian judges' and justice sector personnel's understanding that the best safeguard of judicial independence is excellent and transparent performance
- Expand the Ukrainian judges' and justice sector personnel's knowledge of the judicial independence and accountability framework and its practical meaning for the judiciary
- Provide Ukrainian judges and justice sector personnel with basic knowledge and skills regarding the indicators measuring the judicial accountability and independence in a particular country, and the use of these indicators to develop result-oriented strategies
- Promote networking and experience exchange between the Ukrainian and EU judicial self-governance

By the end of the training program participants were able to answer the following questions:

1. What are essential elements and core principles of the judicial independence concept?
2. What are the ways and steps to achieve judicial independence? What are the role, tasks and key accomplishments of the European Network of the Councils for Judiciary (ENCJ)?
3. What are the best practices and lessons learned regarding the implementation of the judicial independence and accountability framework in various ENCJ member states?
4. What is the history of judicial independence in Belgium and what are the key lessons learned from the past?
5. How does the judiciary of Belgium operate and how are independence principles implemented on day-to-day basis in their work?
6. How does the judiciary of the Netherlands operate and how are independence principles implemented on day-to-day basis in their work?
7. What is the judicial accountability concept about, what are its principles and requirements?
8. What are the major forms of judicial accountability?
9. How do judicial independence and accountability inter-connect?
10. How could judicial independence and accountability be measured? What are modern approaches and key indicators?
11. What are judicial reform and judicial independence indexes?
12. What is the role of media in judicial independence and accountability?

**Program Summary:** This training supported developing a vision, strategy and approaches within Ukrainian judicial community for strengthening judicial independence and accountability based on this internationally recognized concept: judicial independence cannot be granted automatically to the judiciary by the public, but has to be earned by the judiciary through being largely accountable to the public. It also provided participants with an opportunity to understand more deeply the role of judicial self-governance as a key mechanism to build, maintain and safeguard the effective, independent and accountable judiciary that is able to ensure the observance of the right to fair trial.

The highlights of this training program were visits to the offices of the European Network of Councils for the Judiciary, High Council of Judiciary of Belgium, Belgian College of Courts and Tribunals, Belgian Judicial Training Institute, Brussels Court of First Instance and Dutch Council for the Judiciary.

Organizing meetings with the somewhat restricted European Network of Councils for the Judiciary and High Council of Judiciary of Belgium required coordinated efforts from all program stakeholders – WL, CEUME, Ecorys and USAID-funded FAIR Justice Project in Kyiv. Letters of support addressed to the President of the ENCJ and the Chairman of the Dutch Council for the Judiciary prepared by FAIR Justice Project experts [REDACTED] and signed by [REDACTED] the Head of the Ukrainian High Council of Justice, helped to arrange these important visits.

## **Accomplishments:**

- The key program objectives were met. The Ukrainian judges' and justice sector personnel's knowledge of the judicial independence and accountability framework and its practical meaning for the judiciary was expanded in the course of their meetings and discussions with the most important stakeholders in Belgium and the Netherlands. They were provided with basic knowledge and skills regarding the indicators measuring judicial accountability and independence in general (ENCJ meeting) and in a particular country (meeting at the Dutch Council for the Judiciary), as well as the use of these indicators to develop result-oriented strategies.
- Networking and experience exchange between the Ukrainian and EU judicial self-governance institutions occurred during all visits, but particularly at ENCJ, Belgian Judicial Training Institute and two Councils for the Judiciary. During this training participants established professional and personal contacts with their colleagues in Belgium and the Netherlands that will be maintained after their return to Ukraine. Plans include meetings between participants and potential engagement of Belgium and Dutch experts to provide further help in reforming judicial system in Ukraine.
- The balance between theory, practice (examples, court trial observation) and number of visits was very good. The participants were well prepared, eager to learn, and asked good questions. They were generally supportive.

**Recruitment and Selection of Participants:** This training program turned out to be very popular among professionals working in the Ukrainian court system and generated a high number of applications – 189 candidates registered with PtP on-line registration system within a three week and a half, i.e. from November 12, 2015 to December 6, 2016. Fair Justice Project experts took the lead in the selection of participants for this training program.

**Participants:** Participants included representatives of the High Council of Justice (HCJ), High Qualifications Commission of Judges (HQC), Council of Judges (COJ), regional district courts and regional administrative courts.

██████████ Judicial Accountability Specialist, FAIR Justice project, joined the training program as an observer.

## **Action Plan Highlights:**

- Strengthening judicial independence and enabling judges and judicial personnel to respond more effectively to public demand for greater judicial accountability
- Drafting amendments to the Law on the Judiciary and Status of Judges regarding judicial selection
- Implementing measures to enhance judicial ethics and to increase accountability and transparency of the judiciary.

## **Progress to Date:**

- ██████████ the Head of the Secretariat of the Ukrainian High Council of Justice (HCJ) used knowledge acquired during the training program while working with the European experts, who provide the High Council of Justice with consulting support (see more details: <http://www.vru.gov.ua/news/1403>, <http://www.vru.gov.ua/news/1404>),

communicating with his colleagues and participating in a working group focused on court case costs estimation.

- [REDACTED] also engaged in organizing visit of [REDACTED] the Head of HCJ, to Europe to attend Annual Meeting of the European Network of Councils for the Judiciary scheduled for the beginning of June 2016. [REDACTED] emphasized that the most interesting meeting was the one with ENCJ Director [REDACTED] and ENCJ President [REDACTED], who exposed the group to the goals, tasks and details of the work of this well-respected organization.

### **Quotes from Participants:**

#### **[REDACTED] Member of High Council of Justice**

“This training program is an excellent tool to gain modern international experience, establish professional contacts, both with foreign counterparts and colleagues representing various agencies and institutions in Ukraine. Program organizers managed to mix business with culture - participants had an excellent opportunity to participate in interesting sightseeing tours and learn about Belgian and Dutch culture.”

#### **[REDACTED] Judge of Ternopil Municipal and District Court**

“This training program provided an opportunity to learn and apply European experience to assist achieving effective guarantees of judicial independence in Ukraine. Experience received is crucial in current conditions, when the judiciary system is under the meticulous attention of the politicians, journalists, citizens and credibility issues are extremely important.”

#### **[REDACTED] the Head of the Secretariat, High Council of Justice**

“This program became a new stage in my professional development. It exposed me to the best European practices implemented in the institutions similar to the Ukrainian High Council of Justice. Now I am able to build my own vision of the future judiciary system in Ukraine in general and Ukrainian High Council of Justice in particular. I think this program is very relevant and effective; it will have positive influence on the judicial system of Ukraine as selected participants could influence its future development. I am glad to use this opportunity to express my sincere gratitude to the American people, USAID and all colleagues involved in the organization and conducting this study tour.”

### **Photos**



*Action planning session, March 11, 2016*



██████████ receives her certificate of completion from Ecorys Director, March 11, 2016

| <b>E-Governance and Innovation</b> |  |
|------------------------------------|--|
| <b>PROGRAM DATES</b>               | <b>March 9-23, 2016</b>                    |
| <b>RECRUITMENT REGIONS</b>         | <b>All of Ukraine</b>                      |
| <b>LOCATIONS</b>                   | <b>U.S., Baltimore, MD</b>                 |
| <b>TRAINING PROVIDER</b>           | <b>World Trade Center Institute (WTCI)</b> |



*Meeting at the Maryland Department of Legislative Services, Baltimore, MD, March 14, 2016*

**Overall Goal:** The main goal of this training program was to help Ukraine build inclusive and effective E-Governance policies and systems to increase public sector transparency, encourage civic engagement and make economic and social reforms sustainable.

**Specific Objectives:** Participants were expected to return from this training able to answer the following questions:

1. Who are key stakeholders to develop and oversee E-Governance?
2. What is the government's role in developing E-Governance policies, implementing best practices and promoting the use of E-Governance platforms by citizens?
3. 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?
4. How can E-Governance shift the government's role from information and service controller to facilitator?
5. What emerging technologies are transforming access to public information and the provision of public services?
6. What are the main obstacles to expanding the utilization of e-government services, particularly by vulnerable groups?
7. What results are expected when implementing E-Governance models?
8. What technologies can improve inter-institutional coordination, support civic engagement and achieve sustainable development?

