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# UKRAINE ACCOUNTING REFORM PROJECT

Final Report 2005

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# EXECUTIVE SUMMARY

It is an economy trying to grow, struggling with nearly century of a communist practices. After independence and mass privatizations of the 1990s, enterprises resembling those found in a vibrant free economy existed BUT, for the most part, in appearance only. Most enterprises were still largely controlled by the state, or controlled by those few close to the state and were disguised monopolistic enterprises in reality, lacking the motivation for acquiring better tools of competitiveness and competition, which translated into a lack of willingness to pay for better tools.

The cornerstone and foundation of economic growth, financial reporting, and equity markets, were still dictated by government ministries, such as the Ministry of Finance and Economy with little understanding by government or businesses of how good financial and managerial reporting — either internal or external — could increase competitiveness and growth. Tax reporting and minimization, obscure at best, dominated the financial sector's focus. In essence, the tools to build vibrant competitive enterprises were missing.

Such the stage in 2002, when the Ukraine Accounting Reform Project (UARP) introduced the Certified International Professional Accountant (CIPA) program. CIPA, a training, examination and certification program for professional accountants was, at first, received with reserved enthusiasm by a single professional association, the Ukraine Federation of Professional Accountants and Auditors (UFPAA), and thus the difficult journey along the challenging road to an independent, rigorous, and challenging professional qualification was launched. The journey to success would prove challenging, but once achieved, would prove extremely rewarding.

The real significance of the UARP is in the positive changes that are occurring—and will continue to occur — in the financial and economic sectors of Ukraine. Accounting standards that are recognized and used in much of the rest of the world International Financial Reporting Standards (IFRS) are being adopted and implemented, and the local

financial professionals are being trained — both inside and outside universities and enterprises — to use these standards more widely and effectively, as tools, in their daily work.

In this larger context, CIPA testing — and the certification to which they contribute—are nothing more than tools—tools to help identify those people on whom we can rely to know and to apply fairly — the new accounting methods and standards in enterprises. Through the examinations, we are saying that we can identify — and have identified — those people with the specific accounting knowledge and skills that enterprises want and need, and that are of value as the nation’s economy continues to develop.

This is the heart of the matter, at least as far as testing is concerned, and we are telling employers and the general public that this person—and not that person—has—and can apply — a specific set of accounting skills which, taken together, provide value for the employer, for the enterprise, and ultimately for the nation. Thus creating tools, which translates to jobs, and better jobs, for the talented individuals who worked so hard to improve their knowledge, skills and abilities, and were recognized by their employers for their efforts.

One might ask what was achieved over the past three years? We provide our answers herein.

# CHAPTER ONE

## RESULTS AND METHODOLOGY COMPONENT 1

Implement a program for the training, examination and certification of professional accountants and accounting practitioners

### CIPA TRAINING A PRE-QUALIFICATION

In a resolution dated November 10, 2003, Ukraine's National Bank endorsed the Russian-language CIPA program as a pre-qualification for the NBU's certificate entitling auditors to perform bank audits. The bank's resolution requires the CIPA examinations in Financial Accounting I and Financial Accounting II as alternatives to the English language CPA Financial Accounting and Reporting exams and the English language ACCA Diploma in International Financial Reporting, in addition to other required bank auditor examinations of the Ukrainian Chamber of Auditors.

The principle task of the Ukraine Accounting Reform project (UARP) was the training, examination and certification of accountants, auditors, and financial managers through the Certified International Professional Accountant (CIPA) program. The primary goal of the program was to create professional accountants who are at the same technical and professional level as their counterparts in advanced market economies. To this end, the project was successful, certifying 1,481 Certified Accounting Practitioners (CAPs) and 28 CIPAs. By so doing, a critical supply mass of professionals was created so that demand for their services would grow. And grow it has, as evidenced by the numbers of individuals and companies willing to pay for training and examination. The end result was the creation of jobs, and better jobs, for participants of the program. Participants were willing to apply their learning ability and devote time and money, to pass rigorous, valid and reliable examinations. They apply their knowledge and skills to the workplace, and work towards professional and market recognition of the CIPA program, increased market demand, and acceptance and/or endorsement by the government of Ukraine (GOU).

### TRAINING

UARP built a CIPA training network of 100 individual trainers from 17 oblasts and the Autonomous Republic of Crimea. Together this cadre of trainers delivered 468 courses in seven CIPA subjects to 8,228 participants. Trainees included enterprise accountants, auditors, financial managers, educators, staff of the National Bank of Ukraine (NBU), chief accountants of the insurance industry, and key industrial concerns.

Most beneficial was the training of members of the NBU and chief accountants of the insurance industry who lobbied regulators to encourage CIPA training for the benefit of their industry and regulators. The NBU adopted CIPA examinations as an alternative

examination to earn the “B” independent bank auditors license. (There are two types of auditing licenses: An “A” license allows an auditor to audit any entity other than a bank, and a “B” license allows an auditor to audit banks.) And the chief accountants of the insurance industry collectively signed a letter of support and encouragement for the CIPA program to the State Commission for Regulation of Financial Services Markets in Ukraine.

CIPA training was delivered in 19 oblasts (Kyiv, Cherkasy, Chernivtsi, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kharkiv, Kherson, Khmelnytsky, Luhansk, Volyn, Lviv, Mykolaiv, Odesa, Poltava, Rivne, Vinnytsia, Zaporizhia, Zhytomyr and Autonomous Republic of Crimea) and 27 cities of Ukraine (Alushta, Bila Tserkva, Cherkasy, Chernivtsi, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kamenets-Podilskyi, Kharkiv, Kherson, Khmelnytskyi, Kryvyi Rig, Kyiv, Luhansk, Lutsk, Lviv, Mariupol, Mykolaiv, Nikopol, Odesa, Poltava, Rivne, Sevastopol, Vinnytsia, Simferopol, Zaporizhia, Zhytomyr). See Appendix 1 for more details.

The CIPA program compiled the best-known Russian-language textbooks for its use. In December 2003, the UARP commissioned Professor Adolph Enthoven to review Certified General Accountants (CGA - Canada) training materials: Management Accounting, Financial Accounting, Finance, and Audit. Prof. Enthoven reviewed the complete set of CGA materials and deemed them worthy of consideration for use in CIPA training. As a result, an international expert working group was established in 2004 to review the existing training materials and determine if better Russian-language materials were available. The working group determined that, while there were no better Russian language materials available, the Certified General Accountants (CGA) had textbooks well-suited to the CIPA exam content.

UARP conducted a tender, won by Balance Business Books, to adapt, translate, and ready for printing the first Financial Accounting (FA) 1 book of CGA for use in the CIPA program. The adaptation of CGA’s FA 1 was completed December 2005.

On April 1, 2005, the project and the Ukraine Association of Certified Accountants and Auditors (UACAA) organized a roundtable discussion with CIPA training providers entitled, “Organization of Cooperation between a Professional Accounting Association and CIPA Training Providers.” The objective of this roundtable was to discuss the existing problems with CIPA training providers, share experience in organizing CIPA training in different areas of the country, and discuss cooperation of professional accounting organization with CIPA training providers to improve the quality of CIPA training. Twenty three representatives of training providers from Kyiv, Odesa, Zaporizhia, Dnipropetrovsk, Rivne, Donetsk, Kherson, Khmelnytskyi, Simferopol, Lutsk, Lviv, IvanoFrankivsk, Kharkiv, and Bila Tserkva participated.

On April 22-23, 2005, the project organized training of trainers with participation of Bobbe Barnes, CMA, CGFM, Director of CIPA

Examination Network (CIPAEN). Ms. Barnes gave presentations on successful strategies for CIPA exam preparation, new methodological skills, and interactive methods of teaching. Fifty three participants from Ukraine and Moldova attended this training event, encouraging participation in CIPA training and examinations.

The project conducted training of trainers for 21 trainees of the Savings Bank of Ukraine. These trainers taught hundreds of trainees in the regional branches of the bank by the November 2005 examination session.

In April 2005, the training on Financial Accounting 2 started for the employees of the National Bank of Ukraine (NBU). A special feedback questionnaire was developed for participants. According to participants' responses, the training was conducted on a high professional level and gave participants a better understanding of what was expected of them in their work. Most of the trainees mentioned that they would be able to apply what they've learned in their work.



# CHAPTER TWO



**UARP trained more than 100 trainers.**

## CONCLUSION

Creating a competent and large training organization proved much more difficult than originally thought. While UARP spent considerable funds in training of trainers, books, and other support of training providers, the results were less than expected (as evidenced by the number of those trained who attended and passed examinations).

UARP trained more than 100 individual trainers, but the commitment and ability of those trained was not always what we expected. Many potential trainers, while committing on paper to deliver training, failed to do so. Many trainers, who did deliver training, could not deliver the volume expected. Or more importantly, many were very good trainers, but were lacking in marketing skills to attract motivated students in sufficient volume to become economically viable as training providers.

Another hindrance was that working through the Ukrainian Federation of Professional Accountants and Auditors (UFPAA) training providers; we were training many people who did not have the natural ability to absorb the concepts of the more difficult CIPA level subjects. Training was offered at no cost, thus the only investment individuals had in the training was their time. Our recommendation is to have individuals invest some money, payable perhaps to the association, to actually offer an economic motivation to participate. In addition, identify individuals who are first successful as students in passing the rigorous examinations to make certain they have the aptitude for the subject. Then introduce these motivated individuals to successful training providers who know how to run a business and have the marketing and business skills necessary to round out the business model.

In conclusion, we believe a better approach is to work with existing training providers in other business disciplines and not rely merely on training providers of an association. One might first seek out those training enterprises that are already successfully delivering related training in marketing, general business, and consulting and introduce these successful operating training providers to successful CAPs and CIPAs who want second jobs or primary jobs in teaching. Of course, this would increase competition among training providers and reduce

the sole source possibility should a conflict with the sole association arise, which we believe is desirable.

In fact, UARP had a nearly disastrous episode in the 2004, when the president of UFPAA, Sergey Prilipko, insisted that all revenues generated from examinations be directed to UFPAA exclusively, leaving CIPAEN with no source of income. Pilipko attempted unsuccessfully to persuade all UFPAA training providers to boycott the CIPA examinations until his organization was provided with 100 percent of the revenues from examinations. Fortunately, the membership disagreed with him and subsequently went on to form a new organization, the Ukraine Association of Certified Accountants and Auditors (UACAA).

