PD-ACA-652

Ukraine Market Reform Education Program

December 1, 1998 – May 15, 2002

FINAL REPORT

submitted by Gavin Anderson & Company
in cooperation with The PBN Company
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to the USAID Office of Private Sector Development
USAID Mission to Ukraine, Moldova, and Belarus

Contract No. 121-C-00-99-00702-00

I. INTRODUCTION

The Ukraine Market Reform Education Program (UMREP) - funded by the United States Agency for International Development (USAID) and implemented in cooperation with the Cabinet of Ministers of Ukraine and other GOU counterpart agencies - served as a national public education and information project managed by Gavin Anderson & Company and The PBN Company.

The original goal of the program, launched in September 1993 by previous contractors, was to increase awareness and participation in the Ukrainian government's mass privatization program. In April 1997, UMREP's mission was expanded to include public education on a broad range of privatization and post-privatization issues, including small and medium-sized business development, land privatization, credit union development, social sector reform, corporate governance, tax reform, deregulation, shareholder rights and other economic issues.

This final report covers public education activities during the term of this contract, December 1, 1998 – May 15, 2002, in accordance with contract no. 121-C-00-99-00702-00.

II. EXECUTIVE SUMMARY

Gavin Anderson/PBN achieved and exceeded all results specified in its contract "statement of work." Over a three-year period, December 1998 through May 2002, the UMREP program utilized a nationwide communications network to implement public education campaigns targeting the citizens of Ukraine with the resources described in this report. Some of the most effective tools included the following:

1. Far-reaching network of national and regional press clubs and a database of 600 journalists;
2. Solid relations with prominent TV and radio stations, both national and regional, providing broadcast of our programs to a wide audience;
3. Efficient distribution of UMREP-produced print materials, periodicals and media monitoring to citizens and key decision-makers across the nation;
4. Productive cooperation with partners at USAID, USAID contractors, Ukrainian NGOs, and other donor projects thereby sharing the UMREP pool of expertise and resources;
5. Effective training programs which have been commended for their level of professionalism;
6. Expert Information Line consultations to tens of thousands of citizens throughout Ukraine on reform-related topics; and
7. A network of 150 think tanks/analytical centers throughout Ukraine that share information and provide regional feedback.

During this contract, **UMREP served as the core technical, facilitating and advisory source in the area of public education and information dissemination on economic reform and social issues for USAID and its contractors.**

- ✓ UMREP provided support with design and implementation of public education and information dissemination campaigns involving 22 USAID contractors, 12 NGOs and business associations and eight GOU Ministries.
- ✓ In its public information efforts, UMREP partnered with other donor organizations, such as the World Bank, Canadian technical assistance programs, and the United Nations Development Programme.

UMREP developed Ukrainian local staff and partner capacity and invested heavily in institutional development efforts.

- ✓ UMREP provided technical assistance and management oversight to local staff to develop a sustainable Ukrainian NGO to continue UMREP-like public education activities.
- ✓ Twelve part time regional press clubs were grown into full time press clubs to help foster a free and independent press and support regional journalism.
- ✓ Radio programs distribution was expanded to 29 additional regional radio stations via a cooperative relationship with Internews.
- ✓ More than 500 journalists were trained by UMREP on various reform topics.
- ✓ A database of 600 journalists in the regions was developed.
- ✓ More than 2,000 Ukrainian government officials went through media relations and public speaking training.
- ✓ Hundreds of NGO leaders were trained on fundraising, strategic planning, public speaking and media relations.

UMREP supported Ukrainian private media and production companies by maintaining significant business relationships with different Ukrainian companies and individuals:

- ✓ Seven TV companies, five TV production studios, 16 creative teams (journalists, cameramen, editors), seven radio stations, 12 freelance radio journalists, five printing houses, 45 freelance journalists writing for UMREP print publications, 24 press club heads and 12 press club coordinators, and two print press monitoring organizations.

III. GOALS AND OBJECTIVES

The contract "statement of work" identifies the following goals and objectives for the UMREP program:

- ✓ Help affect the transition from a command to a free-market economy and thereby foster an enabling business environment which is secure, transparent and hospitable to both domestic and foreign investment and promotes the principles of SME development; and

- ✓ Promote public awareness and support efforts in social sector restructuring, including pension reform, land reform, tax reform and deregulation, post-privatization initiatives, shareholder rights and corporate governance, and women's economic empowerment.

The "statement of work" also instructs UMREP to:

- ✓ Devise effective information campaigns for a variety of economic and social reform areas;
- ✓ Determine the most effective information channels through which information will be disseminated;
- ✓ Advise on sources and facilitate access to local design and production firms;
- ✓ Consult on how to approach media companies in order to form contractual relations with local broadcast media; and
- ✓ Train media and public relations staff.

As a secondary task, UMREP was to provide, to the extent possible, continuity with the earlier USAID public education program in the following areas:

- ✓ Archives, files and other background information on UMREP resources and contacts;
- ✓ In-house trained cadre of public relations and education professionals;
- ✓ Continued development of indigenous Ukrainian institutions, private and public, to implement parts or the whole of public information efforts;
- ✓ Promote the creation of a vibrant, independent and free media;
- ✓ Provide regular monitoring of television, radio and print media on coverage related to Ukrainian reforms; and
- ✓ Continue institutional development activities with the press club network, TV and radio programs, monthly publications, the Information Line, and other.