9. How can outdated hierarchical and bureaucratic structures be transformed into innovative systems?
10. How can the integration, efficiency and effectiveness of the government and service delivery be improved through a public-private partnership model?

**Program Summary:** E-Governance and Innovation was a thorough, interactive professional and cultural training project for ten national government, regional/local representatives, and civil society (NGO) representatives that provided an in-depth study and look into best practices in building inclusive and effective e-Government policies and systems in the U.S. to increase public sector transparency, encourage civic engagement and make economic and social reforms sustainable. The program schedule provided an ideal balance of professional meetings and cultural activities as well as a multitude of perspectives on the topic from federal level, state level, local level, and civil society organizations. The training provider (WTCD) presented the subject of open government, from “the theoretical to the practical” and with its close proximity to Washington, D.C., participants were introduced to a comprehensive view of all levels of government. This multi-layered program not only told participants the ‘story’ of E-Governance and innovation in the U.S., but also exposed participants to American culture, traditions and mindsets by living in American families, participating in volunteering activities and visiting cultural sites.

#### **Program Accomplishments:**

- The program resources were well prepared for their meetings with the participants, having received participants’ bios and business cards and a “How to Meet with Visitors” sheet with helpful hints prior to the meetings. The preparation by the professional resources provided familiarity with the participants’ backgrounds and challenges and enabled them to cater their presentations and discussion. This was also a time saving measure since instead of focusing on basic introductions, the speakers were able to go more in depth on topics that were most relevant to the visitors which allowed for robust discussion and detailed questions.
- All the participants agreed that the professional program will enrich their work when they return to Ukraine. Additionally, they were impressed by the friendliness and kindness of the people they met and the experience provided them with an overall positive perception of Americans.
- There were three formal reflection sessions built in to the schedule as well as daily informal check-ins with the participants. These sessions, both formal and informal, served two purposes. One purpose was to provide insight to the training provider about which aspects of the program were working well and which aspects needed improvement. The other purpose was to provide the participants with the opportunity to thoroughly process the day’s experiences and reflect on how the knowledge and information they gained might be applicable to their work.

**Recruitment and Selection of Participants:** This training program was open to applicants from all regions including mid to senior level public officials responsible for E-Governance and/or economic growth, CSO leaders engaged in the E-Governance or Open Data space and specialists actively work in partnership with donor-funded E-Governance activities. Selection criteria focused on the participants’ responsibilities and potential for direct impact on E-Governance initiatives in organizations and localities.

This program was requested after the success and popularity of a program on the same theme during the previous cycle. The program promotion started on October 8, 2015 and ended October 29, 2015. During this 3-week period 260 candidates expressed their interest in the program by registering through PtP's on-line resource and 141 people submitted full application. The expert commission consisted of two USAID experts, [REDACTED] [REDACTED] and the previous year's program alumna, an Adviser of the Administration of the President of Ukraine. In addition, USAID experts were actively involved in preparation for Action Planning sessions to utilize essential vocabulary and processes in order to make the action plans as "SMART" as possible for the group.

**Participants:** The group consisted of ten participants including central and local government officials, NGO and private sector counterparts tasked with developing E-governance systems and policies in Ukraine. [REDACTED] [REDACTED] USAID/Ukraine and [REDACTED] [REDACTED] PtP Program Coordinator traveled with the group as program observers.

#### **Action Plan Highlights:**

- Introduce electronic data exchange between the national and local registers
- Develop and launch united Portal E-social for IDP registration
- Introduce electronic systems for monitoring Centers of Administrative Services
- Modify reporting on telecommunications performance and internet penetration in Ukraine to comply with international standards
- Reduce the number of paper documents within departments of Odessa Regional Administration
- Open the territorial units of the Center of Administrative Services
- Strengthen the capacity of authorities for creating conditions for E-service provision
- Support provision of administrative E-services by the Ministry of Economic Development and Trade by the end of 2016

**Progress to Date:** In accordance with the Action Plans, participants developed:

- Standardized templates of electronic documents for the Centre of Administrative Services to be used at the national level in the process of data exchange between city and state registers.
- [REDACTED] along with representatives from Odessa local government, organized a conference focused on the collection and use of open data as part of E-government. As a result, Odessa Open Data portal was designed and transferred on domain used by Ukrainian government agencies: <http://data.odessa.gov.ua/>. Now the Odessa Open Data portal is an effective tool to access open data collected by various regional and district departments of local authorities in Odessa region.
- The Ministry of Social Policy of Ukraine launched, in test mode, an open information system for IDPs and volunteers.

#### **Quotes from Participants:**

**[REDACTED] [REDACTED] Head of Reforming the System of Administrative Service Department at the Ministry of Economic Development and Trade of Ukraine**

"This program was important for me because I am responsible for reform of the system of administrative services, including in an electronic form. It was interesting to see the experience of the E-governance implementation in the US."

**Executive Director of the Ukrainian Internet Association**

“Program was balanced both in terms of presenting E-governance implementation on different levels, i.e. Federal, state, county, and by various stakeholders - government, IT developers, and customers. I clearly learned American experience in the area of my professional expertise and organization I that I work for, therefore, the program was useful for me.”

**Vice-Chairman of Gussyatyn District Council**

“Since I am currently working on a new project called “Transparent City,” American E-governance and innovations experience is critical for me. All organizations that we visited during program in US were open for dialogue and willing to give advice on technical and project issues.”

**(First Deputy Chairman of the Odessa Regional Disabled People Organization)**

“For me, training program in the US has triggered a new life stage with many new opportunities and perspectives. And of course, staying with American families helped me to understand the mentality of the US people, their traditions and customs. I am very grateful to USAID and all organizations involved in the program preparation for this chance.”

**Photos**



*Dinner with Ukrainian Diaspora of Baltimore, March 17, 2016*



██████████ with his laser printed sign, created during volunteering activity at the Fab Lab Baltimore, March 21, 2016



██████████, Certified Action Planner, after Action Planning session, March 11, 2016



*Times Square, New York City, March 19, 2016*

| <b>Effective Management of Irrigation System to Improve Efficiency of Agricultural Sector</b> |                                       |
|---|---------------------------------------|
| <b>PROGRAM DATES</b>  | <b>April 6 - 20, 2016</b>             |
| <b>RECRUITMENT REGIONS</b>  | <b>Kherson region</b>                 |
| <b>LOCATION</b>   | <b>U.S., Davis, CA</b>                |
| <b>TRAINING PROVIDER</b>  | <b>Uman Davis Sister City Project</b> |



*Visit to Rominger Family Farms, Winters, California, April 12, 2016*

**Overall Goal:** The goal of the program was to introduce the Ukrainian participants to best practices of irrigation systems management implemented in the U.S. at the federal, state and local levels.

**Specific Objectives:** Specifically, as a result of training, participants were expected to:

- Understand how the water supply system works and is regulated in the U.S.
- Compare the existing irrigation systems and practices of the irrigation farming industry in Ukraine to those used in the U.S.
- Describe to their colleagues the best practices employed in the U.S. for water irrigation
- Share with their colleagues factors that should be considered when choosing an irrigation system

By the end of the training program, participants were expected to be able to answer the following questions:

1. How is the water supply system organized in the U.S.? What are the key water regulations at the federal, state and local levels?
2. What are the main principles, functions and tasks of water resources management in the U.S.? Who are the main management bodies and stakeholders?
3. What is the role of the public at large and specific communities in water resources management in the U.S.?
4. What are the main funding sources for the modernization of the water supply

infrastructure in the U.S.?