**Establishing the CIPA Examination Network (CIPAEN) as a sustainable entity, including public relations.** UARP created a model country example of how to manage, administer and report to exam participants, thus demonstrating that CIPAEN is a world-class, professional examination delivery network, the most successful model of the nine countries participating in the CIPA program.

CIPAEN Ukraine was officially registered as a Ukrainian nonprofit organization in November 2005, allowing it to move forward on the road to self-sustainability.

CIPAEN Ukraine conducted 10 exam sessions during the life of the project, delivering 11,243 examinations (9,082 CAP and 2,061 CIPA) level exams resulting in 1,471 CAPs and 28 CIPAs qualified in a 2 1/2 year time period. Tested, but not yet scored, the November 2005 CIPA exams were administered to almost 2,000 people, with expectations of an additional 150 CAPs and 10–20 CIPAs.

As part of the CIPAEN global business model, Ukraine assisted in the creation of a successful Global Development Alliance between USAID, The American Institute of Certified Public Accountants (AICPA), and the International Accounting Standards Committee Foundation (IASCF).

A business valuation expert, Mr. Don Coker, was recruited to advise on the market value of permission to use the IASCF's International Financial Reporting Standards (IFRS) logo on the CIPA certificate, training, and marketing materials. Mr. Coker visited Moscow and Kyiv to gather information on the issue, was provided with information on CIPA prospects originally supplied to the AICPA, and ultimately valued the use of the IFRS logo by the CIPA program at \$9,200,000.

As part of its ongoing public relations and marketing activities, UARP identified and contacted the organizers of a major Ukrainian conference of financial directors — the Financial Director 2004 Forum — as part of its ongoing efforts to market the CIPA program in public forums and seminars, and more importantly, to market those talented CIPAs as speakers at events featuring not only accountants and auditors, but

financial directors as well. The event was held September 20-23 for the third consecutive year and attracted 200 participants, mostly financial directors and chief accountants. The forum's agenda covered a wide range of issues in finance, management accounting, controlling and other areas that fall within the scope of work of a financial director. This demonstrated to financial managers and directors that qualified accountants (CIPAs) had more value to an organization than simple bookkeepers, that they could actually provide judgment and strategic planning to the financial management process, something that most financial managers did not appreciate beforehand.

As part of our cooperation with the organizers (the Financial Analyst Services event company), we suggested and sponsored Elena Amer, CIPA, Chief Accountant at Triplex Ltd, Dnipropetrovsk, as a speaker for the event. Ms. Amer's presentation on management accounting and financial control systems implementation was a stellar success for the CIPA program. In an exit poll of participant evaluations, Ms. Amer's presentation was identified as the best of the 21 presentations delivered at the three-day forum. A number of financial directors who attended the event commented that they wished their chief accountants could speak a common language with them as well as Ms. Amer did. In responding to those comments, Ms. Amer referred to the CIPA program as the key source of her competence and advised that both the financial directors and their chief accountants take CIPA training and examinations.

#### **MARKETING POINTS**

Through a combination of marketing, public relation efforts, and effective customer relationship management with exam participants, CIPAEN and UARP were able to withstand an attract on the program by UFPAA president Sergey Prilipko (see later discussion), and raise prices for examinations from zero in 2003 to the equivalent of \$27 per exam in 2005. This surpassed the project's goal of charging \$10 per exam and moved CIPAEN closer to sustainability.

#### **Highlights of marketing and PR achievements were:**

- Introduced "1-800-CIPA" toll-free hotline.
- Developed program motto "CIPA Accounting Leadership" and program flag, which served as program logo until introduction the CIPA globe/orbit logo.
- Developed and disseminated several versions of CIPA marketing brochures.
- Almost 20 press conferences attended by nearly 200 representatives of mass media, which resulted in dozens of publications in regional mass media.

- Promoted CIPA in academia: delivery of lectures to university students, disseminating marketing materials to universities, organizing students conferences, meeting with university teachers, and inviting progressive university professors to ToT and examinations.
- Participated in banking and other financial sector conferences providing speakers to promote IFRS and CIPA program.
- Placed articles and ads in leading periodicals.
- Developed a common entry Web page for the CIPA program ([www.globalcipa.net](http://www.globalcipa.net)) to make it easier for an individual from any of the 9 participating countries to find country-specific CIPA information.
- Sent mass marketing mailings (direct mail) to several different types of companies and participants before each exam session, encouraging participation. Each mailing included a category specific letter about features, advantages, and benefits that promoted the CIPA program in the light of the concerns identified for the industry (auditors, import export, large industrial concerns, etc.).
- Published regular newsletters, *CIPA from the first hands*, for CIPA candidates and exam participants.
- CIPA personal ID badges issued to all exam participants.

10 marketing conferences been held by UARP to:

- Promote the CIPA program.
- Promote membership in the professional association.
- Promote the IFRS.

UARP worked with CURE (Center of Ukrainian Reform of Education) to develop and conduct public relations campaign to promote the CIPA program in the national press.

UARP developed and printed a number of CIPA marketing brochures and numerous CIPA newsletters.

**UARP used the following marketing/PR tools:**

- Marketing conferences.
- Participation in third party conferences/events.

- Promotion through professional associations.
- Press conferences, press clubs, working with reporters/press.
- Paid ads in press.
- Radio spots.
- TV spots.
- Paid Internet ads.
- Internet PR through Web-resources development by UARP/CIPAEN.
- Direct paper mail shots to companies' management.

**Analysis of efficiency of above mentioned marketing/PR tools was conducted using the following measurements:**

- Statistical analysis of phone calls to CIPA toll free hotline (one of the standard questions was, "How did you get to know about CIPA program?").
- Exam exit pool survey conducted professionally during all CIPAEN exam session starting November 2003.
- Measuring direct results (increase of number of CIPAEN exam participants who got to know about CIPA program due to particular UARP marketing action) shows that mass mailings generated the biggest number of CIPA program participants. We noticed also, that placing ads in Business/Buhgalteria magazines and on job-hunting Web sites also brought measurable results in examination participation. This does not mean that other marketing/PR tools didn't bring results. It means only that the results of other marketing/PR efforts are not measurable when compared to how many CIPA program participants appeared directly as a result of UARP marketing/PR vs. direct mail.

None of the above could have been achieved had we not created and maintained a powerful integrated database of exam participants, training participants, and trainers, allowing us to cross reference how participants learned of the program, who taught them, and how successful the trainers and trainees were.

We were astonished to learn during the third year of the project that some 65 percent of exam participants had never been exposed to our USAID-supported training. And equally as astonishing is that the success rate of those who had received our training and those who had not was statistically equal. What this means is that without our

marketing and PR efforts the total number of CAPs could have been cut in half or more. People are gaining the knowledge of the global accounting curriculum, whether through self study (materials disseminated through our Web site), company sponsored training, training courses or universities.

#### **EXAMINATIONS SUMMARY**

The key to success in attracting the number of individuals necessary to create substantial new members (certified CAPs and CIPAs) for the association, attracting students who have the motivation and aptitude for success, and actually getting them to succeed at exams requires several steps.

First and foremost is to create a world-class appearance for the exam experience and install a customer relationship management (CRM) system. This will include frequent contact, through direct mail, e-mail, Web sites, and other PR methods to remind participants of upcoming examinations — and of the rewards, encourage them to participate, and report on their peers' success. And most importantly, to see first-hand that CIPA-EN is a professional, serious organization that can be trusted.

Fees must be charged. As a result of the introduction of \$3.00 exam fees in 2003 and ending at \$27 in 2005, attendance rates have increased from 35 percent to 90 percent, thus virtually eliminating the cost of no shows (about \$20 per person).

#### **UARP success in examinations can be attributed to:**

- Introduction of an Exam fee in 2003 (\$3.00).
- Steady increase of exam fee (from \$3 to \$27) led to significant improvement of exam attendance rate (show-up rate) from 35 percent in 2003 to 90 percent in 2005.
- Identifying a subcontractor exam administrator (the Center for Professional Skills Development) through tender process, saving 30 percent in exam administration cost (administrative cost now approximately \$14 per exam).
- Due to increasing exam fee and minimization of exam administration costs, exam administration has reached break-even point and made CIPAEN Ukraine self-sustainability feasible (grading cost and contribution to global CIPAEN still need to be covered).
- Developing comprehensive database to track CIPA program participants through training, examination, and certification.
- Designing the Ukraine database to mirror and be compatible with central CIPAEN global database.

- Because of the unique database design, CIPAEN Ukraine generates data for trainer success letters and trainer statistics.
- Implementing bar-code based tracking system for exam papers and participant IDs.
- Implementing annual personal data reconciliation procedure (through direct mail) to update and validate a CIPA program participant's personal data and contact information.
- Using a flexible policy regarding exam sites locations (we have semi-permanent exam site cities announced a year in advance and are able to organize exam administration in any other city if proven demand meets certain minimum participation levels; for example: exams delivered in Ivano-Frankivsk, Lutsk, Simferopol, and Mariupol).
- Innovations in CIPAEN activities that UARP introduced in 2003 and 2004 were positively identified in last Bob Altman's 2004 report on CIPAEN activities.
- CIPAEN Ukraine actively participated in development of MIS exams and MIS supplementary training materials
- CIPAEN Ukraine recognized as good resource for exams review. In addition to the standard country-specific Tax & Law exam review/development we regularly reviewed Financial Management, Managerial Accounting 1 and 2 exams for CIPAEN, Inc.
- CIPAEN Ukraine contributed to improving CIPAEN regulatory framework and manuals. We developed and used training video (in conjunction with a proctor's manual) for training exam proctors.

**Ukraine was the first and possibly the only country where:**

A system of complete and timely reconciliation/verification of exam registration was implemented, to ensure that exam registrants have paid a fee and are issued an examination ticket. Applicants for exams confirmed registration for exams only after a complete reconciliation of all documents and verification of payment.

**Online registration for exams was implemented in spring 2004. CIPAEN Ukraine has a system to allow registration through four channels:**

- 1) regional exam coordinator
- 2) post (by regular mail)

3) fax

4) Internet (e-mail and Web site)

CIPAEN issues plastic participant picture ID cards to CIPA program participants.

CIPAEN sends written exam registration confirmation (plus other informational materials) prior to the exam by mail.