IV. MAJOR ACCOMPLISHMENTS

Gavin Anderson/PBN utilized numerous public education/information channels and venues to achieve the program's main goals and objectives, as well as the specific benchmarks and deliverables. Major public education accomplishments achieved by Gavin Anderson/PBN during the contract period include:

- ✓ Over 56 percent of Ukraine's population supports private entrepreneurship development in Ukraine in the year 2000 as opposed to 49 percent in 1996. A survey commissioned in 2000 and conducted by the Democratic Initiatives Foundation revealed increasing levels of support for private business development.
- ✓ The survey also revealed that Ukrainian TV broadcasts including such UMREP shows as "Crossroads" are the primary information sources on economic development in Ukraine (among 81 percent of the population). Other top sources include the Ukrainian print media (50 percent) and Ukrainian radio broadcasts including such UMREP programs as "Reform

Diary," "Market from A to Z," "Hello, You Are on the Air," "Economic News" daily and "Breaking Issues."

- ✓ The law on credit unions was passed in Parliament in 2001, due to the efforts of the UMREP public education program, which included intensive support for the law, press clubs in all the regions, two films about the credit union movement, numerous TV segments, special brochures and pamphlets, as well as a special issue of "100 Thousand" magazine devoted to the credit union movement.
- ✓ An intensive three-month land reform campaign, which resulted in the distribution of more than 200,000 brochures to rural landowners, 25 press clubs, two 20-second infomercials, and regular TV and radio segments on aspects of land reform and land ownership.
- ✓ The development of an independent network of regional press clubs comprised of 12 regular ("pilot") press clubs, which are permanent clubhouses for journalists with a library, access to the Internet, information gathering services, and a permanent coordinator. The network also includes 12 press clubs which meet on a monthly basis. The Kyiv National Press Club meets on a weekly basis. UMREP and the Committee of Voters are the only two non-governmental, independent organizations that have a nationwide network.
- ✓ The Ukrainian Think Tank Network was established and unites analytical centers via the website intellect.org.ua. The web site circulates information to over 150 think tanks/NGOs in Ukraine. The site receives on average 4,500 hits per month from 750 unique hosts (or viewing computers).
- ✓ Various UMREP media products, including TV's "Crossroads," radio's "Market from A to Z" and the print publication "100 Thousand," have won prestigious awards such as the Crystal Truth Awards (the "Ukrainian Emmy") and the "Order of St. Sophia," and other awards from the State Committee for Regulatory Policy, the UNICEF, the Ukraine Quality Association, the International Journalists' Festival and others.
- ✓ A well-trained cadre of Ukrainian public information specialists within the Gavin Anderson/PBN staff and within the GOU and among NGOs has been established and is effectively carrying out public information programs in economic reform, land privatization, capital markets, accounting reform, pension reform, and other sectors.
- ✓ Effective relations were established and sustained with counterparts from the Government of Ukraine, the US Embassy and USAID Mission, and other donors.
- ✓ UMREP successfully supported the establishment of the International Charitable Organization "Center for Ukrainian Reform Education" which has been awarded a five-year cooperative agreement from USAID to implement the follow on "Ukraine Reform Education Program." CURE employs a staff of almost 50 and provides professional, current information campaigns on both economic and social issues.

V. MASS MEDIA CHANNELS AND RESULTS

To achieve the aforementioned accomplishments Gavin Anderson/PBN made cost-effective use of the public education and information channels at its disposal. Major strategies included:

- ✓ Regular television and radio programming reaching a national audience of tens of millions of viewers and listeners each week delivered at a remarkable cost-effectiveness;
- ✓ A network of independent regional press clubs which held regular meetings and the National Market Reform Press Club in Kyiv;
- ✓ Massive preparation, design and distribution of brochures, posters, pamphlets and fact sheets;
- ✓ Information Hot Lines with 16 full time operators which offered answers to more than 3,500 individual citizens' questions each week;
- ✓ Regular publications including "New Courier," which was distributed to regional publications for reprinting, and "100 Thousand," targeted toward SME development and business associations. Each publication had a print run of between 5,000 and 10,000 issues, depending on the need for information. "New Courier" was distributed to television, radio and newspaper editors, parliamentary deputies, government officials, NGOs and key opinion leaders;
- ✓ An Internet network of think tanks united on the intellect.org.ua portal;
- ✓ A database of over 600 regional and national journalists through which reform messages were distributed;
- ✓ Trainings and seminars for journalists as well as government officials and NGO leaders on various reform topics, including pension reform, land ownership, journalism ethics, and other topics; and
- ✓ Cooperation with other USAID projects, as well as donor organizations and NGOs to generate synergy, partnership and cost-sharing.

TELEVISION DEPARTMENT

From the period between December 1998 and February 2002, UMREP produced over 160 "Crossroads" programs with a total of over 500 broadcasts. The program format was modernized with a new computer design and a new 20-second program advertisement. "Crossroads" was aired on the national television channels UT-1 and UT-2, ICTV, as well as in 1999-2000 on KTM, a commercial cable network. (See "Resource Guide" in Appendix 1 for days and times).