5. What are the latest trends, best practices and technologies in water supply modernization used by farms in the U.S.?
6. What are the main approaches to ensure the rational use of water resources?
7. What is the U.S. experience in the area of management, maintenance and operation of irrigation systems (cost recovery, efficient service)?
8. What are the modern irrigation technologies implemented in the U.S.? How to select irrigation type? What are pros and cons of different irrigation types?
9. What are the main principles and practices of limited irrigation management in the U.S.?
10. How does irrigation scheduling (quantity, timing and frequency of irrigation) influence crops?
11. What are the benefits of conjunctive use of water at the farm level (canal water, groundwater, rainfall, tail-water capture and re-use)?
12. What is the connection between the measurement of crop water requirements and the selection of crops?
13. How does irrigated production impact water quality?
14. What are the main environmental consequences of land irrigation?

**Program Summary:** The visits and seminars were highly interactive and the delegates were free to ask questions, and did so, at any time.

The program was designed to give the delegates exposure to academics, researchers and staffers working on irrigation issues. Additionally, the delegates worked with local irrigation districts and water agencies as well as the State of California Department of Water Resources and the U.S. Department of Interior's Bureau of Reclamation and California State University, Fresno's International Institute for Water Technology and their Institute for Irrigation Technology. Finally, the delegates worked with four farmers and ranchers who use different methods for receiving water as well as best practices for using that water. The delegates had the benefit of meeting with many individuals (academic researchers, government officials and farmers and ranchers) with established national reputations in the fields of water management, water conservation, water storage & delivery and the use of Best Practices for irrigating water in agriculture.

All program participants stated the training program met or even exceeded their professional and cultural expectations. Throughout the study tour the participants expressed their appreciation for the opportunity to participate in the PtP Program.

According to the participants, one of the most interesting meetings was with the State of California Department of Water Resources since information about a big water distribution system, its operation and policy of conservation and reuse of water is also important for Ukraine. Another interesting and useful meeting took place at the International Center for Water Technology at the University of California, Fresno. University staff demonstrated certified laboratories which are used for teaching, scientific work, but also to earn revenue for the University.

The participants were also impressed with a meeting with [REDACTED] (Rominger Family Farms). Crops produced by the farm are similar to those produced in Kherson region – maize,

wheat, and tomatoes. ■■■ Rominger uses extensive drip irrigation and technologies for raw crops.

The volunteer component was also well received by the participants. They worked with Davis Community Meals which prepares meals for the homeless and low income citizens in Davis. Prior to beginning their evening work, the participants were given a tutorial on how American communities and citizens within those communities volunteer their time and money to charitable causes. The group was most appreciative and jumped right in to help and was responsible for cleaning the dining hall following the meal. It was an enriching experience for all involved.

With regard to the cultural component, participants were given a rich and varied exposure to California's northern portion and central valley. They went on tours of the University of California, Davis, the City of Davis and Davis Farmer's Market, the California State Capitol in Sacramento and Old Sacramento.

### **Program Accomplishments:**

- In addition to meeting the program objectives, the program also addressed several subtopics that were identified by and important to the participants. These included understanding water rights, pricing tools, water infrastructure maintenance, efforts to reduce water usage and the impacts of climate change.
- The cultural program and homestays were particularly memorable for this group. The participants went on day trips to San Francisco and Lake Tahoe in addition to having tours of the City of Davis, University of California, Davis campus, Old Town Sacramento and the State Capitol in Sacramento. The participants were very appreciative of the kindness and hospitality provided by their host families and the training provider.

**Recruitment and Selection of Participants:** Thirty program participants were nominated by the USAID-funded project "Water for Agri Sector" and the experts together with USAID/Ukraine selected ten finalists and five alternates.

**Participants:** The participants were "Water for Agri Sector" project partners on national, regional and district levels including representatives from the Ministry of Agrarian Policy of Ukraine, State Agency of Water Resources, departments of agro-industrial development at regional and district state administrations. The group also included representatives from the private sector, educational and research institutions. The majority of the participants were from Kherson region, the "Water for Agri Sector" target region.

### **Action Plan Highlights:**

- The development of a new strategy of recreation and development of irrigation system in Ukraine (developed in partnership with World bank experts);
- Training and advanced training of specialists in water resources management based on experience in line with the state strategy of irrigation recreation in Ukraine;
- Introduction of innovative methods and technologies for crop production in Ukraine based on experience received during site visits on farms in California;
- Dissemination of information about advanced technologies and BAPs seen in the U.S.A. and promotion of irrigation development in Kherson region and other regions of Ukraine.

### **Progress to Date:**

- All participants conducted working meetings in their organization and briefed their colleagues and partners about the training program and shared new information and experience received during the meetings and site visits in the U.S.
- [REDACTED] the Director of the Institute of Water Problems, used information gained during training program in his presentation for the meeting of the Bureau of the Presidium of National Academy of Agrarian Science of Ukraine "On scientific provision of the development of water irrigation system of Ukraine in conditions of global climate changes." In particular, he used information about tendencies and wide-spread usage of the drip irrigation method in California and underground water pipes installed for crop irrigation.
- [REDACTED] the Head of the Department of Social and Political Programs, Branch office of National TV Company of Ukraine Kherson Regional Directorate "Skiphia" initiated a cycle of video stories about the training program "Effective Management of Irrigation System to Improve Efficiency of Agricultural Sector." The first TV story was shown on April 27th, 2016.

### **Quotes from Participants:**

#### **[REDACTED] Head of the Department of Agricultural Irrigation and Land Use Economy, Kherson State Agrarian University**

"The training program was professionally planned, professionally organized and professionally implemented."

#### **[REDACTED] Director, Institute of Water Problems**

"Training was very intensive and informative. I was particularly interested in incentives used for creation of new water districts and energy saving. I am very grateful to USAID for this training opportunity."

#### **[REDACTED] Head of the Department of Water Systems Operation, Energy Saving and Mechanization, State Agency of Water Resources**

"Such programs provide an opportunity not only to learn about available solutions of problems similar to those faced by Ukraine, but also provide a positive and negative experience of these solutions. I know that knowledge received during a visit to California will give me a new impetus to create new ideas to be applied in the field of water management Ukraine."

#### **[REDACTED] Director, Institute of Irrigated Agriculture at NAASU**

"New experience will help me in organizing scientific support of farmers in Ukraine to increase their interest in new technologies and crop varieties. I appreciate input of all organizations involved in the development and implementation of this training program."

## Photos



*Visit to State of California Department of Water Resources, Sacramento, April 15, 2016*



*Visit to Tisdale Irrigation & Drainage District, April 8, 2016*



*Meeting at Water and Energy Technology Incubator, Fresno, CA, April 18, 2016*



*Visit to Yuba County Water Agency, April 8, 2016*

**Civic Education - Searching for New Instruments for Successful Implementation of the National Civic Education Policy in Ukraine**

|                            |                           |
|----------------------------|---------------------------|
| <b>PROGRAM DATES</b>       | <b>April 9 - 16, 2016</b> |
| <b>RECRUITMENT REGIONS</b> | <b>Kyiv city</b>          |
| <b>LOCATIONS</b>           | <b>Paris, France</b>      |
| <b>TRAINING PROVIDER</b>   | <b>Education Impact</b>   |



*Participation in Ceremony of the Relight of the Flame under Arc de Triomphe Paris, France, April 13, 2016*

**Overall Goal:** The main goal of this training was to strengthen the capacity of the Ukrainian government, academia and civil society organizations (CSO) to jointly develop a national youth civic policy and strategy through exposure to European experiences in creating an environment that supports youth civic engagement, facilitates youth civic participation and leadership, and strengthens the capacity of youth-led CSOs.

**Specific Objectives:** After training participants were expected to be able to answer the following questions:

1. What are the key approaches, tasks and components of the youth civic policy and strategy in France?
2. What mechanisms were implemented in France to involve youth in development and implementation of the state youth policy and strategy?
3. What instruments are used to promote the youth civic strategy in formal and informal education settings, including community activities, volunteering and other extracurricular activities, in France?
4. Who are the main stakeholders involved in developing youth civic policy and strategy?
5. What mechanisms are utilized in France to ensure effective coordination, cooperation and dialogue between ministries and institutions involved in designing and implementing the youth civic policy?

