ORGANIZATIONS AND INSTITUTIONS INVOLVED

IN

LOCAL GOVERNMENT DEVELOPMENT

AND MUNICIPAL SERVICES IN UKRAINE

Final Report
ORGANIZATIONS AND INSTITUTIONS
INVOLVED IN LOCAL GOVERNMENT DEVELOPMENT
AND MUNICIPAL SERVICES IN UKRAINE

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INTRODUCTION

Decentralization of state power in Ukraine is an important component of the process of democratization of society. The process of decentralization is complex and unique by its character, and its implementation and study involves both governmental and non-governmental, civil organizations, analytical centers, international organizations, and donors. This report is aimed at the description of most known organizations involved local government and municipal development in Ukraine.

Local government in Ukraine is a new phenomenon: under the Soviet regime, local councils at different levels (village, town, city, raion, oblast) were only parts of the centralized state system and could not be considered as local governments. “We still see hospitals, public cultural centers, and schools as state institutions, though now they are under the jurisdiction of local government, which is not state government by definition” (see Kobets 2001: 3). Taking into account the uniqueness of the process of development of local government in Ukraine, it is necessary to present the brief description of both the structure of local government, municipal services, and laws, which are the bases of their development. The first section of this report is devoted to this issue, in particular, the structure and the history of development of local government, local budgeting, municipal services, and public transportation are considered in this section.

The other sections of the report are devoted to the review of organizations involved in the development of local government and communal services. Governmental organizations and institutions (section 2), associations of the bodies of self-governance (section 3), regional development agencies, analytical centers, sociological institutions (section 4), and donors (section 5) are considered separately.
1. LOCAL GOVERNMENT AND MUNICIPAL SERVICES IN UKRAINE

1.1. What Is Local Government in Ukraine?

The Constitution recognizes that local government is the right of a territorial community (the inhabitants of a village, town or city) to make decisions on local issues independently. This right can be exercised either directly – for example, through referendum – or indirectly through local governmental bodies – councils and their executive boards. According to the Constitution, councils are elected by the people, and executive boards are chosen by the councils.

Article Seven of the new Constitution of Ukraine (approved in June 28, 1996) states: "Local government is recognized and guaranteed in Ukraine." This article is included into the first section of the Constitution, which describes the main elements of the governing structures in Ukraine; local government is considered one of the most important elements in Ukraine's system of public administration.

The organizational structures of local governments in Ukraine are different. As examples of such structures, the organizational structures of Executive Bodies of Lviv City Council (see Scheme 1, Appendix 1) and of Ternopil councils are provided (see Scheme 2, Appendix 2).

[SCHEME 1 APPEARS HERE]
[SCHEME 2 APPEARS HERE]

1.1.1. Structure of Local Government

According to the law of Ukraine “On Local Government in Ukraine” (issue 6), the system of local government includes (see also Local Government in Ukraine: History, Modernity, and Perspectives of Development 2000: 74):

- Territorial community;
- Village, town, city council;
- Village, town, city head (mayor);
- Executive bodies of village, town, city council;
- Raion and oblast councils, which represent the common interests of territorial communities of villages, towns, cities;
- Bodies of self-organization of the population.

The normative definition of territorial community is given in issue 1 of the Law of Ukraine “On Local Government in Ukraine”. According to the latter, the territorial community is either a population within the limits of village, town, city, which are independent territorial-administrative units, or a voluntary association of several villages, which have common territorial center. The right of the members of territorial community for participation in local government, may be realized in the following forms: local referendum; local elections; meetings of citizens; collective or individual petitions; public hearings; local initiatives; participation in work of bodies of local government; work as elected officials; other.
The representative body of local government is an elected body (council), which consists of deputies and has a right to represent the interests of territorial community and make decisions on behalf of the territorial community.

**Village, town, and city councils** conduct its work in sessions. Council sessions consist of plenary sessions and permanent commissions of council. Sessions of village, town, city councils are initiated correspondingly by village, town, and city head (mayor). A session is competent if more than a half of deputies participate. Decisions are made by an open vote or a secret ballot. For study, consideration and preparation of questions, control over the implementation of council’s and its executive bodies’ decisions, council created permanent commissions, which consist of deputies.

The **executive bodies of village, town, and city councils** are their executive commissions, departments, administrations and other bodies, created by the council. Executive committee consists of the head of the council, deputies on the issues of activities of executive bodies, secretary, and heads of the departments.

**Oblast and raion councils** are not the representative bodies of oblast and raion communities. The Constitution of Ukraine does not recognize the existence of such communities and does not consider the population of oblast and raion as subjects of local government. Therefore, oblast and raion councils are considered as the bodies of local government, which represent the common interests of territorial villages, towns, and cities. The head of oblast and raion councils is elected by secret ballot. The head of the council works on a permanent basis. Oblast, raion council can create presidium (board) of council which consists of the head of the council, his deputy, the heads of permanent commissions of the council, and representatives of deputies’ groups and fractions. The latter may serve as a advisory body of the council. Oblast, raion councils do not have executive bodies, and correspondent authorities are delegated to the oblast, and raion state administration.

**Village, town, or city head (mayor)** is the main official of territorial community of village, town, city. The mayor has three major functions: represent the territorial community in relations with other territorial communities, state administrations, enterprises, other organizations and institutions; preside over the plenary meetings of council; and head the executive committee of the council.

The bodies of local government do not belong to the system of bodies of state power. According to issue 38 of the Constitution of Ukraine, the servant of local government is not on state service. At the same time, there is no Law which establishes the status of local government servants, and the order of service in the local government bodies. According to the Law of Ukraine “On Local government in Ukraine”, the officials of local government are working on the basis of the law of Ukraine “On state service”. They are equal to the correspondent categories of state officials. Thus, the independence of the bodies of local government in decisions concerning wages of servants is limited, and the only possibility to change the servant’s wage is extra payment (up to 50% of wage)
for the heads of departments, their deputies, specialists, and other servants, established by village, town, or city head (mayor).

1.1.2. The spheres of Competence and Duties of Local Government of Ukraine

According to the Constitution (issue 143) and law, “On Local Government in Ukraine” (see also Local Government in Ukraine: History, Modernity, and Perspectives of Development 2000: 94-107; Kravchenko, Pitsyk 2001: 39-46), the main duties of local government are:

- management of communal (municipal) property;
- approval and control over implementation of social, economic and cultural development programs;
- approval of budgets and control over their implementation;
- establishment of local taxes and duties;
- conducting local referendums and the implementation of their results;
- management of communal (municipal) enterprises; and
- other tasks placed under the jurisdiction of local governments.

Accordingly with the principle of duties’ distribution, the law of Ukraine, “On local government”, separately defines the competence of representative bodies of local government (village, settlements’, cities’ councils), their executive bodies and village, settlement, or city head (major).

1.1.3. Legislative History of Local Government

The Declaration on State Sovereignty of Ukraine declared the creation of a civil society and a state with the separation of state powers into legislative, executive, and judiciary. In such a way, the declaration initiated the transformation of local councils of peoples’ deputies into the bodies of local government.

The law, “On local Councils of Peoples’ Deputies of Ukrainian SSR and local government” adopted on the 7th of December of 1990, was the first attempt to create a legal basis for local government in Ukraine. Local councils were considered as representative bodies of local government with organizational, legal, and material-financial independence (Kravchenko 1999: 133).

On the 26th of March, 1992 The Supreme Council of Ukraine (Verhovna Rada) adopted the law, “On Local Councils of Peoples’ Deputies, Local, and Regional Local Government”. This law created the legal basis for separation of local councils at all levels from the state. Their
transformation into bodies of local and regional government released them from the state functions and aimed their activities at the decisions concerning the local life in interests of corresponding territory. This caused regional autonomous tendencies (see Kravchenko 1999). Therefore, the institute of President Representatives in oblasts and raions was adopted (law of Verhovna Rada, 5th of March, 1992). Thus, the executive vertical of President’s representatives was created. They had the functions of state administration and controlled the bodies of local governments.

On the 3rd of February, 1994, Verhovna Rada adopted the law, “On forming the local bodies of power and local governments” according to which the system of President's representatives was abolished and the oblast and raion councils gained full power. Mayors had to be elected in general elections, the size of the councils was reduced, and council terms were reduced from five years to four.

After the presidential elections of 1994 proxy, the restoration of vertical of executive power was initiated. According to the Decree of 6th of August 1994, “On providing the supervision over the structures of state executive power on local level” the heads of raion and oblast councils were subordinated to the President. The latter contradicted the Constitution, because the heads of local bodies were elected by the population.

According to the Constitutional Agreement between Verhovna Rada and President (8th of June, 1995), the strict vertical of state executive power had been renovated. Oblast and raion councils lost their executive bodies, and local government had to function on the level of settlements only. Thus, decentralization had become a political declaration only.

In the new Constitution of Ukraine, adopted by Verhovna Rada on the 28th of June, 1996, the conceptual basis of local government, the combination of centralization and decentralization in administration, were defined.

In June 1997, the new law on local government was passed and changed certain relations in local governments again; specifically, some issues in budgeting.

The Budget Code of Ukraine was adopted in June 2001.

1.2. LOCAL BUDGETING

1.2.1. Structure of Local Budgets

Local budgets are financial basis of local government. Financial resources of territorial community include: (a) the means of local budget; (b) non-budget means of local government; and (c) means of municipal (communal) enterprises (see Local Government in Ukraine: History, Modernity, and Perspectives of Development 2000: 66-72; Kravchenko, Pitsyk 2001: 31-38).

In Ukraine, a budget is a plan, developed and approved according to established procedures, outlining the collection and outlay of general funds of an economic unit, in this instance, the structures responsible for the governance of territorial community. Such a plan is adopted for a certain period: in the case of local governments, one year.
A budget is divided into two main sections: revenues and expenditures. The revenue section lays out how much money will come in from each tax and other source of revenue over the year. The revenues (see Article 63 of the Law “On Local Government”) are formed at the expense of: (1) local sources (local taxes and collections); (2) state taxes, defined by law; (3) means from state budget, which are transferred for support for the local government; (4) means, necessary for financing expenditures for executive bodies of local government. It is necessary to distinguish the revenues which are and which are not taken into account in defining the inter-budget transfers. The latter are important, because they encourage the local government to collect more means.

Financial help of the state may be implemented in the form of donations and subventions. Donations – means, which are transferred to local budget in case if the means from local sources are not sufficient for minimum local budget. Subventions – means, transferred from state budget for certain period for financing the concrete programs. Subventions are aimed at socio-economic alignment of certain territories.

Village, town, city, and raion in cities (in case of their creation) councils and their executive bodies independently dispose the means of correspondent local budget, and define the directions of their use. The expenditures section of local budgets (see Article 64 of the Law “On local government”) includes the expenditures of current budget and expenditures of budget of development. Current expenditures are expenditures of local budgets for financing the network of municipal enterprises, organizations, and bodies, which functioned in the beginning of a budget year, as well as expenditures for social protection of the population and other expenditures which do not belong to the expenditures of development. Expenditures of development – are the expenditures of local government on financing investment and innovative activity, in particular: financing capital investments of productive and non-productive assignment; financing structural reconstruction of national economy; subventions and other expenditures, connected with development.

(For detailed information, see also http://www.usukraine.org and “Budget 2002: Formation and Further Steps”.)

1.2.2. History of Legislation Affecting Local Budgeting

Soviet hierarchy of local governments presumed the subordination of village and town councils to raion councils, and raion and city councils to oblast councils. At that time, the budget of a lower-level council was a constituent part of the budget of the higher-level council and was approved by it. Lower-level councils were accountable to the higher-level council, especially regarding budgets (http://www.usukraine.org).

The 1996 Constitution of Ukraine mandates that raion and oblast councils are not higher-level councils, but local government bodies which represent the joint interests of the territorial communities within their districts, including villages, towns and cities. This distinction was made in 1996, under pressure from mayors organized into the Association of Ukrainian Cities. (See below,
"Concerns with Mechanism"). Village, town and city councils are no longer subordinate to raion and oblast councils. (Legally, they have not been subordinate to them since the enactment of the 1992 legislation on local governments. However, budgetary issues were still decided by raion and oblast councils until 1996.)


1.3. Housing and Communal Services

Material basis of local government is a municipal property (Article 60 of the Law “On Local Government of Ukraine”; see also Local Government in Ukraine: History, Modernity, and Perspectives of Development 2000: 63-65), which includes land, natural resources, enterprises, organizations, banks, insurance companies, energetic systems, scientific, health, sport’s facilities, public transportation, residential, and other property.

1.3.1. Types of Residential Property (Source: http://www.usukraine.org/)

In Ukraine, residential buildings can be:

1. Private: single-family dwellings in the country and suburbs.
2. Owned by cooperatives: city apartment houses built at the expense of the citizens living there.
3. Owned by large enterprises, which built the apartment houses at their own expense for their workers. The residents of these buildings received their apartments free of charge.
4. Municipal: apartments built by the city transferred to citizens according to their place on the city housing list. Such apartments were distributed without reference to the occupation of the residents.

New relations brought new changes. Residents received the legal right to own the municipal and formerly enterprise-owned apartments. In order to thus "privatize" their apartments, residents must register, free of charge, to have the ownership pass to them. Once all residents of a building have privatized their apartments, it is expected that responsibility for the maintenance of that building will pass to the residents themselves on a condominium basis. However, since living in a privatized apartment does not differ qualitatively from living in a municipal apartment, many people have not registered for private ownership and the municipality remains responsible for the maintenance and upkeep of these buildings. Former state enterprises which have been privatized or have become economically independent (although still officially state-owned) consider maintaining their apartment houses an economic burden and many are transferring them to municipal ownership.
Therefore, depending on the history and the size of the city, municipalities can be responsible for 30-70 percent of apartment houses in their city, most of which are municipally-owned.

1.3.2. Maintenance and Delivery of Communal Services: The ZhEKs

(Source: http://www.usukraine.org/)

The way municipal apartment houses are maintained has not been changed for several decades. Maintenance is the responsibility of a branch of the municipal government called the ZhEKs, or the Housing Maintenance Services. Each ZhEK services a group of apartment buildings housing 20,000-30,000 people. The ZhEK is responsible for maintaining the outside and common areas of the apartment houses, including the roof, basement, stairs, the area around the houses, and the infrastructure (water-supply and sewage systems and electric wiring outside of the individual housing units). The ZhEK is also responsible for garbage collection. The ZhEK is the depository for technical documents for the buildings and fulfills certain state functions, including the registration of inhabitants and registration of documents relating to the privatization of apartments. Generally, the ZhEK's accounts department collects payments for all communal services – electricity, water, gas, and so on – and the re-distribution of the payments to the relevant services. A considerable number of cooperatively-owned apartment houses have service agreements with the ZhEKs.

In most cities the ZhEKs are not independent legal entities but subdivisions of the city's housing service municipal enterprise, the manager of which is appointed and dismissed by the mayor. However, each ZhEK is, to a great extent, an independent office. According to current rules and standards (established and approved by the national government structures), ZhEK engineers define amount of work to be done, ZhEK economic departments establish budgets necessary to complete that work, and production subdivisions of the ZhEKs or of the city enterprise perform the work, the amount and quality of which are controlled by ZhEK engineers. Work is paid for out of the ZhEK budget. Citizen participation in this process is limited to the submission of proposals or complaints to the ZhEK administration or the mayor's office.

