



PUBLIC ORGANIZATION 'AGENCY FOR PRIVATE INITIATIVE DEVELOPMENT'

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2023

GENERAL INFORMATION

Public organization 'Agency for Private Initiative Development' (hereinafter – 'The Agency') is the voluntary association of citizens, not-for-profit non-governmental organization that operates on the principles of voluntariness, self-government, free choice of the territory of activity, equality before the law, absence of property interests of the participants, transparency, openness and publicity. The Agency from the moment of its state registration is a legal entity with its own balance, separate property; it can be a plaintiff and defendant in the court, possesses its own bank accounts, stamps, seals and symbols approved in due course.

Date of state registration: October 21, 2000

Location address: 26 Dnistrovska St., office 12, Ivano-Frankivsk, 76018, Ukraine

ORGANIZATION'S MISSION, OBJECTIVES AND GEOGRAPHY OF ACTIVITY

The mission of the Agency is to support local economic development and increase wellbeing of local communities, to generate and promote innovations in the spheres of market economy, entrepreneurship and civic development.

The objectives of the Agency are to implement its mission through supporting enabling business environment and facilitating smart governance, improving conditions for doing business in the local communities and building a constructive dialogue between business, government and the public, through promoting self-fulfilment of youth and women, and helping to develop an active civil society.

The Agency focuses its activities on the following immediate activity areas:

- ▶ Local economic development
- ▶ Direct support to business
- ▶ Energy efficiency
- ▶ E-governance
- ▶ Youth studios
- ▶ Civil society development

The Agency operates mainly in Ivano-Frankivsk region of Ukraine, but at intervals organizes actions and takes part in the events at national and international levels.

MEMBERSHIP

Membership in the Agency is individual and fixed. Admission is done by the General Meeting upon a potential member's application.

The Agency members have the right to:

- ▶ elect and be elected members of the Agency's statutory bodies;
- ▶ participate in the Agency's activities and events;
- ▶ use the Agency's assets to accomplish its statutory objectives;
- ▶ obtain information on the Agency's activities;
- ▶ submit suggestions to the Agency's statutory bodies on the issues of its activity;
- ▶ support the Agency's activities, including by voluntary contributions.

As of July 01, 2016, the organization includes 17 members. They are successful representatives of local communities of Ivano-Frankivsk Region with active civic position who fulfil their potential in various areas of activity (representatives of small and medium business, medical and educational employees, IT specialists, lawyers, public officials). 6 organization members are business representatives (private company managers and individual entrepreneurs).

ORGANIZATION STRUCTURE

The Agency's managing body is the **General Meeting** and its controlling body is the Supervisory Board. The Agency's General Meeting consists of the Agency members and shall be convened in case of necessity but at least once a year. The General Meeting is capable if it is attended by more than half of the Agency's members. It is competent to decide on any issues within the Agency's competence.

The General Meeting's exclusive competence includes:

- ▶ approving amendment of the Statute;
- ▶ admission and dismissal of the Agency members;
- ▶ electing the Agency's Director and Supervisory Board, consideration and approval of their reports;
- ▶ deciding on the Agency joining public associations, associations of legal entities and withdrawing from them;
- ▶ founding of other legal entities by the Agency, approval of their articles of association;
- ▶ deciding on the termination of the Agency's activities, forming a liquidation committee and approving the liquidation balance sheet.

The Agency's chief official is the **Director**. She manages the Agency's current affairs, represents it in the relations with bodies of state power and local government, with individuals and legal entities, concludes agreements and performs other legal acts, issues powers of attorney on the Agency's behalf; opens and closes accounts with banking institutions, convenes the General Meeting and presides at it; approves the organization structure and the manning table, sets up, reorganizes and liquidates the Agency's units and branches and establishes the system of labour remuneration for employees; appoints and dismisses the Chief Accountant and other Agency employees, manages and disposes of the Agency's funds and assets according to the General Meeting's decisions. The Director's term of office is five years.

The Agency's statutory activities, the activities of its officials and employees, the use of the Agency's funds and assets is controlled by **the Supervisory Board** elected by the General Meeting and consisting of the Head and members of the Supervisory Board, the number of which is determined by the General Meeting. The Agency's Director, her relatives or other persons linked to her may not be members of the Supervisory Board.

The Supervisory Board's competence includes:

- ▶ submitting for obligatory consideration by the General Meeting and the Director suggestions in terms of the Agency's financial activities, the use of its funds and assets;
- ▶ providing opinions on the Agency's financial activities, the use of its funds and assets;
- ▶ drawing up opinions on other issues at the suggestion of the General Meeting and the Director;
- ▶ checking the Agency's financial activities, the use of its funds and assets, involving auditors, independent experts and other organizations in such checks.

The Supervisory Board may demand the convening of an extraordinary General Meeting on the issues of the Agency's financial activities, the use of its funds and assets.

RESOURCES OF ORGANIZATION

Our team
External experts
Office
Informational resources



OUR TEAM

The most valuable asset we have is our specialists. 5 persons permanently work at our office (the Agency's Director and manager of the Civil Society Section; project and program coordinator; business consultant and manager of the local development section; chief accountant / business consultant for accounting and taxation; and legal advisor). Besides, the Agency employs on a part-time basis or by contract professional experts in various areas of its statutory activity. Thus, 12 persons are currently employed by the organization.

The Agency's permanent staff have significant experience in planning and organizing project activities, managing projects, coordinating experts' work, purchasing, accounting and reporting. The staff also possess the necessary managerial skills and capacity to organize training and public events, prepare and distribute information for target groups, analyse, monitor and assess various phenomena and processes. They also have sufficient experience, appropriate knowledge and skills in terms of public communication, preparation and holding of presentations, moderation and facilitation of events.

The professionalism and competence of our team, its courage and responsibility allow to perform the tasks of any complexity.

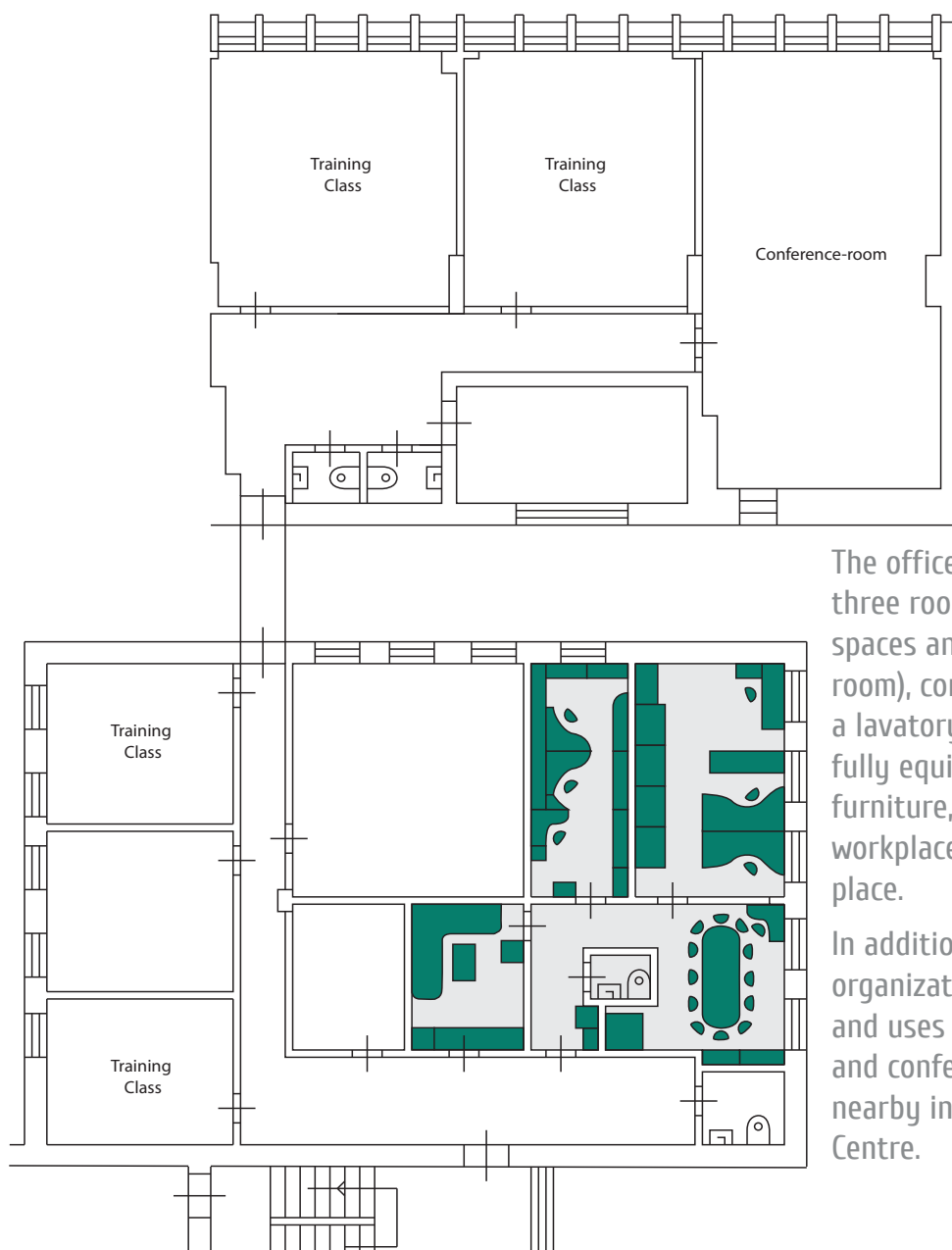
The ARPI team consists of the following members:

- ▶ ARPI Director
- ▶ Financial Consultant
- ▶ Program and Project Managers in ARPI's areas of activity
- ▶ Project Coordinator for Cultural Heritage Management and Tourism Development
- ▶ IT Specialist
- ▶ Social Media Communications Expert
- ▶ Business Consulting Expert
- ▶ Expert in Local Development Programming and Legal Issues
- ▶ Expert in Local Development, Tourism, Investment, and Heritage Economy

OFFICE

Office location scheme
(the 2nd floor of
the premises of LLC
Ukrainian-Canadian
SBEDIF Business Centre)

Since 2003, the Agency's head office is located in the central part of Ivano-Frankivsk on the second floor of the Ukrainian-Canadian SBEDIF Business Centre on 26 Dnistrovska Street and has an area of 61.3 m² (based on the decision of the Executive Committee of Ivano-Frankivsk City Council dated of September 25, 2001, № 385).



The office consists of three rooms (two working spaces and one meeting room), conference room and a lavatory. The office is fully equipped with office furniture, 6 stationary workplaces and a meeting place.

In addition, the organization has access to and uses the training rooms and conference hall located nearby in the Business Centre.

INFORMATIONAL RESOURCES

www.arpi.org.ua

The organization has its own server located in the data centre, on which we carry out our own hosting of web resources. The organization's web page www.arpi.org.ua and the following separate web resources are regularly functioning and updating.

ACTIVITY AREAS

Local Economic Development
Direct Support To Business
Energy Efficiency
E-Governance
Youth Studios
Civil Society Development

LOCAL ECONOMIC DEVELOPMENT

- ▶ Strategic planning for community development
- ▶ Preparation of professional analytical materials
- ▶ Consulting community representatives to understand the economic potential of local heritage
- ▶ Planning, development, and support of key development projects
- ▶ Conducting socio-economic studies
- ▶ Marketing of territories and fulfilling representative functions
- ▶ Organizing presentation events and training sessions

According to the Statute, the Agency's activities are aimed at promoting economic development of local communities and the region as a whole. We understand local development in the context in which this notion is used by the European civilization, namely as a managed process aimed at creating preconditions for meeting economic, social and other needs of the current generation and causing no harm to future generations, which, in particular, implies the environment preservation.

We are convinced that it is only by ensuring rational management and balance between economy and economic growth, on the one hand, and environment preservation on the local and regional level, on the other hand, one can provide for the progressive development of local communities and the region, make them attractive for living, studies, work and self-fulfilment for both the current and the future generations.

We believe that local economic development is an integral part of the patriotic idea. In this respect, the Agency focuses its main efforts on such strategic areas as the development of priority economic sectors, dissemination of information about the region, local communities and their potential, development of local policies that would provide the necessary incentives for the enterprise development, improvement of transport accessibility and preservation of environment.

The Agency has necessary expert potential, resources, and positive experience in the field of local development allowing:

- ▶ to conduct professional economic, technical, sociological and other research
- ▶ to develop the strategies and moderate the strategic development planning process
- ▶ to plan and implement advocacy (lobbying) campaigns
- ▶ to provide analytical and expert support for projects that are of strategic importance for communities and regions
- ▶ to prepare professional analytical and reference materials
- ▶ to prepare and organize theme forums, round tables and other events
- ▶ to represent the country and the region at international business forums, specialized exhibitions and other events.

ЕКОНОМІКА

спадщини

посібник для малих громад

Our achievements include a successful lobbying campaign on the opening of the only in Ivano-Frankivsk region border pass and motorway construction across the Ukrainian-Romanian State Border in Shybene and Poenile-de-su-Munte.

Introducing a participatory approach in the development of strategic plans for local communities' economic development, Agency's consultants have prepared the strategic plans for cities of Kalush, Chernivtsi and Ternopil (2006), Kovel and Khmelnytskyi (2007), Verkhovyna district of Ivano-Frankivsk region and Ruscova Valley of Maramures County in Romania (2012-2014). The Agency also facilitated the process of economic development strategic planning for Ivano-Frankivsk in 2006.

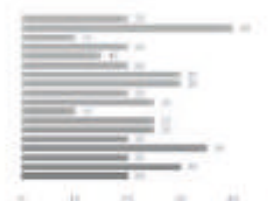
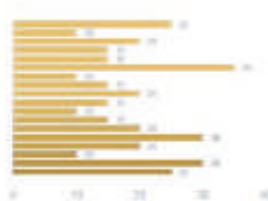
In 2018, ARPI specialists participated in the preparation of a unique manual for small communities "Heritage Economy". The content of the manual is based on the experience of ARPI and the Tourist Association of Ivano-Frankivsk Region in the development of new creative products, revitalization of the visitor economy thanks to the intelligent use of local heritage resources.

In 2020, ARPI carried out a rapid assessment of the potential of the heritage of small communities for their economic development in five AHs of Chernivtsi, Zakarpattia and Odesa regions, which were assisted in the preparation of development projects based on the potential of heritage (the "Diverse ethnic heritage for hromadas development" project with the support of the U-LEAD project).

U-LEAD WITH EUROPE

Індекс потенціалу спадщини

18 незалежних експертів



Питома вага категорії у значенні індексу середнього потенціалу спадщини громад



In addition, we have organized a series of study visits for our partners and target groups to the United Kingdom, Ireland, Latvia, Estonia, Sweden, Germany, Austria, Romania, and Poland to explore innovations and successful experiences in local development.