The key subjects for "Crossroads" segments included small and medium-sized business development, coverage of pension reform and efforts of the GOU on social protection of the population, deregulation, tax policies, the US-Poland-Ukraine Cooperation Initiative, local self-governance, macroeconomics, credit union movement, land reform, and women's economic empowerment.

In a nationwide omnibus survey carried out by SOCIS-Gallup in February 2001, almost 40 percent of the Ukrainian population viewed the "Crossroads" TV program. The show continued to be rated above the average ratings of other programs on the national state and private UT-1, UT-2 and ICTV channels. Twenty-five percent of all respondents considered information presented on "Crossroads" to be useful.

The first airing of the "Crossroads" TV program on UT-1 on Sunday afternoon draws a viewing audience of close to two million; a repeat of that show on UT-2 attracts about 350,000 viewers, while the airing of "Crossroads" on ICTV draws close to half a million viewers.

The program's monthly gross rating point (GRP) is close to 11 million viewers. We spend about $16,000 per month to produce and broadcast the program, which makes its cost per thousand at $1.51.

"Resident's Journey," a 30-minute show on the television channel Studio 1 + 1, ran for half a year and focused on practices of neighboring countries in regard to reforms in small business, credit union development, education, tourism, and health. Our correspondents traveled to post-Soviet and post-socialist countries, such as Latvia, Georgia, Moldova, Poland, the Czech Republic, Slovakia and Hungary to do investigative reports to share with Ukrainian citizens.

The TV department also worked on short films (approximately 15 minutes in duration) on such topics as land reform, pension reform and credit union development. They also gave advice and assistance in producing television features, programs and films to the IFC, the Western NIS Enterprise Fund, Financial Markets International, Winrock International, IBTCI, the Barents Group and others.

The television department, jointly with the Parliamentary Development Project (supported by USAID), produced a training video on public hearings for Ukrainian parliamentarians.

TV infomercial spots also proved to be very effective in getting the economic reform messages across to millions of Ukrainian citizens. These 20 to 30 second spots encouraged Ukrainians to believe in themselves and in their country. Topics such as "Start Your Own Business," "Big Matters of Small Business," "Be the Master of Your Land," "Discover Ukraine for Yourself," and "Learn More about Pension Reform" were well received by the viewing audience.

RADIO DEPARTMENT

A broad target audience along with exciting and current features made UMREP's radio programs one of its most successful activities. UMREP used the facilities of the state radio networks, the most affordable and wide-reaching mass media outlet in Ukraine, with two programs on UR-1 and UR-2. At the same time UMREP aired two other programs on Radio Dovira (FM) to reach younger audiences and other non-state radio listeners. Radio Dovira, along with its partner, Radio Liberty, covered 19 of the 25 oblasts in Ukraine. UMREP provided them with one talk show on reform issues

per month, as well as a weekly program on the NGO sector and daily economic news. (See "Resource Guide" for days and times.)

The radio department created a system of multi-formatted radio programming which offered exclusive possibilities for providing in-depth coverage of social sector or economic events. Some of UMREP's weekly radio programming package (totaling 60 minutes) was forwarded to Internews, who further distributed it to 29 regional stations for re-broadcasting.

Key findings from the SOCIS-Gallup omnibus survey show that 17 percent of the Ukrainian population were listeners of "Market from A to Z," and 10 percent of the respondents found the information presented on the program to be useful.

UMREP radio programs were broadcast on the most extensive Ukrainian radio networks: UR-1 and Radio Dovira-Niko FM. Fifty-seven percent of families have radios connected to the UR-1 cable network. Radio Dovira airs its programs in 19 oblasts, with a total population of 35 million people.

The total duration of UMREP radio programs aired on UR-1 is 320 minutes per month, while the total duration of UMREP radio programs on the Radio Dovira network is 204 minutes per month, for a total monthly on-air time of 524 minutes.

OPINION POLLING AND RESEARCH

The Ukraine Market Reform Education Program made extensive use of public opinion polling, focus group studies and research in determining attitudes about economic and social reform. Research results were used to objectively monitor program effectiveness and achievements; to develop themes and guarantee that messages were responsive and appropriate.

During the period of December 1998 through May 2002, UMREP conducted public opinion polls on people's attitudes toward economic reforms in Ukraine (an omnibus survey by SOCIS-Gallup International). In cooperation with the Democratic Initiatives Foundation, UMREP prepared analysis and a brochure with the results of the survey.

In cooperation with the Ministry of Labor and Social Policy, PADCO, the Democratic Initiatives Foundation and SOCIS research, UMREP conducted a national public opinion poll on pension issues in 2000. The results were published in a special issue of the "Social Policy" newspaper.

In cooperation with the Kyiv International Sociology Institute and Winrock International/Women's Consortium NIS-USA, UMREP conducted a public opinion poll on human trafficking.

As a part of regular program monitoring, UMREP also conducted an all-Ukrainian public opinion poll to evaluate the program's TV and radio programs via an omnibus survey with SOCIS-Gallup International.