ZhEK budgets come in part from payments by residents. These fees are determined by the local government and are proportional to the area of the resident's apartment. ZhEK budgets also receive subsidies from the city budget. Thus, residents pay money irrespective of the quantity and quality of the services, and the ZhEK workers have no incentive to improve services or make them cheaper.

As it was noted earlier, ZhEKs are communal property of the local councils and have a monopoly in their sphere. More than 12 000 ZhEKs exist in the country, and they employ about 900 000 workers and servants. 25% of local budgets’ means are spent on ZhEKs’ maintenance. In such a
way, a substantial part of local budgets is spent on the support of the existent post-soviet system in housing maintenance (Alternative Ways of Housing Service 1999: 4).

1.3.3. Payment for Services (Source: History of Tariff Reform in Ukraine 2001: 21-33)

Till 1995, in Ukraine, under the conditions of centralized planning and artificial low prices, the system of state financing of housing and communal services was one of the priorities of the state policy. The consumers paid only 4 percent of the cost of housing and communal services. In the end of 1991, the government of Ukraine informed about rise in price for housing and communal services. This was the first of 5 rises in tariffs within 1992-1994. However, these rises were caused by the inflation in the country, not by the comprehension of impracticality of the system.

Impracticality of the system caused the beginning of program of reforming of housing and communal economy in February 1994. The reform presumed a gradual transition to the 100 percent cost coverage for housing and communal services. In 1995, tariffs increased several times for achievement of 60 percent cost coverage (History of Tariff Reform in Ukraine 2001: 22):

- In June 1 1995 – for all services except gas and electricity;
- In July 1 1995 – for housing, gas, electricity;
- In September 1 1995 – for all services;
- In January 1 – for all services.

However, increasing the tariffs for housing and communal services caused serious problems for low income families. The indebtedness started to accumulate. This was a logical consequence of a rise in price. In addition, the Decree of the Cabinet of Ministers of Ukraine № 798 (October 12, 1995) cancelled the fine for a delayed payment for communal services (History of Tariff Reform in Ukraine 2001: 22).

That is why, in 1995, the efficient program of social protection of the population, the Program of Housing Subsidy (Allowance) was initiated (in accordance with the Decree of the Cabinet of Ministers of Ukraine № 89 (February 4, 1995). Since May 1, 1995, families that got allowances, started to pay a certain percent of their total income (see Legal Relations in the Sphere of Housing and Communal Services of Ukraine 1999: 56-60; History of Tariff Reform in Ukraine 2001: 27-31).

Since July 20, 1996 the tariffs for all housing and communal services were raised in order to cover 80 percent of the cost of these services (History of Tariff Reform in Ukraine 2001: 23). In 1998, the tariffs for electricity were raised twice.
At present, taking into account that the tariffs depend on the bodies of local government (According to the Decree of the Cabinet of Ministers of Ukraine №939 (June 22, 1998), the Council of the Autonomous Republic of Crimea, oblast councils, Kyiv and Sevastopol state administrations got the right to define the tariffs for housing and communal services) situation with indebtedness and tariffs differs depending on a concrete oblast.

The system of privileges in Ukraine includes: (1) privileges according to the social status (invalids, veterans of war, etc.); (2) privileges according to the profession (militia servants, judges, military servants, etc.) (see History of Tariff Reform in Ukraine 2001: 31-33; Legal Relations in the Sphere of Housing and Communal Services of Ukraine 1999: 61-63).

1.3.4. Communal Service Systems and Infrastructure

The service provider is an enterprise of water-supply, sewerage sector, communal power engineering and others that produce services in water-heating supply (see Legal Relations in the Sphere of Housing and Communal Services of Ukraine 1999: 64-66; http://www.usukraine.org/).

Communal services:
- Centralized cold (hot) water supply;
- Sewerage;
- Centralized heating supply;
- Electricity;
- Gas supply;
- Telephone connection
- Elevators’ maintenance.

The water and sewage systems also belong to the city. These systems include purification plants, water and sewer pipes, and sewage treatment plants. The state control service is responsible for checking the quality of water purification and sewage disposal. Heating is also run by a municipal enterprise. Large stations heat steam to 150 degrees Celsius. The steam is piped to distribution stations, where it heats the water that circulates to the radiators of the nearest buildings. The distribution stations also heat the running water for bathrooms and kitchens. A central heating station usually serve hundreds of multistory apartment houses. Thanks to advanced technology which allows efficient fuel usage and smoke purification, the stations do not release many pollutants into the environment. However, the complex and extended high pressure piping system is difficult to maintain and results in heat loss. Telephone, electricity, and gas supply systems belong, predominantly, to state monopolies and are maintained by those monopolies. Elevators can be maintained by either municipal or private enterprises, and the municipality contracts with the
enterprises for this maintenance. Cable television has been quickly privatized. The municipality contracts with private companies for this service.

1.3.5. Condominium Associations

The unions of co-owners of multi-apartment buildings – is an economic organization, form of consolidation of residential and non-residential property for joined management of the complex of assets (condominium) and its use (Legal Relations in the Sphere of Housing and Communal Services of Ukraine 1999: 73). Such unions are profitable both for citizens and local governments. (see Legal Relations in the Sphere of Housing and Communal Services of Ukraine 1999:73-74). However, in actuality, the fact that one building may contain both privatized and municipal apartments, the complex system of state subsidies for low-income families, the absence of a market for housing maintenance services, and the monopoly the municipal enterprises have over technical documents make such associations almost impossible to realize.

1.4. Public Transportation (Source: http://www.usukraine.org/)

Compared with Americans or Europeans, relatively few Ukrainians have private vehicles. This is connected with living conditions under the Soviet regime. Even the least expensive car cost approximately 50 times the average monthly salary of a Soviet worker. Furthermore, the Soviet Union did not import cars and the number of cars produced was so small that even those who had the money had to wait about five years for the chance to purchase one. Therefore most people used public transportation, especially when commuting to and from work. Public transportation in Ukraine is therefore fairly well-developed, although it still cannot meet all the demands placed upon it.

In Soviet times, public transportation was very cheap for all, and many categories of individuals (veterans of World War II, invalids, survivors of the Chornobyl disaster) were allowed to ride free of charge. The cost of public transportation has risen considerably since then, but approximately 25 percent of all passengers are still exempt from paying fares.

Despite the rising number of private cars, most of their owners continue to use public transportation to get to work. City streets were not designed for large numbers of vehicles, and during rush hour traffic moves very slowly. In addition, in the center of a Ukrainian city it can be difficult to find a parking space, as Soviet city-planners did not account for such needs. Those parking places which do exist usually must be paid for. Moreover, parked cars are prime targets for car thieves. For all these reasons, public transportation remains popular in Ukraine.

In Ukraine, there are the following forms of public transportation:
- City and regional buses.
- Municipal Electric Transport (trams and trolleybuses).
- Metropolitan Subways in three cities of Ukraine (Kyiv, Kharkiv, Dnipropetrovsk).
- Other Forms of Transportation, for example, the funicular railway in Kyiv, which is a type of tram that can carry passengers up a steep slope. In a few cities in Ukraine, such as Sevastopol, water transport is quite important. In Sevastopol, boats carry people across a bay.
2. STATE ORGANIZATIONS, INVOLVED IN LOCAL GOVERNMENT DEVELOPMENT AND MUNICIPAL SERVICES IN UKRAINE

State Institutions Involved in Local Government and Municipal Services Development in Ukraine are presented in Scheme 3 (Appendix 3).

These are: Department of Budget is the department and the Scientific Research Financial Institute under the Ministry of Finance; Department of Regional Policy and Scientific Research Economic Institute under the Ministry of Economy; State Committee on Energy Conservation; State Committee of Ukraine on Construction, Architecture, and Housing policy; National Council for the Coordination of State Activities and Local Bodies of Executive Power Under the President of Ukraine; Fond of Local Government Development of Ukraine; Ukrainian Academy of Public Administration; and oblast and raion state administrations. The latter are subordinated to the Cabinet of Ministers of Ukraine. They control the activities of the local governments and their correspondence to the state policy.

2.1. Ministry of Finance and Scientific Research Economic Institute

Department of Budget is the department under the Ministry of Finance, involved in management of territorial budgets. The organizational structure of this department is presented in scheme 4 (appendix 4).

The Scientific Research Financial Institute belongs to the subordinate organizations of the Ministry of Finance. The sphere of Institute research includes regional budgets.

For more detailed information see the official Internet site of the ministry of Finance of Ukraine (http://www.minfin.gov.ua/)
Contact Information:
Vasyl Ivanovych Kravchenko
Deputy of the Director of the Scientific Research Financial Institute
Tel: 296-3277; 296-9518
Address: 28 Druzhby Narodiv Blv.

2.2. Ministry of Economy and Scientific Research Economic Institute

Department of Regional Policy is the department under the Ministry of Economy, involved in the development of local self-government. The organizational structure of this department is presented in scheme 5 (appendix 4).

For more detailed information see the official Internet site of the ministry of Finance of Ukraine (http://www.me.gov.ua/)
Contact person: Romaniuk S.A.
Address: 28 Druzhby Narodiv blv.
Coordination of Ministry of Economy and local governments’ activities.
The *Scientific Research Economic Institute* belongs to the subordinate organizations of the Ministry of Economy. The sphere of Institute research includes regional policy.

*Cabinet of Ministers* of Ukraine coordinates the activities of the *State Committee of Ukraine for Energy Conservation* and *State Committee of Ukraine on construction, architecture, and housing policy* through the Minister of Economy.

### 2.3. State Committee on Energy Conservation

*State Committee on Energy Conservation* is a central body of executive power, which is aimed at forming and implementation of the state policy on efficient use of energy.

The structure of the State Committee of Energy Conservation includes the following departments:

- Department of science and non-conventional and renewable power resources;
- Department of the ‘energy-saving’ technologies and work with the regions;
- Department of Investments and International Cooperation;
- Department of Strategy and Economic Policy of “Energy-saving”
- Department of Legal and Administrative Maintenance
- Staff Department
- Accounting Department
- State Enterprise “International Centre of Energy Efficient Technologies”
- Joint stock company “Ukrenergyzberezhennia”
- Ukrainian Energy Conservation Service Company (ECSC)

For more detailed information see the official Internet site of State Committee on Energy Conservation ([http://www.cenef.kiev.ua/](http://www.cenef.kiev.ua/))

Contact Information:
Bevz, Sergiy Mykolaiovych
The Head of the Department of Investments and International Cooperation
Tel.: 456-81-83
Address: 1, Gonty St., Kyiv, 252112, Ukraine

### 2.4. State Committee of Ukraine on Construction, Architecture, and Housing policy

*State Committee of Ukraine on construction, architecture, and housing policy* is a central body of executive power, which participates in forming state housing policy, state scientific-technical and economic policy in the spheres of town-planning, construction, and municipal economy of Ukraine.
The organizational structure of the State Committee on Construction, Architecture, and Housing Policy of Ukraine is presented in scheme 6 (Appendix 5).

The main directions of activities of the State Committee on construction, architecture, and housing policy of Ukraine (2001) (see http://www.build.gov.ua):

1. Forming and implementation of town-planning and architectural state policy;
2. Working out and implementation of means of stabilization of work and development of construction complex
3. Forming basis of state housing policy
4. Realization of housing and municipal reform
5. Activation of scientific, technical, and innovating activity, acceleration of implementation of energy conservation in construction, housing, and municipal economy
6. Optimization of state administration in the spheres of town-planning, construction, housing, and municipal services, industry of construction materials, and municipal electric transport.

Contact person:
Semchuk Gregory Mychailovych
Tel.: 227-7427
24 Dimitrova St., 02230 Kyiv

2.5. National Council for the Coordination of State Activities and Local Bodies of Executive Power Under the President of Ukraine

Dybina Oleg Viktorovych, first deputy of the prime-minister of Ukraine, should manage the activities of The National Council for the Coordination of State Activities and Local Bodies of Executive Power Under the President of Ukraine, which should coordinate the activities of donors, non-governmental and governmental organizations. The Council was founded by Presidential Decree of the 25th of January, 2001. The main tasks of the Council:

- get the information from the bodies of central and local government, enterprises;
- create the temporary commissions, expert groups in case of necessity;
- use information sources of the central and local government.

At the moment, Council is not efficient.

2.6. Fond of Local Government Development of Ukraine

Among other state organizations, created for coordination the activities of donors, non-governmental and governmental organizations, is the Fond of Local Government Development of Ukraine. Fond is an organization under the President of Ukraine, which is financed by the state budget. Fond has existed since April, 1992. At the initial stages of its activities, Fond has focused on the issues of transformation from traditional soviet forms of organization of power to forms of local government. Since 1996-97 it has scientific, consulting, and coordinating functions.
Fond coordinates work of associations and unions of local government bodies of Ukraine. It has close relations with the Association of Cities of Ukraine, Association of village, town, and city councils of Ukraine, Ukrainian Association of local and regional bodies of power, Association of Democratic Development and Local Government of Ukraine, Association of Miner’s Settlements, Association of bodies of local governments of Crimea, and other organizations representatives of which belong to coordination council of the Fond.

The Head of the Fond is a member of the National Council for the Coordination of State Activities and Local Bodies of Executive Power Under the President of Ukraine, Commission on the Issues of Local Government under the Cabinet of Ministers of Ukraine.


Fond also implements consultations, analytic, educational activities through “round tables,” scientific seminars, and conferences. Fond has also become a co-organizer of All-Ukrainian Municipal Hearings.

Fond has been also involved in the preparation of unification of Ukraine with European Charter of Local Government. Fond provides the organizational and methodical basis for participation of Ukrainian delegation in the Congress of Local and Regional Powers of Europe.

Fond also actively participates in the Program of Cooperation between Ukraine and Sweden in the sphere of development of local government in Ukraine. The program is financed by the Swedish government.

Contact person:
Puchtynsky M., the Head of the Fond
Andriy Konstantynovych
Tel.: 295-7758; 296-3781
intdept@carrier.kiev.ua
Address: 01133, Kyiv, 26 L.Ukrainky Ave.

2.7. Ukrainian Academy of Public Administration

The Ukrainian Academy of Public Administration (http://www.academy.kiev.ua), under the President of Ukraine, is a state educational institution, which has been recognized as the principal institution of higher education in Ukraine for the education, training, and in-service
training of public servants. It was established on May 30, 1995 by the Decree of the President of Ukraine entitled, “On the system of Education and Training of Public Servants.”

Chairs of the Academy (Kyiv):
- Economic Policy
- Economic Theory and History of Economics
- Political Science
- Social and Humanitarian Policy
- Law and Legal Process
- State Administration and Management
- City management
- Informational Technologies
- Philosophy and Methodology of State Management
- Management in Education
- National Security
- Foreign Languages
- Ukrainian Language
- European Integration
- Management of Health Protection

Contact Information:
Address: 20 Ejena Potie St., Kyiv 03057
Fax: (044) 455-68-99,
E-mail: general@academy.kiev.ua

The Academy has branches in Dnipropetrovsk, Lviv, Odessa, and Charkiv.