Local development resources:



Programming Toolkit for Local Economic Development in Rural Areas Based on Heritage Potential (2018). This is a practical guide for AHs, trainers, and heritage communities, which includes a set and descriptions of tools suitable for use in the development of relevant economic development programs and plans, as well as entrepreneurship development plans, heritage management, and interpretation.



Training course for trainers/consultants of local communities in the development of strategies, plans and programs of local economic development based on the potential of local heritage (2018). The manual is designed to help trainers build and conduct trainings in the field of heritage economics and local economic development.



Analysis of problems in the legislative regulation of preservation and management of cultural and natural heritage in Ukraine (2018). Prepared by experts of the All-Ukrainian Network of CSOs for the support of communities with heritage under the general editorship of Kyrylo Rubanovskyi.



Heritage Economics: A Guide for Small Communities (2018). This manual is an improved version of the edition «From a remote province to a creative place – a crash test for small communities». This guide is an attempt to look at heritage with a projection into the future, and more specifically, an attempt to highlight the role and significance of heritage as a resource for the economic development of small Ukrainian communities.



A guide to the economics of heritage «From a remote province to a creative place - a crash test for small communities». The guide is the first publication in Ukraine that summarizes and analyzes the importance of local heritage for local economic development and describes modern tools for managing it, which small communities can use or want to do.

E-GOVERNANCE

- ▶ Promotion of best practices and training
- ▶ Introduction of e-Governance elements

At different stages of its activity, the Agency tries to introduce the tools of smart governance, which we understand as competent and efficient use of powers of authority and the resources available in order to achieve the maximum effect. Nowadays smart and efficient governance is practically impossible without the use of information technologies and modern means of communication. Thus, an authority website can no longer serve as a mere public bulletin board or a telephone directory – it must become a platform to provide a drastically growing segment of electronic services. One should always keep up to date, implementing new and improving the existing services and options that become accessible owing to the global Internet network.

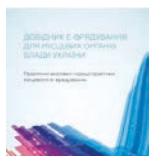
We started the trial of elements of electronic governance and electronic document circulation as early as 2006, when creating the first permits issuing one-stop-shop in the region in Kolomyia. The issue of e-governance has been steadily on our agenda ever since.

The Agency's and its partners' experience in this area includes:

- ▶ Development, testing and technical regulation of electronic administrative services for the authorities, and also creation of platforms for public e-services (for example, e-ticket, informant about local events, interactive guides, etc.)
- ▶ Conduction of conferences and public events in different regions concerning the introduction of e-government (Ivano-Frankivsk, Odesa, Luhansk, Ternopil, Kyiv)
- ▶ Organization of study visits in order to familiarize with the innovation and successful experiences (Estonia, Sweden, Poland)
- ▶ Study of electronic services provided by the authorities, producing corresponding analytical reports and expert recommendations.

In 2009, the Agency has developed an outstanding methodology and performed a monitoring of official web sites of all Ukrainian cities granted with regional status in relation to transparency and access to public information. The monitoring results were presented at the National Information Agency 'Ukrinform' and arose a great interest among local governments. Based on the results of monitoring, at least 14 Ukrainian cities improved their web sites and introduced new e-services for their citizens.

Resources on e-government:



Handbook of e-governance for local authorities of Ukraine - practical guidelines and best practices of local e-governance highlights the experience of countries and best practices in the field of e-governance, offers possible strategies and guidelines as a guide to action. Intended for local authorities and public activists.



The concept project «E-Governance Support in Ivano-Frankivsk Oblast» provides initial information for the formation of a long-term and short-term action plan, an analysis of the possibilities of applying the basic principles of e-governance in Ivano-Frankivsk region, descriptions of the main services in the field of e-governance, as well as planning (creating maps) of technological projects. Intended for local authorities, public activists and specialists in the field of e-governance.

ENERGY EFFICIENCY

- ▶ Information and technical support
- ▶ Promotion and implementation of scientific researches and innovations
- ▶ Partnership building

Consistently implementing the concept of sustainability, the Agency advocates the ways of economic and social development that are environment-friendly and ensure the ecological balance. We believe that one of the key preconditions for it is the energy efficiency – the balanced and saving use of energy resources with minimization of environmental threats. We are aware of the exhaustibility of traditional sources of energy, the increasing environmental crisis and of our moral responsibility to future generations for the preservation of the planet. We also understand the crucial importance of energy efficiency for Ukraine's energy independence. That is why a separate area of our activity is aimed at promoting energy-efficient innovations and technologies and popularizing the use of renewable energy sources.

Through implementation of various international projects in the sphere of energy saving and renewable energy sources, the Agency has undertaken a role of a resource centre for the exchange and systematization of information in this sphere as well as a communication link between various stakeholders – business, science and authorities.

In 2015 we developed and published the 'Saving Energy – Saving Future. Guidance Manual on Energy Efficiency'. The manual is designed for entrepreneurs, students, officials and a wide range of other stakeholders. In a clear and accessible manner it tells about the principles of energy saving, various economic, technical and legal aspects, familiarizes with the opportunities and innovations in this particular field, provides many practical examples of the effective use of renewable energy.

In 2012 the Agency published 'Map of energy-saving objects' that acquaints entrepreneurs and local authorities with the latest developments in the field of energy efficiency and renewable energy in Ivano-Frankivsk region of Ukraine and Maramures County of Romania. It has a practical interest for all stakeholders interested in the implementation of energy saving technologies and building partnerships in this field with cross-border counterparts.

We also introduced an exchange program between the higher education institutions from Ivano-Frankivsk and Lublin (Poland) in order to facilitate the international exchange of students and scientists. With this purpose, in October 2014 a memorandum on promotion of the mentioned exchange visits was signed by the Executive Committee of Ivano-Frankivsk City Council and the Municipality of Lublin. The universities from both cities

with the assistance of the Agency, in turn, have drafted and signed the concept of exchange visits for students and scientists.

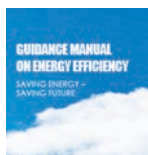
In 2015, the Agency acted as co-organizer of the first contest for start-ups organized by our associated partner – the Science Park of the Precarpathian National University. The competition was co-financed by the Agency, and our experts performed as judges. In addition based on the contest's results in November 2015 the Agency has organized a study trip to Krakow industrial parks in Poland for the contest winners – the innovators and entrepreneurs.

In addition, under the Agency's auspices the Youth Cross-Border Cooperation Network for Environmental Safety & Energy Efficiency was launched (www.energyyouth.org/uk).

Energy efficiency resources:

www.energyyouth.org

Web-platform of the Youth Cross-Border Cooperation Network for Environmental Safety & Energy Efficiency. Web page contains a database of innovative projects and programs in the field of energy efficiency developed by the students and young scientists of Ukrainian and Polish universities, informs about the directions in energy efficiency and renewable energy issues of the leading universities and science parks of both countries, contains vacancies and job offers of the companies represented in the short CVs of more than 50 initiative students of both countries. One can also download the major publications on the theme, watch videos that have practical interest not only for younger audiences, but also for investors. On the web page, you can also play an interesting interactive game – 'Leader of RES', available in Ukrainian and Polish versions. The communication platform of the portal users on Facebook: <https://www.facebook.com/groups/562778610497229>.



Guidance Manual on Energy Efficiency. Saving Energy – Saving Future – provides an extensive information on the energy efficiency tools and technical innovations of renewable energy sources (RES), opportunities for projects co-financing in the field of renewable energy and energy efficiency. Designed for investors, SMEs, student youth and other stakeholders in this area.



Map with Energy Saving Objects familiarises with the latest developments in the fields of energy effectiveness and RES in Ivano-Frankivsk region of Ukraine and Maramures county of Romania. The brochure is designed for SMEs and local authorities, interested in implementation of energy saving technologies and partnership building in this particular field.



Brochure 'Materials for debates on energy saving issues. Saving energy – saving future' – contains the summarized speeches of Ukrainian and Romanian debaters, participants of the International Debate Tournament 'Business and Energy Conservation' and professional opinions on the same topic from the recognized scientists and experts in the field of sustainable development. The materials concern climate change, environmental safety of the planet and prospects of the renewable energy use. The second part of the book is a debate guide.

DIRECT SUPPORT TO BUSINESS

- ▶ Regulatory policy and protection of entrepreneurs rights (advocacy and lobbying campaigns)
- ▶ Business networking
- ▶ Market research and analytics
- ▶ Business information and search for business partners
- ▶ Assistance to business support organizations
- ▶ Business consultancy and training
- ▶ Access to markets, international trade and export promotion
- ▶ Mentoring program for women-leaders in business

The Agency regards as one of the main aims of its activity the support of business development, in particular, small and medium enterprises, and the promotion of market innovations. We see no alternative to enterprise development as a factor of economic growth, productive employment, generation of budget revenues and individual income, implementation of innovations.

That is why, since the organization was founded in 2000, the significant part of its efforts and resources has been steadily directed at the support of business development.

Continuous improvement of the Agency staff's knowledge and skills, mastering of new areas and methods of activity has made it possible to widen the range of services for businesses from mere advocacy of entrepreneurs to the implementation of innovative programs of mentoring for female leaders in business and promoting international trade and export.

Being one of the non-governmental organizations acting in the sphere of regulatory reform, we have accumulated a significant successful experience and organizational and expert potential that allows us to carry out the following activities:

- ▶ Elaboration of the draft regulatory acts at national and local levels, regulatory impact analysis, monitoring of the impact of adopted regulations, preparation of proposals in regards to relevant changes or cancellation.

A simplified procedures for business entities registration and permits issuance were introduced and tested by the Agency within the creation of the first in Ukraine Registration One-Stop-Shop in Ivano-Frankivsk (2002) and the first in the region Permits One-Stop-Shops in Kolomyia, Ivano-Frankivsk and Kalush (2005-2006). Our innovative experience was actively used in the preparation and adoption of the Laws of Ukraine 'On Principles of Regulatory Policy in Economic Activity', 'On permits system in the sphere of economic activity', 'On state registration of legal entities and individual entrepreneurs'.

15 draft laws of Ukraine developed, more than 200 draft local regulations elaborated, over 100 of them adopted.

Changes initiated to more than 20 national legislative acts. Almost 130 local regulations cancelled or modified.

► Representation of business communities in the working and advisory bodies under the local authorities

Council of Entrepreneurs under the Ivano-Frankivsk City Mayor.

Public Council on scientific, technical and innovation activities under the Ivano-Frankivsk Regional State Administration.

Advisory Committee on preservation and development of local handicrafts under the Ivano-Frankivsk City Mayor.

Advisory Committee on good governance and development set up by the Executive Committee of Ivano-Frankivsk City Council in order to implement the Ukrainian-Canadian project 'Partnership for Local Economic and Democratic Governance Program'.

► Implementation of advocacy and lobbying campaigns to introduce changes in the business environment

Recommendations elaborated following the permits one-stop-shop monitoring in Ukraine performed by the National Anti-Corruption Coalition lead by the Agency in 2008-2009, became the basis for the specific Regulation of the Cabinet of Ministers of Ukraine 'On measures to streamline the issuance of permits in the sphere of economic activity' (approved on 21.05.2009 under # 526), and were subsequently considered in the Law of Ukraine 'On amendments to the Law of Ukraine 'On permits

system in the sphere of economic activity' (adopted on 11.02.2010 under # 1869 -VI) and in a new version of Typical Provisions for Permits One-Stop-Shop administrator and Procedures for interactions between administrator, the local permits authorities, business entities and territorial authority were elaborated and approved by Order of State Committee of Ukraine for Regulatory Policy and Entrepreneurship dated 02.10.2009 under # 176.

► Fostering of successful and effective business networks and capacity building

Carpathian Culinary Heritage Network initiated and coordinated by the Agency in partnership with Tourist Association of Ivano-Frankivsk Region in 2013, brought together entrepreneurs from Ivano-Frankivsk region of Ukraine, Maramures and Satu Mare Counties of Romania, Szabolcs-Szatmar-Bereg County of Hungary and Kosice region of Slovakia. The catering and accommodation facilities and attractions that focus their activities on the Carpathian culinary traditions became the network participants. The corporate standards in usage of local culinary heritage and certification of network

participants have been launched within the Network. The Network resources are used for the promotion of participants on the markets under the joint tours; for establishing of business contacts, supply chains and distribution channels, as well as through the visual network identity introduced. Such networking activities enhance the quality of goods and services, and expand the product range on offer by increasing the clientele for the network participants and their market capacity.

► Conduction of the professional market and business studies, development of the professional analytical materials

18 professional researches in specific economic sectors and territories were conducted.



► Dissemination of business information and search for business partners

A specialized (sectoral, local) databases of suppliers, commercial property and investment proposals were developed.

Over 20 manuals / and other publications for entrepreneurs and investors were prepared.

► Promotion and assistance to business support organizations

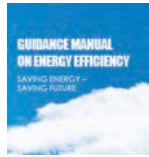
The Agency is a member of the small business councillors' certification program launched in 2006 by the Ukrainian-Canadian SBEDIF Business Centre (Agency's Partner). The mentioned program was developed in the early 1990's by the Confederation College (Thunder Bay, Canada) based on the experience of private consulting firms, colleges, universities and

banks. The program has been successfully implemented in Canada, Mexico, Great Britain, Poland, Ukraine and other countries. Together with SBEDIF Business Centre as a partner of the Confederation College, the small business councillors' certification program has been adapted to the needs of Ukrainian infrastructure, business development and business environment.

► Consultations and trainings for business entities concerning how to successfully manage, develop and improve their business capacity

Since its foundation the Agency provided nearly 3 000 consultations on entrepreneurship activities, conducted more than 200 trainings and other educational events involving more than 4 000 entrepreneurs and business leaders, the vast majority of which have become fully successful in the relevant areas.





Guidance Manual on Energy efficiency. Saving Energy – Saving Future – provides an extensive information on the energy efficiency tools and technical innovations of renewable energy sources (RES), opportunities for projects co-financing in the field of renewable energy and energy efficiency. Designed for investors, SMEs, student youth and other stakeholders in this area.



Investor Road Map – Ivano-Frankivsk Region of Ukraine – contains collected and systemized information necessary for establishing and carrying out of investment activity, specifically on registration of economic entities, land acquisition procedures, administrative services, contacts of authorities and permits issuing institutions. The publication addressed mostly to Ukrainian and foreign businessmen, owners and managers of business entities who are investing or intending to invest into the region's economy.



Centre of Administrative Services. Principles. Mechanisms. Assistance. The manual is designed for clients of the Centre of Administrative Services and contains the description of CAS mechanisms and benefits, list of services including those being rendered for business entities. The publication addresses the entrepreneurs and other CAS clients who apply for administrative services from local authorities.