6. What key legislation pertains to youth policy, civic engagement and informal education in France?
7. What is the role of schools and universities in youth civic education?
8. How local communities could contribute to the youth civic education?
9. What is history, role, tasks and results of voluntarism in France?
10. How does legislation regulate activities of volunteers and volunteer organizations in France?
11. How are extracurricular activities used in France to support youth civic education?
12. What are the roles and activities of the youth centers and camps in France and how are they funded?
13. How do organizations working in the area of cultural and historical heritage preservation promote youth civic education?
14. How is access to information by youth regulated in France (including the Charter of Youth Information) and what is the role of information in civic education?
15. What are major youth civic programs implemented in France at the national and sub-national levels, and what are the most effective funding sources?
16. What EU-initiated and funded youth civic programs are implemented in France?
17. What training programs support young leaders in France?
18. How are evaluation criteria developed to measure the outcomes of youth civic education and extracurricular programs?
19. What is the media's role in youth civic education?

**Program Summary:** The majority of participants were members of the working group tasked to develop the “Ukrainian National Civic Education Strategy and Program for 2016-2020.” The week of training covered all aspects of civic education in France including strategy, approaches and instruments. As a result of the training program, participants were able to understand how various stakeholders (Ministries, public agencies, schools, museums, local authorities, associations, media, and private companies) consolidate their efforts to facilitate youth civic education in France and what is the role and tasks of various stakeholders.

Several meetings were organized with high-level representatives of the Ministry of Education and Ministry of Urban Affairs, Youth and Sports to familiarize participants with modern instruments implemented by French government agencies in youth civic education.

The training program consisted of 19 sessions and provided the opportunity for Ukrainian participants to meet 30 specialists engaged in youth civic education in France. While all meetings and presentations were informative and relevant, the group was specifically impressed by presenters from the organizations CLEMI, Play Bac, Museum of General Lecler and Agency for Civic Service. An overview provided by [REDACTED] Ministry of Education National Inspector of the French history with a focus on republic values and their contemporary importance was key for clear understanding of the program presentations and meetings. A session devoted to national symbols was added to the schedule to meet participants' request and was interesting and informative. [REDACTED] Ministry of Education General Inspector and [REDACTED] ICT trainer for teachers showed how critical media and information is for educating youth and raising responsible citizens. The highlight of the training was participating in the Flame Ceremony at the Arc de Triomphe during which two participants put flowers on the memorial Tomb of Unknown Soldier.

### **Program Accomplishments:**

- During 5 working days of training program participants attended 19 training sessions and met with 30 French specialists in the youth civic education
- Participants became familiar with current strategies, policies and instruments implemented in youth civic education in France, therefore main goal and objectives of the training were achieved
- Education Impact was extremely responsive to the participants' needs expressed both before training as well as in the course of the training program. Education Impact added presenters and sessions to address the group's requests and flexibly updated the schedule. This was true not only for the professional program but for the cultural component as well. This responsiveness was much appreciated by participants and provided them with information critical for their work assignments.

**Recruitment and Selection of Participants:** Recruiting in the Kyiv-region was proposed for this training program. Participants included government officials and their academia counterparts tasked to develop national and regional youth policy and introduce new implementation instruments and mechanisms. Since the Government of Ukraine, i.e. Ukrainian Presidential Administration, Ministry of Youth and Sports and Ministry of Education and Science along with prominent experts took the lead in this effort, these institutions were prime organizations for this training program. During the two-month period when the program was open for applications, 525 people expressed interest and 219 submitted the full application package. The experts' selection panel ended up with 20 short listed candidates that included 10 finalists and 10 alternates.

**Participants:** The group consisted of ten participants representing the Ministry of Youth and Sports, Ministry of Education and Science, researchers and educators, youth NGOs and activists from civil society, Ukrainian Institute of National Memory and other organizations working on issues of historical and cultural heritage preservation from the city of Kyiv.

### **Action Plan Highlights:**

- Develop legislative framework for youth centers in Ukraine
- Create effective state support mechanisms for youth NGOs
- Expose Ukrainian civic teachers to the French experience of youth civic education
- Strengthen afterschool education as a tool for youth civic education.

### **Progress to Date:**

- After the completion of the training program, participants started actively disseminated knowledge gained in France within their colleagues and partners.
- In particular, ██████████ Head of the Department on National-Patriotic Education of the Ministry of Youth and Sports of Ukraine, shared impressions and information about French youth organizations at the Ukrainian Parliament Committee on Family, Youth Policy, Sports and Tourism hearings.
- ██████████ presented the concept of "defense consciousness" implemented in France that is relevant in Ukraine.

### **Quotes from Participants:**

██████████ Deputy Head of the PLAST, National Scout Organization of Ukraine

“I am thankful to USAID/Ukraine for organizing study tour to learn about experience of youth civic education in France. Knowledge I gained I plan to use to reform the youth policy of Ukraine. Hope that two joint projects preliminary negotiated with French colleagues will be implemented soon.”

**██████████ Head of the Department on national-patriotic education of the Ministry of Youth and Sports of Ukraine**

“Training program in France contributed strongly to my personal professional development and equipped me with knowledge that I use to reform Ukrainian system of civic education. I plan to prepare and submit a report to the Minister of Youth and Sports with recommendations to adopt and implement certain French mechanisms of civic education in Ukraine.”

**Photos**



██████████ *Program Facilitator explains the French national context, April 11, 2016*



*Experience Europe: Tour by riverboat on Seine, April 10, 2016*



*Visiting CEMEA & CNAJEP, April 15, 2016*



*Visit to Ukrainian Embassy in France, April 11, 2016*



*Meeting on police and justice in France, 2016*



*Participation in Ceremony of the Relight of the Flame, under Arc de Triomphe, April 13, 2016*



*Action Planning Session, April 15, 2016*

## **IV.2. CAPACITY BUILDING OF CEUME**

Prime contract holder, World Learning, and project partner, PH International, continued to work closely with CEUME to identify capacity gaps, provide assistance and solutions, and monitor performance. CEUME feels that it now meets the criteria for a funding-eligible organization under USAID's Non-US Organization Pre-Award Survey (NUPAS), and World Learning and PH agree. During this third year of the project, World Learning and PH International closely reviewed CEUME's Operation Manual, answered questions concerning the depreciation of assets, audited time allocations to ensure timesheets of CEUME staff are charged to proper projects (since staff are now involved in other projects). CEUME is fully on target with all PtP group plans.

### **IV.2.1. CEUME LEGAL STRUCTURE**

During year three CEUME continued the on-going effort to build and educate its board of directors. The organization has seen solid progress motivating its board to be active and involved. Meetings continue to take place quarterly with the full board. Sub-committees, such as the finance committee, meet more often to monitor CEUME financials and program development. Meeting notes are likewise documented. CEUME is committed to the on-going process of board member recruitment and replacing members when terms expire.

### **IV.2.2. CEUME FINANCIAL MANAGEMENT AND INTERNAL CONTROLS**

Auditing CEUME has become easier each year due to updated Ukrainian legislation and the organization's director approaching contracts and processes in a logical manner that seeks to minimize labor and work. For instance, CEUME's new employee agreement is very short. The mandatory content of employee agreements are clearly stipulated in the Ukrainian Labor Code (holidays, working hours, vacation time, etc.). CEUME has taken the logical approach and simply references the Labor Code instead of choosing random laws required by the thick Labor Code book to include in its employee agreements. Additionally, by spelling out items so specifically in labor contracts there is a chance that something could be misstated or a law changes and the labor agreement is not properly updated, thereby accidentally breaking the law. This was a wise move on the part of CEUME. Of note, taxation laws in Ukraine have significantly changed as of January 1, 2016. CEUME immediately adopted the new rates and complies fully with taxation mandates.

### **IV.2.3. CEUME PROCUREMENT SYSTEMS**

CEUME continued to conduct and document staff meetings during the third year to ensure staff are aware of procurement policies and regulations (internal CEUME, Ukrainian and U.S. federal). CEUME now independently submits all U.S. government specific reports such as USAID's annual non-expendable property report with minimal reminders from PH.