Exam materials (exam modules and answer booklets) are printed with bar-coded serial numbers and tracked with bar code technologies.

Comprehensive exam exit pool surveys are conducted on regular basis since 2003. It kept UARP/CIPAEN informed about motivations, expectations and preferences of CIPA program participants and helped us to bypass mistakes during conflict with UFPAA management and bypass any mistakes during fast gradual increase of exam fee.

Confidentiality of ones exam results been treated in professional and confidential manner: we deliver exam results only directly and personally to examinee. No involvement of professional association, employer, colleagues or training provider

Each CIPA program participant has a personal Web page and ability to view exam results online, design a CV online, and apply for exams and trainings online.

A job marketplace (see [www.cipa.org.ua](http://www.cipa.org.ua)) was organized for CIPA program participants, employers, and recruiting agencies.

An interesting fact: now more then 60 percent of CIPA exams participants use their Web page to view personal and private “pass/fail” exam results after exam sessions, thus getting further exposure to CIPAEN.

Use of plastic ID cards, other advanced technologies, mailing of pre-completed exam registration forms with participant photograph, informational and marketing materials, user-friendly exam registration procedures and interactive Web site, highest standards of confidentiality, highest standards of exam administration, additional services that UARP started to deliver to CIPA program participants makes CIPA program<sup>7</sup> and CIPAEN image unreachable for competitors.

UARP/CIPAEN Ukraine developed customer relationship management (CRM) approach that helped to continue grows of CIPA Program despite efforts on the part of UFPAA leadership to discourage participation in 2004.

Outside independent observers to observe exam administration. They are representatives of 1) NBU; 2) State Securities and Stock Market

Commission SSMS; 3) state tax administration (STA); 4) officials of professional associations UACAA, USFA; 5) CIPAs.

Trainees' tracking system integrated with the CIPA-EN Ukraine database into a single information system. The system is an invaluable source of reliable marketing information that enables us to have a deep comprehension of the market, plan accordingly, and identify problems in a timely fashion.

### **STRENGTHENING CAPACITY OF UKRAINIAN CERTIFYING ACCOUNTING ASSOCIATIONS**

The overall goal of UARP was to create a supply of certified professionals and thereby foster demand from enterprises for these talented, educated individuals. By so doing we would achieve several results:

- More or better jobs for accountants, auditors, financial managers, and educators.
- Create a credible accounting association with qualified members to pay dues, purchase member services, and promote the standards, practices, practices and ethics of the International Federation of Accountants (IFAC).
- Implement the adoption of IFRS in form and content
- Support better practices for enterprises to foster economic growth.

Originally, it was thought the project would work with the mature UFPAA to deliver training and examination coordination to feed the CIPA program. Unfortunately, the President of UFPAA, Sergey Prilipko, had other ideas. UFPAA in the year prior to the CIPA program being introduced in Ukraine, had developed a weak training, examination and certification based on national accounting standards, not International Accounting Standards. As a result, there was stiff resistance to the CIPA program because it was perceived by UFPAA leadership to rob them of lucrative, unearned examination fees. UFPAA leadership was unable to see how an independent, uniform, credible, examination network could actually provide more revenue in the form of membership fees, conferences, and other forms of revenue.

As a result, UFPAA leadership instigated a coordinated attack on the CIPA examination program and, through a public relations and yellow journalism campaign, attempted to shut down the CIPA program and specifically the CIPA examinations. He advised all UFPAA members and regional coordinators to avoid cooperation with the project and CIPA. As a result, UARP had to change its strategic plan immediately in the spring of 2004, just as the CIPA certification and examinations were gaining recognition.

Mr. Prilipko forced us to successfully defended ourselves, with the assistance of USAID, from a charge that the project was not supporting the interest of UFPAA as a recipient. The project was actually suspended by the Ministry of Economy and European Integration pending an investigation. Upon investigation, the Ministry failed to believe the charges of Mr. Prilipko and subsequently reinstated the projects registration.

Fortunately, UARP had installed a sophisticated examination, trainer, and trainee database that allowed us to communicate in a direct PR campaign with CIPA participants, and we begin a direct mail campaign to UFPAA membership, joint stock companies, import export companies, audit firms and financial managers. As a result of this swift PR initiative, UARP was able to communicate with potential examinees and past participants to give them an alternative exam registration alternative to the UFPAA infrastructure. As a result, the number of examination participants did not decline in 2004, although growth was no doubt impaired.

Although we had previously believed that training, offered almost exclusively through UFPAA, was the driving force behind examination participation and success, this belief was proven wrong. By tracking the results for the past 3 years we have learned that, as a result of direct marketing, 60-70 percent of examination participants have never been touched by project related training (previously thought to be the driving force) and, more surprisingly, the exam success rates of those coming to us through UFPAA versus others not previously involved in UFPAA, was basically the same. This was a real surprise and has allowed UARP to increase participation and success in examinations on a much lower budget. In other words, we are attracting much larger participation numbers at a greatly reduced cost, a benefit to all 3 components; training, examination and certification, by relying more on marketing and less on the UFPAA infrastructure.

Subsequent to the above mentioned events, UARP attempted reconciliation with UFPAA leadership that failed to produce a consensus. UARP decided to support an initiative put forward by a number of UFPAA board members and members to create a new professional accounting association in Ukraine.

UARP assisted in creating a new professional Ukrainian Association of Certified Accountants and Auditors (UACAA) in record speed. Following the conclusion of support to the UFPAA in August 2004, UARP helped organize, form, and officially register the UACAA with the Ministry of Economy by November 2004. UACAA registered 194 Certified Accounting Practitioners (CAPs) as members at its founding congress and now has 481 members (466 CAP/CIPAs, 15 associate members). UARP continues to work with UACAA to improve the legal and regulatory framework for accounting and auditing.

UACAA founders and UARP concluded that they shared a common vision of a professional association following IFAC standards of

certification based membership. The initiators were unanimous in expressing the need for strong, centralized and consistent governance that would ensure maximum efficiency in advocating the values of the association in conformity to IFAC's principles, standards, practices, and ethics.

With our assistance UARP formed a support team to assist the initiators in responding to the various challenges of establishing a professional accounting association:

**Consulting.** UARP hosted Irina Kachaeva, CAP, Executive Director of ICCAA Moscow, who shared her broad and successful experience in starting up an accounting association and leading it to sustainability. Ms Kachaeva undertook a series of field trips to Donetsk, Dnipropetrovsk, Sebastopol, Simpheropol and Lviv to inquire on how regional accountants' might react to the creation of a new association.

**Legal Advice.** The project's lawyer was involved in writing a draft charter and by-laws based on IFAC principles, practices, standards and ethics.

**Logistical Support.** Project personnel made necessary arrangements for a formation meeting

**Financial Support.** The Project covered the costs of preparing and holding the formation meeting.

As a result of the joint effort of the initiators and UARP staff, on September 29, 2004 45 founders, including four CIPAs and 39 CAPs, came together for a formation meeting to create the 'Ukrainian Association of Certified Accountants and Auditors' (UACAA). The attendees came from 15 of Ukraine's 27 Oblasts which qualified as sufficient representation for submitting a registration request to the Ministry of Justice.

The initiators presented their vision of the association to the attendees and voted in a charter and membership by-laws. The founders agreed to the initiators' strong requirement on certification based membership and resolved to grant membership to individuals who meet the following basic requirements:

- Have passed all exams to qualify as CAPs.
- Have acquired a minimum relevant experience of one year.

Also admitted to membership shall also be holders of professional accountant certificates that enjoy broad international recognition and respect (ACCA, CPA, ICAEW, CMA, CFM, etc.).

The founders then elected the President, Vadym Lynnyk, CIPA, owner of the Kiev Audit Group, a member of the Ukrainian Chamber of Auditors and consultant to the Parliament's Finance and Banking

Committee. Vadym Lynnyk can well be referred to as an incredible success of the CIPA program: to date, he is the only person who has passed all CIPA examinations on the first try and in two consecutive exam sessions. Sergey Kanygin, CIPA, UARP's Management Accounting Specialist was elected Vice-President.

With USAID support, Mr. Derek Marr, representing the Institute for Chartered Accountants of Scotland (ICAS), the oldest accounting professional organization, donated 10 working days to help improve the capacity and governance of UACAA. Mr. Marr shared invaluable experience of ICAS on building a professional organization, strategic and operative planning of a professional organization, extension of member services, strategies of increasing membership, training, advocacy, IFAC membership, compliance with the EU 8th Directive and regional network development.

As a result of the above efforts and the integrity of certification based membership, The Finance Ministry, Commission for Financial Services Market Regulation and various VR committees repeatedly requested of UACAA for professional advice and proposals pertaining to accounting, audit and taxation. Specifically, upon the request of the Commission for Financial Services Market Regulation, suggestions were directed as to making changes to the Law "On the Audit Activity," while V. Lynnyk was included in the Task Force of State Commission for Regulating Financial Services Market. The Task Force was also engaged in drafting the Commission's regulatory documents, and also Methodological Recommendations on Corporate Governance and Information Disclosure by Financial Institutions.

#### **MANAGERIAL ACCOUNTING**

The project invited accountants from 6 selected companies (2 persons from each) to take part in a two - day seminar on the methodology of conversion of financial statements from UAS to IAS. The seminar was held in April 2004. Selected consultants were also invited so people from companies and consultants could discuss some details of conversion during the seminar. The project provided consultants and accountants from companies with the manual on methodology of conversion and special electronic spreadsheets for conversion. Three party agreements between the Project, the company and the consultant were prepared. It is assumed that every selected company will complete conversion before October 31, 2004. During May and June, practical support was provided to consultants who implement conversion.

During previous stages of the project data relating to the needs of management accounting implementation was collected. This information came from the project sponsored seminars "Problems of implementation of Managerial Accounting and Budgeting in Ukraine Enterprises" that were conducted last year in three different regions of Ukraine. Based on this information draft recommendations on management accounting implementation at Ukrainian companies was developed and disseminated through the associations.

Information received from providers of trainings also provided information as for how management accounting techniques learned by participants of trainings were later implemented at their companies. Oleg Bazaliysky, CIPA – financial director of “Caparol” is implementing MA systems in this big paints and varnish producer, while another CIPA, Olena Amer due to her success in MA implementation (managing short term assets, developing managerial reporting system) was invited from Dnipropetrovsk, where she worked as a chief accountant to a position of internal auditor to big automobile spare parts supplier. Now Olena helps her new company as an internal consultant in MA.