Chairs of the Dnipropetrovsk branch of the Academy:
- State Administration and Local Government;
- Economics and Management;
- Law and Legal Process;
- Philosophy, Sociology, and State Administration
- Informational Technologies and Informational Systems
- Ukrainian and Foreign Languages

Contact Information:
Address 29 Gogolia St., Dnipropetrovsk 49044
Fax: (0562) 45-40-64,
E-mail: acad@vidr.dp.ua

Chairs of the Lviv branch of the Academy:
- Finance, Economics, and Informational Technologies;
- Management and Administration of Projects;
- State Administration and Local Government;
- Political Science, social and humanitarian policy, law;
- Ukrainian and Foreign Languages;
- Management of Health Protection;
- Personnel Management

Contact Information:
Address: 16 Suhomlinskogo St., Bruhovichy, Lviv
Fax: (0322) 59-33-85, 59-34-63,
E-mail: admin@uapalb.lviv.ua

Chairs of the Odessa branch of the Academy:
- Finance, Economics, and Informational Technologies;
- State Administration and Law;
- Project Management;
- Philosophy and socio-political sciences;
- Ukrainian and Foreign Languages;
- Management of Health Protection

Contact Information:
Address: 22 Genuezska St., Odessa 65009
Fax (0482) 63-92-49,
E-mail: uapa@odn.odessa.net

Chairs of the Kharkiv branch of the Academy:
- State Administration;
- Economics and Finance;
- State Policy;
- Law and Legal Process;
- Regional administration and local government;
- Informational Technologies;
- Management of Health Protection;
- Foreign Languages;
- Ukrainian Language

Contact Information:
Address: 75 Moskovsky blvd., Kharkiv 61050
Fax: (0572) 21-30-42, 21-32-66,
E-mail: general@kbuapa.kharkov.ua
3. NON-GOVERNMENTAL ORGANIZATIONS

3.1. Association of Ukrainian Cities (source: http://www.auc.org.ua)

One of the most influential organizations, involved in the development of local government and municipal services in Ukraine is the Association of Ukrainian Cities founded in June, 1992, national voluntary union of the bodies of local government. About 300 cities are members of the Association. 40% of the population of Ukraine live in towns and cities which are members of the association. The Association is partially financed by membership fees and partially by donors and grants. Modeled after the U.S. National League of Cities, the Association lobbies the central government for greater decentralization and focuses on intergovernmental budgetary relations, financial policy issues and municipal services. Several factors contribute to the attractiveness of Association for donors. First, it has an impact on the legislature through lobbying; it is involved in new law preparation projects (in particular, the Association works on legal projects for local government); it also has close connections with the Presidential Administration of Ukraine. Secondly, the Association monitors current events in local self-governance, work on inter-budget relations, and the scheme of budgetary regulations among the center, cities and settlements. The Association also has a powerful network for the distribution of analytical documents. As for the analytical works produced by Association, the number of is limited.

The goals and objectives of the Association of Ukrainian Cities are focused on the main idea: to protect the common interests of its members-cities, the local authorities in the country, to support and develop the local government in Ukraine. To achieve these objectives, the Association of Ukrainian Cities:

- represent and advocates the interests of its city-members before the Parliament of the country – Verhovna Rada, the President of the State, the Cabinet of Ministers, the ministries and the central government agencies working on the issues of local self-government;
- works out proposals for changes and improvement of the legal framework in the area of local government and local administration, as well as drafts of other regulations related to the problems and activities of municipalities;
- works out statements and proposals on the part of state budget law which settles local finances and assists in their adoption by the Parliament of Ukraine.
- assists its members in performing the functions of local government by rendering information, organizational and technical support to their activities;
- designs and delivers training programs in conformity with the needs of its members;
- renders expert, consultant and technical assistance to its members;
- maintains contacts with foreign associations and international organizations whose activities are related to the problems of local government and local administration.

The Mayor of the city or town (City Heads – elected by direct secret ballot by all members of territorial community) represents usually its interests in the Association of Ukrainian Cities.
The Supreme Body of the Association is National Council of the Association of Ukrainian Cities. National Council has regular annual meeting. The Board of the Association makes the decision as to the date of the meeting. National Council:
- confirms the Statute of the Association and brings necessary amendments to it;
- defines the main spheres of activity;
- approves the decisions on accepting new members and exclusion from the Association;
- forms the Board;
- elects the President;
- approves the Vice-Presidents;
- elects the Inspection Commission;
- approves the annual budget.

The Board is the Supreme Body of the Association between the sessions of National Councils. The members of the Board are the President, Vice-Presidents – the Heads of the Sections, Regional Departments, Unions of the Association, and the Vice-President on the executive work. The members of the Board are elected for a period of two years. The President of the Association is elected by secret ballot for the period of two years without the right to be reelected. Vice-Presidents are elected for the period of two years. Vice-President on the executive work can make the instruction as to disposal of the Association’s means, acts as a coordinator of executive, scientific, methodological, consultative, and administrative bodies and structures of the Association; he is the Head of the Executive Board. The Executive Board is the executive and administrative body of the Association. The personnel of the Board is employed through the decision of the Board on a contract basis. Today, the Association is represented by 22 regional departments:

<table>
<thead>
<tr>
<th>Regional Department</th>
<th>Head</th>
<th>Executive Director</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dnipropetrovsk's Regional Department</td>
<td>Ivan Koulichenko</td>
<td>Volodymyr Berezynsky</td>
<td>(0562) 376686</td>
</tr>
<tr>
<td>Rivne's Regional Department</td>
<td>Victor Chaika</td>
<td>Andriy Hreshchuk</td>
<td>(0362) 220000</td>
</tr>
<tr>
<td>Zakarpattya's Regional Department</td>
<td>Stepan Sember</td>
<td>Oleh Louksha</td>
<td>(03122) 16175</td>
</tr>
<tr>
<td>Sumy's Regional Department</td>
<td>Oleksandr Andronov</td>
<td>Volodymyr Ahanianz</td>
<td>(0542) 210965</td>
</tr>
<tr>
<td>Zaporizhzhya's Regional Department</td>
<td>Oleksandr Polyak</td>
<td>Ivan Shcherbakha</td>
<td>(0612) 347252</td>
</tr>
<tr>
<td>Ternopil's Regional Department</td>
<td>Anatoliy Koucherenko</td>
<td>Ihor Kovalyk</td>
<td>(0352) 259970</td>
</tr>
<tr>
<td>Ivano-Frankivsk's Regional Department</td>
<td>Zinovi Shkutiak</td>
<td>Olexiy Voytychuk</td>
<td>(0342) 552000</td>
</tr>
<tr>
<td>Kharkiv's Regional Department</td>
<td>Mykhailo Pylypchuk</td>
<td>Victor Miroshnyk</td>
<td>(0572) 231130</td>
</tr>
<tr>
<td>Kyiv's Regional Department</td>
<td>Volodymyr Udovychenko</td>
<td>Hary Martin</td>
<td>(044) 2968509</td>
</tr>
<tr>
<td>Kherson's Regional Department</td>
<td>Mykola Ordynsky</td>
<td>Pavlo Bezhan</td>
<td>(0552) 240591</td>
</tr>
<tr>
<td>Department</td>
<td>Oleksandr Nikulin</td>
<td>Valentina Iliushkina</td>
<td>(0552) 241472</td>
</tr>
<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td>Kirovograd's Regional Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Khmelnytskyi's Regional Department</td>
<td>Mykhailo Chekman</td>
<td>Petro Kalyniuk</td>
<td>(0382) 765403</td>
</tr>
<tr>
<td>Lviv's Regional Department</td>
<td>Vasyl Kuybida</td>
<td>Yuriy Baran</td>
<td>(0322) 353452</td>
</tr>
<tr>
<td>Chernivtsi's Regional Department</td>
<td>Mykola Fedoruk</td>
<td>Viorel Savchuk</td>
<td>(0372) 515631</td>
</tr>
<tr>
<td>Poltava's Regional Department</td>
<td>Vasyl Tretetskyy</td>
<td>Oleksandr Beznosyk</td>
<td>(05362) 92184</td>
</tr>
<tr>
<td>Vinnitsa’s Regional Department</td>
<td>Viktor Zherebnu</td>
<td>Leonid Ocheretny</td>
<td>(0432) 325505</td>
</tr>
<tr>
<td>Volyn Regional Department</td>
<td>Anton Kryvytsky</td>
<td>Sviatoslav Kravchuk</td>
<td>(03322) 70646</td>
</tr>
<tr>
<td>Zhitomir’s Regional Department</td>
<td>Anatoliy Fesenko</td>
<td>Mykola Nakonechnyy</td>
<td>(0412) 375058</td>
</tr>
<tr>
<td>Crimea Regional Department</td>
<td>Valery Ermak</td>
<td>Zinaida Kolbanenko</td>
<td>(0652) 273772;</td>
</tr>
<tr>
<td>Luhansk’s Regional Department</td>
<td>Anatoly Yagoferov</td>
<td>Viachslav Kozak</td>
<td>(0642) 420690</td>
</tr>
<tr>
<td>Mykolaiv Regional Department</td>
<td>Volodymyr Chaika</td>
<td>Tetiana Schedrova</td>
<td>(0512) 351292</td>
</tr>
<tr>
<td>Chernihiv Regional Department</td>
<td>Vitaly Kosyh</td>
<td>Volodymyr Pavlenko</td>
<td>(04622) 74855</td>
</tr>
</tbody>
</table>

Among the partners of the Association is the Program of the Council of Europe “Assistance to the Development and Consolidation of Democratic Stability”, USAID, International Bank for Reconstruction and Development; World Bank, DFID, Swedish Association of Local Authorities, Association of Polish Cities, Association of Russian Cities, Association of Finish Local and Regional Authorities, Association of Municipalities of Netherlands, Union of German Cities; Association of Cities of Slovakia.

Contact Information:
Omelchenko Olexander
President of the Association
Tel.: (0472) 472325
Fax: (0472) 453550
Address: 4 Explanadna St., #709

Pitsyk Myroslav
Vice-President
Tel.:2270111
Fax: 2275527

Helen Tomniuk
Tel.: 227-7050
Address: 4 Explanadna St., #711
3.2. National Network of Regional Development Agencies

Regional Development Agencies—non-governmental organizations which are in their infancy in Ukraine (forms of activities: public organizations; non-profit unions of organizations). Agencies should cooperate with the governmental organizations on the basis of consultations. Possible sources of financing include: donors; local governments; and from the consultation of entrepreneurs. Possible functions: analytical; consulting; marketing services for enterprises, entrepreneurs and settlements’ inhabitants; coordination of activities of state, local government and non-governmental organizations, commercial structures, and universities.

In September 2001, the National Network of Regional Development Agencies has been created. Regional Development Agencies of the National Network are presented in the section 4.1. Contact Information:
Pavlo Kachur, Oleg Boichuk (Executive Director)
Tel.: 416-0679
Tel./Fax: 462-4997; 462-5197
Address: 19, Turivska St., Kyiv

3.3. All-Ukrainian Voluntary Union of the Bodies of Local Government

While the Association of Ukrainian Cities is a union of city councils, All-Ukrainian Voluntary Union of the Bodies of Local Government involves city, raion, and oblast councils. It was initiated in September, 1991, when the Association of Ukrainian Cities-sisters was founded. In a year, in August, 1992, on the meeting of the Association it was decided to rename it into the Ukrainian Association of Local and Regional Governments. After adoption of Law “On Local Government in Ukraine”, in June 1998, the Association was registered as the All-Ukrainian Voluntary Union of the Bodies of Local Government. The founders of the Union were Lvivska, Poltavska, and Chernivetska oblast councils. Union is a voluntary non-state non-profit association of the bodies of local government that includes 17 out of 24 oblast, 149 raion, 41 city, and 550 village councils.

The activities of the Association are aimed at:
- representation and protection of rights and interests of its members in central bodies of state power;
- development of local self-governance;
- study and dissemination of local governments’ experiences;
- development of contacts among citizens and organizations;
- facilitation of the democratic bases of work of the bodies of local government;
- development of territorial communities as major subject of the local government
- working out the projects of law and other normative documents on the issues of local government;
- organization of expert evaluation of economic, legal, financial, and other issues connected with the activities of the bodies of local government;
- facilitation of establishing the contacts among the bodies of local government of Ukraine and foreign bodies of local government;
- participation in work of Ukrainian and international organizations in the sphere of local government;
- organization and participation in work of inter-regional and international conferences, seminars, work meetings in different aspects of activities of the bodies of local government;
- working out and conducting the training for the officials of the bodies of local government.

Contact Information:
V. Tyaglo, President
Tel.: (0572) 43-4057; 43-2443
Gusakovsky Volodymyr, Executive Director
Andreev Stabilav, Secretary
Address: 4 Explanadna St., #709
Tel./Fax: 227-5211; 2276774

3.4. Union of Ukrainian Local and Regional Governments Leaders

Union of Ukrainian Local and Regional Governments Leaders (see Vakariuk 2000) is an All-Ukrainian non-state non-profit union of the most active deputies, heads of local governments and local state administrations. The supreme executive body of the Union is an All-Ukrainian Congress, delegates to which are elected by local representatives of the Union. Current management and coordination is implemented by the National Council (25 members) and the Secretariat.

The Union was founded in 1999. In the same year, on September 27, 1999, President L.Kuchma and members of the National Council of the Union signed the Declaration that determined the main principles of a new regional policy. The Declaration defined the main objectives of the research implemented by the Union. They were:
- wider range of rights of local governments that correspond to their responsibilities;
- more precise distribution of authorities between central and local bodies;
- creation of financial and legal grounds for the complete realization of the local government authorities;
- more efficient attraction of local executives to the decision-making process at the state level;
- introduction of the second chamber in Verhovna Rada that will allow representation of regions’ interests.

Union of Ukrainian Local and Regional Governments Leaders formed special groups of experts and analysts, which along with the National Council began preparation of a Conception of a new State regional policy. On the 5th of June, 2000, the Conception was approved.

Contact Information:
Valery Vakariuk, Secretary of the Union of Ukrainian Local and Regional Governments Leaders
Tel. 290-8346
3.5. Donbass Miners’ Town Association

Donbass Miners’ Town Association – is a non-governmental organization, founded in May 1992. At present, it unites 24 towns of Eastern Ukraine.

The Association is aimed at strengthening the local self-government in miners’ settlements, remaking Donbass into ecologically clean region with the effective market economy, the developed balanced socio-economic infrastructure, and facilitating social protection of the population.

The major spheres of work of the Association:
- working out and implementation of the plan of the socio-economic development of Donbass;
- working out draft laws and resolutions for the bodies of state power;
- working on the towns’ budgets;
- cooperation with different regions of Ukraine, international unions, and local authorities;
- social protection of the vulnerable groups of population in the areas of mines’ closure;
- establishment of direct contacts and cooperation among the local governments for the development of the local economy and the control over the enterprises, departments of municipal property, education, and sports;

Contact Information:
Lukianenko Olexander Olexiyovych, the chairman of the Association
Tel.: (0623) 35-0999
Bobrov Yury Ivanovych, executive director
Address: 67, Peremohy blvd, 84646, Gorlovka, Donetsk oblast
Tel./fax: (06242) 4-2123
E-mail: gorisp@ghost.dn.ua

4.6. Local Authorities Association of Lviv Region

Local Authorities Association of Lviv Region operates both as a regional branch of the Association of Ukrainian cities and as a separate association. It is non-state, non-profit organization, a voluntary union of the communities of towns and cities of Lviv oblast. The Association was founded in 1996, and the cities, which became members of the Association, were the members of the Association of Ukrainian Cities. In 1997, the Association was officially registered. 45 cities, towns, and villages belong to the Association, among them 28 towns simultaneously belong to the Association of Ukrainian Cities.