CEUME desires to experience a full OMB A-133 audit to ensure a complete outside review of its policies, procedures, activities, procurement, etc. In this manner, CEUME can ensure its policies and procedures as well as financial transactions are meeting all U.S. government requirements. CEUME has been in touch with a very reliable U.S. government approved auditor to initiate an audit and is exploring ways to fund the initiative.

#### **IV.2.4. CEUME HUMAN RESOURCE SYSTEMS**

CEUME continues to update its organizational chart to clearly convey how its subcontractors interact with the organization. Likewise, CEUME remains committed to continuously holding staff meetings to discuss roles and responsibilities, update points of contact documentation and clarify communication pathways both internally and externally.

#### **IV.2.5. CEUME PROGRAMMATIC PERFORMANCE MANAGEMENT**

Despite the turmoil in Ukraine and frequent changes in leadership at all Ministries, CEUME continues to successfully maintain well-coordinated communication with local administrations and government officials.

#### **IV.2.6. CEUME ORGANIZATIONAL SUSTAINABILITY**

The organization remains dependent on current U.S. government funding, a challenge that is not uncommon among NGOs. CEUME's ownership of its building greatly benefits its continuing capacity and stability. Management has successfully procured funding from the UK government to compliment the PtP program and broaden its funding base; this success is an indication of CEUME's increasing capacity

#### **IV.2.7. CEUME CAPACITY WITH PARTICIPANT TRAINING REGULATIONS AND PROCEDURES**

During year three, World Learning and PH International continued to work closely with CEUME to develop documents and procedures to ensure smooth program operations.

PH International assisted CEUME with the following:

- Development of package of documents for Ukrainian organizations that nominate participants for training
- Program design and selection of training provider for Action Planning Training
- Development of new orientation materials for strategic planning: guide and workbook
- Design and organization of the follow-on programs and in-country trainings, events and initiatives
- CEUME's progress towards accomplishment of PtP Program Objective 2, "Create a network of professionals"

As the program develops there is more interaction with new partners, USAID technical assistance contractors and Ukrainian government counterparts. Each of these groups is involved in program implementation and recommends candidates for the program. PH International, in close collaboration with CEUME, developed a memorandum for partner organizations that outlines PtP goals and objectives, requirements that program participants must adhere to, and the roles and responsibilities of parties involved in program implementation.

In November 2015, a Training of Trainers: Action Planning Seminar was organized for CEUME's staff to review trainee Action Plan procedures, advance coordinator skills in conducting strategic planning sessions, and develop new planning methods and tools to use as

trainee motivation techniques and incorporated into pre-departure seminars. With a trainer, CEUME staff developed a written roadmap that clearly shows all steps of action plan implementation from forming a vision and setting goals to SWOT and stakeholder analyses as well as all implementation steps.

Local Pre-Departure orientation (PDO) materials were enhanced with an action planning facilitator's guide for program coordinators, and participant PDO workbook that now contains more tools and templates for action planning. All are logically organized and applicable to the various stages of project planning and implementation. The enhanced action planning materials are now used for all of the training activities including in-country training programs for professionals across Ukraine, initiated by CEUME in partnership with PtP and Community Connections (CC) alumni and supported by the British Government.

In the first two project years, CEUME tested various types of alumni engagement techniques. In Year 3 this resulted in a special events that engaged alumni, with funding from the British Government that fully contributed to PtP Objective 2: Create a network of professionals that share international best practices and knowledge throughout Ukraine. PtP and Community Connections alumni, supported by CEUME, developed a series of in-country training programs for the Ukrainian specialists based on their experience and knowledge gained during USAID training programs in Europe and the US as well as their own professional expertise. The successful completion of this in-country initiative proves that CEUME gained necessary expertise and capacity to deliver in-country programs, manage several projects simultaneously adding value to current projects and expertise of organization

### **IV.3. BUILDING CEUME'S CAPACITY THROUGH RECRUITMENT AND ALUMNI WORK**

Key areas of responsibility for CEUME include recruitment of potential candidates, selection of training participants, processing training participants through USAID systems in accordance with its requirements, facilitating networking, follow-on support and monitoring progress of alumni as well as providing technical assistance to advisors. CEUME receives ongoing mentorship from PH International and World Learning on fulfilling all these functions to become increasingly independent in its program roles and ultimately enhance its sustainable capacity to serve as a direct USAID donor recipient in the future.

#### **IV.3.1. CEUME CAPACITY WITH RECRUITMENT**

Since the beginning of PtP project implementation, CEUME has been working on the development and improvement of an online platform, [www.ptp.ceume.org.ua](http://www.ptp.ceume.org.ua). As of May 6, 2016 CEUME's online platform had 4,698 registered users, compared with 2,848 a year ago.

Major changes include the following:

- All active and archived PtP programs from the project database are displayed on a public website page;
- The PtP project website is updated and the website content has been synchronized based on CEUME's training programs database;
- Procedures for displaying information about project events have been finalized, including notifying participants;

- A communication system for networking with alumni has been designed and includes additional communication and selection options based on the expanded list of criteria;
- An additional option to review finalists' profiles has been added which allows their pictures to be displayed on the public website;
- The PtP website has been integrated with Facebook through API Facebook to display news; and
- Facebook photo albums display has been modified and was posted in the news section on the home page of CEUME's public website.

CEUME has continued professional training for staff. On November 12, 2015 CEUME organized a one-day staff training on "How to Deliver an Effective Action Planning Workshop." This training focused on developing a workshop facilitator guide, which was used during pre-departure orientation sessions conducted by program coordinators. During the training CEUME staff revised the practice of conducting orientation sessions and restructured it by adding new components especially for the Action Planning session. CEUME staff also benefitted from participating in training sessions organized for PtP alumni on presentation and meeting facilitation skills in April 2016.

██████████ CEUME Program Coordinator travelled to the U.S. from March 9-23, 2016 to gain first-hand experience by monitoring a PtP training event, joining activities and living with an American host family. Her goals were to receive a clearer understanding of participants' needs, the training provider's activities and role, logistical issues, American culture and traditions. The knowledge and experience she gained has positively contributed to the following:

- Improvement of recruitment process through clear definition of participants' selection criteria, focus on details and accuracy when preparing the participants' profiles and reviewing application packages;
- PtP training programs design: ██████████ clearer understanding of the role and scope of work of the training host organization will significantly help PtP staff at CEUME with the development of the future program VECs, VERFs and project reporting documents;
- Improvement of pre-departure orientation session in Kyiv: participants always have many questions about American host families, culture, traditions, mentality and customs, which CEUME program staff now feel more comfortable and confident answering after having experienced a home stay first-hand; and
- Improvement of Action Plan development – Action Planning sessions in Kyiv are more focused and result-oriented.

Working relationships have been established or enhanced between CEUME and this year's initiators of training programs, such as the U.S. Embassy, the USAID FAIR Justice project, and the Polish Solidarity Fund.

#### **IV.3.2. CEUME'S WORK WITH ALUMNI**

CEUME's work with alumni primarily focused on debriefing sessions with participants, follow-on activities and special events that engage PtP's alumni.

CEUME continued to organize debriefing sessions for PtP alumni, usually within one month after the completion of training. Debriefing meetings became an efficient tool to facilitate networking, gather alumni feedback, and discuss participants' accomplishments.

This year CEUME developed scopes of work for two follow-on trainings and successfully conducted them in April 2016. Specifically, CEUME launched a series of thematic trainings focused on "soft" skills development for PtP alumni. The first two, conducted this year, were entitled "Skills for Efficient Communication" and "Efficient Facilitation." They generated strong interest and were attended by 30 alumni of various PtP training programs including representatives from the Administration of the President of Ukraine, Ministry of Social Policy of Ukraine, Ministry of Economic Development and Trade of Ukraine, the National Police of Ukraine, the High Council of Justice, local authorities of the City of Kyiv and Kremenchug District, educational institutions including National Pedagogical University, National University of Life and Environmental Sciences of Ukraine, Institute of Education at National Academy of Pedagogical Sciences of Ukraine and the civil society organizations Klychko Foundation, Center for Global Studies Strategy 21, Do Not Be Indifferent, Center Our World.