Two other participants of CIPA program Svetlana Zasukhina (one exam away from CIPA designation) and Nadezhda Yermolenko (one exam away from CIPA designation) were invited to implement complex system of MA in “Versia” company — one of the biggest Ukrainian laptop producers, as a full time employees.

#### **IMPROVING EFFICIENCY OF TAX ADMINISTRATION THROUGH TAX/FINANCIAL ACCOUNTING RECONCILIATION**

UARP developed a standard tax/financial reporting reconciliation model and successfully applied it to 8 pilot companies and participated in a pilot tax reconciliation project through an inter-ministerial working group in late 2004/2005. While the mechanics of tax and financial reporting reconciliation are not difficult, the willingness of government to adopt these changes is a political one. Until the will of the politicians to increase transparency and equal treatment of all under the revenue collection methods of the Government of Ukraine is in place, tax reconciliation and further implementation of good financial reporting and transparency will be difficult to achieve.

#### **WRAP UP**

On December 2, 2005, 16 of Ukraine’s first CIPAs traveled to Washington, D.C. for a one week study tour. This dynamic group of young professionals demonstrated their knowledge, skills and abilities by passing seven very rigorous CIPA examinations to earn the CIPA designation.



**CIPA study tour participants in Washington, D.C.**

The study tour was designed for new *Certified International Professional Accountants (CIPA)*, a new professional qualification that has grown out of approximately 10 years of accounting reform training, examination and certification programs sponsored by USAID in the CIS. These new professionally certified individuals have not only benefited from USAID sponsored training, but have demonstrated their competence by passing vigorous, valid and reliable uniform examinations in seven accounting, audit, finance, tax and law disciplines, and are required to successfully complete Continuing Education requirements of their professional association.

The study tour was aimed at teaching these newly certified (and rare) professionals with the principles, standards, practices and ethics promoted by the International Federation of Accountants. The study

tour will teach the 17 CIPAs how to implement ethics and association building in Ukraine. As part of the study tour, participants met with:

- American Institute of Certified Professional Accountants (AICPA)
- International Monetary Fund (IMF), who will talk about its experience on fiscal transparency in the former USSR
- Government Accountability Office (GAO)
- Securities and Exchange Commission (SEC)
- USAID and Chemonics International
- Pricewaterhouse Coopers
- Greater Washington Society of CPAs (GWSCPA)

To a person, this study tour proved to be the capstone of three years of hard work, by project personnel and successful CIPAs. There is no doubt that the participants now have a through understanding of the elements involved in building a profession and building a more successful economy, not only for themselves but for generations to come.

# APPENDIX ONE

## Success Stories

CIPA participants' stories

**Yuriy Gavrylov, CIPA.** After graduating from the university in 1998, I thought that I had the necessary knowledge to work in the area of accounting. However, with every year I felt the need for additional training. I chose the CIPA program as a program that would help me. In 2003, I passed all CAP level exams — in 2005, all CIPA level exams.

During these years, I advanced from a technical assistant to a qualified professional; got a raise, in many aspects due to the CIPA program. The knowledge gained through the CIPA

training enables me to participate in various projects on a par with professionals from leading world consultancy firms.



more than just a competitive advantage. Firstly, I am proud of myself. I have achieved the objective set by myself: two certificates.



IASCF's Kurt Ramin presents Natalya Vasylenko, CIPA, Ukraine's first CIPA with her certificate.

**Nataliya Lavrynenko, CIPA.** At first, my motivation to participate in the program was to prove my capabilities, expand my knowledge, and review the forgotten. Participation in the program gave me much

Secondly, participation in the program increased my knowledge in the area of financial and managerial accounting, finance, and audit. I feel that I am a professional, rather than a narrow specialist in Ukrainian national accounting standards and tax accounting. Now, I apply new knowledge and skills in my new job. I have confidence that my knowledge and certificates will help me find and get the job of a financial director a job.

**Oleksandra Matveychuk, CIPA** Four years ago, a Kyiv-based company involved in selling gas-welding equipment offered me a job, and I came to Kyiv from Kirovograd, earning \$300 per month. While talking to my colleagues, I learned about a Russian-language certification program — CIPA, got interested, and decided to give it a try. Since then, my life has changed a lot. The knowledge I gained during the preparation for exams enabled me to look at my job differently, improve, and change many things. The top management began asking for my advice and assistance in making executive decisions, and once I obtained a first-level certificate, CAP, my salary doubled.



But it was a second-level certificate — CIPA — that had the biggest influence on my career. Only in a couple of months after the award ceremony, I was invited to a job interview by a wholly owned subsidiary of a foreign company that required from its chief accountant, first of all, the deep knowledge of international financial reporting standards and the ability to apply them in practice. The job interview was very serious; it was attended by the entire financial management team, they prepared number of questions and problems to test the knowledge of candidates. However, the knowledge acquired in the process of preparing for CIPA level exams allowed me to give brilliant answers to all questions and problems. Several days later, I received a job offer, and, according to the top manager, the decisive factor in selecting me to fill the vacancy was a CIPA certificate and the knowledge demonstrated in the course of the interview. That's how I have received a high paid job with a western company (\$1,500/month, a nice raise for a single mother of a 6 year old).



**Lubov Kosovets, CIPA.** Owing to the CIPA program, I have significantly raised my professional level and, in 2005, was offered the position of a chief accountant with a new company, and my salary doubled. Besides, the CIPA knowledge allowed

me to start a business — I have become a CIPA training provider. In the near future, I am planning to set up a company and fully apply the acquired knowledge in practice.

**Tetiana Kotskulych, CIPA** The CIPA program gives a powerful impetus to further self-improvement. As a university faculty member, I got the opportunity to deliver more interesting lectures and to show my students that the time spent in a classroom is an investment in the future. Besides, this program makes it possible to gain a deeper understanding of the disciplines studied, and, most importantly, to have an alternative look at long-known facts due to participation in the CIPA training.

**Elena Amer, CIPA** [in the picture, which is Ms. Amer on far left] In 2004, I passed all CIPA level exams. I was invited to speak at the Forum of Financial Directors in Kyiv on the application of the knowledge gained during the CIPA training. It was a great success! They flooded me with questions; my presentation was recognized the best and I was offered a job in Kyiv.



**Ukraine's Youngest CAP?**

**Anna Pilipenko.** When Anna Pilipenko was only 16, she passed her first CAP exam MA1 exam. “I was ready to pass the exam earlier in March 2004; however, I did not have a passport, so I could not be registered in the CIPA examinations,” Anna says. Anna self-studied accounting — with the help of her mother only. In March 2005, after training in the “Nika-Audit” company, Anna passed her second CIPA examination FA1.

In November 2005 Anna is planning to pass her final T&L exam, after what she will qualify as CAP. Anna mentioned that she is also thinking about CIPA; however, at the moment, she is not sure when it is going to happen. The reason for this uncertainty is that recently Anna has entered Donetsk Technical University to study finance; therefore, she is going to have less spare time. Not only will she be studying at the university, she will also have a part time job earning much needed money with a local audit firm

**Klavdia Naumenko, CIPA.** The CIPA program was attractive for me due to the opportunity to expand and deepen my knowledge in a number of economic disciplines, go beyond pure



financial accounting. The knowledge gained in the area of managerial accounting and finance enabled me, as an auditor, to have a different look at financial and economic activities of corporate clients, assist them in setting up managerial and financial accounting systems, and streamline their activities.



**Nataliya Lavrynenko, CIPA.** At first, my motivation to participate in the program was to prove my capabilities, expand my knowledge and review the forgotten. I cannot say that certificates somehow increased my value as a professional and helped me find a better job. But participation in

the program gave me much more than just a competitive advantage. Firstly, I am proud of myself. I have achieved the objective set by myself – I have two certificates.

Secondly, the participation in the program increased my knowledge in the area of financial and managerial accounting, finance, and audit. I feel that I am a professional, rather than a narrow specialist in Ukrainian national accounting standards and tax accounting. Now I apply new knowledge and skills in my new job. I have confidence that my knowledge and certificates will help me find and get the job of a financial director a job.

## CIPA Contributes to Ukraine's Largest Industry

Ferrous metallurgy is Ukraine's most important industry. ISTIL Group of USA, the largest foreign investor in Ukraine's ferrous metals industry, has committed US\$86 million to modernize a Donetsk-based steelworks on condition that its business management follow international best practices.

Specifically, the investor required that all ISTIL Ukraine accountants obtain certification in international accounting standards. ISTIL chose the CIPA program to help it meet this requirement.



All of ISTIL Ukraine's 46 accountants are indeed CIPA program participants, and 13 are Certified Accounting Practitioners. ISTIL Ukraine is now a modern manufacturing concern with 2,200 employees, competitive on both the national and international levels. It exports to the US, UK, Germany, France, Italy, and other parts of the world. It is the only enterprise in Ukraine's metallurgy industry to receive a loan from the European Bank for Reconstruction and Development (EBRD). Financial statements prepared by ISTIL's CAPs greatly facilitated the EBRD's comprehensive audit of the company, and inspired confidence and trust between the bank and the borrower.

By industry standards ISTIL Ukraine is a relatively small operation. Ukraine's biggest steel producer is Azovstal, based in the Donetsk region, Eastern Ukraine. Pavel Uzbek, the CFO, has expressly said he will not consider uncertified accountants for hire or promotion.

'Azovstal's dynamic growth calls for timely and efficient decision-making. I need competent accountants on my staff capable of contributing to making just the right decisions. The CIPA program has helped build a team out of individual accountants. Before they had been focusing on their narrow scopes of work and failed so much to see the big picture. Now Azovstal's accountants are one organism. Each of them knows what his neighbor does and is competent enough to consult him or back him up. They are now aware of their common purpose: prepare accurate and reliable financial statements and other reports and make way for the right decisions.

—Pavel Uzbek, CFO of Azovstal, Marioupol, Donetsk region

ISTIL Ukraine's Deputy Chief Accountant Evgeniy Tseytlin believes that raising the competence of the accounting personnel has been crucial to the success of the company. He says: "ISTIL Ukraine is an exemplary success story of economic progress and efficiency of foreign investments. The growth of ISTIL Ukraine comes as return on investment in both the assets and the personnel of the company, including accountants."