INFORMATION HOTLINE

The UMREP Information Line began operating in September of 1997. The first of its kind consulting service in Ukraine, it has advised hundreds of thousands of Ukrainian citizens on issues pertaining to norms and regulations on state economic policy, as well as provided detailed information about the latest changes in legislation. Qualified consultants also explain difficult provisions of regulatory documents, as well as meanings of notions and terms. The Information Line's services – offered free of charge -- are available for everyone who wishes to use them: business persons, farmers, pensioners, NGOs, Ukrainian citizens, as well as citizens of other countries.

Citizens could consult with 16 operators, Mondays through Fridays, from 9 a.m. to 9 p.m. Operators had participated in internships with Ukrainian government agencies, in particular, experts from the State Tax Administration, the Ministry of Economy, the State Property Fund, the Ministry of Labor and Social Policy, the Ministry of Agriculture, the State Committee on Regulatory Policy, and others.

The Information Line had a computer database with texts of current Ukrainian laws and other regulatory acts. Since amendments and additions to legislation appear practically every day, the Information Line's database is updated on a regular basis, which ensures the consultants' timely reaction to these legislative changes. At the end of each week, consultants analyze the questions posed to them by telephone. UMREP publishes the most popular questions and answers in "Daily Advisory," which is distributed to the editorial offices of leading newspapers and news agencies.

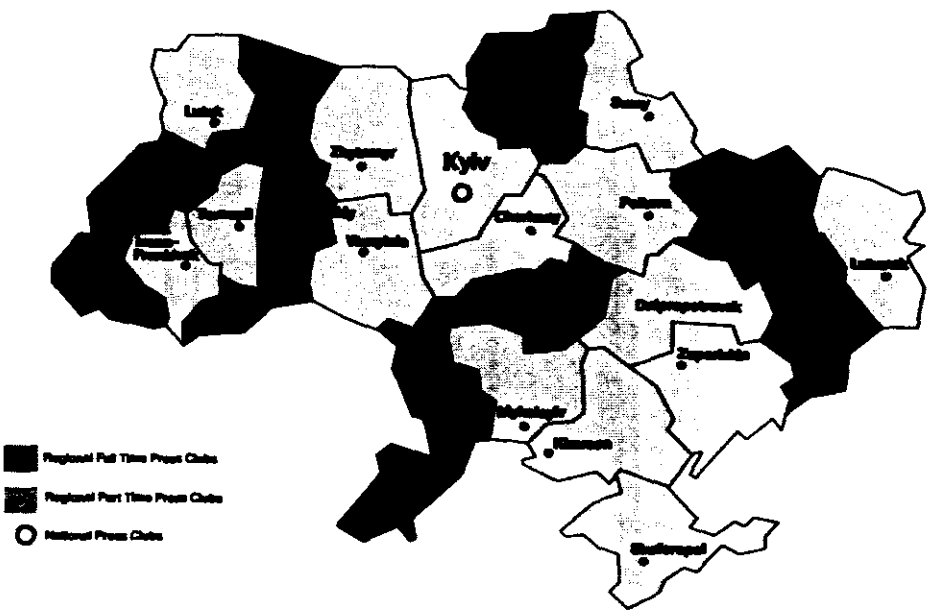
On average, the Information Line received approximately 3,500 calls per week, on such topics as how to start your own business, how to obtain a land title, how to privatize your apartment, international accounting standards, new changes in pension laws, how to register as a private entrepreneur, eligibility for housing subsidies, and other topics

The UMREP Information Line has also been instrumental over the years in training other hotline operators over the last five years, including the NEWBIZNET business association regional hotlines and the BIZPRO business association networks.

REGIONAL PRESS CLUBS

One of the most important resources UMREP offered was its regional press clubs and in particular the 12 full service press clubs in Kharkiv, Chernivtsi, Lviv, Kherson, Donetsk, Chernihiv, Uzhhorod, Odessa, Kirovohrad, Poltava, Khmelnytsky and Rivne. UMREP press clubs operated in all of Ukraine's oblast centers and in the city of Kyiv since 1994. In May 1999, UMREP enhanced its press clubs in the regions, creating a "pilot" press club program, helping to advance the goal of a free and independent media in Ukraine. They also provided journalists with the opportunity to exchange information on recent events in the fields of market and social reforms, and to interact with key government officials, political leaders, business representatives and NGO leaders. These included the President of Ukraine and his aides, the Prime Minister, Vice Prime Minister and Ministers of the Ukrainian Cabinet, heads of various state committees including the State Property Fund, the State Committee on Regulatory Policy, Verkhovna Rada deputies, prominent economists, NGO leaders, academics and sociologists.

Press Club Network



In May 1999, UMREP enhanced its press clubs in the regions, helping to advance the goal of a free and independent media in Ukraine. This new concept allows press club meetings and services in a club's own space as a fulltime gathering place for journalists.

In addition to regular meetings with interesting guests, the regional "pilot" project press clubs included:

- ✓ An opportunity to have an exclusive interview with an interesting person on "neutral" territory;
- ✓ Internet access and a library for those seeking additional information or the current news needed for preparing an article, TV or radio program;

- ✓ Access to e-mail or fax services for free; and
- ✓ Free access to the club's database on various issues.

