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MFEM Project

Municipal Finance & Management Training Assessment in Ukraine

ANNEX 5

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TRAINING ASSESSMENT IN UKRAINE

A. Background

A.1 Existing Levels of Training, Training Needs, and Capacity

With a few exceptions, municipal officials and key managerial and technical staff in Ukraine have not received formal training in municipal administration. Public administration degree programs are new in Ukraine, and the first degree-based program began with the creation of the Institute of Public Administration and Local Government under the Cabinet of Ministers in 1992 (later renamed the Academy of Public Administration). Apart from that institution, which offers a masters degree in Public Administration, there are few Ukrainian-based training organizations that provide training of a professional quality, with an emphasis on urban administration or local government management. Although some recent graduates of the Academy of Public Administration are working in local government, the majority of technical staff and managers at the departmental level and above will not pass through such public administration degree programs or other formal degree training. These staff need in-service training in the form of short courses, workshops, experience exchanges, and on-the-job training.

Donor organizations, including USAID through the MFM project, have offered in-service training on a limited basis. Ukraine government organizations, including several ministries, provide short-term training for local staff. Mayors and other top officials attend occasional training events sponsored by the President's office and the Cabinet of Ministers. However, to date, no complete inventory of ongoing in-service municipal management training, training needs, or training capacity has been available. This information is needed by organizations offering training or planning training development, as well as cities seeking training for managers and staff.

A.2 Purpose of This Report

This study has been undertaken to help the MFM project in Ukraine understand municipal training needs, and identify local training resources. The information will be used in design and delivery of training during Phase II of the MFM project. The report can also serve as a guide for the training component of other municipal management development projects. There are four sections:

1. An inventory of in-service training

The training already available to local government officials in Ukraine has never been formally inventoried, a situation complicated by the presence of numerous donor organizations sponsoring training. The first task was to identify both in-service as well as formal degree-program training available in-country to local government officials, provided by both donor and local organizations.

2. An assessment of training needs

The second task was to assess the training needs of municipal staff, to determine whether the training currently available is meeting the needs identified by local government managers and staff. This activity identifies new areas of training and better ways to deliver training.

3. An assessment of ability to meet training needs

The third task was to assess in-service training capacity. This activity determines how much training would require continued inputs of international expertise and how much could be handled by local institutions, as well as to examine whether the nature of donor assistance needs to change based on the assessment of nationally and locally based training capacity.

4. Training Role of the Ukraine Association of Cities

The fourth task of the study was to assist the Ukraine Association of Cities (UAC) think out a strategy for meeting the training and service needs of its expanding membership.

B. Inventory of Existing In-Service Training

The inventory of training programs contained in this report relies on sources of information from Kiev, where most donor training activity is centered, and the three MFM cities visited during the study. Information was obtained in Kiev from national organizations and foreign donor assistance projects that have developed programs directed toward local government training. In the MFM project cities of Kharkiv, L'viv, and Ternopil, interviews were conducted with local government officials and educational institutions concerned with development of training programs in these cities. These interviews yielded a great wealth of information on the needs for training and the local capacity to deliver training in these cities.

The inventory provides a baseline from which future sources of training development activities can be identified. However, the inventory is not comprehensive, nor is it a formalized assessment of the training requirements in Ukraine. Furthermore, the training offered by the national ministries and their agencies is not included. That training, conducted for many years, will continue as a method of information dissemination on new laws and regulations, even though such sessions do not deal with the implementation or the impact of such laws.

The inventory, which appears as Appendix A of this report, describes the training programs and includes basic information about them. However, the information is not always comparable across organizations since some was not available or could not be collected within the timeframe of the study.

The following section identifies major conclusions based on the inventory and assessment of training capacity available in Ukraine.

B.1 Development of National and Local Training Capacity

Several factors demonstrate an emerging threshold level at which national and local training capacity is available and is sufficient to meet local government training needs. This capacity has largely been developed through donor assistance programs. The factors are:

- existing national programs for public administration education,
- nongovernmental organizations that provide local government training,
- cooperation among local organizations in organizing and delivering training, and
- information-sharing among local government officials.

National Programs

The Academy of Public Administration currently operates in Kiev and Dnipropetrovsk and will open three new training centers by September 1996. Two centers will be in the MFM cities of Kharkiv and L'viv. The third center will be in Odessa. Thus, the Academy will have centers operating in five regions of the country. The Academy created an urban management specialization program with material developed under a grant from the Eurasia Foundation. The material, written by graduates and faculty of the Academy, includes textbooks, training modules, and case studies based on local Ukrainian experience. The Academy centers provide a degree-related program as well as short-term training and correspondence courses. Consequently, the number of local government officials with training from an accredited institution using Western-based training materials and methods will significantly increase. The Academy program represents a significant development in terms of the national government's capacity to provide training to a large number of local government officials throughout the country.

Nongovernmental Organizations

A second major development is the capacity of nongovernmental organizations to provide training programs for local governments. Several organizations identified provide local government training and have programs that will continue into the coming months. These organizations include the Pylyp Orlyk Institute for Democracy, Kiev Management Konsult, Ukrayinska Perspektiva Foundation, and Kharkiv Institute for Urban Studies and Regional Development. The training programs, developed by local staff, are delivered using Western teaching methods and materials. The organizations identify problems or specific issues the participants must deal with in their work, and then lead practice in methods for solving them. Problem-solving methods developed in other countries of the region, such as Poland, are often used since that experience can be more appropriate and relevant to Ukraine than Western methods.

Cooperation Among Local Organizations

The high level of cooperation among local nongovernmental organizations in organizing and delivering training is an important factor identified during the study. One significant aspect of the cooperation is that city authorities and associations pay the costs of the training. For example, the Ukraine Association of Cities and the Association of Democratic Councils are sponsoring a training program in L'viv which will be provided by the Kharkiv Institute for Urban Studies and Regional Development and the Ukrayinska Perspektiva Foundation. This cooperation in organizing and delivering training provides additional training capacity and needs further support and encouragement from the donor organizations.

Information Sharing

Another emerging area is information sharing among local officials concerning their problems and solutions. Many local government officials said that they talk with their counterparts in other cities weekly to discuss issues and ways they are dealing with problems. A regional association of cities in Ternopil oblast agreed to act as a clearinghouse through regular fax and telephone communication to ensure that all its members receive the same information. The city of L'viv has an agreement with Uzhgorod to receive training materials developed by a local government training program at the University of Uzhgorod. Many other formal and informal contacts and communication occur, which furthers the exchange of information and training among local officials.

Publications are an important method of disseminating information and providing services to local government officials through their membership in associations. A significant addition to the exchange of information is the UAC newsletter and a new magazine, MEDIAPOLIS, planned for publication by the UAC in cooperation with the Kharkiv Institute for Urban Studies and Regional Development. The UAC also sponsors internal "study tours" where city managers and staff visit a city where an innovative activity is underway. Recent tours have been made to Lughansk and to L'viv.

B.2 Training Organization Capability

The study found numerous training organizations with well-developed training materials using innovative and Western-based training methods such as case studies, simulations, and group learning methods. The following text identifies several of these organizations, which should be promoted as national and local training organizations for in-service training.

Kiev

Kiev Management Konsult (KMK) company has a well-established training program in human resource management. The program, developed through funds from the Eurasia Foundation, has trained personnel managers for the Kiev City Administration. Participants' responses to the training materials and

methods are positive. The program uses western-oriented training methods and literature. KMK also conducts computer training. A KMK program in urban management continues through the TACIS program.

Ukrayinska Perspektiva Foundation training is directed toward locally elected officials and senior managers. The primary focus of training has been the constitutional and legal issues of local self-governments. The training approach focuses on particular issues of a region. Through group training methods, participants find ways to identify problems and then solve them. The groups consist of city officials, city deputies, and representatives of political parties. Therefore a "micro-city" must reach consensus in solving local and regional problems. Ukrayinska Perspektiva Foundation has centers in Kharkiv, Lutsk, and Chernihiv that conduct training.

Kharkiv

The Institute of Urban Studies and Regional Development conducts programs directed at small to medium-sized cities. The Institute has held conferences in Poltava, Sudak, and Lughansk, and works with the UAC in providing training. The main interests are in local government legislation, participatory methods for citizens at the local level, ecology/environment, and urban development. Interactive methods such as games and brainstorming are used. In addition, the Institute is developing a magazine on urban management issues in cooperation with the UAC.

L'viv

The L'viv Polytechnic Institute faculty teaches not only technical subjects but also finance, accounting and auditing, economics, and management. The Polytechnic Institute has a retraining program connected with local government administration. Faculty initiative resulted in a cooperative program, with Toulouse, France, in public administration and local government. Training is given to local and oblast officials for five months, followed by a one-month internship in France. There has also been an exchange of faculty with Wayne State University in the United States.

Ternopil

The Institute of Post-Graduate Education has focused on retraining of education institution managers. Trainees are led through self-assessment exercises to learn about their own approach to organizational behavior and management skills. Questionnaires completed cover theories and practice in leadership, communications, motivation, and decision making. The Institute also provides computer training on IBM and Apple computers. The Oblast Personnel Department intends to use the facilities for developing the oblast training center.

The Institute of Economy and Enterprise of the Academy of National Economy conducts business and economics education. It has a computer laboratory for training and some audiovisual equipment and also provides

language instruction. Although it has limited experience in training local government managers, the Institute is eager to provide training in areas of economics and computers and has submitted proposals to the city and oblast for training.

C. Training Needs of Ukrainian Cities

The timeframe and the limited number of cities in the current task did not permit a formal training needs assessment that represents training needs for all cities in Ukraine. However, interviews with local government officials and institutions did identify recurring themes and training needs for the cities in the MFM project. Whatever the assessment methodology, the environment in which local governments operate serves as one aspect of identifying training needs.

Fiscal decentralization enables local governments to effectively plan for and finance services. The lack of fiscal decentralization in Ukraine is a factor that must be considered. That is, the discretionary authority of local governments to allocate funds is extremely limited. Moreover, poor financial conditions mean that budgeting is done daily and often focuses on meeting immediate salary needs. The central government recently took control of the extrabudgetary funds which cities previously used as their only discretionary funds.