## CIPA Trains “Big Four” Audit Firm

Lyudmila Rubanenko, CAP, is a lead partner in Rubanenko&Partners, a Kharkiv-based group of companies that incorporates two audit firms, a consulting agency, and several other businesses. One of Ukraine’s “Big Four” audit firms, a majority of Rubanenko’s clients are big businesses with foreign shareholders who are active on the stock market and export-oriented. Not surprisingly, most of the firm’s audit engagements deal with IFRS-based financial statements. The growing demand among her clients for IFRS competency led Mrs. Rubanenko to send her staff for CIPA training in international accounting standards.



The CIPA program also enables Rubanenko to perform effectively in her other important role as a member of the Council on Accounting Methodology under the Ministry of Finance. The Council is the Ukrainian accounting standard-setter, a counterpart of the US Federal Accounting Standards Board (FASB). Mrs. Rubanenko believes the IFRS knowledge she has obtained through the CIPA program will help her make a much more valuable contribution to the Council’s decisions.



Leonid Rubanenko is the owner and CEO of the group. He is also head of the Kharkiv Chapter of the Ukrainian Employers Association and president of Ukraine’s Union of Tax Consultants. According to Mr. Rubanenko, the qualifications that employers value most in an accountant are competence, reliability, and the ability to give good advice.

“As CEO of a group of six companies, I regularly have to sign financial statements, and I distinguish the accountants who simply give the reports to me and stay silent, as I review and sign them, from the anxious accountants who urge me to look deeper into the figures, comment on every item, and suggest action. I appreciate this kind of interaction so much because I care what I sign, and I demand qualified comment and advice from my accountants. I know for sure, most conscientious employers feel as do. I’m safe when signing financial statements prepared by those anxious accountants, most of whom are CAPs. I trust the validity of CIPA examinations, and, as president of Ukraine’s Union of Tax Consultants, have proposed that CAPs enjoy an exemption from the Union’s exams in getting their tax consultant certificates.”

—Leonid Rubanenko

## CIPA Helps First Ukrainian Company Trade on the LSE



Irina Yevets joined the Ukrproduct Group Ltd. in February 2002 as its CFO. Previously, she was a co-founder and General Director of AuditJur Services. Ms. Yevets was promoted to Ukrproduct Group Presidency in early 2003.

Irina Yevets passed the CIPA program CAP level exams in late 2002 and early 2003. She had prepared for the exams on her own, making use of the recommended textbooks.

Irina Yevets, CAP and President of Ukrproduct Group Ltd. — the flagship of Ukraine’s dairy industry and the first Ukrainian company to trade its stock on the London Stock Exchange — considers her participation in the CIPA program an important factor both in her personal success and in the success of her company.

Asked if the knowledge acquired under the CIPA program helps in her daily work, she replies:

“No doubt! Unlike various seminars providing just limited knowledge to cope with a concrete task, the professional CIPA program provides comprehensive coverage of principles and rules, and their skillful interpretation.”

“Our company has very high corporate standards — primarily with regard to managerial and accounting reporting. Knowledge of the CIPA program helps communicate professionally with international auditors, financial advisors, and foreign investors.”

How does this relate to CIPA Program? “The relation, albeit indirect, is still there,” Irina explains. “A company wanting to trade shares on the international financial market must be completely transparent in terms of organization and accounting, and must use a reporting system understandable to foreign investors. The knowledge obtained under the CIPA program has obviously been of great use in tackling these tasks. Without this preparatory work, our stock flotation would have been impossible this year,” President Yevets concludes.



# APPENDIX TWO

## TRAINING COMPONENTS

The Project supported 8,228 training participants (468 courses) in 27 cities during the Project, including:

- 2,489 Candidates in Financial Accounting 1
- 2,034 Candidates in Managerial Accounting 1
- 1,972 Candidates in Tax and Law
- 331 candidates in Audit;
- 377 Candidates in Finance
- 623 Candidates in Financial Accounting 2
- 402 Candidates in Managerial Accounting 2
- See Table. 1 for details.

**TABLE 1: TRAINING COMPLETED FROM 2003 THROUGH NOVEMBER 18, 2005.**

<b>COURSE NAME</b>	<b>LOCATION</b>	<b>TOTAL</b>
<b>AUDIT</b>	Alushta	6
	Dnepropetrovsk	54
	Donetsk	27
	Ivano-Frankivsk	35
	Kherson	3
	Kyiv	98
	Lugansk	2
	Lutsk	47
	Mariupol	22
	Odesa	29
Simferopol	8	
<b>AUDIT TOTAL</b>		<b>331</b>
<b>FINANCE</b>	Alushta	4
	Dnepropetrovsk	73
	Donetsk	59
	Kharkiv	20
	Kherson	12
	Kyiv	121
	Lugansk	2
	Lutsk	50
	Odesa	33
Simferopol	3	
<b>FINANCE TOTAL</b>		<b>377</b>
<b>FINANCIAL ACCOUNTING 1</b>	Alushta	4
	Bila Tserkva	47
	Cherkasy	5
	Chernivtsi	68
	Dnepropetrovsk	308
	Dniprodzerzhynsk	21
	Donetsk	367
	Ivano-Frankivsk	95
	Kamenets-Podolskiy	8
	Kharkiv	158
	Kherson	41
	Khmelnitsky	53

<b>COURSE NAME</b>	<b>LOCATION</b>	<b>TOTAL</b>
	Kryvyi Rig	45
	Kyiv	535
	Lugansk	20
	Lutsk	29
	Lviv	136
	Mariupol	102
	Mykolaiv	24
	Nikopol	11
	Odesa	125
	Poltava	5
	Rivne	8
	Sevastopol	26
	Simferopol	44
	Vinnysia	15
	Zaporizhya	162
	Zhytomyr	27
<b>FINANCIAL ACCOUNTING 1 TOTAL</b>		<b>2489</b>
	Alushta	5
	Dnepropetrovsk	109
	Donetsk	92
	Ivano-Frankivsk	17
	Kharkiv	29
	Kherson	7
<b>FINANCIAL ACCOUNTING 2</b>	Kyiv	262
	Lugansk	2
	Lutsk	59
	Mariupol	19
	Simferopol	12
	Zaporizhya	10
<b>FINANCIAL ACCOUNTING 2 TOTAL</b>		<b>623</b>
<b>MANAGERIAL ACCOUNTING 1</b>	Alushta	4
	Bila Tserkva	37
	Cherkasy	5
	Dnepropetrovsk	304
	Donetsk	374
	Ivano-Frankivsk	66
	Kharkiv	126

<b>COURSE NAME</b>	<b>LOCATION</b>	<b>TOTAL</b>
	Kherson	38
	Khmelnitsky	41
	Kryvyi Rig	45
	Kyiv	339
	Lugansk	19
	Lutsk	24
	Lviv	54
	Mariupol	102
	Mykolaiv	12
	Odesa	149
	Poltava	14
	Rivne	8
	Sevastopol	51
	Simferopol	41
	Zaporizhya	168
	Zhytomyr	13
<b>MANAGERIAL ACCOUNTING 1 TOTAL</b>		<b>2034</b>
	Alushta	5
	Dnepropetrovsk	52
	Donetsk	16
	Ivano-Frankivsk	12
	Kharkiv	47
<b>MANAGERIAL ACCOUNTING 2</b>	Kherson	6
	Kyiv	178
	Lugansk	2
	Lutsk	61
	Poltava	6
	Simferopol	11
	Zaporizhya	6
<b>MANAGERIAL ACCOUNTING 2 TOTAL</b>		<b>402</b>
<b>Tax &amp; Law</b>	Alushta	4
	Bila Tserkva	17
	Dnepropetrovsk	259
	Donetsk	357
	Ivano-Frankivsk	68
	Kharkiv	101
	Kherson	34

<b>COURSE NAME</b>	<b>LOCATION</b>	<b>TOTAL</b>
	Khmelnitsky	35
	Kryvyi Rig	45
	Kyiv	289
	Lugansk	19
	Lutsk	27
	Lviv	59
	Mariupol	102
	Nikopol	52
	Odesa	139
	Poltava	5
	Sevastopol	56
	Simferopol	30
	Vinnysia	15
	Zaporizhya	238
	Zhytomyr	21
<b>TAX &amp; LAW TOTAL</b>		<b>1972</b>
<b>GRAND TOTAL</b>		<b>8228</b>

CIPA trainings were delivered in **19 oblasts** (Kyiv, Cherkasy, Chernivtsi, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kharkiv, Kherson, Khmelnytsky, Luhansk, Volyn, Lviv, Mykolaiv, Odesa, Poltava, Rivne, Vinnytsia, Zaporizhia, Zhytomyr) and Autonomous Republic of Crimea; **and 27 cities of Ukraine** (Alushta, Bila Tserkva, Cherkasy, Chernivtsi, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kamenets-Podilskyi, Kharkiv, Kherson, Khmelnytskyi, Kryvyi Rig, Kyiv, Luhansk, Lutsk, Lviv, Mariupol, Mykolaiv, Nikopol, Odesa, Poltava, Rivne, Sevastopol, Vinnytsia, Simferopol, Zaporizhia, Zhytomyr). See Table 2.