Alumni ██████████ during an interactive exercise at "Efficient Facilitation" training, Kyiv, April, 18, 2016

At the beginning of the first follow-on training Director of the Secretariat of the High Council of Justice, ██████████ alumni of the training program "Judicial Independence and Accountability - Two Inseparable Parts of Democratic Development" (2016) shared his expectations: *"I hope to gain practical knowledge about facilitation process. I need these skills for my job at the Secretariat where I manage staff of more than 170 people and sometimes because of the differences in professional interests I have to resolve conflicts between the structural subdivisions in Secretariat"*.

The post-training questionnaire confirmed that ██████████ and other participants' expectations were met since it demonstrated very high scores and provided positive feedback on this training. *"I will recommend to all my colleagues and other alumni of PtP programs to participate in similar training that was quite short, but very intense and dynamic. Training material was well-*

*structured and presented in an interesting format”- wrote one of the participants in the training evaluation form.*

*“Despite the fact that I’ve conducted hundreds of presentations, I still have questions about how better to behave in various situations during a public event. My questions were mostly focused on psychological aspects of interaction with the audience and algorithms of giving answers to “uncomfortable” questions. I discussed these questions with the experienced coach, who specializes in presentation skills and facilitation and now I feel much more confident and able to communicate with the audience in a more effective way,” said [REDACTED] the Executive Director of the Ukrainian public organization “Do Not Be Indifferent!,” an alumna of the PtP program “Development of innovative approaches in education” (2013).*



*Alumnae [REDACTED] are working on their joint presentation, Kyiv, April 15, 2016*

Participants of these two soft skills follow-on trainings emphasized that this training was an excellent opportunity to network and identify potential partners for new joint initiatives. Based on this positive feedback CEUME project team plans to continue the skill development trainings for alumni over the next two years.

Another follow on activity organized by CEUME was a round table discussion entitled “Health Reform and Administrative Decentralization: Myths and Truth” conducted on April 21, 2016. This event bridged the Participant Training and Technical Advisors components of the PtP project. The discussion was moderated by [REDACTED], who was spending several months in Ukraine from her native Kazakhstan advising the Ministry of Health of Ukraine. Fifteen participants attended the event, including not only PtP alumni but other professionals working in the health care sector and representing the following organizations: Deloitte HIV Reform in Action USAID-funded project, National Medical University, National Medical Academy of Post-Graduate Education. The discussion was focused on trends, goals and perspectives of health care reforms in Ukraine. World Learning will work with CEUME to seek similar opportunities in the future to connect PtP advisors with PtP alumni.



██████████ from Kazakhstan, Health Financing Advisor to the Ministry of Health of Ukraine, presenting at the round table “Health Reform and Administrative Decentralization: Myths and Truth,” Kyiv, April 21, 2016

In March 2016 CEUME conducted a week-long ToT program entitled “Practical Application of the Do-No-Harm Approach for Conflict Resolution and Initiation of Peace Building Initiatives,” for alumni of two training programs conducted in Bosnia & Herzegovina: “Do No Harm: Fostering Conflict-Sensitivity in Southern and Eastern Ukraine” (2015) and “Strengthening Conflict Resolution Capacities in War-Affected Communities” (2016). The purpose of this event was to create a pool of knowledgeable and effective trainers able to teach and disseminate the Do No Harm approach. As a result 12 PtP alumni became trainers of the Do No Harm model. This training, funded by the British Government, was designed for PtP alumni and provided an excellent example of donor coordination and synergy.

In addition to CEUME’s work with the alumni under PtP, CEUME received funding from the British Government to organize a series of training events that engaged PtP and Community Connections’ (CC) alumni to share their knowledge and skills with colleagues and peers from other regions. Specifically, CC and PtP alumni from Western Ukraine hosted and trained their colleagues from the Eastern part of the country. So far CEUME conducted 20 training events for 232 participants from nine Ukrainian regions to support sustainable local development, ensure conflict mitigation between representatives of different regions of Ukraine and facilitate dialogue between Eastern and Western Ukraine. As a result, a unique training product, i.e. in-country exchange programs was developed and tested. Participants of these training events developed Action Plans focused on the improvement of the social and economic situation in their regions using knowledge and experience received from PtP and Community Connections alumni. CEUME has solidified its capacity as a Ukrainian training provider, and is now able to design and deliver in-country training programs on various topics.

#### IV.4. NEW COMPONENT OF PTP TASK ORDER: ADVISORY SERVICES

##### Advisor Portfolio Snapshot

| Project                           | Supported Agencies                                 | Duration                   | Number of Advisors |
|-----------------------------------|--|----------------------------|--------------------|
| Agriculture Policy                | Ministry of Agrarian Policy and Food               | November 24, 2014-Present  | 1                  |
| Health Finance                    | Ministry of Health                                 | July 4, 2014-Present       | 1                  |
| Land Tenure                       | City of Kyiv                                       | September 1, 2015-Present  | 1                  |
| Pension Reform                    | Pension Fund of Ukraine, Ministry of Social Policy | September 10, 2015-Present | 4                  |
| Customs Reform                    | Ministry of Finance                                | February 7-15, 2016        | 1                  |
| Waste Management                  | City of Kyiv                                       | March 14, 2016-Present     | 1                  |
| Pharmaceutical Procurement Reform | Ministry of Health                                 | April 4, 2016-Present      | 2                  |

To date, World Learning has engaged 11 advisors on seven different projects through PtP. The projects vary greatly in terms of duration and level of effort with one advisor engaged for one week and others engaged full time for up to a year. In some cases, USAID asked World Learning to recruit advisors, with stakeholders in Ukraine making the final selection; in other cases USAID identified consultants directly for World Learning to engage. Below is a summary of each projects' accomplishments:

##### IV.4.1 AGRICULTURE POLICY

██████████ second contract was extended from December 31, 2015 to September 30, 2016. Continuing on his work with the Ministry of Agrarian Policy and Food of Ukraine (MAPF), ██████████ (A British consultant who is based in Greece) made 13 trips to Ukraine and provided occasional remote support during this reporting period. He accomplished the following:

- Creation of a Master Action Plan that is intended to guide implementation of all main reform actions in the sector in 2016 and beyond.
- Drafted detailed Department/Agency level operational work plans for the implementation of the Master Action Plan for 2016 (anticipated to focus upon, but not limited to, the Rural Development Department, Strategic Planning and Analysis Department and the State Service for Food Safety and Consumer Protection.
- Completed a proposed theoretical structure of MAPF which aims to align MAPF with the main priorities of the ARD 2020 strategy and cluster all core priority functions.
- Creation of a draft framework for the MAPF Institutional Restructuring Plan.

##### IV.4.2. HEALTH FINANCE

██████████ an international consultant from Kazakhstan has been engaged since July 1, 2015 as an advisor to the Ministry of Health (MOH). She advises on a wide range of technical

and programmatic activities. She provided support during the health budget execution process and is currently supporting the following activities:

- Implementation at preferred health care facility and hospital levels of new payment methods
- Institutional development of MOH Finance Department and finance reform
- Administrative reform on decentralization and health reform at PHC and hospital levels
- Development of the State Guaranteed Benefit Package, including out-patient drug benefit scheme
- World Bank project implementation

#### **IV.4.3. LAND TENURE**

██████████ an international consultant based in the U.S., has been engaged to provide legal advice, training and recommendations to the Kyiv City Administration on issues pertaining to land allocation, permitting, construction and the negotiation of settlements for existing non-compliant cases. His initial six-month engagement began on September 1, 2015, but was extended for an additional six months and will now end on August 31, 2016. To date ██████████ has been engaged in the following activities:

- Trainings for staff of the Kyiv City State Administration (KMDA)
- Review of municipal land ordinance, zoning and property laws
- Review of existing projects identified as being in violation of local laws and provide advice on a return to compliance or referral for prosecution
- Support the implementation of pilot training project for KMDA staff

#### **IV.4.4. PENSION REFORM**

Three international pension experts from the U.S. and Australia and one local pension expert have been engaged to support the Pension Fund of Ukraine (PFU) and the Ministry of Social Policy (MSP) to address urgent pension issues and provide feedback, technical assistance and general advice to the MSP, Ministry of Finance, PFU, Foundation for Support Reforms in Ukraine (FSR) and USAID.