Invest in Ivano-Frankivsk Region. The promotional brochure in English language highlights the reasons for investing in Ivano-Frankivsk region. It is produced in the presentation format and provides answers for questions typical for investors. Highlights the advantages of geographical location, peculiarities of labour market, R&D landscape, economic development, export and import, FDI data, industrial opportunities, perspectives of renewable energy sources, priority economic sectors, investment property and quality of living in the region. The brochure is designed for entrepreneurs looking for new business partners, while negotiations and with promotional purposes etc, as well as for the potential investors into the regional economy.



Perspective Investment Projects in Verkhovyna Region – provides the short description of investment proposals and projects, which implementation is connected with the international border crossing point opening on Ukrainian-Romanian State border between Ivano-Frankivsk region and Maramures county and motorway construction. The brochure is designed for entrepreneurs looking for new business partners, while negotiations and with promotional purposes etc, as well as for the potential investors into the regional economy.



Short Verkhovyna District Community Profile – highlights the main economic and social development data of Verkhovyna district of Ivano-Frankivsk region in a presentation format. The brochure is designed for entrepreneurs looking for new business partners, while negotiations and with promotional purposes etc, as well as for the potential investors into the regional economy.



Map with Energy Saving Objects familiarises with the latest developments in the fields of energy effectiveness and RES in Ivano-Frankivsk region of Ukraine and Maramures county of Romania. The brochure is designed for SMEs and local authorities, interested in implementation of energy saving technologies and partnership building with Romanian counterparts in this particular field.



The ABC for Entrepreneurs. A Guide for Internally Displaced Persons. The guide was developed based on the typical requests of internally displaced persons and in a brief and accessible format provides the practical information on peculiarities of business registration, taxation, labour relations and relations with the regulatory authorities. The guide addressed the internally displaced persons engaged in the economic activity or willing to start business.

CIVIL SOCIETY DEVELOPMENT

- ▶ Moderating the social dialogue
- ▶ Protecting the rights and interests of the specific social groups
- ▶ Building partnerships with CSOs and joint public campaigns
- ▶ Information and technical support of CSOs

Being a civil society institution, the Agency positions itself yet as a professional entity, a team of managers, experts and specialists. Our knowledge and skills of public activity acquired and broadened over a long period of time make it possible for us to set and solve socially significant tasks of various scopes - from local to national - and complexity - from cancelling a single regulation to changing a whole policy in a certain sector.

Since 2018, ARPI has been coordinating the National Coalition of CSOs to Support Heritage Communities. Within its framework, for the first time in Ukraine, a pilot program for the interpretation of heritage and the development of entrepreneurship based on it was developed in the Pechenizhyn AHs of the Ivano-Frankivsk region, an analysis of the current legislation of Ukraine regarding tools for the use and management of heritage was carried out, and recommendations for its improvement were prepared (the project "CSOs Coalition to Support Rural Heritage Communities was carried out with the support of the Embassy of Great Britain in Ukraine).

From 2019 to 2020, ARPI implemented a project aimed at involving civil society in heritage management in local communities. Within its framework, changes to State strategies and current legislation on cultural heritage management were prepared (the project "Heritage for Development: Increasing Public Participation in the Preservation and Use of the Heritage Potential of Local Communities of Ukraine" with the support of the National Fund for Democracy Support NED).

With the support of the NED project, during 2020-2022 ARPI administered a grant program to support initiatives for communities with heritage, within the framework of which 10 CSO projects from Ivano-Frankivsk, Lviv, Chernihiv, Kherson, Chernivtsi and Vinnytsia regions were supported. (project "Heritage for development: increasing the management capacity of small communities of Ukraine through the involvement of youth").

There are several pressing issues and questions at hand that objectively require public awareness and active participation. We see our area of activity in discussing and overcoming the destructive impact and consequences of the military aggression by the Russian Federation, as well as addressing the needs and social adaptation of internally displaced persons.

As part of the coalition of civil society organizations providing legal assistance to internally displaced persons (IDPs), the Agency initiated discussions on the legal protection of IDPs in the format of a national conference. This conference addressed various aspects of safeguarding their labor

rights, organizing entrepreneurial activities, and ensuring protection (February 2015). As a result of the conference, professional recommendations were developed and transmitted to the relevant committees of the Verkhovna Rada of Ukraine and the Ministry of Social Policy.

With the onset of the full-scale invasion, the Agency facilitated the relocation of enterprises and organizations from occupied and bombarded territories. In 2022, we organized a series of visits by civil society organizations to heritage sites for both therapeutic and educational purposes.



The Agency also acted as the coordinator for three national coalitions, taking on the role of coordination and providing essential expert services (including national coalitions for open local government authorities, monitoring the activities of permit centers, and protecting labor rights). Each of these coalitions has practical outcomes in the form of research, public campaigns, and specific proposals to the

authorities regarding the regulation and deregulation of certain issues.

Since its foundation, the Agency has taken active part in social projects, initiating a number of important transformations and innovations as well as enhancing the activity of other civic institutions.

At the same time, we understand that for proper implementation of their mission, civil society organizations need constant professional growth and improvement of skills of conducting public activities, seeking allies and building communities, the ability to carry on a dialogue and to achieve the desired results and not just to gain publicity with little content.

Our resources for civil society organizations include original publications and training materials on the instruments of public monitoring, control, lobbying and advocacy as well as the mechanisms of exercising rights in specific spheres (for instance, the rights of the disabled, the students' right to self-government, etc.).

Our resources include the various professional studies on socially important issues, such as Evaluation of the citizens' satisfaction level with the services of Ivano-Frankivsk City Court and Ivano-

In April 2015, the Agency in partnership with Civil Society Organization 'The Initiative Centre to Support Social Action 'Ednannia' organized the School of Organizational Development 'The conditions for viability and sustainability of civil society organizations in Ukraine'. The School was co-financed by the Government of Sweden (SIDA) within the project 'Marketplace Mechanism for the Development of Civil Society' and was attended by the representatives of 22 civil society organizations from Ivano-Frankivsk, Lviv, Ternopil and Chernivtsi regions.

Frankivsk Regional Appeal Court; the public monitoring of state subsidies expenditures aimed at elimination of the flood consequences occurred on July 23-27, 2008 in Ivano-Frankivsk region.

The Institute of Public Lobbying and Public Diplomacy established by the Agency with the support of Matra KAP Embassy of the Kingdom of the Netherlands in 2009 has accumulated and extends the experience in lobbying and public diplomacy, as well as through CSOs training contributes to the further democratic reforms in Ukraine. The Institute worked out a number of training modules for community leaders, including 'Principles of public lobbying and planning of lobbying campaigns within the public participation campaigns' and 'Principles of public diplomacy'.

The Agency is dedicated to share its own experience and provide its own resources for less experienced CSOs acting as a mentor. Thus, only in 2015 we supported the establishment and operations of two non-governmental organizations – the Association of Youth Women 'Zachid EkoMedSotsArt' and the community organization 'Unity for Good'.



Our publications for civil society institutions:



LAW OF UKRAINE on Amendments to Legislative Acts of Ukraine regarding the Management of Cultural Heritage involving Territorial Communities and Civil Society Institutions.



Guidebook 'Information openness of local self-government bodies. Manual for municipal officials' (2009): analyses basics, principles and main motives for carrying out a systemic information policy with consideration of organizational and technical principles of arranging the work of the information unit of local self-government bodies.

Designed to help local self-government bodies' officials to ensure proper informing of the activities of local authorities, for heads and officials of local self-government bodies, employees of their information services, activists of civil society organizations, reporters and a wide range of stakeholders.



Information openness of local self-government bodies: rating of official websites of the cities granted with regional (republican) status in Ukraine (2009) highlights the results of research done by the coalition of public organizations dealing with information openness monitoring.

The edition is designed for the heads and officials of local self-government bodies, the staff of their information services, activists of civil society organizations, journalists, and a wide range of stakeholders.



National report based on the results of public monitoring of Permits one-stop-shops operations in Ukraine (2009): the brochure includes description of the monitoring methodology and its results, professional findings and recommendations, and samples of monitoring questionnaires developed for public monitoring.

The edition is designed for public organizations, specialists, and analytical centres conducting public monitoring of the activity of the authorities, state authorities, and local self-government bodies.



Guidebook 'Implementation of public lobbying and diplomacy tools. From agreements - to change' (2009) contains articles on methodological basics of public diplomacy and lobbying activities in civil engagement campaigns as well as success stories of public campaigns in using the tools of public diplomacy and lobbying. The brochure also describes practices of civil society organizations, participants of the project Establishment of Public Diplomacy and Lobbying Institute in solving urgent social and economic problems of the society via establishing partnership, stable relations in communities, and results of lobbying campaigns by civil society organizations.

Designed for leaders of public organizations and public activists.



Handbook 'We are entitled to know our rights: strengthening the legal protection of disabled people in Ukraine' (2006) has been published within the project 'We are entitled to know our rights: strengthening the legal protection of disabled people through the dissemination of information about their rights' supported by the King Jorge Charity Foundation and the Stefan Batory Foundation. The brochure highlights the peculiarities of legal status, the rights and benefits of disabled persons in the fields of studies, labour relations, taxation, provision of motor vehicles, health care as well as covers the issues of individual rehabilitation, insurance programs, etc. It also contains contact data of Ivano-Frankivsk organizations most frequently contacted by disabled persons.

The handbook is designed for people with disabilities, members of their families and public organizations of disabled persons.

YOUTH STUDIOS

- ▶ Debate clubs
- ▶ Educational activities
- ▶ Volunteering
- ▶ Contacts with employers

'Debates' is the modern technology of structural discussion that provides an opportunity for young people to practice and demonstrate their knowledge, ideas, oratory skills and political aptitude amongst their colleagues and the international students' community. At one time famous world leaders Theodore Roosevelt, Martin Luther King, Margaret Thatcher, Barack Obama and many other famous world leaders grew in the debate clubs. In addition – it is an excellent chance to discover new friends and future partners. Finally, it is a nice way to be entertained in the form of an exciting game.

The Agency's priorities include educational and cultural activities with children and youth, promoting the youth movement and youth enterprise, creating favourable conditions for young people's self-fulfilment in all spheres of social life.

We understand that our efforts and work will be viable if they are supported by the next generation. Therefore, a specific area of our activity involves an education and awareness raising of youth, and the upbringing of professionals and patriots – we regard these two notions as synonyms since real patriotism lies in professional work in the interests of the community and the country, with a wide horizon and proper professional training being the necessary preconditions for it.

The Agency provides quite a few opportunities for young people to fulfil their intellectual and creative potential in the course of both development and implementation of projects and programs, at the same time developing their leadership qualities, ability of analytical thinking, generation and implementation of ideas as well as personal freedom, integrity, tolerance and generosity.

The priority of this specific activity area is to support the youth debate movement and debate clubs activities.

The Agency has an extended experience in organizing the training camps for young people, involving various courses, workshops, exercises and contests.

In 2012 in the Carpathians, the Agency organized two tented camps under the title 'Summer school of employment law'. The camps were attended by the students from six regions from East and West of Ukraine (100 participants). The school combined the interactive trainings on employment law and labour relations with the hiking experience to the highest peaks in Eastern Carpathians.

We actively cooperate with leading debate clubs and associations in Europe and worldwide.

Under the auspices of the Agency, the first in Eastern Europe **International Carpathian Debate Association** was established bringing together more than 30 debate clubs from the Carpathian regions of Romania, Hungary and Ukraine, and open not only for debate clubs, but also for individual debaters.

Association launched a number of international events: the Carpathian debate school, debate tournaments and debate show (public debates), where the specific problems of local communities would be discussed.

In February 2015 in Nyiregyhaza (Hungary) the Agency organized the Debate show with 150 participants and raised at the level of public discussion the problem of young people migration that was equally relevant to all three cross-border countries. Top speakers of three regions demonstrated a high level of knowledge of facts, argumentation and tolerance.



The Agency regularly involves volunteers to help with various surveys, to accompany delegations, service public events (conferences, forums, round tables, focus groups, contests, etc.). Volunteers are also involved in office work to process data and do other tasks.

Our volunteers are usually students of universities and vocational schools. Their main motivation lies in the opportunity of direct contact with leading professionals, famous and interesting people participating in our public events, of acquiring real skills of operating office equipment, mastering new software, learning to organize events, work in a team, be a leader and responsible for a certain area of work.

The Agency also provides the opportunity of work practice for students of universities and vocational schools both in the organization itself and with the organization's partners – small and medium businesses.

Our youth workshops also include extraordinary events that provide the floor for an informal discussion of topics that interest the audience, with equal participation of students and the representatives of businesses and organizations that are potential employers for them. It is a chance for young people to show themselves to good advantage, display their resourcefulness, leadership potential and teamwork ability to potential employers.

Our resources for debaters:

www.debate.arpi.org.ua

Web page of the Carpathian International Debate Association. The web page informs about the activities of the Carpathian International Debate Association presented by the multilingual map of the debate clubs; it also contains the Association electronic library, including multilingual manuals on debates 'Debates. Step by Step', other publications and video materials. The communication platform of the Association on Facebook: www.facebook.com/DEBATEYOUTHLINE and <https://www.facebook.com/YouthDebateLine>



Multilingual manual on debates '**Debates. Step by Step**' contains practical advice on preparing for the debates following the specific experience of debate trainers and successful debaters – the volunteers of the Agency for Private Initiative Development.



Brochure '**Materials for debates on energy saving issues. Saving energy – saving future**' contains the summarized speeches of Ukrainian and Romanian debaters, participants of the International Debate Tournament 'Business and Energy Conservation' and professional opinions on the same topic from the recognized scientists and experts in the field of sustainable development. The materials concern climate change, environmental safety of the planet and prospects of the renewable energy use. The second part of the book is a debate guide. The brochure is available in Ukrainian, Romanian and English languages.



Multilingual **map of the debate clubs**: database and short resume of 30 debate clubs from Ukraine, Hungary, Romania, members of the International Carpathian Association.



10 video trainings on debate skills: debate speeches with comments that help to analyse effectively the debate rounds and correctly use the debate tools. These resources are based on the real debate rounds and lectures of famous trainers.



Student Handbook. New generation chooses ... Anti-corruption in higher education (2007); a practical manual for students covering the topics of defining the notion of corruption and qualification of corruptive actions, characteristics and comments to the anti-corruption legislation; determination of student's rights and duties; determination of higher educational institution lecturer's rights and duties; the status and rights and student self-government bodies, student trade unions, etc.; methods of preventing and combating corruption in the processes of entering higher educational institutions, taking credits and exams, etc. The book also contains answers to the questions asked by students in the survey on the state of corruption in higher educational institutions of Ivano-Frankivsk, Ternopil, Transcarpathian and Chernivtsi regions. The edition is designed for student youth, school students, teachers and lecturers as well as higher educational institution management, civil society activists.