The Kyiv National Press Club held 250 meetings from January 1999 through February 2002, and included such speakers as:

- Vice Premier Serhiy Tihipko
- Minister of Agrarian Policy Ivan Kyrylenko
- Deputy Agriculture Minister Petro Sheyko
- State Property Fund Chairman Oleksandr Bondar
- State Committee on Regulatory Policy Oleksandra Kuzhel
- Minister of Education Vasyl Kremen
- State Committee Chairman on Sports, Youth and Tourism Valeriy Tsiubukh
- Minister of Labor and Social Policy Ivan Sakhan
- Deputy Minister of Labor and Social Policy Olena Hariacha
- Parliamentary Deputy Volodymyr Riabchenko
- Parliamentary Deputy Valeriy Alioshyn
- Parliamentary Deputy Kateryna Vashchuk
- Parliamentary Deputy Anatoliy Matvienko
- Parliamentary Deputy Yuriy Yekhanurov

Among the most interesting topics at the press clubs were: the credit movement in Ukraine; problems and perspectives of green tourism in Europe and Ukraine; reforming the agricultural sector in Ukraine; the stages of pension reform in Ukraine; youth and business: what lies ahead; real problems concerning the privatization of housing in Ukraine; corporate governance and its development; anti-trafficking initiatives; the importance of SME development for Ukraine's economy; accounting reform and international standards; and reforming the educational system in Ukraine.

PUBLICATIONS

When UMREP took on the issue of small and medium-sized business development as a priority direction in 1999, focus group work was done to see which information channel would best provide timely information to small and medium businessmen. The conclusion of focus groups was that a monthly publication with "how-to" and educational information would be optimal. Thus, the magazine "100 Thousand" was launched. It is published on average on a monthly basis, and the circulation fluctuates from 7,500 to 10,000 copies, depending on the topic.

The magazine "100 Thousand" was praised by its readers as "very useful and very needed." "Your magazine is one of the torches in the darkness of unstable legislation," wrote a regular reader. "I would like to express my sincere gratitude to

the editorial team...in my office your magazine is a manual," said a director in Sumy. The magazine has also been praised by the State Committee on Regulatory Policy, as well as small business associations throughout the country. Distribution occurs through small and medium-sized business associations and the State Committee on Regulatory Policy.

100 ТИСЯЧ НОВИЙ КУР'ЄР

The "New Courier" magazine made articles available for reprinting at the regional (oblast, city, raion) levels, giving citizens in the regions access to information. With a circulation of between 4,000 and 5,000 issues a month, "New Courier" was distributed to 1,195 editorial offices throughout the country. Part of the print run was also sent to the President's Administration, Verkhovna Rada, the Cabinet of Ministers, the Pension Fund, such ministries as Labor and Social Policy, Regulatory Policy, Agricultural Policy, local government administrations and many NGOs.

"New Courier" was made available on line, as e-Courier (e-courier.umrep.kiev.ua), to help bring information to editors before print publication and in electronic format.

кур'єр порадник

Moreover, specialized brochures were developed in cooperation with program partners and distributed on a national basis. These products were developed with technical experts to reach specific target audiences and assist them in achieving their goals. Some of the brochures that were produced include:

"Land Reform. Questions and Answers"	220,000 copies
"Tax Inspector Is Coming"	25,000 copies
"First Steps in Small Business"	10,000 copies
"Public Relations for NGOs"	12,000 copies
"Pension Reform – Questions and Answers" (series of 4)	16,000 copies
"Key Questions in Pension Reform"	6,000 copies
Green tourism brochure (1&2)	12,000 copies
"CURE PR Brochure"	3,000 copies
and many more	

COOPERATION WITH OTHER PROJECTS

UMREP worked with a number of USAID projects to increase the reach and effectiveness of providing public education activities to promote market and social reforms. All of these partnerships enhanced our programs and allowed us to increase the scope of our impact. Here are just some examples of our cooperation with other USAID programs:

- ✓ WINROCK INTERNATIONAL: organizing national and regional press clubs for "Women for Women" centers; developing publishing and distributing informational booklets and brochures; organizing and producing TV segments

for "Crossroads;" organizing and conducting radio talk shows on trafficking and domestic violence issues; conducting media and public speaking training for project leaders such as "Public Relations for Women's NGO Development;"

- ✓ ACDI/VOCA: providing media coverage for various activities; conducting media and public speaking trainings for ACDI/VOCA staffers and leaders of the food processing association; distributing information about ACDI/VOCA events at the regional and national levels;
- ✓ IFC: conducting regional journalist training programs on unfinished construction privatization sites;
- ✓ IREX ProMedia: jointly providing trainings for economic journalists on their legal rights and responsibilities as journalists;
- ✓ BARENTS GROUP: conducting focus groups to test the effectiveness of their TV shows on enterprise restructuring and designing a brochure for their project;
- ✓ DAI: working together to promote NEWBIZNET through the regional press clubs and co-financing the first year of UMREP's popular SME magazine, entitled "100 Thousand;"
- ✓ IBTCI: broadcasting print ad and radio infomercial campaigns to announce international accounting standards;
- ✓ RONCO: producing brochures and pamphlets on land reform issues;
- ✓ FREEDOM HOUSE: instituting a series of training programs for economic think tanks and NGOs, organizing national conferences, publishing a handbook on public relations for NGOs;
- ✓ POLISH-AMERICAN-UKRAINIAN COOPERATION INITIATIVE: planning and organizing the press conference which launched this program;
- ✓ PADCO: providing training and media support to the social protection program, concentrating on pension reform and other social assistance issues; preparing a film on the history of pension reform; designing and publishing booklets and pamphlets; organizing trainings for journalists and government workers;
- ✓ US-UKRAINE FOUNDATION: supporting the municipal development program with 18 partnership cities by providing media coverage on the regional level;
- ✓ CHEMONICS: working with UKRELS on press clubs and seminars with the Ukraine Enterprise Land Sales Project; and
- ✓ DELOITTE TOUCHE TOHMATSU: designing brochures for the Commercial Law Center and providing media and public speaking training.