It is financed as a member of the Association of Ukrainian cities (membership fees are presumed in city budgets only for the Association of Ukrainian cities).

Association employs four specialists: executive director, deputy director, accountant, and secretary. Other specialists work on a voluntary basis and are not paid. In particular, trainers from RTI (Research Triangle Institute) and Association of Ukrainian Cities worked in the Association on a voluntary basis.

Nature and scope of work
Association’s major spheres of activities:
- lobbying the interests of its members
- organization of seminars for the heads of the small cities’ councils.

Association cooperates its activities with Verhovna Rada; collaborates with the Poland Network of Energy Saving Cities and Alliance for Save Energy; Research Triangle Institute (RTI).

Contact information:
Vasyl Kuibida, President of the Association
Yury Baran, Executive Director
Address: 5 Chuprynky St., Lviv 79013
Tel: (0322) 353452
### 4.7. Other Non-governmental Organizations, Contact Information

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association of Democratic Development of Ukraine</td>
<td>Rubtsov Valery Pavlovych Shimanska Natalia Vasylivna, Executive Director, Tel.: 2285195, Fax: 2290455, 98 Chervonoarmiyska St., Kyiv</td>
</tr>
<tr>
<td>Association of rural, settlements’, and cities’ councils of Ukraine</td>
<td>Slysh Victor, Head of the Association, Tel.: (05740) 22264, 14 Lenina St., Nova Vodolaga, Novovodolazky rajon</td>
</tr>
<tr>
<td>Association of rajon state Administrations</td>
<td>Shumilkin Volodymyr Kadygorob Sergiy, Executive Director, Tel.: (0352) 222027, 17-A Lenina Ave., Charkiv</td>
</tr>
<tr>
<td>Association of cities of Ternopil oblast</td>
<td>Kucherenko Anatoliy, President of Association, Tel.: (0352) 222027, 5 Lystopadova St., 46001, Ternopil</td>
</tr>
<tr>
<td>Association of cities of Chmelnitsk oblast</td>
<td>Kovalyk Igor, Vice-President, Tel.: (0352) 253556, 253550, 18 Gagarina St., Chmelnitsky</td>
</tr>
<tr>
<td>Association of cities of Poltavska oblast</td>
<td>Chekman Mychailo, President of Association, Tel.: (05362) 92184, 9-21-91, 59 K.Marx St., Chorol Poltavska obl.</td>
</tr>
<tr>
<td>Association of cities of Luganska oblast</td>
<td>Sobolev Alexander Kryuchenko Mykola, Head of the Association, Tel.: (06442) 31144; Fax: 37544, 48 Lenina St., Alshevsk</td>
</tr>
<tr>
<td>League of historical cities of Ukraine</td>
<td>Leonid Kosakivsky, Head of the Association, Tel.: 2249503; Fax: 2207578, 39:41, Shota Rustaveli St.</td>
</tr>
<tr>
<td>Cherkassk community of self-governance</td>
<td>Petro Tolochko Petro Tronko Borys Mychymsky Yury Gromovskyy, Vice President, Tel.: (0472) 450357, 32-a Vyshnevskogo Ave., Cherkassy 18002</td>
</tr>
<tr>
<td>Association of local government bodies of the Crimea</td>
<td>Leonid Grach Zinaida Kolbanenko, First Deputy of the Head, Tel.: 273772, Fax: 272581, 18 K.Marx St., Simferopol 95003</td>
</tr>
<tr>
<td>Association of Kyiv oblast cities</td>
<td>Volodymyr Udovichenko, Head of the Association, Tel.: 27555, Fax: 27300, 1 Lesya Ukrainka Square, Kyiv</td>
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<tr>
<td></td>
<td>Garry Martin, Executive Director, Tel.: 294-40-03, 296-85-09, 1 Lesya Ukrainka Square, Kyiv</td>
</tr>
</tbody>
</table>
4. REGIONAL DEVELOPMENT AGENCIES, SOCIOLOGICAL INSTITUTES, AND ANALYTICAL CENTERS

4.1. Regional Development Agencies

Regional development agencies are non-governmental organizations with the following forms of activities:
- public organizations;
- limited companies;
- associative unions of legal persons.

Agencies have a “consulting regime of collaboration with the bodies of state power” (Lendiel 2001: 170).

4.1.1. Centre of Socio-Economic Development of Black Sea Region of Ukraine

Centre of socio-economic development of Black sea region of Ukraine is a non-governmental analytical organization, specialized in research in the spheres of regional and city development, local self-government, and management of resources. The Centre was founded in 1995.

Centre is working on:
- conception of municipal reform in Ukraine;
- Models of management of municipal reform in Ukraine;
- Typical scenarios of cities’ economic development.

Sample of projects:
- System of local self-government in Mykolaiv
- Inter-sector cooperation of local government and community in the process of municipal development of Mykolaiv
- System of city management of Pervomaisk
- Providing cheap drinking water for the people (“Clean streams”)
- Humanitarian project on creation of contemporary socio-cultural standards (“South Way”)

Sample of analytical products of the Centre:
- Socio-cultural barriers in the way of municipal reform. The Perspectives of overcoming;
- Strategies of implementation of administrative reform on the local level;
- Social control over the local power as a mechanism of preventing corruption;
- Regional nonuniformity and economic policy of Ukraine in the period of transformation;
- Plan of strategic development of Mykolaiv.
The activities of the Centre are financed at the expense of implementation of work on the request of city councils of Ukraine, grants of International Renaissance Foundation; Eurasia foundation; “Freedom House”; program PAUCI.

Partners of the Centre: Fond of Local Government Development of Ukraine under the President of Ukraine; Association of Ukrainian Cities, EastWest Institute, Kyiv Centre; RTI, Institute of Reforms, Ukrainian Academy of Public Administration under the President of Ukraine, and other organizations. Centre is a member of National Association of Regional Development agencies.

Nowadays, 12 experts in the issues of local government, town-planning, programming economic development, marketing, sociology, and municipal development work in the Centre. More than 20 experts work on a contract basis.

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4.1.2. Regional Development Agency “Donbass”
Regional Development Agency “Donbass” is a non-governmental, non-profit organization, founded in April, 1997. Agency conducts its activities in the territory of Donetsk and Lugansk regions. The Agency is aimed at supporting market reforms; mitigation negative social impacts of transformation from planned to market economy; cultural and economic development of Donbass region.

The major sphere of activities:
- Analysis and dissemination of practices of local and regional development, founding and functioning of territorial communities and non-governmental organizations.
- Development of education in the region; training and consultations for entrepreneurs
- Cooperation with foreign regional development agencies, study of their activities, aimed at the structural reconstruction and regional development.
- Support for local companies, firms, enterprises, scientific establishments in finding investors, partners, and consumers of products and services through presentations, advertisement, and marketing research.
- Initiation and implementation of projects in the sphere of structural and institutional reconstruction of Donbass.
Sample of Projects:

- Ukraine-Polish project, “Future of Old Industrial Regions” (1997-1998). The project was aimed at the analysis of regional characteristic features and socio-economic problems of Donbass Region of Ukraine and Silesia (Poland). On the basis of the collected information, participants worked out the major elements of the strategies of regional development. Donors of the project: International Renissance Foundation (Ukraine), Foundation of Stephan Batory (Poland).

- Ukraine-Polish-German-French Project, “Future of Old Industrial Regions” (1998-1999) was based on the results of the Ukraine –Polish project. The regions under project’s study, were: Donbass (Ukraine), Silezia (Poland), North Rein Westfàlia (Germany), and Nord Pa-de-Kale (France).

- Regional project, “Social adaptation of miners and members of their families, and support for the development of communities in miners’ settlements” (1999 - 2000). The system of survival for miners’ settlements had been initiated within the project. This system presumes the development of a capacity for local self-government, independence from state bodies of power, revival of traditions of communities. The project was aimed at the mitigation of adverse social impacts of the coal industry restructuring. The project was financed by the International Renissance Foundation and UNDP (see Koval 2001).

- Ukraine-Chech Republic project, “Communicative City and Regional Development,” was aimed at the collection of information, necessary for practical and theoretical discussion of communication between local government and community.

- Regional project, “Social problems of miners’ settlements and intentions of people of the region for self-organization” (Human resources as a source of the development of territories (1999-2000)). The project was aimed at the diagnostic research of local social problems and population’s readiness to implement the idea of territorial self-government.

- Ukraine-Germany project, “People and Institutions participating in regional development of Central and Eastern Europe” (1999-2000). The portrait of Donbass region (including economic development and transformation of economy, aspects of social and political changes in the region) had been worked out by the staff of the Agency and Frankfurd University.

- Regional project, “Protection and lobbying of the interests of local self-government in Donbass region” (1999-2000). The project was initiated for working out and implementation of the model of protection of interests of local self-government in small miners’ settlements. The project was financed by Canadian International Development Agency (CIDA).

- Regional project, “Model of survival of local community” (2000-2001). The project was aimed at: (1) cooperation with regional communities in Donetsk and Lugansk oblast; (2)
development of socially important local initiatives. The project was sponsored by the Charles Mott Foundation.
- Ukraine-Polish project, “Working out strategies of local development in Ukraine on the basis of Polish experience” (January-December, 2001). The project is aimed at strengthening the role of local self-government in Donbass region on the basis of experience and expert help of the participants. The project is sponsored by PAUCI.
- Regional project, “The model of Development of territorial community” (2001-2003) is aimed at the development of communities and local initiatives, establishment of partners’ relations among community, representatives of power, entrepreneurs, and public structures. The project is sponsored by the Charles Mott Foundation.

Agency is an association of public and entrepreneurial structures. It consists of eight civil organizations, six enterprises, and 30 private individuals. Agency is a member of the National Association of Regional Development Agencies of Ukraine.

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4.1.3. Southern – Eastern Center of Municipal and Regional Development

Southern – Eastern Center of Municipal and Regional Development is a non-profit public organization, aimed at the implementation of the Conception of Reform of local government and the development of infrastructure of municipalities in Ukraine. In its activities, Center covers Lugansk, Donetsk, Zaporizhya, Dnipropetrovsk, Kharkiv oblasts, and Crimea.

Nature and scope of work:
Center creates corporate information network.
Center works out and implements:
- the programs of development of territories;
- the training programs for local authorities
- projects on reforming and improving efficiency of municipal enterprises;
- projects of local economy restructuring;
- projects of facilitation of entrepreneurship development for improving an investment climate;
- projects of improvement of management structure.
At present, Center organizes seminars on local budgets, additional sources of financing of city budgets, and inter-budget transfers for entrepreneurs and local authorities. It conducts the research on the socio-economic state of cities’ development. Under financial support of IRF, Center creates the consulting organization in Lugansk oblast. It works out the projects of social investments. In collaboration with Association of Ukrainian Cities, Center implements the projects in the sphere of budget reform.

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4.1.4. Poltava Association for Regional Development

Poltava Association for Regional Development is a non-governmental organization that operates in Poltava oblast since 1996 as an agency of economic facilitation and consulting services. Organization employs 14 specialists (8 on permanent basis and 6 on contract basis). Among them, two candidates of sciences, five economists with master’s degree, and 6 specialists in other spheres with master’s degree).

Nature and scope of work
Poltava Association for Regional Development provides the following services:
- Providing information about foreign markets and producers, finding potential business partners.
- Establishing and support of contacts and collaboration among Ukrainian and foreign firms.
- Organization of participation in fairs, presentations, and cooperative commodity exchanges in Ukraine and abroad.
- Consulting on economic and technical issues of organization of production; organization of system of salaries payments; organization of the system of controlling; working out business-plans of the enterprise and investment projects; and finding the sources of financing for investment projects.
- Organization of business training on the issues of: private business initiation; financial management; personnel management; investment business-planning; management of marketing activities.

Poltava Association for Regional Development collaborates with the Center of International Migration and Development (Frankfurt, Germany) and International Center of Entrepreneurship Development and Management (Kyiv).

Contact information:
4.1.5. Association of Economic Development (Ivano-Frankivsk)

Association of Economic Development is an oblast public organization, founded in 1997 for the continuation of activities of the Program of Economic Development of the project “Small Business and Economic Development of Ivano-Frankivsk Region”. At present, the Association is an independent organization with a substantial experience of projects’ implementation in the sphere of local government reforming. The members of the Association are: state and private enterprises, public organizations, and physical persons. There are 45 members in the Association.

The supreme body of the Association is a general meeting. Within the period between meetings, the Councils supervises the activities of the Association. The Council consists of the head, his deputy, members. The audit commission controls the activities of the association, its financial activities (Rusanov 2001: 189).

Four specialists work in the Association on a permanent basis. Association also employs experts on a contract basis.

Nature and scope of work.

- Regional and local economic and social development;
- Reforming the local government bodies;
- Small-scale and medium-scale entrepreneurship development;
- Strategic planning, working out and implementation of programs and projects of regional and local development;
- Sociological research, monitoring of socio-economic development of the Ivano-Frankivsk oblast and its separate territorial communities;
- Organization of seminars, conferences, round tables, educational programs, creation of educational centers, experiences’ exchange with other regions and countries.

Since 1997, Association implemented the following projects:

- 1997-2001: Strategic Planning Project in pilot raions of Ivano-Frankivsk oblast (5 raions) (under financial support of Canadian International Development Agency);
- 1998-2000: Project of Creation of Public Organizations Network in Ivano-Frankivsk oblast (under financial support of Canadian International Development Agency);
- 1999-2000: Project of working out the strategy of economic revival of Ivano-Frankivsk (under financial support of the International Renaissance Foundation);
- 2000: Sociological Survey within the People’s Voice Project (under financial support of the World Bank and Canadian International Development Agency);
- 2000-2001: Project “Active Community – Effective Administration” aimed at reforming the local government bodies (under financial support of the International Renaissance Foundation);
- 2000-2001: Public opinion monitoring concerning the activities of local government and the quality of municipal services within the People’s Voice Project (under financial support of the World Bank and Canadian International Development Agency);
- other projects.
Association collaborates with more than 30 non-governmental organizations of Ivano-Frankivsk, local authorities, local mass media, local universities, other Ukrainian organizations, and organizations of Canada, U.S., Poland, and Slovakia.

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4.1.6. Center of Municipal and Regional Development (Lviv)
Center of Municipal and Regional Development was founded in 1999. It is a non-governmental, non-profit organization aimed at facilitation of economic and social development of Lviv oblast. It employs seven specialists with master’s degree (on major part, in economics).

Nature and scope of work
The major spheres of the Center’s activities:
- Strategic planning of local Development;
- Energy savings;
- Textbooks’ preparation, publishing and dissemination;
- Educational seminars for the employees of municipal enterprises.

The most interesting Centre’s product is a CD with the information on Lviv and possible investments in the city. 46 land plots, plants, buildings, and possible investments in them are presented in the CD.