LIST OF PROJECTS IMPLEMENTED BY THE AGENCY*

* The list of projects presented in chronological order

Local Initiative – the Assistance to the Entrepreneurial Activity in Ivano-Frankivsk Region 'Regulatory Reform'

Donor:	Department for International Development (DFID), British Fund 'Know-How'
Role in the project:	Principal implementing body
Implementation period:	2000 – 2002

The project has been implemented in the frames of national programme 'Technical Support to the State Committee of Ukraine for Regulatory Policy and Entrepreneurship' and was directed to improve business climate in the region, to support the development and introduction of clear and transparent procedures regulating entrepreneurial activity in various spheres.

Project outputs and results:	the research of impediments and barriers for business activity; public events for discussion of draft regulations and monitoring of their impacts (17 roundtables and workshops has been held with the participation of over 200 businesses); 3 conferences organized on the subject of public participation in local decision-making process; the analysis and expertise of 10 existing regulations held; 5 regulations governing business activities developed and implemented; advertising campaign in the media conducted.
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Support to small business development in Western Ukraine

Donor:	PAUCI, USAID Programme
Role in the project:	Principal implementing body
Implementation period:	2000-2001
Project outputs and results:	organization of seminars on various business topics in Kolomiya and Snyatyn districts; drafting and publication of guidance materials on 'How to start your own business'; the organization of internship programme in Poland for the group of Ukrainian entrepreneurs (in cooperation with the Polish partners – Association 'Village and Europe' (Krakow), (November 2000 – September 2001).

Support to Coalition of Business Associations in Ivano-Frankivsk Region

Donor:	USAID, lead company – Development Alternatives Inc., BIZPRO project, Programme 'Coalitions of Business Associations'
Role in the project:	Principal implementing body
Implementation period:	2001 – 2002

The project aimed at simplification of existing procedures for business registration and introducing the model of business registration office to be the first in Ukraine operating in a single office format. The project also aimed at capacity building of business associations, awareness raising amongst citizens who plan to start their own business and to expand market knowledge and skills of existing businesses.

Project outputs and results:	development and introduction of normative acts monitoring system that regulate entrepreneurial activity in the city of Ivano-Frankivsk; conduction of survey of business registration impediments, development of simplified mechanisms for business registration procedures; conduction of negotiations with all registration institutions and signing of Memorandum on business registration simplification in Ivano-Frankivsk; development of appropriate legal provisions (Registration one-stop-shop Provisions and Functioning and technical specifications and procedures); development of soft ware for one-stop-shop operations; opening of Business Registration One-stop-shop in Ivano-Frankivsk . The Registration one-stop-shop was the first in Ukraine starting to provide services in the single office format. The establishment of the registration one-stop-shop allowed to significantly saving the time and cost of businesses and local entrepreneurs in setting up business, and the average duration of business registration has reduced threefold - from 23 to 8 days. The practice of the Registration One-stop-shop in the single office format had a significant impact on the content of the Law of Ukraine 'On State Registration of Legal Entities and Individual Entrepreneurs' , adopted on 15.05.2003. Besides, the Agency trainers and consultants conducted 20 one-day information sessions and provided 48 individual consultations for people interested in starting their own businesses and representatives of small businesses in the early stages of development (subjects - review of business climate in Ukraine, methods of evaluation of business ideas, goals and methods of marketing and business-planning, requirements for tax accounting and reporting, financing opportunities, access to funding and technical assistance programs, management basics, marketing, and sales techniques).
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Familiarization of Ivano-Frankivsk Region with Polish experience on promotion and marketing for agricultural and processing industry products

Donor:	PAUCI, USAID Programme
Role in the project:	Principal implementing body
Implementation period:	2002-2003
Project outputs and results:	organizing and conducting of 5 training seminars for agricultural enterprises and representatives of the agricultural departments from district state administrations; organization of the regional conference enabling the development of strategy for agricultural products marketing in the region; organization of internship training for farmers from Ivano-Frankivsk region of Ukraine in Poland (in partnership with the Association 'Village and Europe' (Krakow, Poland).

Regulatory Reform and Development of Small and Medium Enterprise in Ivano-Frankivsk Region

Donor:	Small and Medium Enterprise Development Project in Ukraine BIZPRO, USAID, through Development Alternatives Inc, Programme 'Regulatory Reform in Ukraine'
Role in the project:	Principal implementing body in Ivano-Frankivsk Region
Implementation period:	July 2002 – December 2005

Within the project the Agency was officially contracted by Development Alternatives Inc, who implemented an international technical assistance programme Small and Medium Enterprise Development project in Ukraine funded by USAID. The Agency administrated and implemented BIZPRO Regulatory reform project in Ivano-Frankivsk region as implementing partner. The Agency performed functions of regional partner in implementing reforms for legal enforcement and better regulatory environment in the region by introducing clear and transparent rules and requirements for entrepreneurial activity. The project has been implemented in the pilot localities in Ivano-Frankivsk region – the region itself, cities of Ivano-Frankivsk, Kolomyia, Rogatyn, and Nadvirna, and later on – Tlumach and Kolomyia districts.

Project outputs and results: The region had its Regulatory Reform Working Group consisting of representatives of the regional state administration, self-government bodies, business and business associations from pilot localities. The main task of the working group was to apply regulatory reform principles when drafting local regulations. The drafts were initiated by Working Group members that represent local government or business community and addressed communal property, registration of business entities, permits issuance, local taxes and fees, market place trade, land relations, SME development and other issues of local regulatory reform implementation. Each draft decision of the local government was discussed at a Working Group meeting. Then, the draft decision and its regulatory impact evaluation were subjected to discussion at round tables and public hearings with representatives of business and community. Based on the results of these discussions, the Working group finalizes the documents, taking into account comments and suggestions made at the public events. In this manner, the decision making process was transparent, the quality of the drafts improved, and the awareness of the local community increased. Regulatory impact analyses and indicators of effectiveness were developed for each draft acts, widely publicized, and discussed together with the draft acts.

Finally, the Agency has lobbied the adoption of the regulatory reform acts within the local governments involved and for the best practice dissemination the special seminars on a quarterly basis have been organized for other districts and cities within the region.

As a result, the 113 new regulatory acts were developed (with regulatory impact analyses and indicators of effectiveness; publications in media); 104 of them were adopted or approved by local governments; 72 work group meetings, 95 round table discussions, 73 public hearings and 5 quarterly seminars were organized and held by the Agency.

The experiments and innovations within the regulatory reform programme have been largely used in the development of the Law of Ukraine 'On grounds of state regulatory policy in business sector', adopted on 11.09.2003.

Regulatory Reform and Development of Small and Medium Enterprise in Ivano-Frankivsk Region

Donor:	BIZPRO project, USAID, through Development Alternatives Inc, Programme 'Permits one-stop-shops'
Role in the project:	Principal implementing body in Ivano-Frankivsk Region
Implementation period:	April 2005 – December 2006

The program was aimed at creating pilot permits centres (one-stop-shops) that provided services in the single office format. As part of the programme, the Agency served as a regional partner and has established permits one-stop-shops in cities of Ivano-Frankivsk, Kalush and Kolomyia of Ivano-Frankivsk region.

Project outputs and results:	<p>Creation of the first in Ivano-Frankivsk Permits one-stop-shops in the cities of Ivano-Frankivsk, Kalush, and Kolomyia, that started to provide services for businesses in the single office format.</p> <p>The Agency has analysed all permits procedures and conducted sociological focus group research and, as such, proposed the simplification of procedures for permits obtaining and technical provisions, drafts of appropriate regulations and analysis of their regulatory impact; developed relevant programs for accounting and passing documents within the one-stop-shop (including automated control system 'Permits Centre'); purchased computer and office equipment and furniture. Through the establishment of Permits one-stop-shops, the business entities were able to obtain permits and approvals for their business activity following the simplified and optimized procedures, and therefore – they were able to save their time, efforts and money. The experiments and innovations in the creation of one-stop-shops in Ivano-Frankivsk region have been largely used in the development of the Law of Ukraine 'On permit system in the sphere of business activity', adopted on 06.09.2005.</p> <p>Besides, the Agency has developed and presented the first Investor Road Map in Ukraine (for investors in the tourism industry sector).</p>
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Modernization of Legal Based through Regulatory Guillotine Regulatory Reform and Development of Small and Medium Enterprise in Ivano-Frankivsk Region

Donor:	BIZPRO project, USAID, through Jacobs and Associates, Programme 'Regulatory Guillotine'
Role in the project:	Principal implementing body in Ivano-Frankivsk Region
Implementation period:	April 2005 – December 2006

The programme was aimed at review and harmonization of regulatory acts of the executive authorities and local self-governments with the requirements set by Law of Ukraine 'On grounds of state regulatory policy in business sector'. The Agency was the programme regional partner in Ivano-Frankivsk region.

Project outputs and results:	<p>Setting up of 2 working groups to review regulations of Ivano-Frankivsk City Council and Ivano-Frankivsk regional state administration; organization of 10 working groups' meetings. Development of lists of regulations subject to revision or withdrawal; preparation of regulatory impact analysis; organization of public discussions of draft regulations; the organization of two regional conferences on project results and deregulation practices. As a result, 130 local regulations have been cancelled or modified as such that contained inappropriate or unclear procedures for business; the changes to more than 20 national legislation acts have been initiated.</p>
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Business Consultancy and Training Centre

Donor:	Europe Aid project 'Improving SME environment, Ukraine' ECORYS Nederland BV together with the BIZPRO business-associations coalition programme
Role in the project:	Principal implementing body
Implementation period:	2003 - 2005
Project outputs and results:	<p>The Centre has been launched within the Business Development Services Partners Network (voucher programme). The Agency has developed its own interactive training products. The centre's target audience were business entities, citizen's self-organization bodies, unemployed people, youth, vulnerable groups, business leaders, civil servants and local government officials. The trainings themes included: 'Regulatory impact analyses and regulatory act indicators', 'Marketing in tourism and creation of new tourism products and experiences', 'Business-planning', 'Restaurant Management', 'Informational activity of municipal management bodies', 'Public information campaigns and advocacy', 'Project management' and others. The specialized training programmes attracted to participation of over 250 small and medium business representatives from Ivano-Frankivsk region.</p> <p>Besides the Agency has implemented the programme 'Private-public dialog', were it has conducted research of main business development obstacles amongst SMEs in Ivano-Frankivsk region and held 5 round table events on important business related issues.</p>

The bodies of citizens' self-organization in the city of Ivano-Frankivsk as an effective tool of democratization and municipal government

Donor:	International Renaissance Foundation
Role in the project:	Principal implementing body
Implementation period:	February 2004 - March 2006
Project outputs and results:	<p>The activity aimed at development of local legal acts in support to bodies of citizens' self-organization at local level and capacity building of local community leaders.</p> <p>the Guidelines for the establishment and activities of community organizations (bodies of citizens' self-organization) in the city of Ivano-Frankivsk and the Typical Charter for bodies of citizens' self-organization pursuant to Article 13 of the Law of Ukraine 'On the Bodies of Citizens Self-organization' have been developed. A focus group with the participation of civil activists and officials from the local council executive committee has been conducted and the issue on the establishment and activities of bodies of citizens' self-organization discussed. The focus group revealed the major problems to be resolved locally. The project systematized the best practices describing the bodies of citizens self-organization and their typical problems. Following this activity, the project has developed recommendations that were further approved by the Executive Committee Decision # 63 as of 11.03.2006. The Agency also held 3 training seminars for leaders of local communities.</p>

We are entitled to know our rights: strengthening the legal protection of disabled people through the dissemination of information about their rights

Donor:	King George Charitable Foundation and Stefan Batory Foundation
Role in the project:	Principal implementing body
Implementation period:	August – November 2006

The project aimed to provide legal information and advice on protecting the rights of disabled persons in the Ivano-Frankivsk region, preparation and publication of information materials.

Project outputs and results:	around 200 consultations on human rights protection were provided for people with disabilities in Ivano-Frankivsk, including 63 consultations in regards to business set up, taxation and reporting issues for entities with special needs. The information brochure 'We are entitled to know our rights' has been published. The brochure included a brief overview of the law for persons with disabilities, including regarding business set up and taxation issues, social benefits for people with disabilities and access to government social programs. A conference has been held to disseminate project results.
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European and Euroatlantic integration – public monitoring of authorities' action

Donor:	International Renaissance Foundation
Role in the project:	Principal implementing body
Implementation period:	October 2006 – June 2007

The project aimed at monitoring of implementation of national programs on European integration at the regional level and at establishing public institutions at the local level.

Project outputs and results:	Public advisory committee on European integration issues has been established at Ivano-Frankivsk Regional State Administration; the appropriate provisions on advisory committee developed; 3 meetings of public advisory committee held. The specific methodology on public monitoring developed and approved at a meeting of public advisory committee. A baseline study (public monitoring) conducted; results presented at a press conference. The agency has developed and submitted to appropriate government authorities the Recommendations for public authorities as for involvement of general public to the development and implementation of European integration plans at the regional and national levels and the draft Order of the Head of the Regional State Administration 'On regional arrangements for the implementation of national programs on European and Euroatlantic integration'. The European Integration Bulletin was founded and its first two issues published. The information to the regional administration's official web site under the relevant section was updated. The thematic meeting of the Press Club for Market Reforms was held and dedicated to actions of the authorities towards the implementation of national foreign policy of Ukraine.
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Social dialogue for solving local problems

Donor:	VOX POPULI, Eurasia Foundation and International Renaissance Foundation
Role in the project:	Principal implementing body
Implementation period:	October 2005 – July 2006

The project purpose was to discuss aspects of administrative reform at the local level and to promote sustainable patterns of interaction between representatives of NGOs, local governments, political parties, citizens and businesses as a mechanism of influence on decision-making at all authority levels in the context of administrative reform by 2006.

Project outputs and results:	The Agency has established at its base the Support Centre for Administrative Reform, and Centre's Public and Expert Councils, the relevant regulations were developed and introduced. The Agency has organized and held 8 working sessions of these councils, held public information campaign highlighting administrative reform issues; 36 publications were provided in mass media. In addition, 2 round tables were held; the Centre's Bulletin was published and distributed; the project final conference was held to disseminate project results. Besides, a separate round table discussion was held on television. During the project, through its public and expert councils, and by citizens participation the Agency developed and transferred to local authorities a number of documents, including: a package of proposals as for reforming of system of local authorities; the conclusions and proposals to the draft Law of Ukraine 'On Amendments to the Constitution of Ukraine' (Reg # 3207-1); and proposals to the legislation of Ukraine in the part of local executive government and local self-governments system. The Agency also elaborated the findings as for number of issues including improving the current system of local executive government and local self-governments, judicial system, concerning the introduction of proportional system in the formation of local councils, and others. The Agency developed special Guidelines concerning discussion of principles of administrative reform addressed to local governments and other NGOs in Ivano-Frankivsk region.
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Information service for Entrepreneurs 'Hot Line'

Donor:	Ivano-Frankivsk Regional State Administration under the implementation of sub programme 'Resource and informational support, further infrastructure development' within the Regional Programme for SME support in Ivano-Frankivsk region for 2007-2018 (Regulations of Ivano-Frankivsk Regional Administration as of 15.12.2006 № 710 and as of 23.04.2008 № 242) in partnership with Public organization 'Public Centre 'Business Initiatives'
Role in the project:	Partner
Implementation period:	December 2006 – December 2013

The project aimed at information and consulting support to entrepreneurs in Ivano-Frankivsk region in the rapid response mode.