Another complicating factor is the impact of the rayons within larger cities. Central departments of cities lack the ability to allocate funds within the city. Instead, rayons receive funds directly for services. The lack of fiscal decentralization from the central level is compounded by too much fiscal decentralization at the city level. Until there are policy changes which enable city administrations to make their own financial decisions, training in financial decision making will be premature.

Additionally, the problems of constitutional and local government laws are important factors that must be considered during a review of the training needs of local governments in Ukraine. The ambiguity and contradiction of the laws make it difficult to provide relevant training on administrative structures and management methods. For example, the law is ambiguous concerning which level of government is responsible and what authority local governments have in delivering transportation, education, and health services. Therefore, attempting to train in this environment is difficult. These problems, however, suggest areas in which donors and the organizations representing cities could develop and deliver training.

C.1 Areas for MFM Training

The above problems reveal topics which naturally fit the MFM program orientation of financial management. The following are examples of where training sponsored and developed by MFM could be effectively delivered.

Intergovernmental Fiscal Relations

There is still considerable debate concerning not only the role and functions of local governments, but also the fiscal capacity of local governments to meet these responsibilities. This study found that intergovernmental fiscal relations is a key financial management topic which has not been addressed through training or policy research methods. There is a need for a training program based on worldwide experiences in (1) the assignment of financial resources and responsibilities among levels of government, and (2) methods for transferring funds from central to local units. The Ukraine Association of Cities then could present policies developed through the program to the central government.

Financial Accounting and Performance Measures

The introduction of techniques for cost accounting and performance measurement is another area where MFM can meet the needs of local government officials. Local officials mentioned the need for training in both cost accounting and performance measures, although the benefits of linking them was best demonstrated in an interview with the Director of Principal Health Care and Social Services for the City of Kharkiv. The Director had prepared a report identifying in quantitative terms the levels of and costs for health services in the city. This report was used to identify problems, to manage the financial resources available, and to justify requests for additional funds. The Director had used the information to obtain a commitment from the Mayor to maintain funding of the department at 25% of the city budget. This approach enables the Director to make realistic financial decisions for the delivery of health services and demonstrates how newly-learned management techniques can be applied even within the existing system.

Computer and Analytical Training

Local government officials always list the need for computer training and identify two main training requirements: (1) expansion of training in using computers and developing applications, and (2) training in analytical methods to meet decision-making needs. Although the MFM project in Kharkiv established a model training facility that offers continuous training in computer basics, there is a need to create more computer applications for financial management. Having such financial management tools will, in turn, generate the need for additional training in decision-making methods that rely on analytical information from the applications.

The first need is to raise the overall level of computer training and to direct the training to all employees. The MFM Kharkiv computer training is based on a standard manual and measures participants' progress through testing. Participants advance to the next level in the standard program when they have successfully passed the test for the current level. Thus, groups are not held back by a few members who do not possess the same skills as the others. Given that local executives often cannot attend group training classes

due to crowded and unpredictable schedules, the Kharkiv training center offers individual sessions for executives. Through such sessions, executives can become aware of both their employees' skills and the management information that is available through applications.

The second need is for training in analytical methods, particularly in ways to use cost and service information to more effectively implement and manage programs. This training is directed toward mid- to senior-level managers in finance as well as in program areas. Financial manager and program manager training should be integrated to demonstrate the use of financial information from both perspectives. Sector topics such as financing education, health, and transportation services could use international experience combined with national experience to train in the complexities of financial management and methods of analysis.

C.2 Additional Training Needs Identified

Two institutions interviewed had conducted training needs assessments themselves during the past year: the Kharkiv Institute of Urban Studies and the Pylyp Orlyk Institute. The Kharkiv Institute found that taxation, privatization, and general administration are key areas of interest for training. The Pylyp Orlyk Institute completed its assessment of local government employee training in cooperation with Rutgers University. It determined training needs in the general areas of relations with community, intergovernmental relations, internal management, and resource management.

C.3 Exchange of Ideas and Experiences Among Cities

In the course of gathering information from the cities, the assessment team found a number of innovative methods for solving problems. As discussed above, many of those interviewed indicated that they communicate with their counterparts in other cities and learn from them. Case studies could be prepared based on the examples discussed below and be presented at conferences.

Kharkiv

As discussed above, Vitaly Moskolenko, Director of Principal Health Care and Social Services for Kharkiv, developed a social services cost and performance evaluation system. The report is an extensive compilation of data on health services in the city which could be a model for a program on performance evaluation and information system development. RTI recently conducted a training program on performance measurement with examples from U.S. cities. Adding this example from health services in Ukraine and asking Mr. Moskolenko to present the material probably would create even greater interest in the topic. Other topics that Mr. Moskolenko could present based on his experience are privatization of hospital food service, and metering to cut water and heating costs.

L'viv

The MFM project successfully introduced the use of task forces in L'viv as a management method to solve problems. L'viv could mentor for other cities how the task forces were developed, what issues they address, and what results and impacts they have on city services. L'viv also eliminated the district councils which are used in most large Ukrainian cities. This example and the results are of interest to city administrations throughout Ukraine. Additionally, L'viv has a computerized citizen complaint system which is a major component of its new information system and will be useful for other cities.

Ternopil

The Ternopil city administration uses a performance appraisal system tied to the 33% salary bonus available to employees. The system has an impact on levels of motivation, attention to citizen problems, and supervisor-employee relationships. A conference could stimulate interest in methods of appraising employee performance and dealing with salary levels. Ternopil, like L'viv, has instituted a system of resolving citizen complaints which evaluates the level of satisfaction from the complainant received by city hall staff.

C.4 Views of Training Participants

During interviews for this report, officials were asked their views on training in which they had participated. Several points made repeatedly about training given and the materials presented also are reflected in the comments received from participants in the MFM seminars conducted in Ternopil in July 1995. These comments in unedited form are attached to this report in Appendix B. Highlights are listed below.

1. One of the most valuable features of training is the chance to meet with counterparts from other cities. As noted earlier, this is one way officials prefer to learn and understand what others are doing to solve problems. This method also guides participant selection toward officials from similar positions.
2. Officials would like to have more presentations made by their own peer group. Officials can present their problems and their approach for dealing with problems. The presentations should be followed by group discussions.
3. International experts should provide background on international experiences and play less of a role in delivering training.
4. Participants find written, more-detailed materials useful after the training. This point was made on a number of occasions when officials showed dog-eared MFM course materials that were obviously used continuously.

5. Participants like to be involved in discussions with an opportunity to express their points of view. In the MFM training the discussion sessions focused on particular topics. Participants noted that the discussions were valuable.

These opinions can provide feedback for the development and delivery of training programs in the future.

D. Recommendations for Training

D.1 Trainers

As indicated above, there appears to be sufficient capacity at the national and local level to provide the basic training needed by cities. This finding is based on two assumptions. The first has to do with whether there are enough institutions that can provide training. Based on the inventory, there are a number of training organizations that can provide training to local government officials. The organizations appear to be sufficiently well developed to provide training to many local governments. The expanded Academy of Public Administration, in combination with the multiple nongovernmental training organizations, can provide a base for the delivery of training throughout the country.

The second assumption involves whether these organizations provide the type of training that can meet the needs of the cities. The answer here depends on the type of training to be offered. If topics are general management and public administration, these organizations appear to have the capability to develop training and materials based on adult learning techniques. Training capacity is sufficient and appears to be well developed in the areas of finance, economics, personnel management, and organizational development.

However, training capacity and knowledge do not exist in the more specialized areas of computer information, financial management analysis, performance measurement methods, and capital finance. Neither experience nor relevant materials was available on these topics. Therefore, a partnership between international experts and Ukrainian trainers is recommended for developing courses in these topics. Since Eastern European countries are further along in the transition from the Soviet-style system, their experience should be used where available. The goal should definitely be to develop the capacity of the Ukrainian trainers to provide the training in the future.

Recommendations on training topics for the various levels of management are summarized below.

Low- to Senior-Level Management: basic use of computers and development of specific applications. Courses should include basic computer operations, plus word processing and spreadsheet applications. The training capacity exists within national organizations to provide this training component. MFM training now in place should continue, but additional training capacity

should be created and the number of cities involved in the program should increase.

Mid- to Senior-Level Management: specialized financial accounting and performance measurement methods for both financial and program managers. Courses should include financial accounting methods, cost accounting, auditing, and performance evaluation and measurement methods. There is a need to develop local trainers and training materials in these areas using a combination of international experts and local training institutions. The training should be delivered largely through seminars and workshops that use a combination of international and local experts and draw on experiences within Ukraine or Eastern Europe.

Senior-Level Management and Elected Officials: policy analysis methods and support for developing positions to be represented by local officials before central government authorities. Courses should include policy research methods, plus international comparisons in areas of intergovernmental fiscal relations, central-local functions, and tax authority and administration. There is a need for international experts to provide some materials in certain policy issue areas. A combination of international experts and local officials should provide relevant training materials and conduct the training.

D.2 Materials and Methods

As mentioned throughout the report, local government officials find the exchange of experience and discussions with counterparts the most valuable method of learning. Donor programs should use the training opportunity to bring together officials from within regions. (The Academy of Public Administration already enrolls students from each region of Ukraine and the regional branches will certainly have participants from throughout the region in which they are located.) Likewise, the associations should program sessions at each of their conferences for exchanges and discussions.

Materials and publications should be more widely distributed. The Ukraine Association of Cities publication MEDIAPOLIS should be supported by USAID or other donor funds until it is well known and can be supported entirely by subscriptions. A catalog of other materials and publications was beyond the scope of work for this task. However, enough material was found to justify funding an effort to establish a catalog and library for public administration of local governments. A companion catalog of trainers and organizations conducting in-service training for local governments is also recommended. The inventory in Appendix A of this report is the beginning of such a catalog.