Besides UMREP's cooperation with USAID contractors and grantees, the program worked with numerous counterparts, such as:

- ✓ World Council of Credit Unions
- ✓ National Association of Credit Unions of Ukraine
- ✓ Association of Green Tourism
- ✓ Association of Bookkeepers and Accountants
- ✓ Association of Taxpayers
- ✓ NIS Women's Consortium
- ✓ Association of Farmers and Landowners of Ukraine
- ✓ Democratic Initiatives Foundation
- ✓ numerous NGOs, both regional and national

UMREP also closely cooperated with the World Bank, the United Nations Development Programme and the Ukrainian Ministry of Economy to promote "Building Capacity and Consensus for Reforms in Ukraine," a public hearings program conducted throughout Ukraine.

GOVERNMENT RELATIONS

Throughout the history of the program, UMREP always made special efforts to establish and sustain good working relations with officials from the Government of Ukraine, as well as regional - oblast and city - government leaders. UMREP's counterpart liaisons worked closely and effectively with the Prime Minister for Economic Reform, the Ministry of Labor and Social Policy, the Ministry of Agriculture, the Ministry of Economy, the National Bank, such state committees as the State Tax Administration, the State Committee on Entrepreneurship, which later became the State Committee on Regulatory Policy, the State Property Fund, and the State Committee on Youth, Sports and Tourism.

Moreover, Team Leader Marta Kolomayets became a consultant in the Council of Consultants for the First Vice Premier of Ukraine Yuriy Yekhanurov. The Council, composed of 10 members, met with Mr. Yekhanurov and/or his staff on a weekly basis while he was vice premier to advise and consult on government priorities.

WORK WITH NGOS AND THINK TANKS

A conference entitled "Ukrainian Think Tanks and the Government: Initiative–Dialogue-Cooperation," organized by UMREP, the International Renaissance Foundation and the Democratic Initiatives Foundation, began a new phase of activity for UMREP in 2000. Among the outcomes of the national conference was the recognition of the need for a specific resource that would enhance communication among independent think tanks and their target audiences. This is how the Ukrainian Think Tank Network and Internet portal, intellect.org.ua, was launched. Its creation helped analytical centers communicate with each other as well as present their information to the public at large. The site was officially launched on March 1, 2002, by US Ambassador Carlos Pascual who highlighted the importance of such a resource to aid in the development of a full-fledged democracy and market economy in Ukraine.

Мережа аналітичних центрів України

Further work by UMREP in the development of the NGO sector in Ukraine included organizing training for think tank leaders in Washington, D.C. and in Poland, the publication of a brochure on public relations for NGOs, and press clubs about leading NGOs in the regions.

TRAINING

Over the three years of this contract, UMREP trained over 4,000 people on such topics as Media and Presentation Skills. Participating in such courses were Ukrainian Government officials, including: the Minister of Finance Ihor Mitiukov, Head of the Parliamentary Committee on Privatization Olexandr Riabchenko, Head of the Licensing Chamber Serhiy Tretiakov, Deputy Minister of Labor and Social Policy Olena Hariacha, as well as press secretaries of government agencies, NGO and think tank leaders, and international partner organizations such as Winrock, the International Finance Corporation, Counterpart, Caritas, ACDI/VOCA, UkrRels, the Enterprise Restructuring Project, the Ukraine Credit Union Development Assistance Program, the Barents' Group and the IREX-ProMedia Project.

UMREP also took pride in the fact that it offered educational seminars for regional media, including economic reporting for journalists, legal protection of journalists, administrative reform for journalists, and pension reform for journalists.

Under a "buy-in" from PADCO, UMREP trained almost 2,000 government workers in the regions on the newest policies in the social sector, including non-state and state pension funds, the three-pillar system and other key issues.

Working with the Public Affairs Office in Kyiv and the State Department, UMREP developed a number of training courses in the United States, including a three week think tank and economic NGO course, a three week economic reporting course in the spring of 2001, an NGO management course in the spring of 2002 and a course for press club chairman on managing press clubs, also in the spring of 2002. Additional training was provided to UMREP staff on strategic planning, management strategies and team building.