Project outputs and results:	In partnership with Public organization 'Public Centre 'Business Initiatives' there was provided over 16 000 responses on direct requests or consultations to businesses. Besides oral consultations, taking the compiled answers to businesses there were prepared and published the special information booklets concerning the legal requirements for trade and retail; employment contracts; simplified taxation; consumers' rights protection; etc. 35 training seminars has been held on topics of business requests. In cooperation with the State Tax Inspection of Ivano-Frankivsk region there were held 7 seminars; 6 round tables, 2 joint 'Hot lines'.
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Regional Informational Resource Centre (RIRC) in Transcarpathian, Ivano-Frankivsk, Ternopil and Chernivtsi regions within the project Promoting active citizenship engagement (ACTION) in combating corruption in Ukraine

Donor:	USAID, Millenium Challenges Corporation, MSI
Role in the project:	Principal implementing body
Implementation period:	April 2007 – September 2008
Project outputs and results:	<p><i>The RIRC activity focused on the following main directions:</i></p> <ol style="list-style-type: none"><i>1. Increase availability of quality information on corruption in Ukraine.</i> The Centre organized public informational campaigns covering all oblasts in its region to provide citizens with high-quality research information on the real state of corruption. Information campaigns include dissemination of the survey's results on the state of corruption in different areas (determined by the government of Ukraine as a part of the Threshold Programme of Millennium Challenge Corporation) conducted by the ACTION project. As a result, 4 presentation events for mass media and general public were held in 4 project target regional centres as well as 22 presentation events were held in other cities, 26 publications were prepared and published in mass media.<i>2. Educate NGOs and mass media in Ukraine to gain skills to more effectively combat corruption.</i> The Centre conducted training events in close cooperation with ACTION Kiev office, invited all interested NGOs and mass media in the oblasts covered; provided team of trainers for project activities; provided logistics and technical support to all events. As a result, 25 trainings were organized in four regions of Ukraine with participation of over 500 people.<i>3. Enhance communication between ACTION Project grantees.</i> The Centre hold the quarterly events for all ACTION grantees in the region to network them with each other, to distribute and receive updates and project news, exchange experience and plan joint events. The Centre also prepared and disseminated weekly news in connection to the project implementation. Furthermore, ACTION Project grantees were provided with individual consultations regarding different spheres of activities. As a result, 7 quarterly meetings were organized.<i>4. Strengthen cooperation between NGOs and local authorities by conducting events that contribute to the cooperation process with local authorities in the selected regions.</i> (conference of judges from four regions; a number of round table discussions with the local authorities and NGOs).

New generation choose... combating corruption in high education system

Donor:	Promoting active citizenship engagement (ACTION) in combating corruption in Ukraine Project, Millennium Challenges Corporation, MSI, USAID
Role in the project:	Principal implementing body
Implementation period:	August 2007 – January 2008

The project purpose was to monitor the level of corruption in higher education institutions and organization of training on anti-corruption for students from Ivano-Frankivsk, Transcarpathian, Ternopil and Chernivtsi regions.

Project outputs and results:	Within the project the Agency conducted research of level of corruption at high education institutions from four regions, which was presented to the leading high education intuitions in each region. 4 week schools were organized for students in each regional centre; the open debates between students from the high education institutions from 4 regions were conducted in Ivano-Frankivsk. The event has networked students from all four regions around the problem of corruption in Ukraine and search for solutions to combat it. The special publication of 'Student handbook on legal Issues' was prepared, published and disseminated, it contained review of legislation in education sector and instruments to combat corruption for an average student.
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Public monitoring of state subsidies at local level

Donor:	Promoting active citizenship engagement (ACTION) in combating corruption in Ukraine Project, Millennium Challenges Corporation, MSI, USAID
Role in the project:	Principal implementing body
Implementation period:	September 2008 – March 2009

The project purpose was to conduct public monitoring of state subsidies expenditures aimed at elimination of the flood consequences in Ivano-Frankivsk region.

Project outputs and results:	The Agency has developed a methodology and eventually conducted public monitoring of state subsidies expenditures aimed at elimination of flood consequences in the villages of Tlumach and Galych districts in Ivano-Frankivsk region. The special report has been prepared based on the monitoring results containing professional analyses of target use of subventions. The findings and recommendations were included into the national report of Public Anti-Corruption Advocacy network focused on state subsidies monitoring (Budget-Focused PAAN) supported by the ACTION project.
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One Stop Shop Monitoring Public Anti-Corruption Advocacy Network in Ukraine

Donor:	Promoting active citizenship engagement (ACTION) in combating corruption in Ukraine Project, Millennium Challenges Corporation, MSI, USAID
Role in the project:	Principal implementing body
Implementation period:	September 2008 – March 2009

The project goal was to conduct monitoring of the permits one stop shops' activity in Ukraine, to develop recommendations as for improvement of one stop shop performance. With this aim, the ACTION project created the Coalition of civil society organizations, which included six experienced organization from Ukraine specialising on business sector development. The monitoring has been conducted in 7 regions of Ukraine at 17 Permits One-Stop-Shops. The Agency played the role of leading implementing partner (the coordinator) of the mentioned Coalition; provided expert and methodological accompaniment; managed the division of functions, tasks and responsibilities in regards to monitoring performance between the Coalition participants; conducted the informational support to the Coalition activities; organized the Coalition quarterly meetings; gathered and systemized reports from the Coalition participants.

Project outputs and results:	<p>The Agency developed an outstanding joint monitoring methodology (set of tools) and applicable instructions for coalition participants.</p> <p>The monitoring was organized and conducted at 17 Permits one-stop-shops. Along with overlooking the monitoring process in all target localities, the Agency also performed monitoring of Permits One-Stop-Shop in the city of Ivano-Frankivsk.</p> <p>The monitoring in each target location included business customer survey, interviewing of officials from State Committee of Ukraine for Regulatory Policy and Entrepreneurship, representatives of permits bodies and administrators of Permits one-stop-shops in the project target localities. As part of the monitoring process the analyses of current legislation regulating the activity of Permits One-Stop-Shops and process of service delivery was performed.</p> <p>The Agency has prepared the National Report based on the results of the monitoring containing professional findings and recommendations for improvement of Permits one-stop-shops operations in Ukraine. Report also included the best practices of Permits One-stop-shop operations in Ukraine (identified, analysed and described by the Agency).</p> <p>The special final presentation event was organized in Kyiv (February 2009) in order to publicize the monitoring results to the wider audience of stakeholders, counterparts and public. Among the event participants there were members of Ukrainian Parliament and representatives of central and local authorities.</p> <p>Recommendations elaborated by the Agency following the monitoring results became the basis for the specific Regulation of the Cabinet of Ministers of Ukraine 'On measures to streamline the issuance of permits in the sphere of economic activity' (approved on 21.05.2009 under # 526), and were subsequently considered in the Law of Ukraine 'On amendments to the Law of Ukraine 'On permits system in the sphere of economic activity' (adopted on 11.02.2010 under # 1869 –VI). In addition, a new version of Typical provisions for Permits One-Stop-Shop administrator and Procedures for interactions between administrator, the local permits authorities, business entities and territorial authority were elaborated and approved by Order of State Committee of Ukraine for Regulatory Policy and Entrepreneurship dated 02.10.2009 under # 176.</p>
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Public monitoring of access to information at the local government level

Donor:	Promoting active citizenship engagement (ACTION) in combating corruption in Ukraine Project, Millenium Challenges Corporation, MSI, USAID
Role in the project:	Principal implementing body
Implementation period:	March– September 2009

The project aimed at monitoring of the websites of 176 Ukrainian cities granted with regional status in relation to transparency and access to public information. The other project objectives were to conduct trainings for municipal officials, to develop and promote the standards of information openness and Model public information openness provisions, and to publish guidebook for the municipal officials on information openness.

The study was conducted by a coalition of NGOs (Public Advocacy Anticorruption Network aimed at monitoring access to information at the local government level represented by 7 professional organizations from Ukraine) established specifically for the monitoring purpose. The Agency played the role of a leading implementing partner (Coalition coordinator) in the monitoring process; provided expert and methodological accompaniment; managed the division of functions, tasks, and responsibilities in regards to monitoring performance between the Coalition participants; conducted the informational support to the Coalition activities; organized the Coalition prescriptive meetings.

Project outputs and results:	The Agency developed an outstanding monitoring methodology and tools – the rating of official websites of 176 cities granted with the regional status in 24 regions and the Autonomous Republic of Crimea of Ukraine. The subject matter of the research included the contents of the official websites in different cities, their practical use, public involvement in the work of a local self-government body, and services provided through the websites. Eventually, the evaluation was performed, the official websites of each target city were studied and rated. The Agency has prepared the National Report based on the results of the monitoring exposing the current status of information openness of local self-government bodies with respect to provision of public information through the Internet. The best practices and problems were identified. The special presentation event was organized in Kyiv with participation of city mayors, officials of local councils, analytical centres (the National Conference on Presentation of National Study (Rating) of official city websites in relation to transparency and access to public information, September 2009, 50 participants). 4 regional level trainings on principles and instruments of information openness have been organized and held in Lugansk, Odesa, Kyiv and Ternopil. The participants were the municipal officials from all regions of Ukraine (over 100 participants). The Agency also drafted, published and disseminated the special Guidebook for Municipal Officials on Information Openness. As a direct result of the monitoring, seven municipalities granted with the regional status, including Boryspil, Vosnesensk, Ivano-Frankivsk, Odesa, Slavutych, Sumy and Lysychansk, after the project completion have simplified and modernized their websites in accordance with the recommendations and provided their web sites with the official status. Taking the success of the monitoring, the Agency was contracted to organize another National conference in Kyiv 'Transparent Governance: community strengths and trust' (November 2009, 94 participants). The participants represented the authority institutions, civil society organizations and public leaders.
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The project results played an essential role while developing the Law of Ukraine on Access to Public Information, which for the first time, introduced a normative definition of the notion of 'public information' and legalized official websites as sources of public information.

The Agency also was invited to present the study and its results at the 1st Global Conference on Transparency Research (Rutgers University – Newark, USA, May 19-20, 2011, www.spaa.newark.rutgers.edu/1stGCTR), the corresponding paper was included into the conference materials (www.spaa.newark.rutgers.edu/sites/default/files/files/Transparency_Research_Conference/Papers/Fedorovych_Oksana.pdf).

Establishment of a Regional Institute for Public Diplomacy in Ivano-Frankivsk, Vinnytsia, Transcarpathian and Chernivtsi Regions

Donor: Matra KAP Embassy of the Kingdom of the Netherlands

Role in the project: Principal implementing body

Implementation period: October 2008 – May 2009

The project anticipated development of training programmes for civil society organizations on public lobbying and public diplomacy, as well as strengthen leadership potential of community leaders – representatives of civil society organizations from selected regions through tailored training events.

Project outputs and results: 2 train the trainer sessions have been organized. 2 training modules for further public leaders training in lobbying techniques, public advocacy and diplomacy developed. 4 thematic trainings for NGOs from 4 regions of Ukraine held (over 100 participants).

The guidebook 'From agreements - to change' has been prepared, published and disseminated. the guidebook contained the description of diplomacy and lobbying techniques as well as review on best practices concerning implementation of civic initiatives by project participating organizations – (8 of them were approbated in the course of project implementation).

e-Governance in Azerbaijan: achievements and perspectives

Donor:	International Renaissance Foundation, East-East Programme
Role in the project:	Partner in Ukraine
Implementation period:	April-May 2010

The project purpose was to introduce ICT in the operations of government bodies, to improve the legal framework of e-governance, to develop the electronic services for the business sector, to involve scientific and technical community to the formation of e-government and the development of joint programs.

Agency representatives also took part in the First International Conference 'Electronic government in Azerbaijan: achievements and prospects', held on April 26 – 28, 2010 in Baku (Azerbaijan) and organized by the Ministry of Communications and Information Technology, and the Ministry of Education of Azerbaijan Republic, Azerbaijan Technical University, Institute of information Technology, the E-Governance Academy (Estonia) and NGO ACTAM, where they moderated a discussion on information openness of government and presented ranking of cities official websites.

Advancing Administrative Services in Ukraine: Experience of Estonia

Donor:	International Renaissance Foundation, East-East programme, Open Estonian Foundation (OSI, New York).
Role in the project:	Principal implementing body in Ukraine
Implementation period:	July – November 2010

Project aimed at the research of Estonian positive practice of the electronic document circulation and improvement of the document circulation system in the field of administrative services of the local government bodies in Ivano-Frankivsk.

Project outputs and results:	Familiarization visit of local government and business representatives from Ivano-Frankivsk region to Tallinn (the republic of Estonia) and the following oncoming visit of Estonian partners to Ivano-Frankivsk region organized. The round table event conducted in Ivano-Frankivsk to promote Estonian experience for representatives of local governments, civil society and business sector with the participation of Estonian delegation (2010, 50 participants). The project established a partnership with Foundation 'e-Governance Academy' from Estonia to perform further concrete steps for implementation of electronic innovations in municipal sector in Ivano-Frankivsk region.
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Providing equal opportunities in obtaining administrative services in the community of Ivano-Frankivsk

Donor:	Common initiative of Pact Inc., International Renaissance Fund and East Europe Foundation – UNITER project
Role in the project:	Principal implementing body
Implementation period:	May 2010– May 2011

The project anticipated the introduction of e-government elements in the provision of administrative services in Ivano-Frankivsk, improvement of public access to administrative services through a municipal centre for providing administrative services.