E. What Role for the Ukraine Association of Cities

The final area in which this report makes recommendations is in defining the role of the Ukraine Association of Cities in developing courses and providing training for its members. Professional associations have a variety of institutional arrangements for training their membership. The simplest arrangement is

maintaining a list of training programs offered by government agencies, universities, and private consulting firms. One step beyond that is to offer a list along with an assessment of the value of each course. Neither arrangement would require extensive resources. At the other extreme, the UAC could support a staff of trainers and regional offices in which to offer training. Any decision in this area would require consideration of the financial and managerial capacity of the UAC and the willingness of its membership to accept and support such services.

The basic options available to the UAC in formulating a role in training are highlighted here.

1. Information dissemination: provide information on training courses and opportunities to members through newsletter and other publications. Would require no additional staff or expense.
2. Limited support of training: organize and coordinate training programs for membership by sponsoring conferences and workshops; maintain an inventory of training and materials. Would require part-time staff and funds to sponsor programs.
3. Full-scale training support: determine membership training needs; hire training staff to design, develop, and deliver training or to find existing training programs to meet needs. Would require staff and funds.

At present, the Ukraine Association of Cities basically follows the first option. The Association is actively supporting and sponsoring training conferences. The publication of a newsletter on a regular basis enables the UAC to more effectively publicize upcoming training events as well as disseminate results of training to its membership.

However, the UAC is in the process of moving toward the second option. The Executive Director of the UAC responded in written form to several questions on the role of the Association. (The response is attached in Appendix C.) To summarize, the UAC plans to offer training and technical assistance to city officials and local radas and has recently hired a new staff member to interact with cities to implement this program. The assessment team found computer labs for training and would recommend that the UAC focus more on information dissemination and policy-oriented training. The first step the UAC should take is to do a training needs survey of its membership and determine their interests, and then proceed to develop a full-scale training plan and program.

The third option is not recommended at this time. First, substantial training capacity already exists. Second, the UAC already supports nongovernmental organizations that can deliver training and services. Hiring

additional trainers and providing financial support as well as training programs would substantially increase the financial as well as managerial requirements of the UAC.

The Association membership greatly values training opportunities. The mayors sent a report to President Kuchma at the end of the UAC's January meeting in which they stated the need for training centers. (Oblasts are newly required to establish their own training centers.) Many of the training organizations that worked with the UAC in the past were paid by cities to develop and conduct training. In addition, for a few of the conferences sponsored by the UAC, some expenses were paid by host cities. However, cities used extrabudgetary funds for these activities and most of the activities received donor funds also. Between economic pressures and the loss of discretion over extrabudgetary funds, the UAC has had difficulty collecting membership dues this year, much less charging additional fees for training. Therefore, city funding should not be seen as sufficient to support UAC training activities in the next few years.

Appendix A

Inventory of Institutions

Prepared by

Myrtle Diachok

SUMMARY OF ORGANIZATIONS SURVEYED IN UKRAINE

ON IN-COUNTRY TRAINING IN PUBLIC ADMINISTRATION

Introductory note:

The training already available to local government officials in Ukraine has never been formally inventoried, a situation complicated by the presence of numerous donor organizations sponsoring training. The following is the beginning of an inventory, and while it presents good information, the user must keep in mind that it is not comprehensive and represents information received at a certain point in time from Kiev, where most donor training activity is centered, and the cities of L'viv, Kharkiv and Ternopil, where RTI has Municipal Finance and Management project offices.

Where availability of materials is mentioned in the inventory, the Ukrainian material is available at the institution, with English translations of some of the material available at RTI's Municipal Finance and Management Project office in Kiev.

Academy of Municipal Management

Volodimir Mackukha, Tel: 229-1048 / 221-2782 / 228-1351

Volodimir Vakulenko, Tel: 221-2156

Yuriy Dechtyarenko, Tel: 221-2475

Yuriy Malchin, Tel: 221-2731

The Academy of Municipal Management, formed in August 1995, is supported by the Kiev City Administration. This Academy will include the Kiev Municipal Lyceum, the Institute for Municipal Management, the Center for Continuing Training for Municipal Officials, the Scientific Institute and the Institute for Local and Regional Self Governments. The Institute for Municipal Management is already functioning, while the other bodies are in the process of being set up.

The Academy of Municipal Management is a higher education establishment with 150 students who sign up after high school (90 students are from Kiev oblast, 60 from around the country). Students are in the first year of a four- to five-year program leading to a bachelor's degree. Current courses include management in the manufacturing sector, management in the non-manufacturing sector, and accounting and auditing. The school has requested a license to include courses on municipal law and managers for foreign trade/enterprises in its curriculum. Students are also trained in computers and a foreign language. Students will work as interns for the Kiev state and city administrations to obtain hands-on experience. The Academy also hopes to have students attend two to three months of training in a European country in their last year, for them to see how municipal management is carried out abroad. It is expected that after graduating, students will work as municipal officials around the country.

Funding for the Academy comes from the Kiev City Administration, while students' tuition can either be paid by their oblast or city, or by the students themselves. The Academy has 42 lecturers, 8 of whom are full-time employees. The rest are contracted from other educational institutes. Staff use whatever material they have been able to find - textbooks, translations of foreign material, and material published by the professors. The Academy is in the process of signing agreements of cooperation with the Academy of Public Administration and other Kiev university establishments.

The Center for Continuing Education for municipal officials will open in April 1996. It will hold courses for Kiev oblast, state and city officials on modern management techniques, taxation, working in a market economy, human resource issues, etc. Courses will run for a week, two weeks or a month, depending on the course topic. Funds will come from the oblast or city administration, depending from which participants come. The Center expects to train municipal officials from all over the country. Trainers will be from the Academy, with invited lecturers from other local establishments in Kiev (Academy of Public Administration, Kiev State University). The Center expects to be able to train 140 students per month.

Academy of Public Administration (APA)

Bogdan Kravchenko, International Relations Department, Tel. 441-7689
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This is a stand-alone, government-owned institution which offers a full-time, accredited, one-year training program for public officials. A Master's in Public Administration (MPA) certificate is issued by the government on completion of the course. It is fully funded by the government, and students receive a salary from the government while they are at the Academy. Entrance is competitive and criteria for eligibility as of September 1995 required a minimum of three years' work in public administration. This requirement may be changed to reflect less work experience in public administration. The full-time training curriculum includes:

- Economics and finance
- Political science
- Public administration and management
- Social policy
- Law and the legislative process
- Urban management
- Information technology
- Thesis research and internship

The Academy is based in Kiev and takes in 110 students per year. A regional center in Dnipropetrovsk accepts 25 students per year. Regional centers will open in Kharkiv, Odessa and L'viv in September 1996. The regional centers will offer degrees for full-time students and correspondence students and will also conduct in-service training.

The Urban Management Program started in 1994 and currently has 2 lecturers and 25 full-time students. The course covers four modules: theory and juridical basis of urban management; selected problems of urban policy (planning, zoning, housing, construction); urban economics; and urban budget and finance management. Four special courses will be offered as of May 1996: urban/land relations management; urban planning; municipal laws; and geographic information systems (GIS) in urban management. Case studies developed with Eurasia funding will be used to teach these courses. The urban management courses are not offered in Dnipropetrovsk, although lectures are given on activities of local government.

The Academy also has a number of centers, which have different functions. These include:

The Didactic Center - This center was established with German government assistance and is geared to the production of learning resources and improvement of teaching methods. The Center is developing modules for all the areas of study offered by the APA; these will include course handouts, textbooks, audiovisual materials, and transparencies.

Center for Continuing Education - This center offers continuing education courses, consisting of one-week seminar sessions, for local government officials. About 3,500 government officials are expected to be trained for the 1995-1996 academic year. A list of training sessions and participants is available. The Academy works closely with the Public Service Commission which is currently working on the job descriptions and skill sets required for the first five levels of public administration. Some of the seminars have been funded by the Delegation of European Communities in Ukraine (see TACIS below).

International Centre for Privatization, Investment and Management - This Center has been funded by the Soros Foundation, among others. It specializes in short-term training courses which are offered in Kiev on the privatization process, share-trading and financial services, establishment and management of joint-stock companies, investment project development and establishment of the market value of assets and export (list of courses offered is available).

The Academy of Public Administration maintains a sizable library and has also published a number of titles and books through Osnovy publications (list of publications available). In addition, using funds from Eurasia Foundation, the APA has developed a number of training modules and case studies on management communication, public relations, personnel manager training, urban land policy, budget simulation, etc. (list available).

Association of Democratic Councils of Ukraine

Valery Rubtsov, Vice Chairman

Tel: 268-6275 / 228-5195 / 229-0455 / 269-0864

The Association has been working on municipal management for a year with the aim of creating training centers. They have held several seminars in Kiev on the problems of municipal management, attended by scientists, economists, and managers in municipal management from various cities. The Association held a competition among Ukrainian cities on the best training programs in municipal management. Cities were asked to define the most important problems of management at the local level. Winners participated in a training session at the Training Center on Local Government in Lithuania in January 1996 and are now designing training sessions to be conducted in the various cities they represent (Mikolayev, Komsomolsk na Dnipro, Cherkasy, Mukachevo and Kolomyia.).

The competition and awards were funded by TACIS. The Association is looking for additional funding to establish the training centers.

Association of Local and Regional Authorities

Alexander Pokreschuk
Tel: 226-2672 / 296-1578

Formed in 1989 as the sister cities organization for Ukraine, the Association membership consists of city, rayon and oblast governments. Organizing training and extension courses is one activity on which the Association would like to focus, but it does not have funds to support training. The Eurasia Foundation funded a series of five-day training sessions over a four-month period in 1995. The session topics were on land legislation, land issues, local finance and taxation, and review of the legislation concerning local government. The training included visits to sessions of the Verkhovna Rada (VR). Participants were officials from villages and small towns who rarely have opportunities for training. The sessions were basic since neither computers nor copiers were available. Funding from Eurasia paid for accommodation in dormitory-style lodging, meals, purchase of stationery and payment of lecturers. Lecturers came from leading government organizations (deputy heads of the VR, members of the VR, Chairman of the Constitutional Court). Approximately 400 people were trained and participants considered the training very useful. As a follow-up, the Association applied unsuccessfully to Eurasia Foundation for \$90,000 for a nine-month training program. They have been requested by Eurasia Kiev to resubmit the proposal at the level of \$25,000, which is the maximum that Eurasia Kiev is allowed to approve.