**TABLE 2: TRAINING COMPLETED FROM 2003 THROUGH NOVEMBER 18, 2005, BY REGIONS**

LOCATION	COURSE NAME	TOTAL
<b>Alushta</b>	Audit	6
	Finance	4
	Financial Accounting 1	4
	Financial Accounting 2	5
	Managerial Accounting 1	4
	Managerial Accounting 2	5
	Tax & Law	4
<b>Alushta Total</b>		<b>32</b>
<b>Bila Tserkva</b>	Financial Accounting 1	47
	Managerial Accounting 1	37
	Tax & Law	17
<b>Bila Tserkva Total</b>		<b>101</b>
<b>Cherkasy</b>	Financial Accounting 1	5
	Managerial Accounting 1	5
<b>Cherkasy Total</b>		<b>10</b>
<b>Chernivtsi</b>	Financial Accounting 1	68
<b>Chernivtsi Total</b>		<b>68</b>
<b>Dnepropetrovsk</b>	Audit	54
	Finance	73
	Financial Accounting 1	308
	Financial Accounting 2	109
	Managerial Accounting 1	304
	Managerial Accounting 2	52
	Tax & Law	259
<b>Dnepropetrovsk Total</b>		<b>1159</b>
<b>Dniprodzerzhynsk</b>	Financial Accounting 1	21
<b>Dniprodzerzhynsk Total</b>		<b>21</b>
<b>Donetsk</b>	Audit	27

LOCATION	COURSE NAME	TOTAL
	Finance	59
	Financial Accounting 1	367
	Financial Accounting 2	92
	Managerial Accounting 1	374
	Managerial Accounting 2	16
	Tax & Law	357
<b>Donetsk Total</b>		<b>1292</b>
	Audit	35
	Financial Accounting 1	95
	Financial Accounting 2	17
	Managerial Accounting 1	66
	Managerial Accounting 2	12
	Tax & Law	68
<b>Ivano-Frankivsk Total</b>		<b>293</b>
Kamenets-Podolskiy	Financial Accounting 1	8
<b>Kamenets-Podolskiy Total</b>		<b>8</b>
Kharkiv	Finance	20
	Financial Accounting 1	158
	Financial Accounting 2	29
	Managerial Accounting 1	126
	Managerial Accounting 2	47
	Tax & Law	101
<b>Kharkiv Total</b>		<b>481</b>
Kherson	Audit	3
	Finance	12
	Financial Accounting 1	41
	Financial Accounting 2	7
	Managerial Accounting 1	38
	Managerial Accounting 2	6
	Tax & Law	34
<b>Kherson Total</b>		<b>141</b>
Khmelnitsky	Financial Accounting 1	53
	Managerial Accounting 1	41
	Tax & Law	35
<b>Khmelnitsky Total</b>		<b>129</b>
Kryvyi Rig	Financial Accounting 1	45

LOCATION	COURSE NAME	TOTAL
	Managerial Accounting 1	45
	Tax & Law	45
<b>Kryvyi Rig Total</b>		<b>135</b>
Kyiv	Audit	98
	Finance	121
	Financial Accounting 1	535
	Financial Accounting 2	262
	Managerial Accounting 1	339
	Managerial Accounting 2	178
	Tax & Law	289
<b>Kyiv Total</b>		<b>1822</b>
Lugansk	Audit	2
	Finance	2
	Financial Accounting 1	20
	Financial Accounting 2	2
	Managerial Accounting 1	19
	Managerial Accounting 2	2
	Tax & Law	19
<b>Lugansk Total</b>		<b>66</b>
Lutsk	Audit	47
	Finance	50
	Financial Accounting 1	29
	Financial Accounting 2	59
	Managerial Accounting 1	24
	Managerial Accounting 2	61
	Tax & Law	27
<b>Lutsk Total</b>		<b>297</b>
Lviv	Financial Accounting 1	136
	Managerial Accounting 1	54
	Tax & Law	59
<b>Lviv Total</b>		<b>249</b>
Mariupol	Audit	22
	Financial Accounting 1	102
	Financial Accounting 2	19
	Managerial Accounting 1	102
	Tax & Law	102

LOCATION	COURSE NAME	TOTAL
<b>Mariupol Total</b>		<b>347</b>
Mykolaiv	Financial Accounting 1	24
	Managerial Accounting 1	12
<b>Mykolaiv Total</b>		<b>36</b>
Nikopol	Financial Accounting 1	11
	Tax & Law	52
<b>Nikopol Total</b>		<b>63</b>
Odesa	Audit	29
	Finance	33
	Financial Accounting 1	125
	Managerial Accounting 1	149
	Tax & Law	139
<b>Odesa Total</b>		<b>475</b>
Poltava	Financial Accounting 1	5
	Managerial Accounting 1	14
	Managerial Accounting 2	6
	Tax & Law	5
<b>Poltava Total</b>		<b>30</b>
Rivne	Financial Accounting 1	8
	Managerial Accounting 1	8
<b>Rivne Total</b>		<b>16</b>
Sevastopol	Financial Accounting 1	26
	Managerial Accounting 1	51
	Tax & Law	56
<b>Sevastopol Total</b>		<b>133</b>
Simferopol	Audit	8
	Finance	3
	Financial Accounting 1	44
	Financial Accounting 2	12
	Managerial Accounting 1	41
	Managerial Accounting 2	11
	Tax & Law	30
<b>Simferopol Total</b>		<b>149</b>
Vinnysia	Financial Accounting 1	15
	Tax & Law	15
<b>Vinnysia Total</b>		<b>30</b>

<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
Zaporizhya	Financial Accounting 1	162
	Financial Accounting 2	10
	Managerial Accounting 1	168
	Managerial Accounting 2	6
	Tax & Law	238
<b>Zaporizhya Total</b>		<b>584</b>
Zhytomyr	Financial Accounting 1	27
	Managerial Accounting 1	13
	Tax & Law	21
<b>Zhytomyr Total</b>		<b>61</b>
<b>Grand Total</b>		<b>8228</b>

The project worked with 29 training providers from all over Ukraine.

CITY	TRAINING PROVIDER	CONTACT PERSON	PHONE	E-MAIL, WWW
<b>Bila Tserkva</b>	"Ros-Audit"	Tatiana Guk	8 044 633 67 91	rosa@magnus.kiev.ua
<b>Chernivtsi</b>	Audit-Service-Chernivtsi	Galina Mashtalyar	8 037 253 98 86 8 067 372 04 06	
<b>Dnipropetrovsk</b>	UFPAA Dnipropetrovsk Chapter	Nataliya Pisotska Olga Yakimchuk	8 056 370 30 43 8 056 370 30 44	ufpaa@bdo-balance.dp.ua
	Elcon Consulting Laboratory Ltd.	Rusana Tebueva	8 056 231 18 75 8 056 721 51 60	osi@solar.dp.ua
	Anastasiya Bondarenko PE	Anastasiya Bondarenko	8 056 338 95 54 8 050 340 42 53 8 056 778 02 48	acha@isd.dp.ua
<b>Donetsk</b>	Nica-Audit	Evgenia Makarova	8 062 381 32 35 8 062 335 64 78	nica@skif.net www.nica.org.ua
	Status-Donetsk Subsidiary (Audit Chamber of Ukraine)	Galina Sochinskaya Viktoriya Kemarskaya	8 062 333 38 83 8 062 385 85 77	sochinska@hub.euomb.com vitta@hub.euomb.com
<b>Ivano-Frankivsk</b>	Audit Service, Inc.	Lesya Korpan	8 034 275 05 01 8 034 223 03 34 8 034 223 49 07	audit@itc.if.ua
<b>Kharkiv</b>	International Finance and Economics Institute	Nataliya Korolyova	8 057 732 28 77 8 067 906 46 76	ufpaa@kharkov.com
	Agency for International Cooperation Public Organization	Tatiana Baranova	8 057 254 42 88 8 057 258 81 61	ams@krcl.kharkov.ua kcm@vlink.kharkov.ua
<b>Kherson</b>	Nataliya Antoniuk PE	Nataliya Antonyuk	8 0552 49 41 26	expert_c@selena.net.ua
<b>Khmelnysky</b>	Business-Analysis PE	Alla Ploshchinskaya	8 038 270 09 76 8 097 289 22 79	aploschyn@mt.km.ua
<b>Kyiv</b>	Maxima-Inform Consulting Center	Inna Lunina	8 044 522 96 34 8 067 234 61 32 8 044 206 09 07	ktoufpaa@i.com.ua
	Training and Coordination Center of Agricultural/Rural Extension Services (TCC)	Danil Slobodyan	8 044 492 75 68	slobodyand.danylo@tcc.kiev.ua
	Kyiv Business School	Julia Khovrich	8 044 239 72 76	reklama@kbs.kiev.ua juli@kbs.kiev.ua
	Lex-Service	Nataliya Shulzhenko	8 044 539 08 47	audit@auditlex.com.ua
	Accounting Resource Centre (ARC)	Myroslava Mushynska Olga Polevyk	8 044 234 93 39 8 044 238 22 80	office@uacaa.org
	Training and Consulting Company "Skhid T"	Tetyana Kamenska Mariya Kamenska Vera Bonadyk	8 044 494 29 95 (int.3-82) 8 067 502 07 91 8 066 342 48 62	suntraining@rambler.ru
	KIBIT Business School	Irina Bilinskaya	8 044 537 18 04	info@kibit.com.ua
	International Institute of Business	Tatiana Stakhorskaya	8 044 456 37 00	marketing@iib.com.ua
<b>Lutsk</b>	Aktiv Consulting Firm	Irina Sadovskaya	8 033 224 25 03	irina_sadovska@ukr.net irina_sardachuk@rambler.ru

<b>CITY</b>	<b>TRAINING PROVIDER</b>	<b>CONTACT PERSON</b>	<b>PHONE</b>	<b>E-MAIL, WWW</b>
<b>Lviv</b>	Training and Coordination Center of Agricultural/Rural Extension Services (TCC)	Anatoliy Momont	8 067 589 72 00 8 032 240 43 08 (after 15.00)	
	CJSC "Lviv Institute of Management"	Tetyana Koziy	8 032 241 91 46 8 032 241 90 48	mba@lim.ua
<b>Lugansk</b>	KIBIT (Lugansk branch)	Tatyana Gordienko	8 064 258 90 30	
<b>Mykolaiv</b>	Tatiana Sukhanik PE	Tatiana Sukhanik	8 051 234 61 03	
<b>Odesa</b>	Margo Audit Agency	Marina Golosovskaya Elena Melnik	8 048 728 83 83 / 84	mar_audit@mail.ru
<b>Poltava</b>	Larisa Gazhienko PE	Larisa Gazhienko	8 053 222 26 29	sltigr@kot.poltava.ua
<b>Rivne</b>	Rivne-Consulting-Audit PE	Galina Riznyk	8 036 222 12 30	GalinaRiznyk@ukr.net
<b>Sevastopol</b>	Lex-Service	Nataliya Shulzhenko	8 069 254 42 20	audit@auditlex.com.ua
<b>Simferopol</b>	Elena Chornaya PE	Elena Chornaya	8 065 225 72 19 8 050 397 23 26	chernaya_elena@ukr.net
	Centre for Practical Training and Accounting Services "Shans-Elit"	Maya Korolyova	8 067 279 59 59 8 065 227 24 97	reliable4@yandex.ru
<b>Zaporizhzhia</b>	UFPAA Zaporizhzhia Chapter	Larisa Veklicheva	8 061 212 03 60	audit@reis.zp.ua
<b>Zhytomyr</b>	KIBIT School of Business (Zhytomyr branch)	Maryna Babych	8 041 244 52 57	