Another Center’s project “Strategic Planning of the Development of the Territorial Communities” was completed under financial support of the International Renaissance Foundation, on the request of the Ukrainian Academy of Public Administration.

Center also worked out the Initial draft of the Development Strategy of Lviv city. It worked out the conception of the development of the city public transportation.
Center participated in LARGIS and DFID projects, implemented projects under financial support of the USAID and DFID. Center is a member of ENERGYCITE (network on efficient energy use).

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4.1.7. Dnipropetrovsk Regional Agency of Economic Development

Dnipropetrovsk Regional Agency of Economic Development is a non-governmental, non-profit organization, aimed at the facilitation of the economic development of Dnipropetrovsk oblast.

The major tasks of the Agency:
- Facilitation of the economic reforms in Dnipropetrovsk region;
- Information support for entrepreneurship and implementation of economic mechanisms;
- Working out and implementation of the regional programs of economic development;
- Working out and implementation of the programs of economic collaboration;
- Activation of the investment processes in the region;
- Research and dissemination of the achievements of other countries;
- Working out and implementation of the regional programs of the European integration;
- International collaboration.

Investment projects:
- Ecology and energy saving technologies;
- Creation of the center of energy consulting;
- Working out the systems of heating and energy supply with alternative sources of power;
- Industry and construction;
- Creation of construction holding;
- Agro-industrial complex and food production;
- Processing plant


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4.1.8. Regional Development Agency “Volyn”

Regional Development Agency “Volyn” is a non-state, non-profit organization, an association of citizens, organizations, and firms, founded in April 1997. It implements its activities in Volyn Region. It is aimed at facilitation of market reforms, practical implementation of concrete projects of structural reconstruction in the oblast and mitigation adverse social impacts of region adaptation to the market economy. Agency also facilitates integration of Volyn region into European economic and cultural spheres.

The major tasks:
- Implementation of international projects aimed at social adaptation of the population of the region to the new socio-economic conditions.
- Mobilization and use of financial, material-technical, and other resources for the implementation of Agency’s activities.
- Dissemination of international educational programs in the region.
- Collection and analysis of the information on the Volyn regional development.
- Working out proposals and plans of facilitation of structural, social, and economic transformation in the region.
- Implementation of practical work on oblast adaptation to market economy in collaboration with local government, public organizations, funds, and other structures.
- Organization of exhibitions and fairs.
- Publishing activities.

Scope of work:
1. Study and dissemination of the experience of working out the strategies and plans of local and regional development, support for the development of territorial communities, NGOs and public associations, working in collaboration with local authorities.
2. Collaboration with the foreign regional development agencies and other NGOs (innovative centers, technical development bureaus, etc.); study of their experience in regional structural reconstruction and development.
3. Initiation of the activities aimed at jobs creation and industry development.
4. Support for local companies, firms, enterprises, and scientific institutions in finding investors, partners, and consumers be means of presentations, advertisement, and marketing research.
5. Information campaign on the Agency activities in the sphere of structural reconstruction in Volyn region through the Web-page and issuing information bulletins.
6. Information on the modern technologies and products of the foreign partners for industry development in Volyn region.

7. Initiation and implementation of projects concerning institutional reconstruction of Volyn region.

Regional Development Agency “Volyn” provides support to its members and partners in:
- Working out and implementation of economic and social projects;
- Support for the development of small and medium-scale businesses.

Agency participated in the International conferences and projects:
1999 – International conference "Poland - East" (Krynytsa Gurska, Poland).
1999 - Project "Possible Ways of Economic Collaboration of Volyn Oblast (Ukraine) and Lublin Voevodstvo (Poland)"
2001 - PAUCI project "Impact of macro-economic conditions of regional policy on the agricultural development and entrepreneurship in rural area.
2001 - International conference "Poland and Ukraine: Trade and Collaboration" (Odessa, Ukraine).
2001 – participation in organization of regional representative of the “Hot line” (consulting on the issues of entrepreneurship) under financial support of the Ukrainian-American Program "BIZPRO".

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4.1.9. Association “Vidrodgennia Grytseva”

Association “Vidrodgennia Grytseva” was founded in December 1998 for facilitation of the socio-economic development of the settlement Grytsev of Shepetivsky raion, Chmelnitska oblast and implementation of the Program of the Development of Rural Community.

The major source of financing: grants of the international organizations.

4 specialists work in the Association on a permanent basis: president, trainer, consultant on the information support for land reform, consultant on legal issues. Trainers and coordinators work also on a voluntary basis.

There are 27 members of the Association. Among them, local authorities, teachers, entrepreneurs, farmers, unemployed, and pensioners.
The goal of the Program of Rural Community Development is to facilitate the local
government development, to create a community capable of efficient use of the resources.
Association is working on the practical implementation of the program. Therefore, it does not have a
substantial experience of theoretical research.

Association invites colleagues and partners from Zhytomyr, Kyiv, Lviv, Charkiv, and
Donetsk oblasts for its seminars. Association collaborates with Polish organizations.
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4.1.10. City Development Agency (Ternopil)

City Development Agency is an analytic-consulting firm, founded in 1997 by the public
organization “New Wave” in collaboration with Ternopil city council and League of Entrepreneurs
of Ternopil oblast, under support Ternopil economic academy (Voitocych 2001: 197).

Nature and scope of work

The major goal of the Agency’s activities is an implementation of inter-sectoral
collaboration among authorities, entrepreneurs, and public organizations. Agency is also aimed at
the entrepreneurship development, forming positive investment image of the region, and working
out a new system of city management.

Projects and programs:
- Agency worked out the program “Entrepreneurship development in Ternopil for 1997-
  2000”. Agency’s research allowed the creation of the data base on the enterprises and
economic development.
- Agency worked out the program “Dobrochesnist”, aimed at the elimination of shadow
  relations between the authorities and business structures, and preventing corruption in
  Ternopil region.
- Project “Regulatory Reform in Ukraine. Local Level” (1999-2000) was aimed at mitigation
  of regulatory pressure on entrepreneurs through cancellation of imperfect regulatory
documents of the local level. Agency conducted the analysis of the existent regulatory acts
and worked out necessary changes. Within the project, a range of sociological and marketing
research, seminars with the local authorities, entrepreneurs, specialists from Ternopil, Lviv
Kharkiv, Ivano-Frankivsk, and Kyiv were conducted. Agency also provided an information
campaign.
- Agency is planning to implement the project “Power and Business: Study of Poland Experience of Transformations and Efficient Collaboration”, aimed at the use of experience of Poland for the local government and private business development in Ternopil.
- Agency is a Ukrainian partner of Ukraine-Poland program of the Academy of Local development, implemented by the Fund of Socio-economic initiatives, Forum of non-governmental initiatives, and Fond of market transformations (Poland). Program is aimed at the creation of the Academy of Local development in Ukraine.
- Agency initiated the foundation of the NGO Coalition, the association of public organization, which are supposed to participate in anti-corruption initiatives in Ternopil.
- Under Agency’s support, in 1999, the Memorandum between American non-profit organization “Alliance on Energy Saving” and Ternopil city council was signed within the project “Dissemination of Lviv Experience in Energy Efficiency”.
- In 2000, Agency started the implementation of the Program “Dissemination of the Experience of City Water Supply”.
- Agency actively participate in the program “Education 2010”, aimed at the improvement of the educational system. Agency conducted focus-groups, seminars, and conferences on the issues of educational reform in the city.
- Agency conducts seminars for the local authorities, public leaders, and mass media employees.
- Agency is working on the program “Women participation in the socio-political life of the city”

Agency issues information bulletin “City Development Agency Bulletin”.
Agency also participates in Peoples Voice Project (see section 5.2.)

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4.1.11. Agensy on Business Development in Slavutych

Agensy on Business Development in Slavutych (Darnopyh 2001) is a communal enterprise, founded in 1997 under financial support of the TACIS program. The nature of the Agency’s activities is defined by the closure of the major industrial object of the region, - Chernobyl Nuclear Power Plant.

11 specialists work in the Agency on a permanent basis. Specialists of the Agency participated in TACIS educational program, studies in Europe and the USA, have the certificates of the programs of the International Center of Privatization and Investments.
The structure of financing
- International support (work of the international experts, training, equipment, materials).
- Local budget (facilities, electricity, heating)
- Commercial activities.

Goals of the Agency:
- Defining the efficient ways of regional development; improvement of investment image of the region;
- Facilitation of job creation in Slavutich by supporting the development of small and medium-scale business;
- Implementation of training programs and consulting services for physical and legal persons, dismissed workers of the Chernobyl Nuclear Power Plant.

Major spheres of activities
- Working out strategic directions of the city development, social programs, plans of diversification of the city economy.
- Working out business-plans, analysis of investment projects and tender proposals.
- Conducting marketing research and finding partners with the help of the International data base.
- Recruiting – finding highly qualified personnel
- Outplacement – services for dismissed personnel
- Public relations and advertisement in local TV, newspapers, and radio.
- Cost estimation of assets, business, and intellectual property
- Financial analysis of the enterprises’ activities.

Agency collaborates with the public organization “Public Council on City Development”; association of producers of products and services; socio-psychological center, administration of special economic zone of Slavutych; and other organizations.

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### 4.1.12. Other Regional Development Agencies, Contact Information

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</table>
4.2. Analytical Centers

4.2.1. EastWest Institute (EWI)

EastWest Institute (EWI) is an independent European-American non-profit scientific research institution that works through a network of affiliated centers, including New York, Prague, Kyiv, Moscow, Kosice, Helsinki, Brussels, and Belgrade. Institute was founded in autumn, 1981, to defuse tensions and prevent conflicts that threaten the geopolitical stability while promoting democracy, free enterprise, economic and social reforms on the basis of best world experiences. The founder and president of the Institute is John Edwin Mroz.

As a result of political changes which took place in Europe in the end of 1980s, Institute concentrated its activities on the issues of post-communist transformation in the countries of Central and Eastern Europe and Eurasia. Besides traditional scientific research work, Institute organizes conferences and meetings; supports the development of contacts among governments, politicians, businessmen, non-governmental organizations and scientists of different countries, exchange of experience in implementation of market democratic transformations; works out the recommendations on practical solution of the problems of European security and integration, economic reforms in post-communist countries, local and regional development.

Kyiv Centre was established in 1997 in accordance with the decision of the of the EWI International Board of Directors.

Kyiv Centre’s work is aimed at:
- encouraging the development and consolidation of democratic and pro-market constituencies in Ukraine;
- promoting Ukraine’s European Integration;
- strengthening Ukraine’s relations with neighboring countries.

To implement its tasks, the Kyiv Centre collaborates with Ukrainian government structures, Verhovna Rada, local authorities, non-governmental organizations, media, and private business representatives.

The Kyiv Centre implements the following projects:
- *Project on Community and Regional Development in Ukraine*. Project is aimed at support for effective public administration reform, sustained local self-government, regional policy for Ukraine based on European principles, increasing capacity of NGOs and local governments. Within the project, several expert studies have been carried out, international conferences have been organized, support for the Regional Development Agencies has been provided.
- *Ukrainian Regional Report* is a weekly Ukrainian analytical and information bulletin, distributed both electronically and in hard copies. It covers major trends and events in political and socio-economic development of Ukrainian regions.
- *EWI Policy Forum on Ukraine* is a policy advise project aimed at support for the development of EU-Ukraine relations.
- Fiscal Decentralization and Transparency is designed to address the issues of fiscal decentralization, budgetary transparency, and municipal and regional borrowing. The project outcomes: research and policy advice papers, seminars, and round table discussions.

- Ukraine – Central European Parliamentary Round Table (completed in March 2001). The project is aimed at bringing to Ukraine the experience of market reforms and political transformation of other Central European countries. Within the project, four international conferences were organized.


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4.2.2. International Centre for Policy Studies (ICPS)

The International Centre for Policy Studies is an independent non-profit research organization whose mandate is to promote the introduction of public policy concepts and practices in Ukraine. ICPS believes it is important to increase awareness in the government and the general public of the needs to analyze policy alternatives and to study the possible consequences of adopting any given policy before adopting strategic decisions. ICPS is committed to providing a forum for substantive dialogue between representatives of the legislative and executive arms of government and the Ukrainian public.

ICPS was established in 1994 upon the initiative of the Open Society Institute.

ICPS works in several areas, one of which is regional policy. ICPS helps regional authorities in Ukraine to improve the quality of their policymaking by encouraging public participation at the local level.

ICPS develops and implements designs and facilitates technical assistance programs to ensure quality communication between donors and recipients.

ICPS develops and implements training programs in policy analysis for civil servants; they have been already completed for the employees of the Ministry of Finance of Ukraine, and are underway for the Policy Analysis and Strategic Planning Groups of the Secretariat of the Cabinet of Ministers and the Ministry of Economy of Ukraine.

ICPS helps NGOs to introduce mechanisms and procedures that promote effective and responsive government, as well as ensure public participation in the policymaking process.

ICPS also offers comprehensive publishing and distribution services.
The major ICPS project related to the local government, is the *People’s Voice Project*, a three year project with funding from the World Bank and Canadian International Development Agency. The overall goal of the project is to assist four Ukrainian cities (Ivano-Frankivsk, Ternopil, Chuguiv, and Kupiansk) in improving the quality of municipal services to households and businesses and to enhance their level of integrity in the process. The overall goal of the project is to implement mechanisms and procedures that promote public participation in building an effective, responsible and open government, as well as to assure public participation in policy-making process. The project consists of five distinct components:

- service delivery surveys conducted in selected cities;
- dissemination of survey findings, public discussions and dialogies between citizen groups and government;
- technical assistance at the local government level;
- building consensus on reforms, restructuring agencies and providing training;
- service delivery re-surveys to assess progress, identify lessons learned and suggest future steps.

Project implementation presumes close collaboration with the local public organizations (in particular, Regional Development Agencies).

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**4.2.3. International Institute of Comparative Study**

International Institute of Comparative Study – international civil organization, founded in 1998. Institute conducts the analysis of political and economic processes, institutions and phenomena in Ukraine and in the world. Institute studies the experience of other countries in the spheres of economy, state administration, local government and helps to implement the best practices in Ukraine by working out the proposals, analytical documents, and drafting legislation. At the request of the deputies, fractions and groups of Verhovna Rada, experts of the Institute analyze several issues, in particular, issues of reforming local government in Ukraine. Institute also provides information-consulting services for the bodies of local government, local state administrations, regional mass media, parties, and non-governmental organizations.

Institute is also analyzing Ukraine’s current legislation, as well as reviewing projects of laws, received by Verhovna Rada of Ukraine by:
a) their content-analysis,
b) evaluation of their correspondence to the Constitution and laws of Ukraine;
c) forecasting possible outcomes of their adoption;
d) defining the parties, supporting or opposing the adoption of project;
e) proposals to the project, based on the international experience, analysis of current socio-political situation.

Institute cooperates with other organizations of Ukraine, Russia, Belarus, in particular, with the Committee of voters of Ukraine, Institute of State and Law of the National Academy of Sciences of Ukraine, Academy of Economic Sciences of Ukraine, etc.

Several publications (in particular, the monograph “The Peculiarities of Executive Power in Post-soviet Ukraine”, as well as separate publications of the analysts of the International Institute of Comparative Study), round tables (in particular, “Regional Policy and relations between the Center and Regions in Ukraine” (June 1, 2000), "The Issues of Circulating Taxation in the Projects of Tax Codex" (June 20, 2000), "Tax Codex: Current State, Problems, and Solutions" (April 3, 2001)) of the Institute were devoted to the issues of regional and budget policy in Ukraine.