The Association is also designing a pilot project on municipal government, funded by Sweden. This project will be in Irpin in the Kiev oblast.

Counterpart Foundation

Charlotte Watson
Tel: 294-8954 / 295-8961

Counterpart Foundation conducts training for non-governmental organizations (NGOs) within Ukraine, Moldova and Belaurus with funds from WESTNIS donors. Initially, international trainers conducted training-of-trainers in experiential learning, training techniques, facilitation skills, behavioral objectives, session design, and practical learning skills. Follow-up training took place in the U.S. Currently, Counterpart has 34 local trainers in Ukraine. In 1995, a total of 67 training sessions attended by 951 people representing 760 NGOs were conducted in Ukraine. Project design training conducted last year consisted of week-long, interactive sessions on topics such as project process, community needs assessment, development of problem statements, goals and objectives, project implementation plans, budgeting, and monitoring and evaluation. Training took place in 25 cities including Kiev, Cherkasy, Chernikiv, Chernivtsy, Kiev, Dnipropetrovsk, L'viv, Kharkiv and Crimea. Counterpart has received a grant to do follow-up training and plans to do training on NGO Management and Business Profit. The topics to be covered include human resource management, conflict resolution, strategic planning, financial management, and public relations with the government, mass media and business community.

Delegation of European Communities in Ukraine (TACIS)

Tim Gould / Gilles de Gasquet

Tel: 293-2423 / 293-2239 / 293-1483 / 293-2195

The European Union's (EU's) TACIS program finances a number of initiatives related to reform of local government and public administration training.

Under a program of policy and legal advice, a team of experts from western Europe is working with the Presidential Adviser on Regional Policy. The experience gained from this project and similar projects in other Eastern European countries has led to the publication of the book *Towards Democratic Decentralization: Transforming Regional and Local Government in the New Europe*, which has been distributed to municipal leaders throughout Ukraine.

TACIS funds a program for public administration through the Institute of Advanced Studies of the Academy of Public Administration. Short-term training has been offered in the areas of economics, state finances, communal services management (transport, housing), management, etc. (training plan for 1995 available). The courses, held in Kiev and other cities, focused on training-of-trainers.

In the framework of the TACIS democracy program, which supports partnerships between NGOs, the Association of Democratic Councils of Ukraine recently completed a project on municipal management. The program financed projects on the role of the local media in strengthening local democracy, and on local administration and cross-border cooperation in the "Bug Euroregion". Both projects were based in Poland but had activities in Ukraine.

A recent project with the Kiev city administration will improve management capacity through in-service training for Ukrainian officials in Kiev and subsequently in Germany (see Kiev Management Konsult below). A new program on city twinning supports decentralized cooperation between local and regional authorities of the Newly Independent States (NIS) and the EU. Projects may be in any of the following areas: public administration/management, provision of urban services, planning and regional development, the environment, energy efficiency, water, transport, social policy, and economic development.

The educational part of the TACIS program, known as Tempus, assists Ukrainian universities in developing new curricula and teaching skills. Some of these projects also have implications for local administration, particularly those in management (Ternopil), social work and social policy (Kiev), and economics (Donetsk, Odessa).

Finally, a wide variety of TACIS projects in other sectors have components which involve local and regional administrations, such as initiatives in improvement of district heating systems (Dnipropetrovsk, Poltava, Rivne, Chernikiv, Kirovograd); a regional integrated energy resources plan (Odessa); water supply and treatment (Yalta); small and medium enterprise development (Kiev, Zaporizhye, Sevastopol); post-privatization support (Kiev, L'viv, Kharkiv); power sector reform (particularly Donbass and Crimea); coal industry restructuring (Donbass); agriculture (Zaporizhye, Donetsk, Brody); and the Ukrainian finance and banking school (Kiev).

Economic Development Institute (World Bank)

Volodimir Omelianenko - Tel. 294-9838 / 294-9979 / 295-9558

Training courses offered by the World Bank at the state and regional level for government officials are on topics such as market economy, financial analysis, project management, investment decision making, economic reforms, etc. The focus is on policy reform at the state level.

Eurasia Foundation

Valery Oliynyk, Program Associate - Tel: 229-7521

Ty Jagerson (Consultant) - Tel: 228-8455

The Eurasia Foundation funded the following activities related to public administration:

Association of Local and Regional Authorities - A series of seminars for officials from villages and small towns. A proposal for follow-up training has been submitted by this Association and is being considered by the Foundation.

City of Dnipropetrovsk - Specialized seminars designed for departmental heads, service operators and technical experts of the city and city rayons. This program, developed by the city, included topics such as computerization of municipal services, and current forms and techniques of rendering communal services in a free market environment. Trainers came from the City Administration, Dnipropetrovsk State University and the Department of the Academy of Public Management. The city will fund follow-up training.

Kiev Management Konsult (KMK) - Human Resource Management Training for Kiev State Administration. Personnel Managers of Kiev State City Administration were trained over a four-month period (see below).

Innovation and Development Center

Ken McVicar

Tel: 441-7674

This Center was established in January 1996. The purpose is to create a training center of expertise for local government using local specialists. The Center consists of nine people, several of them instructors and graduates from the Academy of Public Administration. The Center has submitted a proposal to ILGPS (a Hungarian Foundation) on training in media management and public relations. A separate proposal has been submitted to the Eurasia Foundation on translating material relevant to social policy and other fields. They are awaiting responses from both Foundations.

International Institute for Education (IIE)

Tatiana Gaiderenko
Tel: 220-5056

IIE conducts training for energy sector officials in Ukraine funded by the United States Agency for International Development (USAID). Week-long courses on management accounting and financial accounting were given in Kiev during June 1995. Local instructors from the International Management Institute (IMI) in Kiev assisted in course design and training.

Management accounting course outline:

Fundamentals of management accounting
Cost Behavior and classification
Absorption pricing systems
Variable pricing systems
Cost-Volume-Profit analysis

Thirty high-level managers from throughout Ukraine attended. The managers were deputy directors from the generation, transmission and distribution sectors.

Financial accounting course outline:

International Accounting - principles and standards
Financial statements - preparation and interpretation
Accounting for cash and receivables
Accounting for inventories
Accounting for plant assets and intangibles
Accounting for revenues and expenses
Accounting for current and long-term liabilities
Accounting for stockholders' equity
Accounting for investments and consolidated financial statements
Accounting for price changes and inflation

Twenty-five accountants from the generation, transmission and distribution sectors attended..

An accounting course designed for local electric utility officials was held March 18-24 in Burshtin. About 50 officials from Western Ukraine attended. The course outline included:

International standards of financial reports
Cash flow reports
Analysis and interpretation of financial statements
Adjustment of Ukrainian financial statements to international standards
Principles of managerial accounting
Analysis of accounting information and its application in management decision making
System of management control

Kharkiv Institute for Urban Studies and Regional Development

Alexander Buryak / Yuri Chudnovskyi
Tel: (0572) 332-655 / 402-971

The Kharkiv Institute is in the process of registering as an independent institute. It works closely with the Ukraine Association of Cities (UAC), Association of Democratic Councils of Ukraine, Kharkiv Academy of National Economy and Local Government Support Foundation in trying to develop training programs on municipal government in Ukraine. The UAC has provided funding for the Kharkiv Institute to prepare the first issue of a quarterly magazine called MEDIAPOLIS. Training programs are different in each city, based on what the city sees as its greatest need. The Institute sees training priorities in descending order as follows:

- Education for citizens and support of democracy at the local level
- Training in key management issues for top city officials
- Training in municipal management for students at universities
- Organization of extension courses for mid-level municipal employees

Training seminars were held in Poltava, Sudak and Lughansk in 1995. Training in Sudak took place in July 1995, and the topic was "Improvement of Systems of Development Management of Small and Medium Towns of Ukraine". The training in Lughansk, which the city paid for, followed a coordinating meeting attended by officials from 25-30 cities. Participants at the seminar were deputy mayors from Lughansk, specialists of scientific institutions, and employees of communal services. The seminar was done interactively, in the form of business games that actively involved all participants. Future training sessions are expected to be held in Zaporizhye and L'viv, which will be funded by the city governments (copies of session outlines are available). The Institute has attempted to get funding from the Eurasia Foundation but was not successful.

Discussions with high-level municipal officials have led to the conclusion that cities see the greatest priority for training as being education for citizens, who have no knowledge of the administrative structure of the cities, or any understanding of their rights. The Institute is attempting to design different programs for educating younger people and older citizens. The next priority is training of top city officials in management issues, followed by training of students at the university level. Organization of extension courses for mid-level municipal employees is the lowest priority at this time, as the Institute feels it is being done by a number of organizations. However, the Institute is currently in the preparation stages of planning with the various cities the training courses necessary for mid-level managers.

The Institute has also signed a contract with Yorograd Institute in St. Petersburg, which involves the mayors of 12 cities who will attend lectures in St. Petersburg on municipal management. This effort is funded jointly by the European Union and by the cities themselves. The Kharkiv Institute also has ties to the Moscow International Institute for City Environment.

Kiev Management Konsult (KMK)

Andrei Sosnovski / Vladislav Kadlubitsky
Tel: 228-2087

KMK was founded in 1994 by five people who graduated from a TACIS-funded program of training-of-trainers at an international business school. The current staff of nine have given seminars on privatization and investment management. KMK conducts training for local Ukrainian companies. Activities have been as follows:

Glass Production Plants - this training assisted nine privatized glass production plants to develop business/investment plans, arrange for credit, and do financial and economic analysis for restructuring.

Military Retraining - a Soros-Foundation grant funds military retraining. KMK is working on curriculum development, teacher upgrading and training program development.