Project outputs and results:	<p>a study of satisfaction of SMEs and residents of Ivano-Frankivsk with administrative services provided in the community performed. A working group established and 8 meetings held with the aim to prepare technical procedures and provisions. 76 technical procedures and provisions elaborated with the purpose to effectively launch the Ivano-Frankivsk centre of administrative services (CAS), which had been opened in October 2010. The guidance manual 'Ivano-Frankivsk centre of administrative services. Principles. Mechanisms. Tips' published and distributed amongst Ivano-Frankivsk CAS clients.</p> <p>2 information touch screen kiosks installed with appropriate software providing services for CAS visitors with special needs. A regional level round table event organized for local municipalities' representatives and the project team with the presentation of the project results and planning the next steps for implementation of e-governance in the city of Ivano-Frankivsk (May 2011, 50 participants).</p>
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Public Participation in Municipal Policy Development in Ivano-Frankivsk

Donor:	Democracy Small Grants Program, USA Embassy in Ukraine
Role in the project:	Principal implementing body
Implementation period:	July 2011 – March 2012

The project was designed to study the state of ICT in Ivano-Frankivsk and consequently developed the local legal acts in support to citizens' self-organization bodies at local level, as well as to improve information transparency of the city self-government.

Project outputs and results:	<p>The local legal acts aiming at enhancing public participation in local politics and definition of further areas of information relations in the local community were elaborated and introduced (the Regulation on Internet reception and information openness of executive committee of Ivano-Frankivsk City Council). The Community Council affiliated with Ivano-Frankivsk City Council was established as an instrument to consider the opinion of civil society institutions in decision-making. An independent research was conducted and revealed the actual state of information technologies development and level of e-services in Ivano-Frankivsk. The practice of open discussion of important issues by the public representatives, local self-government and businesses was approbated through public debates on TV.</p> <p>The online broadcasts of sessions of the City Council was introduced (the appropriate equipment purchased and installed). The professional level and experience of public activity of Civil Society Organizations leaders was increased through training on sustainable community development issues. The level of interaction between Ivano-Frankivsk City Council and territorial community was improved and constructive dialog between the public and city council provided.</p>
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Saving energy – Saving Future

Donor:	ENPI Cross border cooperation program Hungary-Slovakia-Romania-Ukraine, 2007-2013
Role in the project:	the Beneficiary (leading partner)
Партнер проекту:	Asspciation 'Ecologic' (Romania)
Implementation period:	December 2010 – December 2011

The overall objective of the Project was to support the development and implementation of energy saving technologies and cross-border cooperation in the sector among youth, authorities, and businesses representatives and to build strong partnership relations for the future cooperation between Ivano-Frankivsk region of Ukraine and Maramures county of Romania in the sector.

- Project outputs and results:
1. The International Debate Club was established adopting the official declaration on its establishment and uniting the students from Ivano-Frankivsk region of Ukraine and Maramures county of Romania. The Club was provided with the special communication web-platform.
 2. Two regional level debate tournaments in Ukraine and Romania were held on the topic 'Business and energy saving'. The representatives of business sector and authorities from both countries were involved as judges and observers for the project debate tournaments events, looking for innovations and energy saving technologies in production, utility and construction sectors of regions' economies. The representatives of local communities were the audience (observers) of the tournaments. All together the tournaments involved 240 participants from both countries.
 3. The project provided an extensive opportunity for the representatives of business sector from Ivano-Frankivsk region to familiarize with the energy saving experience in Maramures county of Romania and start cooperation with their counterparts from neighbouring region in this specific sector: 15 Ukrainians participated in the familiarization visit organized within the project.
 4. The specific informational campaign was conducted with the aim to popularize the energy efficient technologies for small and medium business sector of both target regions. The 'Map of energy saving objects' was published and disseminated promoting the know-how in energy efficiency and RES sector for small and medium businesses and local governments in Ivano-Frankivsk region of Ukraine and Maramures county of Romania. The publication was prepared in Ukrainian, English and Romanian languages. The guidebook for debate clubs leaders and other target communities' stakeholders - 'Materials for debates on energy saving issues. Saving energy – saving future' was prepared in Ukrainian, English and Romanian languages. The special video film was produced and broadcasted on the regional TV channels in both countries promoting the project activities and results.
 5. The Fair of Ideas was conducted within Ivano-Frankivsk Investment Forum (2011) including the thematic exhibition of energy saving technologies with participation of Ukrainian and Romanian companies as well as an open debate tournament final round on 'Business and energy saving' involving over 300 participants.

Access to Justice And Legal Public Support In Ukraine. The Ukraine Employment Rights Coalition Coordinator

Donor:	United States Agency for International Development (USAID), Management Systems International (MSI)
Role in the project:	Principal implementing body
Implementation period:	September 2011 – April 2013

Within the project, the Agency coordinated activity of Employment Rights Coalition – a partnership network of 22 NGOs from Ukraine. The activities included provision of information and communication support to civil society organizations of Ukraine, who provided legal services to population; preparation of reports to MSI on legal services provision; performance of monitoring and technical assessment of the narrative parts of the grant proposals submitted to MSI by the coalition partner organizations etc. Besides the Agency provided direct legal services on the employment rights to citizens from Ivano-Frankivsk region.

Project outputs and results:	4 quarterly meetings of Coalition partners have been organized; two issues of information bulletin of Coalition has been published; the professional reviews to the Ukrainian Herald 'Access to justice and legal public support' has been prepared; 7 articles drafted as for the implementation of labour legislation in Ukraine; over 500 consultations on employment rights rendered (over 100 – answers for requests from business sector on labour relations; labour contracts, social provisions of the employees etc).
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Youth summer school of employment law

Donor:	United States Agency for International Development (USAID), Management Systems International (MSI)
Role in the project:	Principal implementing body
Implementation period:	July – September 2012

The project aimed at awareness-raising campaign for children and young people from mentally different regions of Ukraine: Ivano-Frankivsk, Rivne, Sumy and Kherson regions, on labour relations issues in interesting to younger audience format – the summer camp. The project involved assistance from 10 organizations (local governments, NGOs and trade unions).

Project outputs and results:	Two tented camps under the title 'Summer school of employment law' were held (100 participants – the students from selected regions). The guidance school curriculum was developed. The information on project activity and success stories of Employment Rights Coalition was distributed amongst campers. The special presentation materials were produced promoting the symbol of Employment Rights Coalition.
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Support to e-Governance in Ivano-Frankivsk region

Donor:	Swedish Agency on International Development (SIDA), Ministry of Foreign Affairs of Estonia
Role in the project:	Partner agency
Implementation period:	October 2012 – February 2014

The project has been implemented by the Foundation 'E-Governance Academy' from Estonia

Project partners were Ivano-Frankivsk regional State Administration, Ivano-Frankivsk Regional centre for Investment and Development, Agency of Private Initiatives Development

The project goals were to develop the potential of Ivano-Frankivsk region in the implementation of information and communication technologies to improve the quality of administrative services provided by the executive and local authorities in the region; to increase the governance transparency of governance and strengthen local democracy; to spread best practices of e-governance in other regions of Ukraine. The Agency carried out the administrative functions in Ivano-Frankivsk region.

Project outputs and results:	analysis of the state of development of information and communication technologies in the Ivano-Frankivsk region conducted; the Concept of E-government in the Ivano-Frankivsk region elaborated; four technical projects of E-governance in selected municipalities of Ivano-Frankivsk region implemented (the call centre in the city of Kalush, mobile tours for tourists in the city of Ivano-Frankivsk, electronic document circulation in Ivano-Frankivsk, Dolyna, Ivano-Frankivsk Regional State Administration). In addition, the electronic document management system was implemented in the city of Lviv and recommendations on development of e-governance for local authorities in Ukraine were developed. A week study tour for the representatives of private companies and local governments from Ivano-Frankivsk region was organized to Estonia and Sweden to familiarize the participants with the practices of e-governance (2012, 15 participants).
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Local Development and Preconditions for Border Pass Opening and Motorway Construction across the Ukrainian-Romanian State Border in Shybene Verkhovyna District Ivano-Frankivsk oblast of Ukraine and Poenile-de-su-Munte Maramures county of Romania

Donor:	ENPI Crossborder cooperation program 'Hungary-Slovakia-Romania-Ukraine, 2007-2013
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	April 2012 – June 2014

The partners of the project were Ivano-Frankivsk Regional State Administration, Verkhovyna District Council and Tourist Association of Ivano-Frankivsk Region (Ukraine), Ivan Krevan Local Development Association and Poenile de sub Munte Local Council (Romania).

Project overall objective was to strengthen the economic capacities and investment attractiveness of border communities in Ivano-Frankivsk Oblast in Ukraine and Maramureş County in Romania through the promotion of sustainable development, investment opportunities, and infrastructural changes to improve the accessibility of the regions (building a motorway and opening a border pass in the vicinity of Shybene village in Verkhovyna District, Ivano-Frankivsk Oblast (Ukraine) and the village of Poenile de sub Munte in Maramureş County (Romania)).

Project outputs and results:	<p>Planning and design documentation and estimates for road construction (Itsi-Shybene) and border pass infrastructure were prepared. The economic research of benefits and perspectives of the road construction and border pass opening was performed. The ready documentation was forwarded to Ivano-Frankivsk Regional State administration for further construction purposes.</p> <p>The project lobbying campaign resulted in inclusion of the costs for road construction and border pass opening to the Tasks and measures of the State target social programme of sport and tourist infrastructure development in Ukraine in 2011-2022 (in accordance to the changes to the Regulation # 707 from 26.06.2011 approved by Cabinet of Ministers of Ukraine on 17.10.2013) securing the allocation of 708 mln. UAH to the road and border pass construction from the mentioned state target programme.</p> <p>Besides, the project performed a number of activities aiming at increasing of economic capacity of local communities. In particular, the Investor Road Map for Ivano-Frankivsk region was prepared and published in various languages. The strategic development planning was performed for the Verkhovyna district (Ukraine) and Ruscova valley (Romania) involving the business attitude survey in both target areas, preparation of community profiles and elaboration of Strategic plan of Economic development of Verkhovyna district and Ruscova valley. The short presentation versions of 'Development Strategy of Verkhovyna District and Ruscova valley', 'Perspective investment projects', 'Verkhovyna Community Profile' and 'Ruscova valley Community Profile' were prepared and published in Ukrainian, English, Romanian and Russian languages.</p> <p>This presentation materials were forwarded to the local communities as an information and promotion tool for investors and potential partners. The special data base of local suppliers of goods, works and services was developed and allocated at www.hutsul.biz, presenting over 300 companies in the production, agriculture and service sectors.</p> <p>The special promotional brochure 'Invest In Ivano-Frankivsk region' was prepared and published in partnership with the Ivano-Frankivsk Regional Centre for Investment and Promotion in order to present the regional investment opportunities and promote the region as place for investment to the potential investors and business partners.</p>
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Debate Youth Line

Donor:	ENPI Cross border cooperation program 'Hungary-Slovakia-Romania-Ukraine, 2007-2013
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	March 2014 – March 2015

The project partners were the Department of Education, Science, Family, Youth And Sport Of Ivano-Frankivsk Regional State Administration (Ukraine), Ivan Krevan Local Development Association (Romania) and Kalamáris Association (Hungary).

The main project objective was to encourage youth debate initiatives and networks across the border covering Ivano-Frankivsk region of Ukraine, Szabolcs-Szatmár-Bereg of Hungary and Maramures county of Romania.

Project outputs and results: The International Carpathian Debate Association was established basing its activity on the Strategy prepared by the project, which defined the basic principles of the development of the debate movement in the project target regions. Under the aegis of the Association 31 debate clubs were created (350 students and pupils), which spread the culture of tolerant discussion in the communities of the three regions. The clubs were supported by multilingual study guides about debating; e-library for the assistance of the debaters; multilingual map of the debate clubs, posters and leaflets; easy and quick access to the information about the world, national and regional debate events through the web-site of the Association, developed for these purposes.

The Memorandum in support and promotion of the Carpathian Debate Association was elaborated and signed by the partner organizations.

The knowledge and skills on the debate mastership were provided for approximately 350 youth leaders from three countries.

A number of regional and international events have been conducted to build successful youth partnership and network. In particular, the Cross-border debate study sessions in each project location provided the leaders of the debate clubs, teachers of schools and universities from Hungary, Romania and Ukraine with motivation and new knowledge; three regional (qualifying) debate tournaments organized in three target countries debating over more than 10 topics about social and economic issues; the Carpathian International Debate Tournament organized for final debate round; the Thematic Debate Show was held and the problem of labour-related emigration of the youth was publicly discussed as an equally burning problem for all the three cross-border countries).

In total, 10 innovation training products – video lessons on debating, were developed basing on the debate rounds held during the project.

Student with initiatives: vector of energy saving

Donor:	ENPI Cross border cooperation program 'Poland-Belarus-Ukraine, 2007-2013
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	April 2014 – June 2015

The project partners were the Executive Committee of Ivano-Frankovsk City Council (Ukraine) and Municipality of Lublin (Poland).

The main project objective was to stimulate proactive youth, education institutions and business entities from Ivano-Frankivsk region of Ukraine and Lublin Voivodeship of Poland to initiate and implement youth innovations and build cross-border cooperation in energy saving sector.

Project outputs and results: The Youth Cross-Border Cooperation Network for Environment Safety and Energy Efficiency was established (the specialised web-portal developed, the concept of students and young scientists exchange between universities of Lublin and Ivano-Frankivsk elaborated; a Memorandum to support the network of project partner organizations and German-Polish Foundation 'New Energy' prepared and signed).

The capacity of more than 100 proactive youth leaders build for further activity on implementation of energy saving initiatives in the project target regions. In particular, 10-days RADAR school of leadership, fundraising and management held in Lublin (50 participants), seminars on energy saving and renewable energy sources conducted (50 participants); study tours for entrepreneurs, young scientists and student youth held to Lublin and Ivano-Frankivsk in order to familiarize the participants with the energy saving practices and energy efficiency projects (40 participants).

The project provided mechanism of promotion of youth initiatives by implementing events on youth employment in energy saving sector (International Forum of Youth Initiatives (120 participants from both countries), informational bulletins, multilingual publication 'Guidance manual on Energy Efficiency', 2 TV programmes and 4 radio programmes promoting various practices amongst the general public in the target regions; meetings of employers and representatives of Universities from both regions with the school and student youth in Lublin and Ivano-Frankivsk (100 participants).

The study of government procurement in education sector

Donor:	World Bank
Role in the project:	implementing partner
Implementation period:	April – December 2015

The project leading partner was the Public organization 'Resource Centre' from Ivano-Frankivsk.

The Agency was responsible for study of the educational institutions and departments of education from two districts in Ivano-Frankivsk region – Bohorodchany and Kolomiya districts.

Project outputs and results: The studied procedures of procurement of catering services for secondary schools in the target regions helped to reveal gaps in the regulations of the negotiated procedures and open tender procedures with the risk of corruption. Based on the study findings, the Agency provided recommendations as for the equal access of the small and medium businesses to the public procurement and assessed the transparency and objectivity of tender procedures. Some of the gaps were considered and eliminated by the new Law of Ukraine 'On Public Procurement' (became valid from 01.08.2016).