The team is comprised of ██████████. ██████████ have taken five and two trips, respectively, to Ukraine with each anticipating an additional trip in the upcoming months. ██████████ has provided two days of remote support and is not expected to make additional contributions to this project. ██████████ is based in Kyiv and has provided continuous full-time support since September 17, 2015. Her contract was extended until July 31, 2016.

The accomplishments of the team to date are:

- Introduction of a new payment system
- Develop methods for assessing the impact of the new social insurance contribution
- Develop recommendations and proposals for further pension reform in Ukraine
- Draft laws on pension reform to be submitted to parliament

- Review and provide recommendations on structure of IT department and security procedures for protection of data and software

#### **IV.4.5. CUSTOMS REFORM**

██████████ was engaged for a period of nine days to support the Ministry of Finance by completing a technical review of customs reform, modernization and related new trade facilitation and compliance programs. The objective of this short-term project was to identify issues faced, needed reforms and provide recommendations for specific technical assistance that is needed in the customs and trade sector. ██████████ is a U.S.-based consultant who was able to interrupt a long-term assignment in East Asia for this role. He accomplished the following:

- Created a briefing for U.S. Embassy personnel which details findings and recommendations for priority assistance support.
- Provided assistance with questions on topics that arose during the course of the assessment
- Provided a written report which summarizes the assessment findings and recommendations.

#### **IV.4.6. WASTE MANAGEMENT**

The City of Kyiv is holding a tender to determine solid waste carriers and ██████████, a local consultant, is currently engaged for six non-contiguous weeks as an advisor to oversee this process. In this role he has drafted the tender announcement and qualifications. He will also be monitoring the selection process which is currently scheduled to take place in June, 2016.

#### **IV.4.7. MINISTRY OF HEALTH-PHARMACEUTICAL PROCUREMENT REFORM**

██████████ both local Ukrainian consultants, have been engaged on year-long contracts to support the Ministry of Health on pharmaceutical procurement and supply chain reform at the oblast level. They will work with a national level advisor who has been contracted by UNDP. ██████████ started their contracts on April 4, 2016 and April 12, 2016, respectively.

## V. PROJECT MONITORING AND EVALUATION

The table below shows PtP Ukraine Performance Indicators from the Project's Performance Monitoring and Evaluation Plan (PMEP), with data collected as of May 20, 2016.

### USAID Ukraine PtP Performance Indicators

| Results Hierarchy | Indicator   | Yr1 | Yr1 Fact       | Yr2 | Yr2 Fact       | Yr3 | Yr3 Fact       | Yr1-3 Fact Total/ Av | Yr4 | Yr5 | Total |
|-------------------|---|-----|----------------|-----|----------------|-----|----------------|----------------------|-----|-----|-------|
| 1.1.1             | Number of participants completing project/exchange (note: target is for minimum 30% women)<br><br>Female<br>Male  | 70  | 79<br>49<br>30 | 70  | 79<br>40<br>39 | 90  | 89<br>43<br>46 | 247<br>132<br>115    | 90  | 90  | 410   |
| 1.1.2             | Number of exchange projects designed, approved and completed  | 7   | 8              | 7   | 8              | 9   | 9              | 25                   | 9   | 9   | 41    |
| 1.1.3             | Percentage of participants who report that they have obtained relevant new skills or knowledge as a result of the exchange (Likert Scale 5-point agreement) | 80% | 87%            | 85% | 97%            | 90% | 93%            | 92%                  | 90% | 90% | 87%   |
| 1.1.4             | Percentage of participants who report that the exchange met most or all of their professional and personal expectations (Likert Scale 5-point fulfillment)  | 80% | 91%            | 85% | 94%            | 90% | 91%            | 92%                  | 90% | 90% | 87%   |
| 1.1.5             | Number of follow-on activities provided (workshops, seminars, TA/mentoring, grants, etc.)   | 0   | 0              | 2   | 2              | 2   | 3              | 5                    | 2   | 2   | 8     |
| 1.1.6             | Percentage of women utilized as presenters at training and exchange programs  | 10% | 56%            | 10% | 43%            | 15% | 49%            | 49%                  | 15% | 20% | 15%   |
| 1.1.7             | Percentage of applicants for participation that are women   | 40% | 40%            | 40% | 55%            | 50% | 56%            | 50%                  | 55% | 55% | 50%   |
| 1.2.1             | Percentage of alumni who have multiplied their training to colleagues within 3 months of exchange completion  | 80% | 100%           | 90% | 100%           | 95% | 100%           | 100%                 | 95% | 95% | 92%   |
| 1.2.2             | Percentage of alumni who report that they have made progress on their action plan in the 3 months following the   | 70% | 100%           | 75% | 100%           | 80% | 98%            | 99%                  | 80% | 80% | 78%   |

| Results Hierarchy | Indicator   | Yr1 | Yr1 Fact | Yr2 | Yr2 Fact | Yr3 | Yr3 Fact | Yr1-3 Fact Total/ Av | Yr4 | Yr5 | Total |
|-------------------|---|-----|----------|-----|----------|-----|----------|----------------------|-----|-----|-------|
|                   | exchange  |     |          |     |          |     |          |                      |     |     |       |
| 1.3.1             | Percentage of alumni that report that they have implemented at least one new or improved practice, method or technique in their parent organization within 6 months following the exchange          | 50% | N/A      | 70% | 84%      | 75% | 44%      | 64%                  | 75% | 80% | 74%   |
| 1.3.2             | Percentage of alumni who report that they have completed their action plan within 6 months following the exchange   | 60% | N/A      | 67% | 22%      | 70% | 44%      | 33%                  | 75% | 75% | 70%   |
| 1.3.3             | Number of organizations that USAID contractors and grantees report improved performance attributable to the exchanges<br>(Note: Cannot be targeted until WL knows number of organizations involved) | TBD | N/A      | TBD | N/A      | TBD | N/A      | N/A                  | TBD | TBD | TBD   |
| 2.1.1             | Number of participants who are registered with (1) "International Exchange" (formerly State Alumni, (2) PtP website or (3) both   | 63  | 79       | 63  | 74       | 81  | 89       | 81                   | 81  | 81  | 369   |
| 2.2.1             | Number of visits to website(s) in the 3 months post-training/exchange by alumni   | 150 | N/A      | 150 | 177      | 250 | 362      | 230                  | 250 | 250 | 1050  |
| 2.2.2             | Percentage of alumni who report that they have continued to communicate with fellow alumni 3 months following the exchange  | 50% | 67%      | 60% | 100%     | 75% | 100%     | 100%                 | 75% | 75% | 70%   |
| 2.3.1             | Percentage of alumni who report that they have found the website(s) as a useful tool for (1) keeping contact with fellow alumni, (2) making new contacts, (3) obtaining information and resources   | 67% | 100%     | 70% | 71%      | 75% | 89%      | 87%                  | 75% | 80% | 75%   |
| 2.3.2             | Number of joint activities launched among PtP alumni (collaborative projects, papers, workshops, etc) within 6 months following the exchange  | 1   | N/A      | 2   | 9        | 3   | 5        | 13                   | 3   | 3   | 12    |