Ukrainian Arts Management - a Dutch-sponsored management training session for Ukrainian Artists trains a new generation of arts managers and cultural entrepreneurs in business and marketing skills.

Foreign Companies - KMK conducts training on human resource management, team building, and sales techniques for a number of private companies, including DuPont, Digital, Tebodin, Apple and Coca-Cola. Feedback from DuPont has been positive, and KMK is being hired to do follow-up training.

Human Resource Management (municipal level) - funded by Eurasia Foundation, a four-month training program completed at the end of March 1996. The program on human resource management was directed at personnel managers from the 14 districts of Kiev city administration and five representatives from Kiev city. The interactive training used case studies and videos. The training was planned for three evenings a week (four hours each session) over a four-month period. However, the participants requested a compromise, with sessions beginning at 3 p.m. Training topics included general management, human resource management, finance and accounting methods, marketing and sales, and communication skills.

After discussions with the participants, sessions for hands-on computer training, project management skills, and training-of-trainer skills were conducted. All trainees received a Personnel Administration Guide to use when they returned to the office. The 19 people trained received official certification on completion of training. Participants were selected from the 19 for further training-of-trainers in Dusseldorf. This training is funded by TACIS. In the second stage of training, each participant designed a training session for people in the district. The Kiev training is regarded as a pilot project that KMK hopes to replicate in other cities of Ukraine. All training materials were developed in-house by KMK.

KMK has also been requested by the city of Kiev to conduct a three-day training session for deputy heads of districts (74 people). The city will pay for the training.

Feedback from a sample of the participants at the human resource management session in Kiev was very positive. All stated that this was the first time they had been trained in this manner. They found the different methods such as mini-lectures, group discussions with exchange of experiences, visual aids and handouts, and homework assignments very interesting. All found the human resource management and communication skills very useful and are trying to use the skills learned in their jobs, as well as share their material with colleagues. However, they would have liked more intensive training on computers, and more time in the management courses. Overall, they were very pleased with both the trainers and the courses.

KPMG Barents

Jonathan Dunn
Tel: 229-9779 / 244-1668

KPMG has offered training to staff from the Ministry of Finance in Kiev twice a week between November 1994 and June 1995, and then periodically since fall 1995. Training courses have included public expenditure and public budgeting, fundamentals of public finance, privatization effects on the tax system, and tax structure and tax effects. (Descriptions of some of the courses and partial participants lists are available.)

L'viv Academy of Public Administration

Olexander Synytsky, Deputy Director
Tel: (0322) 743-381

This regional center of the Kiev-based Academy of Public Administration is set to open in September 1996. It will be called West Ukraine Academy of Public Administration, and will be accredited at the third to fourth level of accreditation (L'viv University is accredited at the fourth level). It will follow the curriculum of the APA, but will function independently in the local government sphere for training and retraining. The Academy will offer:

- an MPA degree for full-time students and correspondence students. There will be 25 full-time students each year, and 25 correspondence students over 22 months.
- retraining of professionals. The Academy plans to have groups of 25 and to conduct four-week programs for oblast department heads, chief specialists at the oblast level, city executive committee, government employees at levels 4 to 6, and nearly 2,000 employees and students.

The L'viv Academy of Public Administration will possibly serve as the oblast retraining center, required by a recent regulation. Plans are to carry out training according to state contracts and also with local administrations. The staff also hope to work with foreign institutions. The Academy has 40 employees, including 11 lecturers, made up of oblast officials, the Kiev APA, and foreign officials. As in the Kiev APA, students will graduate with an MPA degree after a year (L'viv University will offer a undergraduate degree in public administration).

L'viv Institute of Management (LIM)

Mr. Ivan Vasiunyk, Director-General
Tel: (0322) 522-682 / 527-492 / 521-921 / 524-463

The L'viv Institute of Management (LIM) was founded in 1990 and offers a one-year Master's in Business Administration (MBA) program to students, who are issued a state diploma on completion. Courses are offered on management theory, accounting, operations management, financial management, marketing, foreign trade, organizational behavior, human resource management, computers in business and business English. The Institute currently is working to improve its programs and has begun transforming the school to meet international standards. The faculty consists of 27 lecturers, 11 of whom are foreign.

In addition to the year-long MBA, LIM also offers short-term professional development courses, ranging in length from one week to three months. Topics include fundamentals of management, accounting, financial management, introduction to computers, and office administration. The Institute is training tax inspectors in auditing procedures, and expects to train 500 people this year. Staff also conducted 35 one-week workshops on banking, auditing, and securities, which were attended by more than 300 participants involved in finance from Ivano-Frankivsk, Lutsk, Uzhgorod, and the L'viv region. These workshops were funded by the British Know-How Fund. LIM is also conducting a series of workshops on the case study method, being done by visiting lecturers.

LIM's constraints to date have been an insufficient number of full-time teachers/lecturers and lack of adequate facilities. The school is in the process of expanding its existing facilities which will allow it to lengthen the MBA program and increase the intake of students, as well as introduce a Bachelor of Business Administration program. LIM would also like to employ highly qualified professors on a full-time basis, establish academic departments in management, marketing and entrepreneurship, finance, accounting and audit, information systems in business, and foreign languages, and regularly schedule short-term training in the areas of small business administration, marketing, financial management, accounting and foreign trade.

Institute of Multi-Purpose Retraining at L'viv Polytechnic Institute (LPI)

Yuri Ruskevych, Vice Rector of Foreign Affairs
Tel: (0322) 725-644 / 398-206

The Institute of Multi-Purpose Retraining offers continued and post-graduate training of municipal officials and specialists of municipal economy. Its faculty comes from L'viv Polytechnic Institute, some of whom have spent four months at Wayne State University. The university-level program, which is certified, accepts fewer than 10 students per year and offers specializations in economics, management, computer engineering, and foreign languages (list available). Courses include finance and credit, accounting and auditing, management of manufacturing and non-manufacturing enterprises, and transportation management.

The Institute also offers short-term training programs and hundreds of people have been trained in topics geared to working in the private sector, through courses such as book-keeping and auditing, computer programming, PC accounting, management, marketing and business planning, and desktop publishing.

LPI has also launched a project with Toulouse, France, whereby representatives of local city departments involved in privatization, finance, or computers, will visit with businesses in France and receive training in business, public administration and local government. The participants have been selected and they will undergo four weeks of French language instruction, followed by six weeks of advanced French, and five months of training, before spending a one-month internship in France. In addition, the Institute of Retraining has also received a grant from TACIS to work on retraining of military personnel. The TACIS grant has funded faculty training in economics and management and in computers and market orientation. Faculty will also attend sessions on training-of-trainers.

Ministry of Finance

Alexandra Sokoliuk, Head of Extension Courses Department
Tel: 293-5320

The Ministry of Finance has training courses in a number of cities all over Ukraine. This training is funded by the Ministry. Although designed in Kiev, these courses are held at the local financial institutes. The courses are intended for heads of oblast, city and rayons, as well as for all employees working in finance. (Present policy is that all employees are obliged to participate in one training session every five years.)

National Democratic Institute

Diane Tausner
Tel. 293-7249 / 293-4034

Training components include local government. A single trainer is currently based in Estonia and comes to Ukraine one week per month. In October 1995 he gave a seminar in Uzhgorod on the need for transparency in local government. Participants included political party leaders, local elected officials and administrators and civil organizers (program outline and participants list available). The trainer also visited L'viv in January 1996 and met with the mayor and city council members. Discussions at that time centered on holding public hearings on the city development plan. This plan envisions establishment of a board or commission of representatives from civic and political party organizations and is aimed at increasing transparency. The trainer also plans to visit Kharkiv. A full-time training officer is expected to be based in Kiev later in 1996, where he will focus on democracy training and aspects of local government.

PADCO

Angus Olson (Privatization) - Tel. 295-6377

Roger Vaughan (Housing Subsidies) - Tel: 229-3264

The Privatization Office currently has 15 trainers and has given seminars on privatization of housing. These seminars were given in the demonstration cities of Odessa, Kharkiv, L'viv and Kiev, as well as other small cities. The Office has led a number of training-of-trainer sessions dealing with how to establish and maintain condominiums. Separate sessions are conducted for condominium owners, maintenance organizations, and city employees.

The Housing Subsidies office has hired local software programmers, who will be trained for two weeks in Kiev. These trainers will then go out into the cities and train staff working on housing subsidies on topics ranging from basic use of computers, to customizing software, to learning how to contract for computer services. This office has also had a three-tier training program in Kiev in which 170 oblast managers were trained in office procedures. They in turn were expected to go back and train office managers, who would train new staff. The Housing Subsidies office has produced a manual as well as a video on office procedures, and is currently developing a manual for auditors.

Parliamentary Development Project (PDP) (*Project of Indiana University School of Public and Environmental Affairs and US-Ukraine Foundation*)

Ellie Valentine / Bohdan Radejko

Tel. 290-7756

The Parliamentary Development Project works directly with Verkhovna Rada on legislative issues, budget processes, citizen relations, commission structure and relations and legislative processes. The Project does not work at the municipal government level, although it has held seminars on "Separation of Power" and "Legislative Oversight" where municipal level officials were invited to attend. The PDP has prepared many translations, including several documents which relate to local government administration.

President's Foundation of Local and Regional Self Government

Mykola Pukhtinsky, Vice President

Tel: 295-7758

The President's Foundation has held seminars regularly in Kiev, funded by Sweden and Denmark. Seminar topics in 1995 included problems of municipal management, and modern city management (outlines available). Attendees included mayors and high-level municipal officials. Foundation staff have also put out a publication on the problems of local government.

The Foundation received funding from Sweden to hold a seminar in Kiev from February 21-24, 1996 titled "Sweden and Ukraine: Experience, State of Affairs and Prospects of Municipal Self-Government".

Price Waterhouse

Tatiana Danilenko
Tel: 244-3820

Price Waterhouse (a USAID contractor) held a one-day seminar in Kiev on March 14, 1996 for officials of Generating Companies (GENCOs) in Ukraine (copy of seminar topics available). The purpose was to introduce an accounting manual relevant to the energy sector comparing the Ukrainian and international systems. The manual, which Price Waterhouse prepared, is still in draft form, although something similar has been used in Russia. The manual is not available for circulation outside the contractor's office.