**TABLE 3: TRAINING COMPLETED FROM 2003 THROUGH NOVEMBER 2005, BY TRAINING PROVIDERS**

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
<b>AF Kapital</b>	Poltava	Financial Accounting 1	5
		Managerial Accounting 2	6
		Tax & Law	5
	<b>Poltava Total</b>		<b>16</b>
<b>AF Kapital Total</b>			<b>16</b>
<b>Agency for International Cooperation</b>	Kharkiv	Finance	20
		Financial Accounting 1	21
		Managerial Accounting 1	22
		Tax & Law	43
	<b>Kharkiv Total</b>		<b>106</b>
<b>Agency for International Cooperation Total</b>			<b>106</b>
<b>Audit Firm "Audit-Service"</b>	Ivano-Frankivsk	Financial Accounting 1	78
		Financial Accounting 2	17
		Managerial Accounting 1	66
		Tax & Law	68
	<b>Ivano-Frankivsk Total</b>		<b>229</b>
<b>Audit Firm "Audit-Service" Total</b>			<b>229</b>
<b>Audit Firm "Audit-Service-Chernivtsi"</b>	Chernivtsi	Financial Accounting 1	68
	<b>Chernivtsi Total</b>		<b>68</b>
<b>Audit Firm "Audit-Service-Chernivtsi" Total</b>			<b>68</b>
<b>Audit Firm "Aura"</b>	Kyiv	Financial Accounting 1	13
		Managerial Accounting 1	13
		Tax & Law	13
	<b>Kyiv Total</b>		<b>39</b>
<b>Audit Firm "Aura" Total</b>			<b>39</b>
<b>Audit Firm "BDO Balance"</b>	Dnepropetrovsk	Audit	22
		Finance	17
		Financial Accounting 1	107
		Financial Accounting 2	26
		Managerial Accounting 1	142
		Managerial Accounting 2	12
		Tax & Law	146
		<b>Dnepropetrovsk Total</b>	

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
	Dniprodzerzhynsk	Financial Accounting 1	21
	Dniprodzerzhynsk Total		21
	Nikopol	Tax & Law	26
	Nikopol Total		26
<b>Audit Firm "BDO Balance" Total</b>			<b>519</b>
<b>Audit Firm "Mag"</b>	Kamenets-Podolskiy	Financial Accounting 1	8
	Kamenets-Podolskiy Total		8
<b>Audit Firm "Mag" Total</b>			<b>8</b>
<b>Audit Firm "Margo-Audit"</b>	Odesa	Audit	29
		Finance	33
		Financial Accounting 1	85
		Managerial Accounting 1	89
		Tax & Law	64
	Odesa Total		300
<b>Audit Firm "Margo-Audit" Total</b>			<b>300</b>
<b>Audit Firm "Nica Audit"</b>	Donetsk	Audit	27
		Finance	37
		Financial Accounting 1	309
		Financial Accounting 2	71
		Managerial Accounting 1	339
		Managerial Accounting 2	16
		Tax & Law	326
	Donetsk Total		1125
	Mariupol	Audit	22
		Financial Accounting 1	102
		Financial Accounting 2	19
		Managerial Accounting 1	102
		Tax & Law	102
	Mariupol Total		347
<b>Audit Firm "Nica Audit" Total</b>			<b>1472</b>
<b>Audit Firm "Perspektiva Audit"</b>	Alushta	Audit	6
		Finance	4
		Financial Accounting 1	4
		Financial Accounting 2	5
		Managerial Accounting 1	4
		Managerial Accounting 2	5

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
		Tax & Law	4
	Alushta Total		32
<b>Audit Firm "Perspektiva Audit" Total</b>			<b>32</b>
<b>Audit Firm "Prudence"</b>	Kharkiv	Financial Accounting 1	29
		Managerial Accounting 2	27
	Kharkiv Total		56
<b>Audit Firm "Prudence" Total</b>			<b>56</b>
<b>Audit Firm "Ros Audit"</b>	Bila Tserkva	Financial Accounting 1	47
		Managerial Accounting 1	37
		Tax & Law	17
	Bila Tserkva Total		101
<b>Audit Firm "Ros Audit" Total</b>			<b>101</b>
<b>Audit Firm "Ukrvostokaudit"</b>	Donetsk	Financial Accounting 1	31
		Financial Accounting 2	21
		Managerial Accounting 1	31
		Tax & Law	31
	Donetsk Total		114
<b>Audit Firm "Ukrvostokaudit" Total</b>			<b>114</b>
<b>Chemonics</b>	Donetsk	Finance	22
	Donetsk Total		22
	Ivano-Frankivsk	Audit	19
	Ivano-Frankivsk Total		19
	Kyiv	Audit	36
		Finance	45
		Financial Accounting 1	162
		Financial Accounting 2	105
		Managerial Accounting 1	76
		Managerial Accounting 2	62
	Kyiv Total		486
	Lviv	Financial Accounting 1	45
	Lviv Total		45
<b>Chemonics Total</b>			<b>572</b>
<b>Consulting Firm "Maxima-Inform"</b>	Kyiv	Financial Accounting 1	68
		Financial Accounting 2	40
		Managerial Accounting 1	60
		Managerial Accounting 2	39

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
		Tax & Law	11
	Kyiv Total		218
<b>Consulting Firm "Maxima-Inform" Total</b>			<b>218</b>
<b>Consulting Firm Aktiv LLC</b>	Lutsk	Audit	47
		Finance	50
		Financial Accounting 1	29
		Financial Accounting 2	59
		Managerial Accounting 1	24
		Managerial Accounting 2	61
		Tax & Law	27
	Lutsk Total		297
<b>Consulting Firm Aktiv LLC Total</b>			<b>297</b>
<b>Consulting Firm Elkon</b>	Dnepropetrovsk	Audit	32
		Finance	56
		Financial Accounting 1	128
		Financial Accounting 2	35
		Managerial Accounting 1	110
		Managerial Accounting 2	40
		Tax & Law	83
	Dnepropetrovsk Total		484
<b>Consulting Firm Elkon Total</b>			<b>484</b>
<b>Credit-Service Club</b>	Cherkasy	Financial Accounting 1	5
		Managerial Accounting 1	5
	Cherkasy Total		10
<b>Credit-Service Club Total</b>			<b>10</b>
<b>Dnepropetrovsk National University</b>	Dnepropetrovsk	Financial Accounting 1	21
		Managerial Accounting 1	20
	Dnepropetrovsk Total		41
<b>Dnepropetrovsk National University Total</b>			<b>41</b>
<b>International Christian University</b>	Kyiv	Tax & Law	16
	Kyiv Total		16
<b>International Christian University Total</b>			<b>16</b>
<b>International Institute of Business</b>	Kyiv	Financial Accounting 2	8
		Managerial Accounting 2	8
	Kyiv Total		16
<b>International Institute of Business Total</b>			<b>16</b>

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
<b>KIBIT</b>	Kyiv	Financial Accounting 1	26
		Managerial Accounting 1	11
		Tax & Law	28
	Kyiv Total		65
<b>KIBIT Total</b>			<b>65</b>
<b>KNEU (KRS)</b>	Kryvyi Rig	Financial Accounting 1	45
		Managerial Accounting 1	45
		Tax & Law	45
	Kryvyi Rig Total		135
<b>KNEU (KRS) Total</b>			<b>135</b>
<b>Kyiv Business School</b>	Kyiv	Finance	25
		Financial Accounting 2	12
	Kyiv Total		37
<b>Kyiv Business School Total</b>			<b>37</b>
<b>Kyiv Managment and Audit Academy</b>	Kyiv	Financial Accounting 2	17
	Kyiv Total		17
<b>Kyiv Managment and Audit Academy Total</b>			<b>17</b>
<b>Kyiv National Trade and Economic University</b>	Kyiv	Audit	32
	Kyiv Total		32
<b>Kyiv National Trade and Economic University Total</b>			<b>32</b>
<b>Lviv Banking Institute</b>	Lviv	Financial Accounting 1	26
		Managerial Accounting 1	26
		Tax & Law	26
	Lviv Total		78
<b>Lviv Banking Institute Total</b>			<b>78</b>
<b>Lviv Institute of Management</b>	Lviv	Financial Accounting 1	17
	Lviv Total		17
<b>Lviv Institute of Management Total</b>			<b>17</b>
<b>Oschadbank Donetsk</b>	Donetsk	Financial Accounting 1	21
	Donetsk Total		21
<b>Oschadbank Donetsk Total</b>			<b>21</b>
<b>PE Alexandr Kosarev</b>	Kharkiv	Financial Accounting 1	25
		Managerial Accounting 1	21
		Tax & Law	20
	Kharkiv Total		66
<b>PE Alexandr Kosarev Total</b>			<b>66</b>

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
<b>PE Elena Baryshnikova</b>	Kyiv	Financial Accounting 1	10
	Kyiv Total		10
	Sevastopol	Financial Accounting 1	26
		Managerial Accounting 1	38
		Tax & Law	40
	Sevastopol Total		104
<b>PE Elena Baryshnikova Total</b>			<b>114</b>
<b>PE Elena Chornaya</b>	Simferopol	Audit	8
		Finance	3
		Financial Accounting 1	37
		Financial Accounting 2	12
		Managerial Accounting 1	34
		Managerial Accounting 2	11
		Tax & Law	23
	Simferopol Total		128
	Zaporizhya	Financial Accounting 1	10
	Zaporizhya Total		10
<b>PE Elena Chornaya Total</b>			<b>138</b>
<b>PE Gazhyenko Larysa</b>	Poltava	Managerial Accounting 1	14
	Poltava Total		14
<b>PE Gazhyenko Larysa Total</b>			<b>14</b>
<b>PE Gontar Lyudmyla</b>	Mykolaiv	Financial Accounting 1	12
	Mykolaiv Total		12
<b>PE Gontar Lyudmyla Total</b>			<b>12</b>
<b>PE Inna Lunina</b>	Kyiv	Financial Accounting 2	13
	Kyiv Total		13
<b>PE Inna Lunina Total</b>			<b>13</b>
<b>PE Lyubov Bilyaze</b>	Donetsk	Financial Accounting 1	6
		Managerial Accounting 1	4
	Donetsk Total		10
<b>PE Lyubov Bilyaze Total</b>			<b>10</b>
<b>PE Lyubov Kosovets</b>	Dnepropetrovsk	Financial Accounting 2	15
		Tax & Law	30
	Dnepropetrovsk Total		45
	Nikopol	Tax & Law	26