| Results Hierarchy | Indicator  | Yr1 | Yr1 Fact | Yr2 | Yr2 Fact | Yr3 | Yr3 Fact | Yr1-3 Fact Total/ Av | Yr4 | Yr5 | Total |
|-------------------|--|-----|----------|-----|----------|-----|----------|----------------------|-----|-----|-------|
| 3.1.1             | Number of local media events conducted during projects   | 5   | 5        | 6   | 9        | 7   | 4        | 6                    | 7   | 7   | 32    |
| 3.2.1             | Number of participating organizations whose participation in PtP are reported in the Ukrainian media                               | TBD | 16       | TBD | 42       | TBD | 39       |                      | TBD | TBD | TBD   |
| 3.3.1             | Number of positive media coverage items about PtP and participating persons and organizations released by Ukrainian media          | TBD | 16       | TBD | 42       | TBD | 39       |                      | TBD | TBD | TBD   |
| 4.1.1             | Number of sub-contractor personnel trained in USAID policies, procedures and systems   | TBD | 4        | TBD | 4        |     | 4        | 4                    |     |     |       |
| 4.2.1             | Number of new systems, practices and/or procedures put into place by the sub-contractor towards compliance with USAID requirements | TBD | 7        | 5   | 7        |     | 8        | 22                   |     |     |       |
| 4.2.2             | Number of PtP programs implemented by sub-contractor (CEUME) with minimal support from World Learning or PH                        | 1   | 0        | 3   | 2        |     | 3        | 6                    |     |     |       |
| 4.3.1             | Mission inspection and confirmation of sub-contractor compliance with USAID requirements   |     | N/A      | Y   | N/A      | Yr3 | N/A      | N/A                  |     |     |       |

#### Notes on Selected Performance Indicators:

- 1.1.1. It is a USAID requirement to strive for 50% participation of women. During this reporting period of PtP the percentage of women was 48%. This is a decrease from the previous year, due to the following factors: 1) For some programs recruitment focused on high-level government officials where men are significantly dominant (for example, the E-Governance group included nine men and one women); 2) In other selected topic areas, such as irrigation, male practitioners also dominate.
- 1.1.3. This indicator exceeds the target by 3%, reflecting that the project entered its mature stage in terms of team effectiveness and coordination.
- 1.1.6. Women presenters comprised 49% of all presenters on PtP training programs, despite the fact that some of the training topics are dominated by men even outside Ukraine.
- 1.2.1. This indicator is 100% because the majority of alumni were delegated by their organizations to apply for training and were therefore expected to share knowledge

- gained through presentations, workshops, seminars and trainings for their colleagues and published articles about their internships.
- 1.2.2. This indicator is 98% because activities to share knowledge, experience and lessons learned through presentations, workshops and trainings were part of the vast majority of Action Plans developed by the PtP participants. It is also a requirement of the organizations where participants work and that supported participants' applications to the PtP programs. This is reflected in the stakeholder agreement and conditions of sponsorship where participants commit to disseminating their training experience.
  - 1.3.2. This indicator is 45%, lower than targeted for the third year but double from the prior year. As a result of training conducted for CEUME's staff, the action planning component in Pre-Departure Orientation was improved to focus participants' Action Plans on achievable realistic goals and tasks.
  - 2.1.1. Since the PtP application process was facilitated by CEUME online, all participants were required to register on the PtP website.
  - 2.2.1. Results from the 3-month evaluation proved that the PtP website is a popular tool among alumni. A majority of alumni visited the PtP website during the 3-months post-training period.
  - 2.2.2. As indicated in the 3-month evaluation, 100% of alumni keep in touch with each other using all kinds of personal communications including meetings, telephone calls, email correspondence, social media and through professional networks.
  - 2.3.1. PtP website and PtP Facebook page is considered by alumni as an efficient tool for information dissemination about PtP training programs, alumni news, success stories and opportunities to receive funding for the new projects/trainings. In addition, through PtP website PtP alumni receive access to information on fellow alumni, new contacts and other resources useful for alumni.
  - 2.3.2. As indicated in the 6-month survey PtP alumni launched 5 joint programs. Survey results indicate that alumni communicated actively not only within their group but also with other groups' alumni. Typical joint projects include TOT, workshops, seminars, articles.
  - 3.1.1. For more details on these media exposures see Appendix I.
  - 3.2.1. For more details on these media exposures see Appendix I.
  - 4.1.1. CEUME's key staff (four people) were trained in action planning approach to strengthen their ability to guide participants during PDO with developing their Action Plans.
  - 4.2.1. During Year 3, PH International reviewed CEUME policies and procedures with CEUME related to the Super Circular and continued to monitor changes and revisions to Participant Training and Exchange Visitor related documents to ensure the use of the most recent forms and practices within the PtP Ukraine project for example, revisions made to Conditions of Sponsorship for U.S.-based activities, AID 252-1, in October 2015, update of participant Consent and Release form, update of action planning procedures and guides).

## VI. SUCCESS STORIES

The following PtP success stories were submitted to USAID this year:

**“Energy Efficiency through Restructuring Gas Transportation System and Building Capacity among Ukrainian Professionals”** As an expert in the Ukrainian oil and gas market working in the International Center of Modern Studies, [REDACTED] participated in spring 2015 in the PtP study tour in the Czech and Slovak Republics. The ultimate goal of this training

was to improve efficiency in Ukrainian gas transportation through restructuring and capacity building. [REDACTED] maintained close contact with the company that hosted her study tour, KNO Cesko, and partnered with them to receive financial support from the Vishegrad Fund to implement a new joint project called "Unified Gas Market and Energy Security of Vishegrad Countries: Models, Challenges and Perspectives." This project will study Vishegrad cooperation in the gas market with a focus on opportunities for Ukraine's participation in regional cooperation projects.

**“Improving Methods and Skills to Reduce Administrative Burden on SME Sector”** [REDACTED], experts in regulatory policy took part in this PtP study tour in the Netherlands in May 2015. After returning from this training [REDACTED] Consultant Assistant of the Member of Verkhovna Rada of Ukraine, developed four draft laws introducing implementation of the efficiency assessment tools that he studied in the Netherlands. The first of these laws, the Draft Law on State Registration of Legal Entities, Individual Entrepreneurs and Civic Organizations, was adopted by Verkhovna Rada on November 25, 2015. In addition, to justify the rationale for this law [REDACTED] developed Explanatory Notes that included a model example of a quantitative assessment of the regulatory impact on the SME sector and described how to develop draft law justifications utilizing this tool. “Exposure to European experience and practices and exchange ideas between Ukrainian and EU experts is extremely valuable,” [REDACTED]

Along with experts from the State Regulatory Service of Ukraine another participant of the same training, [REDACTED] a Senior Researcher of the National Institute for Strategic Studies developed a Ukrainian version of the SME-Test, called the M-Test to analyze the impact of the new regulations on the SME sector. This tool was targeted to measure the administrative burden of small businesses and therefore reduce it. As a result the Draft Resolution of the Cabinet of Ministers was developed to introduce a modified SME-Test in Ukraine and support creation of a favourable business climate. Utilization of M-Test methodology provided justification for excluding small businesses with annual incomes less than 1 million Ukrainian Hrivna from applying several mandatory regulations.

**“Political Finance Monitoring and Advocacy for Reform”**: In February 2015 ten participants visited the Czech Republic to learn from the results and experience of Czech civil society in the struggle for greater transparency and integrity in public life. The Ukrainian group included experts engaged in the development of legislation on political financing such as investigative journalists and CSO activists. During this program they studied European standards and instruments to reform political finance, including monitoring practices relative to the Ukrainian context and specifically focused to improve transparency of political campaigns and election funding. The achievements of Czech civil society and media inspired Ukrainian journalists and experts to write a number of publications for the leading Ukrainian media that support the introduction of European tools, methods and approaches to monitor political campaign in Ukraine and ultimately helped to develop and shape the Ukrainian Law on Political Finance. Participants’ joint advocacy efforts resulted in successful adoption of this law by the Verkhovna Rada in October 2015 to reinforce transparent budgeting of political parties and financing elections in Ukraine. “Program presentations in Prague helped me to create a TV spot about absence of the financial statements of Ukrainian parliamentary candidates,” shared [REDACTED] Investigative journalist working on the First National Chanel.