Pylyp Orlyk Institute for Democracy

Vadym Proshko, Volodimir Parkhomenko, Program Directors for Local Government
Tel: 220-7756 / 290-6563

The Institute, which was founded by the Pew Foundation, has a total of 17 staff (including interpreters), two of whom work on local government issues. The main purpose of the Institute is to serve as an independent public policy and research center and a major informational resource for reform-minded policymakers. To this end, Institute staff prepare analyses of important issues which they send to the United States, and monitor information on Ukraine available in the United States, as well as relay information about Washington government activities on Ukraine to Ukrainian policymakers.

The two local government project officers work closely with Rutgers University and the Polish Foundation of Local Democracy, as well as with the Ukraine Association of Cities. They are planning to deliver seminars/ workshops to local government officials in four cities. Seminars are planned to take place in March 1996, October 1996 and February 1997. Training is funded by the U.S. National Endowment for Democracy (an independent grant-making organization). The funds cover the costs of trainers and materials, while the cities themselves pay for the hotel, meals and transportation. The Institute expects to train about 50 people per session. Training sessions are to be given in all four regions of Ukraine.

Institute staff undertook a needs assessment by informally talking to various mayors (copy of summary available). A suggested list of topics, developed by a former Peace Corps worker, is as follows:

- The modern ideology of the local self-governing, local bodies and local governing in terms of the new Ukrainian constitution
- Privatization: What comes after?
- Land privatization
- Municipal enterprises in the market economy
- Staff management in local government bodies
- Manager and computer
- Citizen participation
- Financial resource management
- Planning of city development in Ukraine, Poland and USA

The first group of seminars in 1996 took place as follows: Ternopil (March 14-15), Poltava (March 18-19), Bila Tserkva (March 21-22) and Mikolayev (March 25-26). The topics were:

- Local self-government and discussion of the draft of Ukrainian constitution (one-day roundtable discussion)
- Human resources workshop (one-day workshop)
- Principles of local government, responsibilities, and service delivery (one-day workshop)

The materials for the above seminar were developed in Poland, and the trainers were also from Poland. The Institute has been working with the Ukraine Association of Cities, whose close contacts with the mayors help in getting support for the training. The Institute, because of its limited size, sees its long-term role as helping support training of trainers who will be used in regional training centers which they hope will be established in Ukraine, and translating and distributing materials on local government to the various municipalities.

Research Triangle Institute

Paul Hoover, Chief of Party, Municipal Finance and Management (MFM) Project
Tel: 229-7295 / 228-4608

The MFM project in-country training has been primarily computer training. The MFM Kharkiv computer training is based on a standard manual and measures participants' progress through testing. Participants advance to the next level in the standard program when they have successfully passed the test for the current level. Thus, groups are not held back by a few members who do not possess the same skills as the others. Given that local executives often cannot attend group training classes due to crowded and unpredictable schedules, the Kharkiv training center offers individual sessions for executives. Through such sessions, executives can become aware of both their employee's skills and the management information that is available through applications.

State Tax Inspectorate Office

Nadia Barabanova, Deputy Head of Personnel and Budget
Anatoly Chmyrou, Head, Dept. of Training and Extension Courses
Tel: 212-4588 / 212-5121

The Tax Inspectorate Office has training programs on an ongoing basis for municipal tax employees. Some of the training is funded by the International Monetary Fund (IMF) and USAID. There are training programs for the supervisors of rayon tax inspectors and city tax inspectors, extension courses for mid-level officials, and training programs for incoming employees. Training takes place at the training center in Kiev, as well as at training centers in Donetsk, Dnipropetrovsk, Zaporizhye, Kharkiv, Ternopil, L'viv, Odessa, Lughansk, Chernivtsy, Cherkasy, Zhitomyr, Kherson and Chernikiv. Contents are designed by local officials in Kiev and then sent to the different oblasts, where they are tailored to each oblast's needs. All employees need to attend training at least once every two years to keep current with changes in tax legislation.

Ternopil Academy of National Economy

Alla Melnyk, Head of Forecasting and State Regulation Dept.

Mykhailo Verbinsky, Deputy Head of Forecasting and State Regulation Dept.

Tel: (03522) 31-178

This Academy has been providing training for the past 15 years for managers of regional and city councils. Its training program was neither strong nor structured. After the break-up of the Soviet Union, the Department was asked to lecture on regional management problems. Ms. Melnyk has tried to organize lectures on regional management on a regular basis and talked to Dr. Kravchenko from the Academy of Public Administration in Kiev on training. However, lack of space and finances prevented an oblast training center from being developed. They discussed the creation of an Economics Training Center, to be funded by the Canadian International Development Agency. This center has now been set up in Ivano-Frankivsk, but will serve the Ternopil region as well.

The Academy has 1,300 students, half of whom are funded by the state, while the other half pay their own way. The Department of Forecasting and State Regulation has 6-7 faculty members, and courses are given on information technology, economy and administration, international economy, banking, and finance. There is also a joint Dutch/Ukrainian management program that comes under the auspices of the Academy. Graduates of this program receive a dual Dutch/Ukrainian diploma.

The Academy was requested by Ternopil City Hall to use the curriculum of the Kiev Academy of Public Administration to train full-time students in Ternopil in public administration. The staff have therefore modified the APA curriculum, and it needs to be approved by the Ministry of Education. Now in its first year, it will be a four-year certified program for training in administrative management. The program includes internships in which students spend two mornings per week working at a regional administration.

The Academy has also started a program of in-service training for students from small towns and industries. There are 24 students in the first year of this program, which will take three to five years, depending on whether students already have an undergraduate degree. The school also plans to provide lectures to city employees on special topics such as finance and budgeting, management, and urban administration.

The Academy is in the process of creating an oblast training center, as mandated by the Cabinet, which will serve as a center for training state managers and administrators. Training will be paid for by the oblast. Employees of categories 4-5 will be trained here, while managers at a higher level will go to Kiev for training. There will be two forms of training: 18 months of certified in-service training consisting of 35 lectures, for managers who have technical backgrounds; and shorter training sessions (3-4 weeks) for village council members. Training topics will include management, financial techniques, human resources, political sociology, and economics. These are all new courses for the Academy. Training participants will be selected by a Coordinating Council consisting of representatives from the Personnel and Finance Departments of the Oblast, the Academy Rector, Ms. Melnyk, and two or three more people, and will include 30 students from Ternopil city hall.

One problem the Academy faces is lack of appropriate materials, so it plans to request materials from the Academy of Public Administration in Kiev which has developed a number of materials since its foundation several years ago.

Ternopil Institute of Management

Olha Bilous, Rector
Valery Polkovsky, Head of Humanities Department
Tel: (03522) 29-716

The Ternopil Institute of Management is a private, non-state institution that focuses on training of undergraduate and masters level students. The emphasis is on preparation of personnel, not on retraining, although the Institute would be willing to retrain if given the opportunity. The Institute has about 200 students (18-22 years old) who undergo 4-1/2 years' training, receiving a Bachelor of Arts (BA) or Master of Science (MS) degree on graduation. It has 10 full-time teachers, together with part-time teachers from other institutes and has had some foreign teachers, primarily from Scotland. The degrees are recognized by the state and graduating students are usually employed by family or private businesses. Funding comes strictly from tuition. Facilities include eight computers with a connection to the Internet, and a good library. The school offers courses in marketing, finance and banking, accounting and auditing, and business English. The English program is strong, so much of their library consists of books in English. The school also offers general training on organizational behavior, and would like to expand its curriculum to include ethics, behavior and communication. At the moment, however, they have no texts, curricula or teachers for these topics.

The Institute staff have submitted a proposal to the city to provide training to city employees on personnel management, and micro- and macro-economics, together with another proposal to the oblast education board on preparing teachers in economics. They are awaiting responses to both these proposals.

Ternopil Institute of Post Graduate Education

Yuriy Buhan, Director / Svitlana Kominko
Lidiya Kurant, Head of Foreign Languages Dept.
Tel: (03522) 63-761

This post graduate training institute was founded in 1995 and focuses on training of teachers in the region, including managers of educational establishments. The school provides the lecturers and a program curriculum. Facilities include dormitories and lecture halls as well as a computer room with 25 computers. There are 70 teachers and 3,000 students annually, both full-time and part time. Almost all students are funded by the oblast (only two students are paying their own way). The full-time programs may be as short as one month or as long as two years, and short-term courses consist of one- or two-week seminars. The Institute has developed training in communications and behavioral sciences. Topics include business communication, motivation, leadership and decision-making. The faculty use English language books and examine other universities' curricula to help design their programs. Training techniques include role playing; case studies, and brainstorming. The Institute has

a somewhat unique psychology department and a very progressive way of delivering training.

Ukraine Association of Cities (UAC)

Valeriy Damaskin, Head, Department for Interaction with Cities

Tel: 229-7295

The UAC is a country-wide voluntary organization of cities which aims to transform Ukraine into a nation with dynamic, well-functioning cities as the centers of effective and socially-oriented economic activity. It promotes close cooperation and interaction among cities to achieve realization of the rights and powers required to improve living standards, deliver quality public services and protect local residents. It seeks a rational balancing of local and state responsibilities and authority. The Association promotes cooperation with other organizations within Ukraine and abroad, as well as with Ukrainian and foreign government bodies.

The UAC has recently added a staff member to develop its training program. The training activities will be to provide and improve access to professional training by:

- development and distribution of training materials;
- establishment of training opportunities through leading legal, university, institute and other sources of municipal training;
- organizing training events including courses, seminars and conferences.