Civil protection and civil rights of internally displaced persons and vulnerable groups

Donor:	National Endowment for Democracy (NED)
Role in the project:	implementing partner
Implementation period:	October 2014 – July 2016

The project lead partner was the Charity Organization 'Ukrainian Coalition for Legal Aid'. The Agency was responsible for the part of the action in Ivano-Frankivsk region.

The project was implemented in 10 regions of Ukraine, including Ivano-Frankivsk region. The project was carried out to inform internally displaced persons in the media about their legal rights, instruments of legal protection and available legal services.

The main target groups of the project were internally displaced persons (IDPs) who were forced to leave the occupied territories and the war zone, and civic activists, who deal with problems of internal migrants or who themselves suffered from persecution because of their social or professional activities in the occupied territories. The project lawyers provided the professional consultations, primary and secondary legal assistance. In particular, this included the preparation of the required procedural documents and representation of the people's interests in courts.

Project outputs and results:	<ol style="list-style-type: none">1. Over 1000 consultations in Ukraine were rendered, including over 300 – in Ivano-Frankivsk region;2. The 'ABC for Entrepreneurs. Guide for Internally Displaced Persons' was prepared based on the most frequent requests from IDPs engaged in business or willing to start business. The guide in short and accessible format provides various practical information for IDPs, including the business registration issues, taxation, labour relations, inspections, civil contracts, and business termination;3. 18 professional articles on the topic of internally displaced persons prepared and provided through web resources and local media of Ukraine (over 100 publications).
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Democracy and community building through the understanding and development of local heritage (within the framework of the project «Support for Decentralization in Ukraine»)

Donor:	British Embassy Kyiv
Role in the project:	Partner
Implementation period:	September 2017 – February 2018

The project aimed to enhance the capacity of local self-government bodies and activate processes of democratic and economic development in the newly amalgamated territorial communities of Ivano-Frankivsk Oblast. This was to be achieved by increasing the communities' understanding of various economic opportunities and livelihoods based on the potential of local heritage, as well as by boosting youth participation in local governance. Through these efforts, the project aimed to facilitate decentralization reforms in Ukraine and preserve local heritage.

Project outputs and results:	<p>Two familiarization visits were organized for decision-makers in the Biloberizska and Pechenizhinska amalgamated territorial communities (ATGs) to the Vyhoda Narrow Gauge Heritage Center, serving as a local hub for change in Vyhoda town and surrounding villages (65 community leaders participated). Additionally, two creative workshops were conducted by professional experts and community leaders, outlining clear steps for revitalizing the local economy through tourism based on the potential of the local cultural heritage in the Biloberizska and Pechenizhinska ATGs.</p> <p>In three ATGs and the Pnivska village council, teams of youth leaders were prepared to participate in creative groups focused on local development (four intensive training sessions on entrepreneurship and debating skills, along with joint educational tours to the Vyhoda Narrow Gauge Heritage Center – 94 participants).</p> <p>A debate tournament titled «Past for the Future: Cultural Heritage in Development» was held for school youth from target communities (90 participants).</p> <p>Furthermore, a guide to the economics of heritage «From a remote province to a creative place – a crash test for small communities» was prepared.</p>
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Civil Society Organizations (CSOs) Coalition to Support Rural Heritage Communities

Donor:	British Embassy Kyiv
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	August 2018 - February 2019

The aim of the project was to unite efforts, build partnerships, establish professional connections, and expand opportunities for Ukrainian CSOs working in the fields of heritage and local development. The goal was to support the improvement of national policies, provide the necessary tools for decentralization reforms, and effectively assist the capacity of amalgamated territorial communities (ATGs) in preserving their cultural and natural heritage while utilizing its economic potential.

Project outputs and results:	<ol style="list-style-type: none">1. A coalition of 28 CSOs from Ukraine was established to support communities with heritage.2. A workshop was organized for experts from Ukrainian CSOs on heritage resource management.3. Three educational visits (tours) to developed heritage sites, specifically the Vyhoda Narrow Gauge Heritage Center, were conducted.4. A pilot plan (program) for heritage interpretation was developed in collaboration with the residents of the Pechenizhyn ATG. The plan was approved during the session of the Pechenizhyn village council of the ATG (Resolution No. 2121-36/2019, dated March 18, 2019, on the approval of the pilot program for heritage interpretation and the development of entrepreneurship based on it) https://pnotg.gov.ua/storage/documents/documents/c0517f96f72d2a2d185e4e0d71c5d7a1.pdf).5. A national conference titled «Decentralization-Communities-Heritage» was held to present the results of the coalition's activities.
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B2B Creative Woman Network: women's empowerment in the creative industries development in Ivano-Frankivsk

Donor:	Partnership for Local Economic Development and Democratic Governance (PLEDDG)
Role in the project:	Partner
Implementation period:	November 2018 - December 2019

The project aim was to promoting the implementation of specific business ideas and startups for women in creative industries in the city of Ivano-Frankivsk by creating an institution (startup accelerator) that will provide training, new skills and connections, and support the realization of women's business potential.

Project outputs and results:	<p>An Accelerator for Creative Women Startups was established in Ivano-Frankivsk, administered by the NGO «Agency for Private Initiative Development.»</p> <p>The first acceleration program was successfully implemented for 10 participants from the initial cohort.</p> <p>Five training sessions were conducted covering business planning, marketing, product design, and business growth. Internships were organized with successful businesswomen in Ukraine, as well as mentorship provided by the Accelerator.</p> <p>A final demo day (pitching ideas) was held for the Accelerator, featuring potential business investors, trading networks, mentors, local authorities, and other stakeholders.</p>
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Promote Citizen Engagement in Community Development of Ukraine

Donor:	National Endowment for Democracy (NED)
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	October 2019 – September 2020

The project aimed to increase the level of activity and engagement of civil society and its institutions (CSOs) in Ukraine in developing and implementing policies related to the management of cultural and natural heritage in local communities. The goal was to enrich local democracy with meaningful content and actively involve the community in heritage preservation and sustainable development initiatives.

Project outputs and results:	<ol style="list-style-type: none">1. The project enabled the support of five civic participation initiatives related to the smart use of heritage resources for local development.2. It facilitated the preparation, discussion, and adoption of changes to the State Strategy for Regional Development until 2027 and provided recommendations for the future National Economic Strategy 2030.3. The project also developed and submitted to the Verkhovna Rada of Ukraine a draft Law of Ukraine on amendments to legislative acts regarding the management of cultural heritage involving territorial communities and civil society institutions.
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Diverse ethnic heritage for hromadas development

Donor:	The program «U-LEAD with Europe»
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	March 2020 – June 2020

Objectives of the project: To explore opportunities for the economic development based on the utilization of the potential of the material and intangible heritage, including those related to the ethnic diversity of the selected AHs of Zakarpattia, Odesa, and Chernivtsi regions, and identify areas for the development of these communities with the active participation of residents, including representatives of different ethnic groups and living heritage safeguards.

Project outputs and results:	<ol style="list-style-type: none">1. A Methodology for the rapid assessment of prerequisites and potential for economic development based on cultural and natural heritage was developed.2. Five analytical reports were prepared based on the rapid assessment of the economic potential of heritage for each of the target communities: Storozhynetska and Sokiryanska urban communities, Chahorska rural ATG in Chernivtsi Oblast, Kuyalnytska rural ATG in Odesa Oblast, and Velykoberiznyanska settlement ATG in Zakarpattia Oblast.3. Five project concepts aimed at local development of the target communities were formulated, taking into account the economic potential of their heritage (anchor projects).4. A national presentation of the project's results, titled «Multicultural Heritage for Development: The Start of the Ukrainian Communities Marathon,» was conducted.
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Promoting Youth Civic Engagement at the Local Level

Donor:	National Endowment for Democracy (NED)
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	February 2021 – April 2022

The project aimed to harness the potential of young people and provide young community leaders with skills in smartly managing heritage resources for local development. It also sought to create opportunities for them to implement their own creative initiatives within their communities.

Project outputs and results:	<ol style="list-style-type: none">1. Training was provided for 20 youth activists, representatives of initiative groups, whose concepts for future projects were selected for further development.2. A training workshop titled «Heritage Interpretation Workshop» was organized and conducted.3. Five small projects involving community residents were supported. Participants of the training received mentoring support in preparing heritage interpretation plans.4. Five heritage interpretation plans were developed with active participation from local development stakeholders.
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Promoting Youth Civic Participation in Decentralized Communities

Donor:	National Endowment for Democracy (NED)
Role in the project:	the Beneficiary (Leading implementing partner)
Implementation period:	September 2021 – August 2024

The project's activities include strengthening the skills of community activists, especially youth, in advocacy and lobbying, which will help them promote their heritage initiatives at the local/regional government level. Additionally, there are plans to continue providing micro-grants for heritage interpretation. The project will also develop infographics on participation practices for changes in heritage resource management. Two heritage ambassadors' forums will be conducted as well.

Project outputs and results:	<p>Expected outcomes of the ongoing project include:</p> <ol style="list-style-type: none">1. Participants of the project utilize their knowledge in the field of civic participation, local democracy tools, and advocacy planning for heritage resource campaigns in their communities.2. Graduates of the training programs strengthen their cooperation, engaging each other and previous program alumni in implementing initiatives for local development based on heritage potential.3. Community members share responsibility for the outcomes of initiatives based on heritage potential and work towards their sustainability.4. The motivation of residents to support the activities of local initiative groups and expand their influence increases.5. Citizens are more motivated to realize their volunteer potential by initiating socially beneficial initiatives for the preservation and promotion of local heritage.
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STORIES OF SUCCESS



Initiatives of United Territorial Communities in enhancing the potential of local heritage



The activities of the NGO «ARPI» in supporting communities with cultural and natural heritage have yielded significant results in engaging the potential of active citizens and youth in shaping the economic, cultural, and creative future of their communities. The proposed ARPI model for generating and supporting initiatives in the field of cultural heritage in small communities in Ukraine has allowed us to unite the most responsible and creative civic leaders, significantly enhancing the expert pool of the GO! Heritage network to support heritage-rich communities.

Most of these leaders have taken the lead in local initiative groups and prepared plans (programs) for heritage interpretation in collaboration with local authorities and other stakeholders in local development. Over the past three years, with support from NED, the Agency has financially supported ten initiatives to involve the public in utilizing the potential

of their villages and small towns' heritage. Each of these initiatives has greatly strengthened the capacity and social influence of their initiators – Ukrainian United Territorial Communities (OTC) and, at the same time, made the communities promoting their cultural heritage more known and appealing. Here are a few of the most prominent examples.

«To visit the Urbansky family»

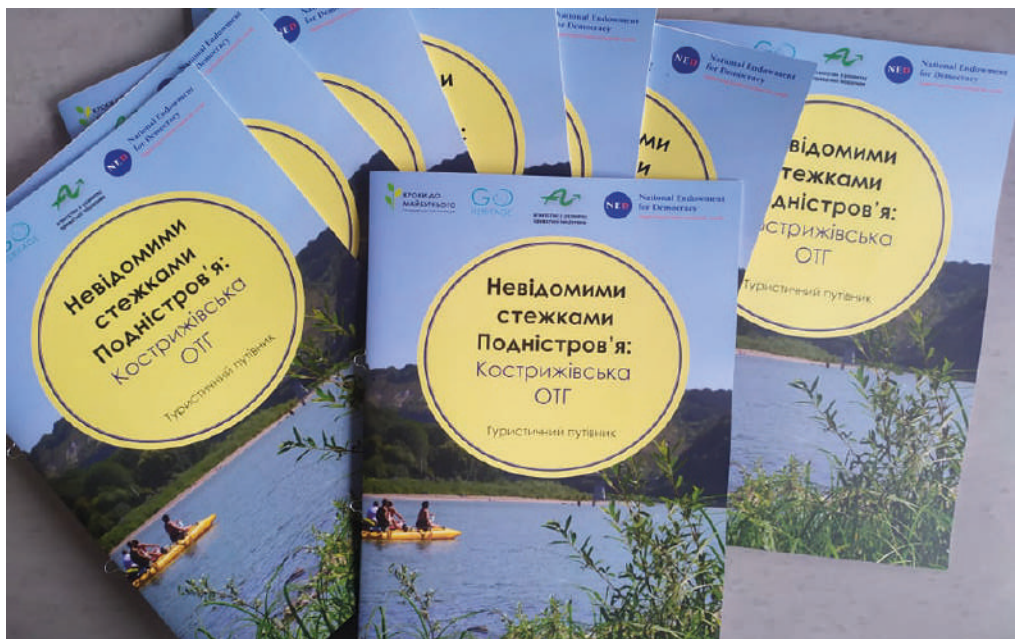


The campaign for the development of the village of Tartakiv in the Sokal community, initiated by the Sofos Foundation in cooperation with the Heritage. UA Foundation, opened for public viewing the ruins of one of the most beautiful palaces in the Sokal region – Tartakivsky Palace in 2019. The project «To Visit the Urbansky Family» by Sofos became one of the most prominent initiatives for the preservation of cultural heritage through public participation in Lviv Oblast in 2019-2020. After the NED grant support ended, the Tartakiv initiative

group received support from the Ukrainian Cultural Foundation. The architectural monument, Tartakivsky Palace, was included in the list of buildings under the national programs «Great Restoration» and «Great Construction» for the construction of a road section. Currently, the Tartakiv Facebook page has 3,511 followers https://www.facebook.com/TARTAKIV/?ref=page_internal. It serves as an example of strong community engagement in promoting local heritage, significantly increasing its societal value, and emphasizing the importance of local heritage.

«Unknown Paths of Podnistrovia»

Yulia Dzhus, the leader of the Public Organization «Steps to the Future,» initiated a campaign to preserve the intangible heritage of the Kostryzhivska community in Chernivtsi Oblast for local development. Currently, she advocates for the interests of professional groups in education and youth and is one of the most active deputies in the Kostryzhivska Village Council. Yulia not only represents the interests of vulnerable groups in the council but also maintains social media pages and speaks out in their defense in live broadcasts.



Bratslav-Renaissance

In the town of Bratslav in Vinnytsia Oblast, they take pride in the restored center of community life – the Shoykhet House. This building was revitalized through a micro-grant program in a previous NED project. Local activists joined forces then to draw the attention of Bratslav residents to the significant cultural heritage of their town. As a

result, schoolchildren received coloring books with stories from the town's past, and residents enjoyed a unique wall-map of the city's attractions and a photo zone, which transformed the face of the city center. In 2021, this same initiative group facilitated the allocation of laptops for computer classes in schools and together with the Bratslav Village Council, proposed to the Vinnytsia

Oblast Council to recognize Bratslav as one of the most comfortable settlements in the region. Bratslav became one of the nominees in this competition, which further inspired the NGO «Institute for the Development of Bratslavshchyna» to continue uniting the community for new joint actions in favor of local development.