CADRE OF LOCAL PUBLIC INFORMATION SPECIALISTS

As a means of educating and creating a well-trained cadre of local public information specialists, an in–house training department within UMREP organized public speaking, as well as media and crisis communication preparedness training seminars for UMREP staff, high-ranking GOU officials, press secretaries, other counterparts and USAID technical experts and contractors. Augmented by Gavin Anderson PBN specialists, these practical how-to training efforts transferred to local national experts the understanding, knowledge, experience and specific skills necessary to reach wider audiences directly and through the mass media about economic reform topics.

ESTABLISHMENT OF A SUCCESSOR ORGANIZATION TO IMPLEMENT FOLLOW ON PUBLIC EDUCATION ACTIVITIES

On June 6, 2001, USAID amended UMREP's "Statement of Work" to include a new task:

> "Ensure the adequate development of indigenous organizational expertise so a Ukrainian organization is available to conduct UMREP-type activities and it is eligible to receive US government funds."

The purpose of this task was to foster the development of a local organization that could continue to provide public education services after the conclusion of the UMREP project.

In order for a Ukrainian organization to become eligible to receive US government funds, it must meet US government grantee or contractor financial standards. Therefore, UMREP was instructed to assist a designated Ukrainian organization in the development and strengthening of accounting, administrative and managerial systems in order to ensure proper organizational management (i.e. according to GAAP in Ukraine). Afterward, the organization would undergo a Pre-Award Survey conducted by the USAID Office of Financial Management to determine eligibility to receive US government funds.

One of UMREP's major accomplishments was the establishment of the Ukrainian NGO named the International Charitable Organization "Center for Ukrainian Reform Education" (or "CURE"). CURE was founded by Ukrainian managers of the UMREP program and members of the regional press club network and was registered at the Ministry of Justice of Ukraine on August 2, 2001. UMREP engaged the services of Deloitte Touche Tohmatsu on behalf of CURE to develop manuals and conduct staff training on accounting, administrative and managerial systems such that they will satisfy USAID grant recipient requirements. After extensive preparation, CURE passed its Pre-Award Survey and was considered eligible to receive US government funds.

In addition to satisfying USAID requirements, CURE was committed to diversifying its funding base as a self-sustainability strategy. In its first several months, CURE won several significant grants from international donors, such as from the International Renaissance Foundation, the National Endowment from Democracy, the Avon Foundation and the Mott Foundation.

On December 21, 2001, USAID requested that CURE submit an application to implement the "Ukraine Reform Education Program" (or "UREP"), a successor program to UMREP. After submission of its application, CURE was awarded a cooperative agreement to implement the UREP program on February 25, 2002 and it is now successfully providing public education services in Ukraine. Almost all staff has remained with the program, all media products continue in full force, and the program continues to support USAID strategic objectives and serve USAID contractors and partners in Ukraine.

VI. LESSONS LEARNED

The "statement of work" called for conclusions regarding lessons learned in designing and implementing the UMREP project during the course of the current contract. Among the most important lessons learned are the following:

Individual's Lives Can Be Impacted
In line with USAID's strategy for 1999-2002, UMREP focused on creating information products "that touch people directly, immediately and tangibly." UMREP tried to achieve this aspect with a number of brochures it published on such topics as

starting your own small business, dealing with the tax inspector, becoming a landowner, setting up a credit union, developing green tourism, working with NGOs and think tanks, and other "how to" publications.

UMREP, through its system of regional press clubs and NGOs/think tanks was able to establish an independent distribution system for these brochures and other periodicals, which guaranteed that information got to the citizens of Ukraine directly. This became clear from letters and phone calls received from all regions of Ukraine thanking our staff for clear, understandable sources of information provided in written publications and from Information Line consultations.

Public Education Can Deliver the Vision and Hope for Social and Economic Reform
After several years of implementing public education activity in Ukraine, it became clear that the Ukrainian population did not have free access to the information necessary to realize their vision for an improved life. Moreover, as reforms stalled in Ukraine (impacting job security, wage stability, access to material goods, and much more), public education was one of the few mechanisms remaining that could deliver the vision and hope of reforms during difficult times. If US government-supported public education campaigns were not available to provide an alternate vision of the future, the political opposition and counteraction to the introduction of market reforms and political democracy would be much greater.

A Strategic and Systematic Approach to Public Education is Most Effective
UMREP also discovered that a strategic and systematic approach to public education programs can yield better results. For example, cooperating with other donors, such as the World Bank and the UNDP, can be more effective and eliminates duplication of effort. Likewise, UMREP learned that being the coordinator of various programs, i.e. highlighting similar messages with a number of contractors, can produce beneficial synergies. For example, working on small business development, land reform and green tourism all promote rural and often agricultural sector development.

Moreover, the impact of UMREP information tools grew exponentially when used together. It is known that individuals must perceive a certain message several times in order to remember it. When UMREP utilizes its radio, TV, print publications and press club network to promote one topic, the population of Ukraine is likely to hear a reform message at least three times and consider the reform information. Moreover, by operating a "one-stop shop" with many different information tools for USAID contractors, UMREP generated much greater awareness of reform issues than individual contractors could by themselves. Such an approach allows for significant economic and personnel economies of scale.

Journalistic Programs Can Operate Independently
UMREP, as mentioned earlier, provided independent information to journalists throughout its press club network. Another issue, no less important, is the fact that UMREP's nationally broadcast TV and radio programs were able to stay independent, transparent and could be held accountable for the programs it broadcast. UMREP's reporters and anchors held ethically high standards for the information they provided to Ukrainian citizens.