Ukrainska Perspektiva Foundation

Mykola Tomenko, Vice President (Kiev)

Tel/Fax: 290-2377, 441-7686

Olha Miroshnyk, Kharkiv Representative

The Foundation was created in 1994 and has a total of 20 staff. It specializes in the political aspects of local self-governance and its activities concentrate on disseminating information on local government activities. The Foundation has held six to eight seminars within the past year on local government, designed to invigorate local self-governance bodies. Seminars lasting three to four days, using local speakers, were held in Kharkiv, Chernikiv, Lughansk, Zhytomyr oblasts and Halychyna, and were attended by more than 300 deputies of local councils of various levels, as well as about 200 executive officials, businessmen, party activists and NGO members. Topics included:

- Arrangement of state power and local self-governance and the background of the political situation in Ukraine
- Introduction to the business game, "The Notion of Social and Economic Development of a City (Region)
- What is budget? (Scope of rights and responsibilities)
- Techniques of public activity
- Leadership psychology in micro- and macro-groups: Role structure of a team
- Financial situation in Ukraine: banking, stock market, tax system, credits

- Privatization issues in the region
- Cooperation of local government bodies with political bodies and public organizations

An English translation of the seminar outline is available, together with Ukrainian publications distributed to participants. Funding for seminars comes from the National Democratic Institute and National Endowment for Democracy.

In addition, the Foundation has published voting records of parliamentary deputies, together with political analyses. Some of this has been funded by Ukrainian businesses. The seminars are interactive, held in the form of business games, with goals and conditions developed in-house. The trainers include local experts from the Institute of Refresher Training at the Ministry of Labor, as well as from the Institute of Psychology. The Foundation has received requests from a number of towns to hold seminars on different topics, including one request for a special program to train municipal employees from a closed city (costs to be paid for by the city). A series of roundtables is also planned to discuss the effects of the new constitution, followed by a planned seminar on the constitution to be held in May in all four regions of the country. The Foundation has contacts with the Pylyp Orlyk Institute, the Association of Democratic Councils of Ukraine and the Ukraine Association of Cities. Representatives are also based in Kharkiv, Lutsk, L'viv and Chernikiv.

University of Uzhgorod

John Lechicky (IREX), Tel : 229-3479 / 228-8637
Geory Dynys, Tel: (03122) 34545

A training center on public management was set up at the University of Uzhgorod in cooperation with the University of Georgia. Initially it was funded by Eurasia Foundation, but now it has funding from USAID. The program is now in its second year and is designed to provide training in the form of seminars to local officials in Western Ukraine. Seminars are provided in the fields of finance, personnel management, taxes, legal regulations and the religious situation. The seminars train officials at three different levels: regional, sub-regional, and city levels. The first seminars were given to professors at the University of Uzhgorod. In February 1996 the school completed a three-day session of seminars on budgeting in Svalyava, which were led by Professors from the University of Georgia. The first year was mainly for training-of-trainers, which included a study tour to the University of Georgia.

TABLE 1. INSTITUTIONS OFFERING TRAINING IN PUBLIC ADMINISTRATION IN UKRAINE

Institution	Contact Person	Tel. No.	Degree Program Y/N	Training Approach	Trainers Local (L) / Foreign (F)
State-Supported or Formal Programs					
Academy for Public Administration (Kiev)	Bogdan Kravchenko	446-0452	Y	Lectures, case studies	L, F
Academy for Municipal Management	Yuriy Malchin	221-2731	Y	Lectures, internships	L
L'viv Academy of Public Administration	Olexander Synytsky	(0322) 743-381	Y	Lectures, case studies	L, F
L'viv Institute of Management (LIM)	Ivan Vasiunyk	(0322) 522-682	Y	Seminars, case studies	L, F
L'viv Polytechnic Institute (LPI)	Yuriy Ruskevych	(0322) 725-644	Y	Lectures	L
Ternopil Academy of National Economy	Alla Melnyk	(03522) 31178	Y	Lectures	L
Ternopil Institute of Management	Olha Bilous	(03522) 29716	Y	Lectures	L, F
Ternopil Institute of Post-Graduate Education	Yuriy Buhan/L. Kurant	(03522) 63761	Y	Role playing, case studies	L
Associations with Training Activities					
Association of Democratic Councils of Ukraine	Valery Rubtsov	268-6275	N	Seminars	L
Association of Local and Regional Authorities	Alexander Pokreshuk	226-2672	N	Seminars, lectures	L
President's Foundation of Local and Regional Self-Government	Mykola Pukhtinsky	295-7758	N	Seminars	L, F
Ukraine Association of Cities	Miroslav Pittsyk	227-0111	N	Act as training intermediaries	-
Training Delivery / NGO Organizations					
Kiev Management Konsult (KMK)	Andrei Sosnovski	228-2087	N	Interactive seminars	L

Institution	Contact Person	Tel. No.	Degree Program Y/N	Training Approach	Trainers Local (L) / Foreign (F)
Kharkiv Institute for Urban Studies and Regional Development	Alexander Buryak	(0572) 332-655	N	Interactive seminars	L, F
Pylyp Orlyk Institute for Democracy	Vadym Proskho	220-7756	N	Workshops, seminars	L, F
Ukrainska Perspektiva Foundation	Mykola Tomenko	290-2377	N	"Business games" workshops	L
<i>Foreign Donor-Supported Programs</i>					
Counterpart Foundation	Charlotte Watson	294-8954	N	Seminars, workshops	L
Delegation of European Communities in Ukraine (TACIS)	Tim Gould	293-2423	N	Seminars	L, F
Economic Development Institute (World Bank)	V. Omelianenko	294-9838	N	Seminars	F
Eurasia Foundation	Valery Oliynik	229-7521	N	Done by receiving org.	-
KPMG Barents	Jonathan Dunn	229-9779	N	Lectures	F
International Institute for Education (IIE)	Tatiana Gaiderenko	220-5056	N	Seminars	L, F
National Democratic Institute	Diana Tausner	293-7249	N	Seminars	F
PADCO (Housing Privatization office)	Angus Olson	295-6377	N	Mini-seminars	L, F
PADCO (Housing Subsidies office)	Roger Vaughan	229-3264	N	Interactive seminars	L, F
Price Waterhouse	Tatiana Danilenko	244-3820	N	Seminars, manuals	F
U.S./Ukraine Foundation (Parliamentary Democracy Project)	Ellie Valentine	290-7756	N	Seminars	L, F
University of Uzhgorod	Giorgy Dynys	(03122) 34545	N	Seminars	L, F

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TABLE 2. TRAINING COURSES OFFERED IN PUBLIC ADMINISTRATION IN UKRAINE

Institution	Intergovernmental Relations/ Municipal Management	Financial Analysis	Computers	Human Resource Management	General Management	Organizational Analysis	Communications
Academy of Municipal Management	X	X	X	X	X		
Academy of Public Administration (Kiev)	X	X	X	X	X	X	X
Association of Democratic Councils	X						
Association of Local and Regional Authorities	X						
Counterpart Foundation		X		X			
Delegation of European Communities (TACIS)	X	X		X	X		
Economic Development Institute (World Bank)	X	X			X		
International Institute for Education (IIE)		X			X		
Kharkiv Institute for Urban Studies & Reg. Dev.	X						X
Kiev Management Konsult		X	X	X		X	X
KPMG Barents		X	X				
L'viv Institute of Public Administration	X	X	X	X	X	X	X
L'viv Institute of Management		X	X	X	X	X	
L'viv Polytechnic Institute		X	X		X		
National Democratic Institute							X
PADCO			X	X			
Parliamentary Development Project	X						
President's Foundation of Local & Reg. Self Gov.	X						
Price Waterhouse		X					
Pylyp Orlyk Institute for Democracy	X	X		X	X		
Research Triangle Institute (MFM Project)		X	X				
Ternopil Academy of National Economy		X	X	X	X		
Ternopil Institute of Management		X	X		X	X	
Ternopil Institute of Post Graduate Education				X	X		X
Ukraine Association of Cities	X						
Ukrainska Perspektiva	X						X
University of Uzhgorod		X		X			

Appendix B

**MFM Course:
Unedited Evaluation Responses**

QUESTIONNAIRE

Mel'nyk Serhij Ivanovych (Khmel'nyts'kyj).

1. That was a very interesting seminar because of possibility for the representatives of regional cities to meet each other one more time in Ternopil. During July 1995 Ternopil seminar its participants agreed for other meetings. So Ternopil seminar started the process for carrying out of new seminars mostly in Western Ukraine regions. So after Ternopil there were held the following seminars:

Rivne- finance and budget.

Khmel'nyts'kyj- municipal transport.

L'viv- local self-governing fund.

Ternopil- information basis seminar.

Participants of Ternopil July 1995 seminar were very interested in widespread information about city management at the example of US city. As for me the most interesting information was about securities.

2. There were not concise principles how develop such municipal management on the cities, more practically in conformity to Ukraine. We of course will try not to loose all city management experience information at the example of American city and to find a use of all those useful and appropriate to our conditions rules how to manage the city regularly. It's not so bad situation here in Ukraine. For instance two Canadian advisors that worked in Khmel'nyts'kyj said that they gained great experience here (concerning municipal management), they even did their research work for dissertations. Seminar was done right. The specific audience was gathered there (finance departments heads), so lectures had to meet the professional orientation.

Their examples are considered to be for the general development. But anyway I am very glad that my counterparts (heads of city finance departments) had one more chance to meet each other and discuss all common questions widely.

2. Serdyuk Petro Leonidovych and mayor Moroz Volodymyr Mykhajlovych (Rivne).

1. The very positive fact of that seminar was that we (counterparts, representatives of different cities) could meet and exchange our opinions, problems. I liked the easy form the lectures were given to us. The lecturers brought our attention to the question (problem)- and we solved it, were direct participants. Having learnt given material we won't commit mistakes in our further activities concerning to problems considered (reviewed). The seminar was very helpful for me as to question how to invest additional costs to the local budget (loans, the question was considered very widely).

There was very interesting lecture on management functions distribution given by Glen Wright (we do not have concise demarcation (delimitation)).

2. Given material was little bit alienated from life. It would be better if it was closer to our life, joined up with our soil, with situation in Ukraine.

3. Everything was well thought-out point by point, time-limit. Everything was kept within the time-limit. We must study and follow this.