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4.2.4. Institute of Reforms

Institute of Reforms is an independent analytical center, created in June 1997. It's founders were leading Ukrainian economists and politicians who had defined their aim as "all-round supervision of implementation of economic, legal and political reforms for establishment of civil society and building up of democratic, legal, economically effective state" especially "during the time when due to certain circumstances reforms in Ukraine were suspended". Institutes activities are aimed at an active assistance in economic transformations in the name of formation of open democratic society in Ukraine.

Nature and scope of work

Institute of Reforms carries out it's activity in the following directions:

- monitoring of economic and political governmental policies;
- analysis and development of law drafts and normative acts that determine development of economic processes in the country;
- evaluation of factors of influence on investment climate in Ukraine and in the regions;
- elaboration of complex of actions regarding stimulation of private entrepreneurship development;
- analysis of state social security fund expenditure and elaboration of proposals regarding complex reformation of mandatory insurance;
- elaboration of social security reform concept and participation in preparation of programs on certain areas of this reform;
- carrying out of economic educational programs for all categories of population in different regions of the country;
- holding of the contest among students for the best research work on economics;
- systematic holding of public hearings on most relevant problems of economic policy.

We plan to involve in our hearings representatives of legislative and executive authorities.

There are five laboratories currently functioning within the Institute:

- Laboratory of administrative reform, local self-governing and property reformation (headed by Yevhen Fyshko)
- Laboratory of macroeconomic and monetary policies (headed by Volodymyr Ryaboshlyk),
- Laboratory of educational programs (headed by Olha Onyshko),
- Laboratory of private enterpreneurship development (headed by Olexandr Oliynyk),
- Laboratory of Social Reforms (headed by Nataliya Burkat).

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4.2.5 Municipal Perspective

“Municipal Perspective” – civil organization, founded on the 18th of April, 2000 for coordination of activities of experts in law, political science, economics, finance, and other fields of local government. These are experts with experience in scientific research in different areas of local development in different regions of Ukraine. The organization is financed at the expense of grants.

The main sphere of activities of the “Municipal Perspective” are:

- conducting information-analytical research; forming the basis for information-analytical support of local government; expert support for the projects of regional development;
- expert evaluation and consultations concerning working out the projects and programs of development of municipal sphere;
- consultations in finding donor’s financial support for realization of projects and programs of municipal development;
- creating groups of experts for the projects of regional and local development;
- support for development of local initiative: dissemination of information about the positive experience of local governments and solving local problems;
- describing the strategies of the development of municipal education; educational activities in municipal sphere;
- informational, consulting support for electoral campaigns.

Projects:
2. Publication of the results of the VI Municipal Hearings (source of financing – International Renaissance Foundation)
3. Publication of the results of the VI Municipal Hearings (source of financing – Freedom House)

“Municipal Perspective” is looking for the sources of financing for the following projects:
1. Methodological Supply of the territorial communities’ corporate rights management.

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4.2.6. Institute of Society Transformation (IST)

The Institute of Society Transformation (IST) was established in 1994 as a non-state nonprofit research center. The IST activities are aimed at:

- The support of the state course of accelerating social reforms in Ukraine.
- The generation of the European-type market economy in Ukraine.
- The consolidation of modern scientific approaches to creation of democratic civilized society in Ukraine.
- The propagation of market-oriented and democratic views among the different public strata.
Since 1996, Institute of Society Transformation has started publishing of the scientific-analytical magazine "The Economic Annals". The annals contain the reviews of the Institute's activities, the materials of international and regional economic seminars, "Round Tables" organized and conducted by the Institute, articles and interviews of the leading scientists and politicians, statistical and analytical materials, comments on decisions adopted by the legislative and executive authorities.

One of the spheres of IST activities is connected with local self-governance. In particular, IST organized regional meetings “Social partnership between local authorities, business circles and trade unions based on example of Chernigov" held in Chernigov; "Transformation of social-economic system of Ukraine: state and local aspects" held in Vinnytsya; conference "The municipal, social and private sector partnership: foundation and development problems (based on the experience of Ukrainian and East European cities), held in Kyiv. IST organized Ukrainian mayors study tour to the countries with stable democracy system. ITS also provides:

- Information and analytic assistance to local self-governing authority bodies in resolving problematic issues;
- Monthly distribution of scientific-analytical journal "The Economic Annals" and the analytic materials of IST among the mayors of Ukrainian cities;

The Institute's activities were supported by funds provided by USAID, G. Soros, the World Bank mission in Ukraine, the House of Freedom in Ukraine, the Netherlands Foreign Ministry, Brazilian Embassy, the Netherlands Embassy, business circles, etc.

IST cooperates with the heads of city and regional authorities, business structures, non-state institutions, mass media of all the regions of Ukraine.

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4.2.7. Housing and Municipal Reform Support Center

Housing and Municipal Reform Support Center is a non-governmental non-profit organization, which operates in Ukraine since 1997. Center is a Ukrainian follower of the American company PADCO, which as a USAID contractor worked in the sphere of reforming housing-municipal sector in Ukraine since 1993. Organization consists of 4 regional offices: Kyiv, Lviv, Odessa, and Kharkiv, as well as Central office situated in Kyiv. Each office operates in 5-8 oblasts of Ukraine. In such a way, Center’s activities cover the whole territory of Ukraine. 34 specialists (21 lecturer with the experience of conducting seminars and 13 specialists including administrators, financial managers, layers, computer experts, etc.) work in the Center (see Scheme 10). The majority of specialists of the Center had been trained in the U.S., and speak English.
The Organizational Structure of the Housing and Municipal Support Center is presented in Scheme 7 (Appendix 6).

Nature and scope of work

The organization’s mission is to render assistance to individuals, legal entities, central and local governments in settling societal relations in housing in order to create comfortable and safe living conditions. Major tasks involve facilitating the following:

- Improving public living conditions and raising housing services standards in Ukraine;
- Drafting new and amending effective legal and normative acts in Ukraine;
- Drafting and approving relevant local and regional documents pertaining to housing and municipal reforms;
- Providing advice for setting up and operating condominiums and other housing and utilities structures and organizations;
- Improving training of highly competent specialists for real estate operations and housing and municipal economy;
- Other activities aimed at successful implementation of housing and municipal reforms in Ukraine.

Since 1993, Center specialists implemented the range of pilot projects. The experience of these projects is used in the whole Ukraine. Among the projects, the major ones are:

- Setting up the unions of owners of houses (so called condominiums) for the most effective management and maintenance of housing, as well as transfer of management functions directly to the owners;
- Development of private maintenance and management of housing aimed at the creation of alternative to the traditional ZHEKs, as well as introducing contract relations in housing sphere and transfer the activities in this sphere to the private companies on a competitive basis.

Center has a signed agreement with the the State Committee on Construction, Architecture, and Housing Policy. According to this agreement, Center provides practical support to the State Committee in implementation of state program of reforming of housing and municipal economy, while the Committee is a major coordinator of the programs of the Center.

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4.3. Sociological Institutes

4.3.1. Kiev International Institute of Sociology

Kiev International Institute of Sociology (KIIS) is a private Ukrainian-American joint research venture that collaborates with the University of "Kiev-Mohyla Academy". It is accredited through the Sociological Association of Ukraine. KIIS was founded in 1991 as the research center of The Sociological Association of Ukraine. KIIS consists of a small permanent scientific and administrative staff, as well as temporary research groups, formed whenever there is a need. It has twenty interviewer teams totaling about 300 people, who work under contract with KIIS in all regions of Ukraine (24 oblasts and the Crimea). The Institute's survey network allows it to conduct random sample surveys representative both of Ukraine, as a whole, and of its separate regions.

The KIIS conducts surveys in several areas. The projects connected with the evaluation of municipal services in Ukraine:

- **Energy Efficiency: Urban System of Heating** (Sevastopol)
  General project objective was to receive an information about the state of urban system of heating in Sevastopol. The survey was conducted in February – March, 1998 at the request of the World Bank.

- **Heating in Kyiv Institutions**
  The study’s objectives were to assess the condition of heating systems in Kiev institutions such as schools, kindergartens, hospitals, hospital administration and support buildings, polyclinics, universities, museums, theaters, hostels. The survey was conducted in February – March, 1998. The sample was designed in coordination with the State Committee of Ukraine for Energy Conservation. KIIS received lists of institutions, in which systems of temperature regulation and meters are to be installed corresponding to World Bank project in 1998, from State Committee.

- **Departmental Housing Transfer And Restructuring Project** (Dnipropetrovsk)
  The goals of the research included: getting a better understanding of the needs, perceptions and attitudes of residents related to the energy and water consumption as well as efficiency of investments in energy and water; determining the problems of central heating system, running water, electricity, and apartment ventilation; assessing the current state of housing maintenance; analysis of changes in attitudes of residents to the use of energy and water after providing new equipment; comparing the results of pre- and post investment survey. In March, 1997 the pre-investment survey was conducted. In December, 1998: post investment survey was conducted. The surveys had been conducted at the request of the World Bank.

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4.3.2. Donetsk Information and Analytical Center (DIAC)

Donetsk Informational and Analytical Center (DIAC) is a private research structure founded in 1991. It conducts various research activities as well as represents interests of several Ukrainian companies that work in the sphere of sociology and marketing.

DIAC consists of the following departments and groups:
- Department of Quantitative Research
- Department of Qualitative Research
- Marketing department
- Group of Social Projects
- Group of Analysts-Experts

DIAC personnel is involved in life-long learning, raising level of their qualification on regular basis by taking part in seminars, training programs, round tables, educational program, schools, internships in Ukraine as well as abroad - in USA, Great Britain, Italy, Poland.

Nature and scope of work
- Social and marketing surveys, using qualitative and quantitative methods (all-Ukrainian and regional public opinion surveys; expert surveys; in-depth interviews; focus-group interviews; case studies) as well as preparation of analytical materials based on data obtained.
- Quarter research "Omnibus" type, which include Mass media monitoring, overall evaluation of social, economical and political situation in region.
- PR - providing for social and economical as well as for social and political projects: social, economical and political diagnostics; elaboration of territorial development's prognoses and scenarios; political consulting; preparation and organization of press-conferences and presentations.
- Marketing services for firms and companies.
- Consulting services.

Initiative group of Donetsk Informational and Analytical Center's specialists created regional Charity Foundation "Social researches Foundation" in January 2000.

Center implemented projects for Ukraine's Verhovnaya Rada, Ukrainian Cabinet of Ministers, regional state administrative bodies, academic structures, Ukrainian Department of World Bank, Know-How Foundation (Great Britain), Soros Foundation, research centers of Poland and Germany, big national and foreign enterprises. Donetsk Informational and Analytical Center effectively cooperates with many Ukrainian and foreign scientific, sociological and marketing structures. Projects related to regional development and municipal sphere:
- Social Impacts of Coal Industry Restructuring (the project was implemented in collaboration with the Kiev International Institute of Sociology);
- Future of Old Industrial Regions (the project was implemented in collaboration with the Regional Development Agency Donbass)

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4.3.3. The East Ukrainian Foundation for Social Research

The East Ukrainian Foundation for Social Research was established at the initiative of sociologists, politologists, lawyers of Kharkiv National University and other scientific institutions, businessmen, Mass Media and local government.

Nature and Scope of work:
- scientific analysis, diagnostics and prognostication of social, economic, ecological, ethnic and other problems of the Eastern Ukraine and modern Ukrainian society as a whole;
- sociological and socio-cultural expertise of management decisions, political, economic, social programs of regional and municipal management as well as management at the level of a particular firm;
- training skilled experts who can work as socio-political and economic managers in the society, in regions, at enterprises and institutions;
- political marketing, consulting, organizational and informational support of election campaigns;
- analysis of Mass Media’s market and advertising service;
- studying social mechanisms of development of education, science and culture;
- analysis of consumer’s attitude towards food and goods market;
- informational support of financial, economic and investment activity;
- expertise and correction of social tension’s level at the enterprises with different forms of property, management consulting.

Projects related to regional and municipal development:
- City and State: Problems, Anxieties and Hopes of the City-Dwellers of the East of Ukraine (research was conducted in ten cities of the Eastern Ukraine, 1995-1996, in collaboration with the Association of the Cities of Ukraine, Research Institute RTI (USA) and USAID
- Coal Mines Pilot Project. Social Impact and Monitoring (1997, in collaboration with World Bank);
4.3.4. Regional Socio-economic and Political Research Found “Zluka”

Regional Socio-economic and Political Research Found “Zluka” is a public non-profit organization aimed at working out and implementation of socio-economic, political, and humanitarian programs of development of Western region.

Major source of financing: voluntary donations.

Nature and scope of work:
- sociological research;
- participation in practical implementation of programs facilitating the improvement of socio-economic and political situation in the region;
- information and consulting services;
- support of young scholars in the sphere of regional development;
- facilitating entrepreneurship development.

Publication related to regional development:
Melnikova, N.V. Socio-political Situation in Ukraine. The Results of Regional Research. The analysis of attitudes toward economic reforms, political orientations of the population, and other social aspects is presented in the monograph.

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4.3.5. Center for Social Research (Poltava)

Center for Social Research is a non-governmental organization, aimed at support for democratic reforms in Ukraine. Specialists from different areas work in the Center.

Nature and Scope of work:
- sociological and marketing research (analysis of electoral behavior; press, radio, TV audience; public opinion polls; study of attitudes and values; advertisement, etc.);
- research and working out the strategies of regional development (consulting support for the local authorities; recommendations on the programs of regional development; analysis and forecasts of regional socio-economic development, etc.);
- Consulting on the issues of management.

Projects related to the local government development:
- Training programs in the issues of the electoral process (1998-1999)
- “Voters’ Social Attitudes as a Factor of Their Electoral Behavior” (1999)
- “Means of Improvement of Mechanism of the Connection between Public Opinion and Power” (1998)

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5. DONORS

5.1. USAID and its Principal Contractors


USAID programs have worked to assist local governments to:

- improve the delivery of crucial services;
- be more accountable to citizen needs, as well as to involve citizens more in the decision-making process;
- and improve their financial capability and budgetary expertise.

USAID programs have introduced improved systems for municipal budgeting, financing, and management to over 40 cities, including the use of financial analysis models developed by USAID. USAID helped establish the Association of Ukrainian cities. In addition, USAID is working with the Association to (1) develop and disseminate Ukrainian local government best practices and (2) establish regional offices in each oblast.

Another USAID program links 18 communities in Ukraine with 18 American partner cities with a special focus on citizen participation, budget/finance, transportation, housing and communal services, and economic development.

USAID has improved public transportation in 10 cities and the delivery and supply of water in three others. (municipal services). In addition, as a result of the new Municipal Water Roll-out activity,
eight more vodokanals will improve their technical, financial and management capacity, while involving the community and local government in this process.

Beneficiaries: Immediate beneficiaries are local/municipal government administrations and NGOs that work with them to encourage more efficient and transparent government. Citizens of these localities will ultimately benefit from improved infrastructure, services, and more responsive, accountable local governments.