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
	Nikopol Total		26
<b>PE Lyubov Kosovets Total</b>			<b>71</b>
<b>PE Lyudmyla Didkivska</b>	Zhytomyr	Financial Accounting 1	27
		Managerial Accounting 1	13
		Tax & Law	21
	Zhytomyr Total		61
<b>PE Lyudmyla Didkivska Total</b>			<b>61</b>
<b>PE Nastya Bondarenko</b>	Dnepropetrovsk	Financial Accounting 1	52
		Financial Accounting 2	33
	Dnepropetrovsk Total		85
	Nikopol	Financial Accounting 1	11
	Nikopol Total		11
<b>PE Nastya Bondarenko Total</b>			<b>96</b>
<b>PE Nataliya Antonyuk</b>	Kherson	Audit	3
		Finance	12
		Financial Accounting 1	41
		Financial Accounting 2	7
		Managerial Accounting 1	38
		Managerial Accounting 2	6
		Tax & Law	34
	Kherson Total		141
<b>PE Nataliya Antonyuk Total</b>			<b>141</b>
<b>PE Nataliya Korolyova</b>	Kharkiv	Financial Accounting 1	45
		Managerial Accounting 1	45
	Kharkiv Total		90
<b>PE Nataliya Korolyova Total</b>			<b>90</b>
<b>PE Norma</b>	Lugansk	Audit	2
		Finance	2
		Financial Accounting 1	20
		Financial Accounting 2	2
		Managerial Accounting 1	19
		Managerial Accounting 2	2
		Tax & Law	19
	Lugansk Total		66
<b>PE Norma Total</b>			<b>66</b>
<b>PE Olena Turiy</b>	Ivano-Frankivsk	Audit	16

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
		Financial Accounting 1	17
		Managerial Accounting 2	12
	Ivano-Frankivsk Total		45
<b>PE Olena Turiy Total</b>			<b>45</b>
<b>PE Rivne-Consulting-Audit</b>	Rivne	Financial Accounting 1	8
		Managerial Accounting 1	8
	Rivne Total		16
<b>PE Rivne-Consulting-Audit Total</b>			<b>16</b>
<b>PE Sergiy Shulga</b>	Dnepropetrovsk	Managerial Accounting 1	32
	Dnepropetrovsk Total		32
<b>PE Sergiy Shulga Total</b>			<b>32</b>
<b>PE Shulzhenko</b>	Sevastopol	Tax & Law	16
	Sevastopol Total		16
<b>PE Shulzhenko Total</b>			<b>16</b>
<b>PE Skhid T</b>	Kyiv	Audit	20
		Finance	20
		Financial Accounting 1	19
		Financial Accounting 2	11
		Managerial Accounting 1	8
		Managerial Accounting 2	12
		Tax & Law	8
	Kyiv Total		98
	Odesa	Financial Accounting 1	40
		Managerial Accounting 1	25
		Tax & Law	40
	Odesa Total		105
<b>PE Skhid T Total</b>			<b>203</b>
<b>PE Tetyana Suhanik</b>	Mykolaiv	Financial Accounting 1	12
		Managerial Accounting 1	12
	Mykolaiv Total		24
<b>PE Tetyana Suhanik Total</b>			<b>24</b>
<b>Private Firm "Biznes-Analiz"</b>	Khmel'nitsky	Financial Accounting 1	53
		Managerial Accounting 1	41
		Tax & Law	35
	Khmel'nitsky Total		129
<b>Private Firm "Biznes-Analiz" Total</b>			<b>129</b>

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
<b>Railroad Academy</b>	Kharkiv	Financial Accounting 1	38
		Financial Accounting 2	29
		Managerial Accounting 1	38
		Managerial Accounting 2	20
		Tax & Law	38
		<b>Kharkiv Total</b>	<b>163</b>
	<b>Railroad Academy Total</b>		<b>163</b>
<b>Shans-Elit</b>	Simferopol	Financial Accounting 1	7
		Managerial Accounting 1	7
		Tax & Law	7
	<b>Simferopol Total</b>	<b>21</b>	
<b>Shans-Elit Total</b>		<b>21</b>	
<b>TCC</b>	Kyiv	Financial Accounting 1	81
		Managerial Accounting 1	17
		Tax & Law	42
	<b>Kyiv Total</b>	<b>140</b>	
	Lviv	Financial Accounting 1	48
		Managerial Accounting 1	28
		Tax & Law	33
	<b>Lviv Total</b>	<b>109</b>	
	Vinnytsia	Financial Accounting 1	15
		Tax & Law	15
<b>Vinnytsia Total</b>		<b>30</b>	
<b>TCC Total</b>		<b>279</b>	
<b>TMC</b>	Kyiv	Financial Accounting 1	66
		Managerial Accounting 1	91
		Tax & Law	98
	<b>Kyiv Total</b>	<b>255</b>	
	Odesa	Managerial Accounting 1	35
		Tax & Law	35
		<b>Odesa Total</b>	<b>70</b>
	Zaporizhya	Financial Accounting 1	152
		Financial Accounting 2	10
		Managerial Accounting 1	168
Managerial Accounting 2		6	
Tax & Law		238	

<b>SUM OF PAX NO.</b>			
<b>TRAINING PROVIDER</b>	<b>LOCATION</b>	<b>COURSE NAME</b>	<b>TOTAL</b>
	Zaporizhya Total		574
<b>TMC Total</b>			<b>899</b>
<b>Training and Coordination Center</b>	Kyiv	Tax & Law	35
	Kyiv Total		35
<b>Training and Coordination Center Total</b>			<b>35</b>
<b>Training Centre "Metronom"</b>	Sevastopol	Managerial Accounting 1	13
	Sevastopol Total		13
<b>Training Centre "Metronom" Total</b>			<b>13</b>
<b>UACAA Accounting Resource Center</b>	Kyiv	Audit	10
		Finance	31
		Financial Accounting 1	33
		Financial Accounting 2	56
		Managerial Accounting 1	19
		Managerial Accounting 2	57
		Tax & Law	12
	Kyiv Total		218
<b>UACAA Accounting Resource Center Total</b>			<b>218</b>
<b>Ukraine Finance &amp; Banking School</b>	Kyiv	Financial Accounting 1	57
		Managerial Accounting 1	44
		Tax & Law	26
	Kyiv Total		127
<b>Ukraine Finance &amp; Banking School Total</b>			<b>127</b>
<b>Grand Total</b>			<b>8228</b>

The project conducted the following Training of Training (ToT) sessions:

COURSE NAME	TRAINER	TOTAL
Financial Accounting 1	Cherkashyna Olga	35
	Melnikov Alexander	24
	Turiy Olena	14
	Vasylenko Natalia	14
	Vasylenko Nataliya	21
<b>Financial Accounting 1 Total</b>		<b>108</b>
Financial Accounting 2	Kanygin Sergey	22
	Vasylenko Nataliya	46
<b>Financial Accounting 2 Total</b>		<b>68</b>
Managerial Accounting 1	Kamenska Tatiana	20
	Kanygin Sergey	15
<b>Managerial Accounting 1 Total</b>		<b>35</b>
Managerial Accounting 2	Cheporov Valeriy	29
	Vasylenko Nataliya	23
<b>Managerial Accounting 2 Total</b>		<b>52</b>
Tax & Law	Polivodsky Oleksandr	35
<b>Tax &amp; Law Total</b>		<b>35</b>
<b>Grand Total</b>		<b>298</b>

The project supported the following training for University students:

COURSE NAME	TRAINER	LOCATION	TRAINING PROVIDER	TOTAL
Financial Accounting 1	Bilyaze Lyubov	Donetsk	PE Lyubov Bilyaze	6
		Donetsk Total		6
	Bilyaze Lyubov Total			6
	Kharakoz Lilia	Dnepropetrovsk	Dnepropetrovsk National University	21
		Dnepropetrovsk Total		21
	Kharakoz Lilia Total			21
	Kundrya-Vysotska Oksana	Lviv	Lviv Banking Institute	26
		Lviv Total		26
	Kundrya-Vysotska Oksana Total			26
	Orlova Valentyna	Ivano-Frankivsk	PE Olena Turiy	17
		Ivano-Frankivsk Total		17
	Orlova Valentyna Total			17
	Shaikan Andrei	Kryvyi Rig	KNEU (KRS)	45

COURSE NAME	TRAINER	LOCATION	TRAINING PROVIDER	TOTAL
		Kryvyi Rig Total		45
	Shaikan Andrei Total			45
<b>Financial Accounting 1 Total</b>				115
<b>Managerial Accounting 1</b>	Bilyaze Lyubov	Donetsk	PE Lyubov Bilyaze	4
		Donetsk Total		4
	Bilyaze Lyubov Total			4
	Gushko Sergey	Kryvyi Rig	KNEU (KRS)	45
		Kryvyi Rig Total		45
	Gushko Sergey Total			45
	Malygina Nataliya	Dnepropetrovsk	Dnepropetrovsk National University	20
		Dnepropetrovsk Total		20
	Malygina Nataliya Total			20
	Partyn Galyna	Lviv	Lviv Banking Institute	26
		Lviv Total		26
	Partyn Galyna Total			26
<b>Managerial Accounting 1 Total</b>				95
<b>Tax &amp; Law</b>	Momont Ulyana, Polivodsky Oleksandr	Kyiv	International Christian University	16
		Kyiv Total		16
	Momont Ulyana, Polivodsky Oleksandr	Total		16
	Sykhova Viktoria	Lviv	Lviv Banking Institute	26
		Lviv Total		26
	Sykhova Viktoria Total			26
	Udoenko Valeriy	Kryvyi Rig	KNEU (KRS)	45
		Kryvyi Rig Total		45
	Udoenko Valeriy Total			45
<b>Tax &amp; Law Total</b>				<b>87</b>
<b>Grand Total</b>				<b>297</b>



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