4. I'd like to note a high level of lectures' skill (preparation), they spoke to the point.

The level of instruction was appropriate to me and the seminar as the whole game me much more I expected.

Wishes: more concisely formulate the points of future discussion in order to take all necessary materials about our city. And he remembered all lectures by their names.

3. Hlyns'ka Lidiya Ivanivna (Lviv).

1. As for me there was discussed very new, actual problem- housing loans.

2. Seminar was organized on a very high level (work and rest). It was not complicated for me (everything understandable).

4. **Netak Yaroslava Yosypivna (Frankivs'kyj finance district department of Lviv).**

1. Budget making, its profits and expenditures, those questions were very interesting and useful because of differences between US and Ukrainian budget making.

2. Mostly I am satisfied with the seminar but next seminar needs more practical material.

3. The seminar was done right.

4. Level of instruction was appropriate and the seminar as a whole was all right for me.

Wishes: such specialists as tax inspection and financiers (at heads of finance departments level) have to be included in such seminars.

5. **Perozhak Mariya Volodymyrivna (head of Halyts'kyj district finance department).**

1. We learnt how to spend money economically I remember film (American city municipal management) and those visual means used during the seminar. All materials were very interesting.

2. We are big city (almost millionaire) district finance department, that's why there were not enough information given for us. We (district finance departments) finance not only communal services but education, different kinds of compensations for citizens, social security etc. as well.

3. The seminar was done right.

4. The level of lecturers and given materials was appropriate for me.

Wishes: to go to the US for training courses there.

6. **Levkiv Bohdan Yevhenovych (Ternopil, head of budget commission).**

1. Nowadays we develop our budget here in Ternopil using the material from the seminar. For example right now two pages with the seminar

material are on my table and I am concretizing it. While preparing Ternopil city budget for current year I constantly apply to July 1995 seminar documents.

2. Starting from delivering lectures to visual means, film- everything was very interesting, a lot of cognitive material. There were no shortcomings.

3. The level of lecturers and the very seminar was appropriate for me.

4. As a whole it was done all right. It was not complicated for me.

7. Taukusheva Tetyana Dmytrivna (Kharkiv, head of finance department).

1. I remember good general review lectures. The seminar was held properly. The lecturers' material was tidy and they threw light upon it completely.

2. The seminar was done right. For Ternopil as for the city- satellite (not millionaire) everything was held normally. Kharkiv city is a city-millionaire, that's why budget making for Kharkiv is more complicated.

8. Kozkivs'kyj Roman Ivanovych (Ivano-Frankivs'k, former head of city finance department).

1. There was very important psychological moment for budget making and its interpretation in press.

2. It's desirable for all questions to be connected more practically.

3. The seminar was done right.

4. It was not complicated for me.

9. Novosel's'kyj Zinovij Maryanovych (Ternopil, head of city finance department).

1. Theoretically it was very interesting (we noted everything). All participants were divided into two groups and there was very lively discussion between two groups.

2. Practically it's almost impossible to inculcate in city finance structure here because of different legal foundations in US and in Ukraine. We are guided by the Ukrainian laws. It's impossible to put city finance management into practice here (on American example). US national finance system was not given in details. The light was not thrown upon two levels of finance system and their interrelations. Lectors were not financiers specialists. Now we received the finance system structure from Germany. It's more detailed.

3. Nevertheless the level of seminar was high and appropriate to me.

4. The lecturers were very interesting people, high-skilled.

10. Kovaliv Mariya Ivanivna (head of economics department).

1. I'd like to underline those interesting questions that were discussed with my counterparts during the seminar: payments forming on the local level, interrelations between regional and city budgets, fixed rate of city payments into regional budget, prohibition of regional payers forming, that are located on the territory of the city.

2. As far as I remember it was held on high level.

11. Proshko Vadym Yakovych (Pylyp Orlyk Institute for Democracy, Program Director).

1. Half a year passed since last seminar. As far as I remember the preparation of materials was perfect. Even now I have those materials near hand. To my mind the most interesting question was about local loans.

2. There was not much time for exchange of opinions.

3. High-skilled lecturers.

4. Everything was done right.

12. Kachur Pavlo Stepanovych (Lviv, head of city finance department).

He took a month's holiday. I do not remember well all points that were discussed at the seminar, I do not have any objections. The only thing I remember exactly that I was fully satisfied with the seminar.

13. Nazarov Yevhen Oleksandrovych (Kharkiv, head of budget commission).

He is on business trip now.

14. Petruk Anatolij Ananiyovych (Luts'k, head of budget commission).

Municipal sphere was pointed out widely. Each city is the basis of interrelations in society. There were a lot of new information about the different kinds of power that each city has. We had possibility to work from morning till night with counterparts. I think the seminar was done right. Beautiful lecturers. I liked the seminar as the whole, no objections.

Wishes: more visual means about city administration structure (staff), more accessible material.

15. Pitsyk Myroslav Vasylyovych (director of Association of Ukrainian cities).

Everything was done perfect. I remember everything very well. Very good impressions. The seminar was done right, high-skilled lecturers. It was not complicated (his secretary notes).

Appendix C

Ukraine Association of Cities: Interview Responses

ANSWERS TO THE QUESTIONS OF RTI MUNICIPAL TRAINING EXPERTS

According to our estimates next year the membership of the Association will include 150 - 180 cities, in 3 to 5 years this number will increase up to 250 - 300. The membership in the Association is not limited to the size of the population.

The current work of the Association is carried out through the activity of its two departments, namely:

- Department For Interaction With National Government Bodies (including legislative work)
Head - Mr. Serghiy Makarenko
- Department For Interaction With Cities (training, technical and advisory assistance for cities and local Radas)
Head - Mr. Valeriy Damaskin

Effective and efficient work of the departments in the future will need:

1. computer training center (staff of 5);
2. publishing center (staff of 4).

The expected audience for the training program are primarily the officials and technical specialists of city halls and people's deputies of all levels.

The main aspects of the training process are:

1. Publication and dissemination of training materials;
2. Holding conferences, workshops and seminars (including on-site ones), round-table discussions. These activities are to be held once or twice a month.;
3. Study tours abroad.

Financial needs for the training activities mentioned above are \$60,000 a year. The sources of funds are: grants, membership fees, additional fees and charges (e.g. for cities that are not UAC members).

The training program is designed for the full and associate members of the Association as well as representatives of other cities (for additional fee).

The estimated cost for the UAC municipal training program is:

- Equipment:
 - ⇒ computer classroom for 12 - 10 people (including video system) \$30,000;
 - ⇒ computer desktop publishing system \$30,000;
 - ⇒ computer center for serving the computer classroom, desktop publishing system and computer communication \$10,000;

**ПРОГРАМА МУНІЦИПАЛЬНОГО ФІНАНСУВАННЯ ТА
УПРАВЛІННЯ**

RTI

Municipal Finance & Management Project

USAID

KYIV OFFICE

Ukraine Association of Cities

DESCRIPTION

The Ukraine Association of Cities (UAC) is a country wide voluntary organization of cities which aims to transform Ukraine into a nation with dynamic well functioning cities as the centers of effective and socially-oriented economic activity. It promotes close cooperation and interaction among cities to achieve realization of the rights and powers required to improve living standards, deliver quality public services and protect local residents. It seeks a rational balancing of local and state responsibilities and authority. The Association promotes fruitful cooperation with other organizations in Ukraine and abroad as well as with Ukrainian and foreign government bodies.

Principal Objectives

- promotion and strengthening of municipal local self-governance
- representation of municipal interests to the national and regional levels of government
- support for training of local government officials and staffs
- dissemination of successful local government innovations and exchange of experience among cities
- coordination of activities with national government organizations and with other public organizations in Ukraine
- cooperation with international organizations on local government issues
- promotion in Ukraine of the principals of the European Charter on Local Self-governance

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MAJOR ACTIVITIES PLANNED FOR 1996

1. Creation of a satisfactory legal and financial foundation for local government

To promote and assist creation of a legal and financial foundation for the effective functioning of local government by:

- participating in drafting articles of the Constitution and legislation concerning the legal structures governing local units of self government;
- supporting legislation establishing stable and adequate finance for local government;
- establishing task forces and work groups to analyze key policy issues and make recommendations concerning policy and legislation;
- communicating to officials in the Presidential administration, the Cabinet and the Parliament, the interests and recommendations of UAC members.

2. Provision of communication and information services

To improve communication and information services to members by:

- assisting UAC members communicate through connection of computer systems to INTERNET via e-mail;
- providing through INTERNET the following information:
 - ⇒ current Ukrainian legislation
 - ⇒ draft laws
 - ⇒ political and economic reviews and data
 - ⇒ statistical data
 - ⇒ information on products and services purchased by cities;
- promoting TV coverage of local government problems and issues; creating a "CITY" TV program;
- publishing UAC bulletins, newsletters and a quarterly magazine.

3. Establishment of training services for municipal officials and staffs

To provide and improve access to professional training by:

- development and distribution of training materials;
- establishment of training opportunities through leading legal, university, institute and other sources of municipal training;
- organizing training events including courses, seminars and conferences;

4. Provision and organization of technical assistance to members

To render assistance to cities in economic development projects and municipal entrepreneurship by:

- setting up economic development departments and city business centers;
- providing information on locating investors, markets, financing and other assistance to business development;
- creating buyer cooperatives for group orders of goods and services purchased by cities;
- assisting the design of infrastructure improvement projects and identification of funding sources and mechanisms such as municipal bonds.

5. Promotion of International cooperation

To assist Ukraine municipalities participate in international activities and benefit from international experience in municipal administration and management by:

- preparation of the documents needed for Ukraine to adopt the European Charter on Local Governments;
- preparation of documents for adoption of the UAC to the Council of Local and Regional Authorities of Europe;
- promoting opportunities for exchange and international training;
- facilitating establishment of sister-city ties;
- participation in international conferences and seminars on local government;
- establishing cooperation and communication with local government associations world wide.

6. Organizational work

To increase the membership in the UAC by

- seeking new individual city members
- fostering the creation of additional oblast associations of cities