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Principal Contractors, Grantees or Agencies of the USAID:
U.S.-Ukraine Foundation


This activity links 14 U.S. communities with 14 Ukrainian ones to improve local governance. The partner communities work together to address targeted problems in one or more of five focus areas: economic development; budgeting; housing and communal services; transportation; and citizen participation. U.S. community partners work with their Ukrainian partner to identify priority areas for activity within the five focus areas, develop a work plan, and implement concrete projects. The activity includes both internships by Ukrainians in the U.S. and travel by U.S. practitioners and trainers to Ukraine. The partnerships are encouraged to expand this cooperation beyond the local government sphere, to include the business, educational, and NGO sectors of their communities.

Counterparts: Cities: Artemivsk, Berdiansk, Cherkasy, Kalush, Kamianets-Podilsky, Kharkiv, Komsomolsk, Krasnodon, Nikopol, Pervomaisk, Romny, Rubizhne, Slavutich, Svitlovodsk
CH2M HILL


This activity assists competitively selected municipalities to improve water service to its citizens by applying lessons learned and best practices from other USAID-supported municipal government projects. The two main objectives are: first, to assist a total of up to eight municipalities to analyze the technical, financial and managerial strength and weaknesses of their water utility and to develop action plans for improvements; and second, to formalize and strengthen expertise developed under earlier USAID support so that local experts may become an entity to assist other municipalities in the future. As a part of this Activity, a pre-feasibility study for the EBRD-planned loans for municipal water services improvement was conducted in eight cities; two of these are in the first group of the Activity Cities; and the other two participated in the pilot water roll-out project.

Counterparts
Municipalities
First group of activity cities: Ternopil, Kamianets-Podilsky, Khmelnytsky, Zhytomyr;
EBRD pre-feasibility studies: Chernihiv; Kherson; Poltava; Ivano-Frankivsk; Rivne; Mariupol;
The second group of activity cities: Vherkasy, Isum, Berdiansk; Snizhne;
State Committee on Construction, Architecture, and Housing Policy; Ukraine Water Technology Center (to be established)

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Research Triangle Institute (RTI)

Project name: AUC Regional Offices Dissemination (2000-2001)
This Activity assists the Association of Ukrainian Cities (AUC) in establishing a nationwide network of regional offices by equipping and training AUC staff in 19 Regional Offices as well as in central AUC office in Kyiv. By establishing a sustainable data exchange system, this activity will enhance the AUC’s capability to disseminate best practices, to deliver training and consulting services to its members, and to lobby for greater authority and expanded resource base for the cities. The Activity supports a series of training workshops for city officials on such topics as Methodologies of Advisory Committees and Public Hearing, Strategic Planning, Financial Analysis Model, and Public Procurement. A comprehensive database and information exchange system on a wide range of issues pertaining to municipal management will be developed and installed at the AUC headquarters and its Regional Offices. Additionally, this Activity is supporting an intensive public education campaign to promote intergovernmental fiscal reforms, is providing training of financial officials at the levels of government to prepare them for the implementation of the new partially reformed budget system, and its monitoring the intergovernmental fiscal reforms in order to make formal recommendations for improvements.

Counterparts: Association of Ukrainian Cities; Regional offices in Uzhgorod, Lviv, Ivano-Frankivsk, Ternopil, Khmelnitsky, Chernivtsi, Sumy, Khorol, Kharkiv, Kirovohrad, Zaporizhzhia, Dnipropetrovsk, Kyiv, Chernihiv, Zhytomyr, Vinnitsa, Rivne, Kherson, Simferopol.

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PADCO


This Activity will assist Ukraine to improve delivery of essential communal services – water, wastewater and heat – to urban residential consumers by:

- Improving the laws and regulations that govern communal services tariff setting and collection;
- Improving vodokanals and district heating companies’ access to capital for the purposes of improving infrastructure primarily through increasing the collection of tariffs;
- Instituting a transparent and economically justifiable system of setting the communal services tariffs;
- Improving the financial management, technological and operational performance of district heating companies and vodokanals;
- Improving the effectiveness of energy utilization and consumption;
- Improving citizen participation in the tariff-reform decision-making process;
- Improving the provision of heat and water services to low-income customers.

Initially, the Activity will focus on the national level and in two pilot cities, with a later roll-out to six other cities at a minimum.

Counterparts: two pilot cities Lutsk and Khmelnitsky; Ministry of Economy; State Committee for Construction, Architecture and Housing Policy; an Inter-Agency Commission on Implementation of Housing and Communal Sector Reform

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**Freedom House**

Program name: Partnership for Reform in Ukraine

The program is aimed at providing financial, consulting, educational, and technical support to non-governmental research institutions, which work in the spheres of study and practical implementations of initiatives of support for economic and political reforms in Ukraine.

The main tasks of the program:
- Support for the democratic society and free market in Ukraine.
- Strengthening the role of non-governmental organizations and their influence on public opinion;
- Creating the regional and international network of non-governmental organizations;
- Facilitation of emergence and development of partners’ relations between non-governmental research organizations and known right protection groups;
- Strengthening the financial support for the non-governmental organizations through dissemination of information about these organizations among international foundations and corporations;
- Dissemination of information about strategic planning, new sources of financing, administrative, and financial management, cooperation with mass media and community, among non-governmental organizations.

For achieving these tasks, program implements the following activities:
- financing grants of Ukrainian non-governmental organizations in the spheres of research, civil society development; democratization of legal basis;
- financing short-term trips for the staff of NGOs from Central and Eastern Europe;
- financing participation of volunteers, American experts in the spheres of finding the sources of financing; NGOs’ infrastructure development; relations with mass media; right protection, and other spheres. Volunteers will conduct practical lessons in Ukraine.

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PAUCI (Poland-America-Ukraine Cooperation Initiative)
Administered by Freedom House, Sponsored by USAID
Program name: Partnership for Reform in Ukraine
PAUCI finances grants in three key directions:
- Macroeconomic policy;
- Small entrepreneurship development;
- Reforming local government.

PAUCI finances non-profit, non-governmental organizations; educational establishments; and local governments. Support may be also provided for private commercial organizations (for example, centers of entrepreneurship development, consulting firms, training organizations) if their project corresponds to the goals of PAUCI.

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5.2. World Bank (www.worldbank.org.ua)
According to the new strategy of the World Bank concerning issues of help for Ukraine, worked out in cooperation with the government of Ukraine and based on consultations with more than 200 interested parties, the NGOs will have an opportunity to participate in development, implementation, and monitoring of the World Bank programs in Ukraine.

NGOs may participate in World Bank activities in different ways: as unofficial consultants, or organizations that help to implement the World Bank projects.

**Energy Sector**

1996-2000 *Hydropower Rehabilitation and System Control Project*: Supply of turbines, generators, improvement of dispatch and system control network at hydro power plants along the Dnieper river (Kyiv, Kaniv, Kremenchuk, Dnipropetrovsk, Zaporizhia, Kakhovka), National Dispatch Center and eight regional dispatch centers.

1999-2004 *Kiev District Heating Improvement Project*: The project targets: (i) heat production capacity improvement, to alleviate the insufficient heat production capacity and better meet existing/growing demand; (ii) DH rehab (transmission, distribution, and network improvements); (iii) automation and control; and (iv) institutional support to project agencies.

2000-2004 *Kiev Public Building Energy Efficiency Project*: The project aims at improvement of energy efficiency in 1302 Kiev's public buildings and consists of the following main components: (i) Energy Efficiency Improvements in Buildings; (ii) Technical Audit and Design of the Retrofits; and (iii) Institutional Support: PIU, project management, public awareness campaign, training and equipment, social assistance support.

Possibilities for NGO’s participation:
- Informational campaign;
- Social impacts’ evaluation.

Project under Preparation: *Coal Sector Social Mitigation Project*: The project will (i) compensate redundant miners and ease social tensions through the provision of statutory social benefits; (ii) establish efficient procedures for closing redundant and uneconomic mines and avoiding serious environmental impact; (iii) enable miners from mines that are to be closed to enter the regional labor market and find new permanent or temporary employment in non-mining sectors; and (iv) provide public information, auditing, training and technical assistance.
Project under Preparation: *Sevastopol Heat Supply Improvement Project*: The project aims (i) to increase efficiency, improve the reliability and service levels in the heating system in Sevastopol through introduction of decentralized mini-boilers in the areas of worst heating conditions and in key public buildings; and (ii) to promote sound cost recovery policies and practices and the commercialization and institutional development of newly established heat supply company Sevteploserviss.

Possibilities for NGO’s participation:
- Environmental impacts’ evaluation;
- Social impacts’ evaluation


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**Infrastructure**

Project under Preparation: *Lviv Municipal Water & Wastewater Project*
The project is aimed at the improvement of quality of water supply services in Lviv.

Possibilities for NGO’s participation:
- Informational campaign;
- Community’s participation in choosing the priorities and conditions of reconstruction;
- Community’s participation in evaluation of the implementation of the project.

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Municipal Development

Project under Preparation: Municipal Development Loan. The project aims at developing capacities at the local government levels (municipalities) to better manage and deliver of urgent infrastructure rehabilitation activities in a cost-effective manner, taking into account priorities as defined by the municipalities themselves in their municipal development plans; improving municipal authorities capacities to better financial management.

Possibilities for NGO’s participation:
- Providing support for municipalities in working out municipal business-plans.

Contact person:
Olена Fadeeva
yfadeyeva@worldbank.org
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Research. Other non-lending activity

2001 Regional Development Study. The goal of the Study is to present a quantitative and qualitative overview of the economic development of the regions, differences and inequities among them. It will examine the constrains to regional growth including: infrastructure, skill levels, and other factors.

Possibilities for NGO’s participation:
- Providing collection of the information on regional development;
- Study of the experiences of overcoming the problems;
- Working out the proposals for possible solving the problems of regional development.

People's Voice Program. Through the People's Voice Program, the World Bank initiated a new generation of programs in Ukraine that focus on the development of civil society. This program is aimed at building integrity at the municipal level through strengthening the voice of citizen groups demanding better governance and services, and by facilitating more responsive public organizations. It is a pilot program that covers three cities in Ukraine: Ternopyl, Ivano-Frankivsk and Chuguev. Surveys are conducted to assess the public's perception of the quality of public services and provides assistance to NGOs and citizen groups as well as municipal officials to use information and interact with each other in order to enhance the overall quality of services and governance in these cities. (See section 4.2.2.)

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5.3. International Renaissance Foundation (source: http://www.irf.kiev.ua/)


In the area of support of democratization of local government and public administration reform, IRF focuses on supporting initiatives in the area of administrative and municipal reform that are geared toward the establishment of democratic standards of efficiency and public accountability of government institutions in Ukraine.

The IRF supports the development and establishment of various forms of a dialogue between the public and the government (public hearings and expert evaluation), a modern normative base (draft bills, regulations, decisions and resolutions of central and local governments, etc.) which can ensure an effective legal mechanism of decentralization and modernization of authority in Ukraine, the implementation of innovative proposals and dissemination of the best experience in providing administrative and communal services to Ukrainian citizens.

The International Renaissance Foundation initiated a special program on local government in 1996. During 1997-1998, the IRF, together with the Eurasia Foundation, worked on the Municipal Development Program devoted to the development of partnership among municipal, private, and social sectors in small and medium cities of Ukraine and dissemination of the information about the results of the program in the mass media.

IRF initial activities in the local government field were aimed at the popularization of ideas and dissemination of information concerning the local government in Ukraine and in Western countries. The popularization aspect was achieved by financing numerous round tables, conferences, training sessions for NGO leaders, and activities of NGOs.

Since late 1998, IRF has begun a current program, aimed at the support for democratic transformation of local government institutions. This is achieved by the following ways:

- support for working out and improvement of existing legislation on activities of local government and state administration;
- support the improvement of scientific and methodic bases of training of local government and state administrative staff;
- dissemination of the information about foreign and Ukrainian local innovative experiences concerning solving the legal, financial, economic, property, organizational, and management problems of territorial community;
- providing openness and availability of information about decision making and activities of power structures for the citizens.

Taking into account the changes in priorities of IRF program, the number of possible grant recipients increased. Besides traditional non-governmental organizations, agencies of regional development, IFR works also with the local governments, educational centers, independent groups of researchers, etc.
5.4. TACIS

Program name: Institution Building Partnership Programme (IBPP)

The Program is designed to support an institution building process through partnership and co-operation between non-governmental organizations and local authorities from the European Union with their counterparts in the NIS.

The target is a wide range of grass-root organizations (NGOs, professional associations). Their development will be fostered by carrying out a project jointly with an EU partner organization. The partnership concept implies that the actors belong to organizations from the EU and NIS partner countries which have similar goals and are faced in their day-to-day activity with problems of the same kind, albeit in different context. Partners will commit themselves by jointly defining the objectives, the design of the project and the results to be achieved. It is assumed that the relationship thus established or reinforced through the project, will proceed beyond TACIS financial support.

The program is a follow-up of the previous Lien and City Twinning Programmes whose scope has been enlarged to include consumer protection and environmental protection as well as business partnerships, in particular between professional and trade organizations.

Applications should reflect partnership between non-profit organizations of the same type, within one of the following categories:

- Non-governmental associations;
- Professional organizations;
- Local and regional authorities.

Local and regional governance issues that can be supported:

- Management and administrative reform of municipalities, local and regional authorities;
- Management of public utilities (transport, water, waste treatment, energy savings), communities programmes, health, education;
- Land registration, urban and regional planning, housing services.

Local economic development issues that can be supported:

- development of trade and SME associations;
- Initiatives in the field of economic development;
- Initiatives to reduce unemployment;
- Vocational training.
The programme is funded through allocations agreed with each partner country within the Tacis National Action Programme.

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5.5. DFID (Department for International Development)

Project name: The Ukraine NGO Support Project

The project is managed on behalf of DFID by the British Council in Ukraine, and will run until April 2002.

The overall goal of the Ukraine NGO Support Project is to strengthen civil society to enable it to respond more positively to the hardships experienced by vulnerable groups and individuals, as a result of the adverse effects of transition in Ukraine. The project aims to contribute to this goal by enhancing the capacity of NGOs working in the social sector in four regions of Ukraine (Lviv, Kharkiv, Odessa and Donetsk), to respond more effectively to the needs of their customer populations.

Up to 104 NGOs, 26 in each region, have been selected by open competition, in two rounds, to receive training in organizational and management skills provided by local experts. The NGOs have applied for small DFID grants, of up to $3,000, to carry out projects using the skills they have acquired.

The project draws on the experience of more established NGOs in each region to act as mentors and coaches to those undergoing the training. Cross-sectoral and cross-regional activities, such as round tables and seminars, aim to encourage effective cooperation amongst NGOs, and between them and the media and local government, in order to increase community participation in local decision making.