VII. CONCLUSION

Despite the challenging environment for implementing market reforms in Ukraine, this USAID-funded public education program was successful in quantitative and qualitative terms. The evolution of UMREP into a program implemented by a Ukrainian NGO is a success story in itself. It marks the first time in the history of the USAID Mission in Ukraine, Moldova and Belarus that a long-term grant of more than $200,000 was given to a local NGO, in CURE's case for $10 million over five years. This award is a reflection of the professionalism and capability of the UMREP staff. It also shows the US government's recognition of the public education structure built under the UMREP program and the wealth of opportunities available today to apply public education to pressing reform issues in Ukraine.

Throughout the last three years, UMREP proved that a well-planned and organized public education program, implemented together with USAID, other donors and the host government, as well as leading Ukrainian NGOs, can make important contributions to the development of a free market economy and a reform-oriented social sector in Ukraine.

Gavin Anderson & Company and the PBN Company are proud to have participated in this challenging yet rewarding public education program.

Appendix I – Resource Guide

UKRAINE MARKET REFORM EDUCATION PROGRAM
42-44 Shovkovychna Str, Kyiv Horizon Tower, 11th Floor,
Kyiv, Ukraine, 01004
Tel: 044 490 69 88 Fax: 044 490 69 89
A Project Funded by the United States Agency for International Development

УКРАЇНСЬКА ОСВІТНЯ ПРОГРАМА РИНКОВИХ РЕФОРМ
Готельно-офісний центр "Горизонт", вул. Шовковична, 42-44, 11-й поверх
Україна, Київ, 01004
Тел.: 044 490 69 88 Факс: 044 490 69 89
Проект фінансує Агентство США з міжнародного розвитку

Ukraine Market Reform Education Program (UMREP)

Project Resource Guide

The Ukraine Market Reform Education Program (UMREP) serves to promote public awareness and support for the transition from a command to a free-market economy and thereby foster an enabling business environment that is secure, transparent and hospitable to both domestic and foreign investment. UMREP produces weekly television and daily/weekly radio programming on economic reform topics; coordinates regular meetings of the national and regional press club network; publishes three publications on market reform and SME topics; provides a nationwide telephone information line service; and conducts liaison relations with Ukrainian and international counterparts. All program components incorporate small business development, women in development, social sector, employment, corporate governance, tax reforms, deregulation, privatization, shareholder's rights, land reform, and other economic issues in UMREP media programs and outreach.

TV Program

Crossroads: A weekly 30-minute television news magazine covering reform related issues, aired on Sundays (UT-1), on Mondays (ICTV), on Tuesdays (UT-2), on Saturdays (ICTV). Average impressions per month: 9.4 million.

Radio programs

Market A to Z: A 10-minute radio news magazine aired four times weekly on UR-1 on Tuesdays and Thursdays at 9:15 a.m., and on Saturdays and Sundays at 2:20 p.m. Average impressions per month: 3.6 million.

Reform Diary: A four-minute daily news program, aired five times weekly on UR-1 in morning news block (7:00 - 7:40 a.m.) and repeated again daily at various timeslots throughout the week. Average impressions per week: 20 million.

Hello, You are on the Air: A weekly 30-minute live radio talk-show aired on Radio Dovira-Niko FM, Friday at 2:05 p.m. covering 19 oblasts of Ukraine.

Economic News: News updates airing four minutes each weekday at 3:00 p.m. on Radio Dovira-Niko FM covering economic and social issues in Ukraine. A joint project with Radio Liberty.

Breaking Issues: A monthly 60-minute live radio talk-show aired on Radio Dovira-Niko FM the first Saturday of each month at 11:00 a.m. covering 19 oblasts of Ukraine (with Radio Liberty).

Socium: A weekly 8-minute program on Radio Dovira-Niko FM (with Radio Liberty) on NGOs and NGO-law issues, Thursday at 10:30 p.m.

Publications

New Courier: A print news tabloid published monthly, limited press run of 4,000 distributed as information resource for journalists throughout Ukraine, members of Rada, key government ministries, opinion leaders.

100-Thousand: A print magazine on small and medium-size business, published monthly with a press run of 7,500 copies.

Daily Advisory: Top issues concerning Ukrainians each week as identified through citizen calls to the UMREP Information Line, summarized and faxed to key newspapers and wire services.

National Economic Reform Press Club: Kyiv/weekly. Average attendance is 25-30 journalists.
Regional Economic Reform Press Clubs: Regional meetings in 24 oblasts; fulltime clubs in ten cities.

Information Line: Eighteen full-time staff answer questions on economic reform subjects, typically in response to television and radio topics covered in a given week. Calls average more than 3,000 per week. Telephone: 490-56-56.

UMREP Web Site: Features current and archived issues of UMREP publications in electronic format, suitable for cut-and-paste copy for newspapers *(www.umrep.kiev.ua)*, *(www.umrep.kiev.ua/infol.htm)*. UMREP has also established a new Web Site: *(e-courier.umrep.kiev.ua)*, where articles written for New Market Courier are posted before hard copy publication.