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Program name: Government Programme (http://www.britemb-ukraine.net/dfid/)
The objectives of the program:
- Effective communication with the public (fostering public debate and feedback regarding major social and economic issues and decisions)
- Legal reform (strengthening the rule of law as the foundation of the relationship between the individual and the state and of building societal and state institutions, as well as in the fight against corruption and the shadow economy.)
- Enhancement of the efficiency of government (implementation of a new system of machinery of government and decision making process)
- Resolution of socio-economic problems in the regions (decentralization and delegation of many functions of the executive level of government to the regional and municipal levels of government to provide more efficient services to the public and the division and balancing of authority between these different levels of government)
- Securing a high standard of living based on social protection (improvement of the delivery of medical, educational and cultural services provided to the citizens, and to raise employment levels and reform the system of social protection)
- Creation of macro-economic conditions for growth (increase the tempo of GDP growth)
- Release of the entrepreneurial potential of the nation (raising the competitiveness of domestic products and the national economy, encouraging greater savings by the population, and improvement of the conditions of the domestic market.)
- Enhancement of the competitiveness of the national economy (structural reforms in key sectors of the economy, particularly with respect to the energy, industrial and agricultural sectors.)

Anticipated results.

According to the government, the realization of the Government Program will alleviate the basis for the current economic crisis. This will permit the achievement of realistic economic growth, social stability, effective social protection of the population, and reduction of the level of poverty. Further, the Ukrainian economy will become attractive for foreign and domestic investors.

Projects within the Program:
- Public Administration Reform
- Local and Regional Government Institutional Strengthening
- Academy of Public Administration
- Criminal Justice Project
- Kyiv Mohyla Academy Law Faculty
- Legislative Drafting

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DFID Officer
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5.6. European Bank for Reconstruction and Development (EBRD)

Particular attention of European Bank for Reconstruction and Development activities is being focused on the energy sector, including helping to privatise the sector and making the country more energy efficient via projects in conservation and efficiency, nuclear safety and new technology for power generation (see http://www.ebrd.com). The EBRD is also active in the upgrading of key infrastructure, including transport and municipal services.

The Bank's main operational objectives are:
- To support private sector development through providing financing and technical services for the most promising newly privatized enterprises
- To support the strengthening of the financial sector.
- To help meet growing demand for new equity financing.
- To promote private investment in food processing and develop the agricultural sector.
- To rationalise the energy sector.
- To rehabilitate and reform key infrastructure sectors.

Projects related to municipal services and local government:
- **Ukraine energy service company.** A loan provided by the EBRD in May 1998 finance the establishment of Ukraine's first energy service company. UkrEsco will identify and implement energy-saving investments in small and medium enterprises and public sector institutions.
- **Starobeshevo Power Plant modernization.** In December 1996, a loan agreement was signed with Donbasenergo Genco, one of Ukraine's four state-owned thermal power generators, for a credit to finance the replacement of an old coal-fired boiler with a more efficient and less polluting unit. The project will contribute to a significant improvement in energy efficiency as the new boiler will use a waste product, replacing expensive local coal and imported gas and fuel oil.
- **Zaporizhzhia water utility development and investment programme.** An EBRD loan was extended in May 1999, to Vodokanal, the municipal water and waste-water enterprise in Zaporizhzhia. The loan helps to reduce pollution in the Dnieper River. The project finances critical investments in the water supply and waste-water sector, and will enhance the financial and operational performance of Vodokanal. The financing will improve the efficiency and quality of water and waste-water services, bringing cleaner and safer water to the citizens of southern Ukraine.
- **Khmelnitsky 2 and Rivne 4 (K2R4) completion project.** The EBRD has prepared a report for Board consideration on a proposed loan for the completion and safety upgrade of the
Khmelnitsky 2 and Rivne 4 nuclear reactors in Ukraine. The project was considered by the Board of Directors at its meeting on 7 December 2000.

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5.7. UNDP Democratic Governance Program

UNDP approach to the democratic governance presumes that the latter have many interrelated forms. Program provides assistance in numerous areas of governance, including education, agriculture, government itself, economic and social development, welfare, and gender issues. There are eight projects underway in the UNDP Democratic Governance framework (see http://www.un.kiev.ua). They include:

- Education for Reform
- Agricultural Policy for Human Development
- Economic and Social Development Project
- Catalyzing Policy Dialogue for Good Governance and Human Development
- Support to Economic, Social and Administrative Reforms in Ukraine
- Promoting Gender Equality
- Strengthening the Investment and Export Promotion in Ukraine
- Support to the Protection of Human Rights in Ukraine


Executing and Implementing Agent: Ministry of Education and Science of Ukraine

The project will help the Government attain its objectives of more economic growth and less poverty by supporting the implementation of educational reforms, further democratization and decentralization of education system in Ukraine through providing education policy advice, analysis, formulation, planning and their implementation as well as through the introduction of the new ITC technologies in the work and application of democratic approaches including civil society participation in education process.


Executing Agent: Office of Deputy Prime Minister of Ukraine for Agriculture

Agriculture Policy for Human Development Project address on-going policy concerns in such areas as optimal land use systems, input and output markets, ingredients of a supportive taxation and regulatory environment, and distributional impact of on-going policies. Specific elements of the project: a multi donor approach; linkage of agriculture policy to related issues of sustainable development and poverty reduction; and inclusion of farmers and local communities in the consideration of policy options that will directly impact them.
**Economic and Social Development Project (2000 – 2001)**

Executing Agent: Ministry of Economy of Ukraine

This project is designed to strengthen the capacity of the Ministry of Economy to develop policies that will accelerate Ukraine's movement towards a market economy. The project is aimed at establishing a Policy Research Network based in the Ministry. The network is supposed to foster research by Ukrainians working in policy research teams. These policy research teams will consist of recent graduates with a Western-style education in economics.

**Catalyzing Policy Dialogue for Good Governance and Human Development (2000-2001)**

Target beneficiaries: Prime-Minister office & the Cabinet Committee on Economic Development

The project has three components (see Project Document, p.5):

- Strategic planning assistance to the Prime-Minister office
- Operational support to the Cabinet Committee on Economic Development
- Advice concerning the legal aspects of implementing the government’s administrative reform program

These three components should be considered as an initial assistance to the government.


Executing and Implementing Agents: Office of Prime Minister of Ukraine, Office of First Vice-Prime Minister of Ukraine

Programme is aimed at facilitating the implementation of the government's economic, social and administrative reform programme by providing timely and effective expertise to develop and implement reform policy initiatives. In particular, policy advice is provided to the government on the following objectives of the government's economic/social and administrative reform programme: Public Administration Reform strategy for central government; Regulatory Reform to ease regulatory constraints; Privatization and Business Development; Economic and Financial Sector reform; Legal Support to Economic and Administrative Reforms; building consensus on the economic, social and administrative reform issues to enhance public awareness of the impact and benefits of economic policies being pursued by the government.

**Promoting Gender Equality (1999 – 2001)**

Executing agency Section on women, protection of family motherhood and childhood of the Cabinet of Ministers of Ukraine

The project seeks to promote the achievement of gender equality and advancement of the status of women in Ukraine on par with men, especially through their own empowerment. The major modules of the project are: strengthening the capacity of the Government to measure improvement in the status of women; promoting gender equality in decision-making processes at all levels; enhancing women's equal access to economic resources; the prevention of gender based violence in society; introducing gender knowledge into the educational system; and increase media and public
awareness of gender issues. The final aim of the project is to ensure that gender concerns are mainstreamed in all UNDP projects.

**Strengthening the Investment and Export Promotion in Ukraine (1999-2000)**

Executing agency Ministry of economy of Ukraine

Project’s main activities are: international promotion of investment opportunities in Ukraine; business facilitation to foreign investors in Ukraine; creation and support of information system which includes databases of foreign direct investment policy issues, investments proposals and legislative acts in Ukraine; after-investment support for investors; assisting to Ukrainian exporters, international marketing and promotion of Ukrainian export potential. The project also aims at strengthening the institutional capacity of the Ministry of economy of Ukraine to manage promotion of foreign investments in the country.


The Project is aimed at increasing public awareness through understandable examples illustrating different areas of human rights and as a result implementation of the principles of human rights into the public thought. Open discussion on the TV programme is focused at presentation of governmental and non-governmental perspectives, involves perspectives of best national specialists in the area and gives place to the public both present in studio and calling to it. Sociological opinion poll among the population on their knowledge on and situation of human rights was conducted. The advocacy materials on human rights were prepared and published. Training activities of the Institute of Ombudsman were supported.

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5.8. Friedrich Ebert Stiftung. Cooperation Office in Ukraine

The FRIEDRICH EBERT STIFTUNG is a German non-governmental, non-commercial, public-benefit foundation founded in 1925 as the political legacy of Germany's first democratically elected president, Friedrich Ebert. Banned during the totalitarian dictatorship of Adolf Hitler in 1993 the Friedrich Ebert Stiftung was reestablished in 1947. The Friedrich Ebert Stiftung is committed to the strengthening democracy throughout the world and to furthering peaceful relations between nations.

In Ukraine, the Friedrich Ebert Foundation supports the process of societal transformation. It cooperates with Ukrainian organizations which are working at the establishment of a "civil society". The Foundation wishes to strengthen Ukraine's orientation towards Europe. The Cooperation Office of Friedrich Ebert Stiftung in Ukraine wishes to contribute to the political dialogue between Ukraine
and other European countries about their mutual relations, especially about their common security, by promoting the importance of Ukraine's geopolitical position for the security in Europe.

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Vasyl Andreyko
Cooperation Office of Friedrich Ebert Stiftung in Ukraine
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5.9. Charles Stewart Mott Foundation

Charles Stewart Mott Foundation supports non-governmental organizations (NGOs) throughout Central/Eastern Europe and Russia that promote and support civil society from its regional office in Prague, Czech Republic, through three grantmaking objectives: strengthening the nonprofit sector; promoting citizen rights and responsibilities; and improving ethnic relations (see www.mott.org). The Foundation also funds special initiatives in support of compelling projects to advance political, economic and social transitions within the region. The Foundation supports non-governmental organizations (NGOs) that develop and implement their own programs and are based in the region. The Foundation has active in-country programming in Albania, Belarus, Bosnia, Bulgaria, Croatia, Czech Republic, Hungary, Macedonia, Poland, Romania, Russia, Slovakia, Ukraine and Yugoslavia (Serbia/Montenegro/Kosovo). The Foundation is unable to make direct grants to small, grassroots organizations for projects benefiting local communities. However, it tries to reach these projects and organizations by providing grants to intermediary organizations.

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Tel./Fax: 420-2-2499-3180; 420-2-2499-3183
Program “Civil Society”

5.10. Eurasia Foundation

Program name: Public Administration and Policy
Program Goal: More effective, responsive, and accountable local government

The Eurasia Foundation supports projects aimed at easing this transition and increasing the effectiveness, responsiveness, and accountability of local governments throughout the former Soviet Union (see http://www.eurasia.kiev.ua). Within the program, there are three projects:
- Improved Performance of Civil Servants
- Improved Fiscal Management in Local Government
- Legislation and Systems Enabling Effective Local Government
**Improved Performance of Civil Servants**

The Eurasia Foundation seeks to improve the effectiveness of civil servants working in new contexts by supporting training programs, including professional in-service training and university-level economics and public administration programs. The Foundation also supports programs that enhance local capacity to carry out independent public policy analysis, in particular by encouraging cooperation between policymakers and independent analysts in developing concrete solutions to socioeconomic problems.

**Improved Fiscal Management in Local Government**

In order to address the increasing number of social and economic issues in communities, the Eurasia Foundation supports a variety of projects aimed at improving the quality of fiscal management in local governments. Such projects may include introducing or improving the use of competitive bidding for municipal services, increasing the capacity for policy-oriented economic analysis, and developing and implementing new budget and tax systems.

**Legislation and Systems Enabling Effective Local Government**

The Eurasia Foundation supports projects that promote the involvement of civic organizations in public policy decisions, develop legislation advancing local self-governance and transparency, and combat corruption by developing mechanisms such as public oversight of government.

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**5.11. Other donors, contact information**

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<th>Tel</th>
<th>Fax</th>
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<tbody>
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<td>244-6061</td>
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<tr>
<td>Assistance Bureau</td>
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<td></td>
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<tr>
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<td>462-0581</td>
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<td></td>
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<td>1905/9880</td>
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<td></td>
</tr>
<tr>
<td>Canadian Embassy (CIDA)</td>
<td>Valerie Sirosis</td>
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<td>228-1056</td>
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</tr>
</tbody>
</table>
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USAID Activities in Ukraine “Partnership 2001”


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http://www.icai.kiev.ua/
http://www.ir.org.ua/
http://www.irf.kiev.ua/
http://www.kiis.com.ua
http://www.me.gov.ua/
http://www.minfin.gov.ua/
http://www.mott.org/
http://www.soskin.kiev.ua/
http://www.usaid.gov/
http://www.usukraine.org/
http://zluka.isr.lviv.ua/
http://www.un.kiev.ua/
http://www.worldbank.org/
http://www.ebrd.com/
Appendix 1.
Scheme 1. The Organizational Structure of Executive Bodies of Lviv City Council*

* The Structure has been provided by the Lviv Centre for Municipal and Regional Development
Appendix 2.
Scheme 2. The Organizational Structure of Ternopil City Council*

* The Structure has been provided by the International Centre for Policy Studies
Appendix 3

Scheme 3. State Institutions Involved in Local Government and Municipal Services Development in Ukraine

Cabinet of Ministers – The supreme body in the system of executive power

Presidential Administration

Verhovna Rada

Committee on the issues of state town-planning and local government

Founded on the 14th of May, 1998

Head of the Committee: Ioffe, Y.Y.

22 deputies are the members of the Committee

(data for the 20th of October, 2001)
Appendix 4

Scheme 4. Organizational Structure of the Department of Budget of the Ministry of Finance

Department of Budget of the Ministry of Finance of Ukraine

Department of State Budget and Budget Policy
Department of Territorial Budgets
Department of budget expenditures on armed force and police
Department of Planning Budget Revenues
Department of analysis of budget fulfillment

Scheme 5. Organizational Structure of the Department of Regional of the Ministry of Economy

Department of Regional Policy under the Ministry of Economy

Department of Analysis and Forecasting Regional Development
Department of territorial economic systems and interregional relations
Department of Economic Issues of Local Government
Appendix 5.

Scheme 6. Organizational Structure of the State Committee on Construction, Architecture, and Housing Policy of Ukraine
Appendix 6

Scheme 7. The Organizational Structure of the Housing and Municipal Support Center Structure
(source: Housing and Municipal Support Center, booklet 1998).

[Diagram showing the organizational structure with key positions and locations for each city/oblast, such as President, Vice-President, Accountant, Administrator, Driver, and specific offices and their directors and specialists.]
### A list of Visited Organizations, Contacts Made (Municipal Governance)

<table>
<thead>
<tr>
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<th>Address</th>
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<tbody>
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<td>Association of Ukrainian Cities</td>
<td>Helen Tomniuk</td>
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<td>Pavlo Kachur,</td>
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</tr>
<tr>
<td></td>
<td>Oleg Boichuk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All-Ukrainian Voluntary Union of the Bodies of Local</td>
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</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donbass Miners’ Town Association</td>
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<td>Grygory Drobenko</td>
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<td>Center of Municipal and Regional Development (Lviv)</td>
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<td>EastWest Institute (EWI)</td>
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<td>(044) 462-0054</td>
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<td>(044) 462-4958</td>
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<td>Municipal Perspective</td>
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<td>Housing and Municipal Reform Support Center</td>
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<td>Volodymyr Paniotto</td>
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<td>Donetsk Information</td>
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<td>Regional Socio-economic and Political Research Found “Zluka”</td>
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