Heritage. UA



Hanna Havryliv, the founder of the Charitable Organization «Heritage.UA Foundation,» and a philanthropist, was a participant in training sessions under the previous NED project. Under her leadership, one of the micro-grants from the previous project was successfully implemented. Today, she has become one of the most sought-after experts in community engagement for the responsible use of local heritage. Hanna collaborates with the Novorozdilska community (<https://www.facebook.com/oldschool.rozdil/>), where she assists local stakeholders in

launching a series of creative projects in old, restored communal buildings, thanks to the participation of local volunteers.

She also collaborates with the Pechenizhynska Village Council in Ivano-Frankivsk Oblast, helping the village council and the youth NGO «Diy» create a community museum based on one of the communal heritage objects. The public initiatives supported by Hanna gain recognition, and the residents feel proud to be involved in the evident changes taking place.

Krasnodvir Club



The «Krasnodvir Club,» established as part of one of the micro-projects supported by NED in the previous ARPI program, is also actively developing. Currently, it has engaged more than 30 active residents of Nadvirna, Ivano-Frankivsk Oblast. These concerned citizens use creative events to draw attention to the values of local democracy and promote civic education among the residents. The club has successfully organized several impactful beautification actions and has been involved in various local projects aimed at revitalizing the city's Castle and creating the «Pniv Fortress» heritage interpretation center near Nadvirna.

The activity on international border crossing point opening through Ukrainian-Romanian border: international treaty next



Specifically, the project produced the appropriate planning and design documentation for the Iltsi-Shybene motorway construction and the border pass infrastructure, as well as the relevant economic and technical study was undertaken. The completed design and planning documents were provided to Ivano-Frankivsk Regional State Administration, as this authority would become the final beneficiary of the further construction projects.

during the meeting of project representatives with the Ministry of Foreign Affairs in Romania as well as at the round table events organized in Ivano-Frankivsk Region and Maramures County with participation of Ukrainian and Romanian diplomats, national authorities, businesses and community organizations from both areas.

The border crossing point opening and motorway construction are crucial for the economic and social development of remote mountain border communities in Verkhovyna district of Ivano-Frankivsk Region of Ukraine and Ruscova valley in Maramures County of Romania, fostering the creation of a modern ski resorts and other tourist, sports and recreational facilities and bringing significant capital investments into the local economy.

According to the economic feasibility study conducted within the project, the investments to be attracted to the local communities resulting from the motorway construction and direct border crossing opportunities will support almost 10-22 thousand additional jobs. Tourism expenditures and local economy revenues from tourism for the first 5 years after the border crossing point opening will account for 530 mln. Euro. It should be mentioned, that there is no practically other alternative way to achieve such a socioeconomic impact for these border areas.

In 2012 – 2014 the transfrontier Ukrainian-Romanian project 'Local Development and Preconditions for Border Pass Opening and Motorway Construction across the Ukrainian-Romanian State Border in Shybene Verkhovyna District Ivano-Frankivsk Oblast of Ukraine and Poenile-de-sub-Munte Maramures county of Romania' made specific and fundamental steps to the motorway construction and opening of the border crossing point on the Ukrainian-Romanian state border in the area of Shybene (Verkhovyna district of Ivano-Frankivsk region) and Poenile-de-sub-Munte (Maramures county of Romania).

The project team conducted an intense and effective lobbying campaign aimed at border crossing point opening on the state border. The campaign resulted with the Agreement of Regional Development of Ivano-Frankivsk Region signed between the Cabinet of Ministers of Ukraine and Ivano-Frankivsk Oblast Council where one of the joined activities was the border crossing point opening (joint activity 4).

The other significant result was the inclusion and adoption of the costs for motorway construction and border pass opening within the State Target Social Programme in Ukraine for Sport and Tourist Infrastructure Development in 2011-2022 according to the Cabinet of Ministers of Ukraine Resolution № 807 as of 17.10.2013, allocating 708 mln. UAH for the mentioned construction projects.

The border crossing point perspectives were discussed

The first Registration One-Stop-Shop in Ukraine – facilitating the first steps for business



At the time of One-Stop-Shop opening there was no practice of integrated business registration in Ukraine in a 'single office' format, while in other countries including Eastern Europe the registration offices or one-stop-shop facilities have successfully offered their services for businesses. The opening of business registration one-stop-shop was preceded by a study of practices and experiences of similar facilities in other countries, as well as thorough clarification of all aspects of registration procedures under Ukrainian law and operating practices of the registration authorities. In consequence of an expert work, consultations with registration authorities and numerous meetings of working groups, the comprehensive algorithm for registration of business entities was developed in detail providing all activities that require the participation of entrepreneurs to be rendered in a single office.

The Registration One-Stop-Shop in Ivano-Frankivsk was established as a structural division of Ivano-Frankivsk City Council Executive Committee. The format of operations involved the staff of city state registration department, representatives of registration departments from state tax authority, pension fund and other state social security funds, and the city department of the internal affairs authorized at that time to issue permits for the manufacture of seals and stamps. Thus, the Registration One-Stop-Shop provided the full range of formalities required for starting a business.

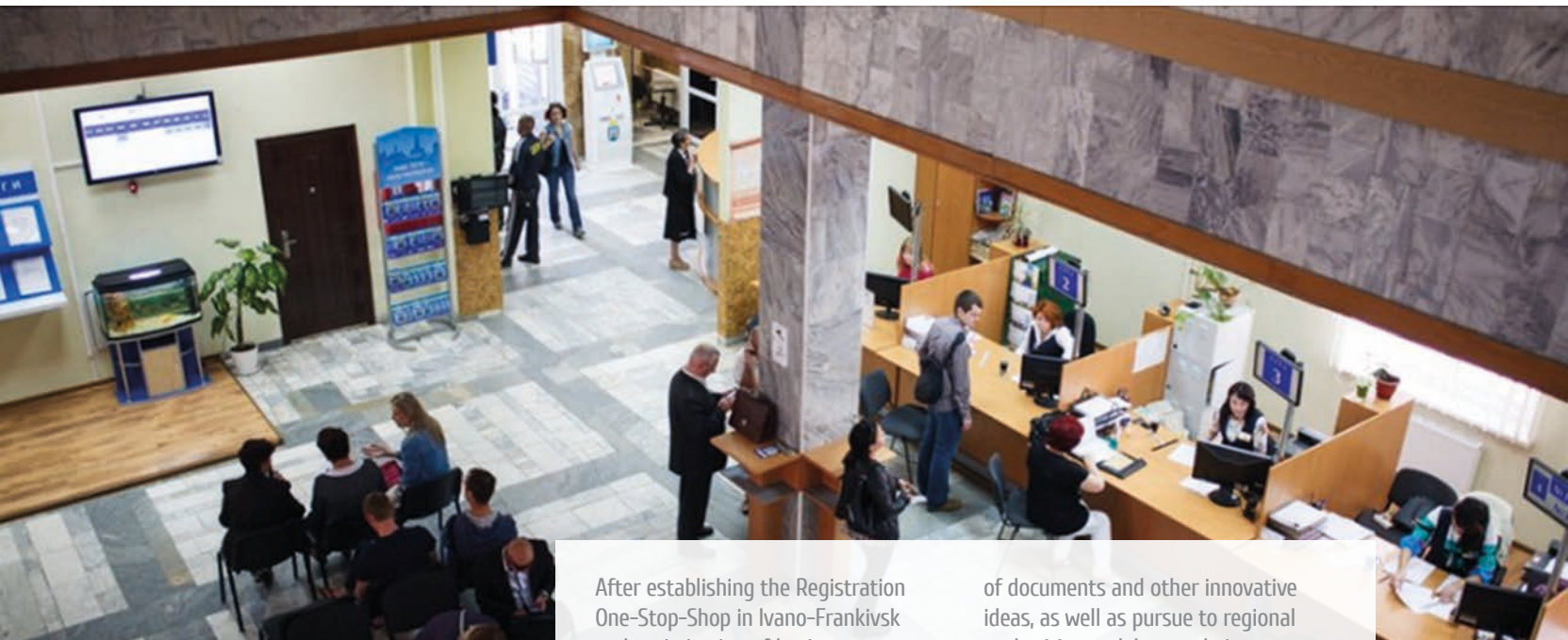
The official opening of Registration One-Stop-Shop took place on April 30, 2002, and was an excited event for the business community in Ukraine as the newly launched facility had no analogues in the country ever before.

The establishment of the registration one-stop-shop allowed to significantly saving the time and cost of businesses and local entrepreneurs in setting up business, and **the average duration of business registration has reduced threefold - from 23 to 8 days**, as demonstrated by the monitoring survey of the first year of one-stop-shop operations. Furthermore, the mentioned survey showed virtually 'zero' level of corruption in business registration in Ivano-Frankivsk and significant increase in satisfaction from registration procedures among the business clients.

The one-stop-shop activity arose considerable practical interest of authorities from other cities and regions, as well as central executive authorities. The new facility became a reason to visit the city for numerous delegations from other municipalities. The practice of the Registration One-stop-shop in a single office format had a significant impact on the content of **the Law of Ukraine 'On State Registration of Legal Entities and Individual Entrepreneurs'**, adopted on 15.05.2003, that is in a year after one-stop-shop launch. Since 2010, the Registration One-Stop-Shop joined the Centre of Administrative Services in Ivano-Frankivsk.

In 2002, as part of BIZPRO (USAID) project, the Agency for Private Initiative Development established the first in Ukraine Registration One-Stop-Shop in Ivano-Frankivsk.

Introduction of permits obtaining procedures for businesses – experimental experience used by legislators



In 2004-2005, the Regulatory Reform Programme within BIZPRO USAID project and the Agency for Private Initiative Development established the first permits one-stop-shops in the region.

After establishing the Registration One-Stop-Shop in Ivano-Frankivsk and optimization of business registration procedures, the activity has continued on improving the regulatory climate in the region and simplification of business environment. Further work has focused on improving permits obtaining procedures required by legislation and the elimination of permits (approvals) not foreseen by law. Upon consultations with local authorities, self-government bodies and permits institutions, a decision has been taken on establishing the pilot permits one-stop-shops in a single office format in cities of Ivano-Frankivsk, Kalush and Kolomyia. Consequently, the relevant provisions on the permits one-stop-shops were elaborated, the specific permits procedures developed, the algorithms of interaction between the permits institutions and internal workflow have been carefully worked out. The proposed innovations provided for simplification of administrative procedures in the most problematic areas for entrepreneurs – land relations, construction, municipal property lease and trade. Along with this activity, the project experts actively promoted electronic flow

of documents and other innovative ideas, as well as pursue to regional authorities to delegate their permits issuing authorities to the city (district) level.

The first permits one-stop-shop was opened in Kolomyia on February 04, 2005. It became one of the first in Ukraine, which experience has been used while establishing the next one-stop-shop in Ivano-Frankivsk (opened on September 08, 2005). On the whole, the experiments and notions of the one-stop-shops in Ivano-Frankivsk region were attentively monitored by the central office of the Regulatory Reform Programme of BIZPRO project and have been largely used in the development of the Law of Ukraine 'On permit system in the sphere of business activity', adopted on September 06, 2005.

Through the establishment of permits one-stop-shops the business entities were able to obtain permits and approvals following the simplified and optimized procedures, and therefore – to save their time, efforts and money. After all, the project team has gained invaluable experience in advocacy and promotion of innovations for businesses.

Monitoring results of the permits one-stop-shops operations became an impetus for the improvement of national legislation



In 2008-2009, the Agency for Private Initiative Development was leading the activity of National Coalition on permits-one-stop-shops monitoring in Ukraine within the ACTION project.

Having gained the considerable experience in creating permits one-stop-shops, the Agency has developed an outstanding methodology for one-stop-shops monitoring, which was used by all coalition partners – public organizations from different regions of Ukraine. The monitoring covered 20 permits one-stop-shops from Ivano-Frankivsk, Kyiv, Luhansk, Mykolaiv, Khmelnytsky and Chernihiv regions and the Autonomous Republic of Crimea. The monitoring concerned the issues of one-stop-shop regulations, the scope of services being rendered, the collaboration between the one-stop-shops and permits issuing institutions, the performance of one-stop-shops employees, the quality of services and local policies over one-stop-shops activity.

The Agency has prepared the National Report based on the results of the monitoring containing professional findings and recommendations for improvement of Permits one-stop-shops operations in Ukraine.

The presentation event was organized in Kyiv (February 2009) causing considerable resonance. Among the event participants, there were members of Ukrainian Parliament, representatives of business associations, central and local authorities. Specifically, the

recommendations elaborated following the monitoring results became the basis for the specific Regulation of the Cabinet of Ministers of Ukraine 'On measures to streamline the issuance of permits in the sphere of economic activity' (approved on 21.05.2009 under # 526), and were subsequently considered in the Law of Ukraine 'On amendments to the Law of Ukraine 'On permits system in the sphere of economic activity' (adopted on 11.02.2010 under # 1869 –VI). In addition, a new version of Typical Provisions for Permits One-Stop-Shop Administrator and Procedures for interactions between administrator, the local permits authorities, business entities and territorial authority were elaborated and approved by Order of State Committee of Ukraine for Regulatory Policy and Entrepreneurship dated 02.10.2009 under # 176.

Thus, the Coalition's activity on permits one-stop-shops monitoring has directly influenced the improvement of national legislation regulating the permits one-stop-shops operations and assisted with more clear and adequate regulations at the national level, and therefore led to improving the quality of administrative services provided to entrepreneurs.

International Energy Efficiency Forum: live platform for launching public-private initiatives



In June 2015, the Agency for Private Initiative Development organized and held a large-scale event combining presentations of Polish and Ukrainian practices in energy efficiency and the use of renewable energy sources (RES) with live debates of students, scientists, and business executives from two countries.

The Forum 'Environmental Safety and Energy Efficiency' took place on June 25-26, 2015 in Yaremche, Ivano-Frankivsk Region, as the final event within the project 'Student with Initiative: Vector of Energy Saving', implemented by the Agency for Private Initiative Development in partnership with the Executive Committee of Ivano-Frankivsk City Council (Ukraine) and the Municipality of Lublin (Poland) with EU financial assistance.

The practice of organizing meetings between the employers and potential young employees was launched by the Agency back in 2011, and since then the judges in student debate tournaments have been heads of companies and organizations that may well become the first place of employment for outstanding young people, students from higher educational institutions from Ivano-Frankivsk Region. This is a win-win situation: companies get a chance to upgrade the necessary business knowledge

and to find prospective staff, while young speakers, instead of a formalized interview, fully present their ingenuity, leadership potential, team spirit, and charm in ardent intellectual battles.

At this time, the Agency's team decided to expand the experiment and to gather for communication and experience exchange purposes the representatives of large industrial companies, small and medium-sized businesses, administration, and lecturers of higher educational institutions, representatives of local authorities and students-debaters.

In parallel, the forum hosted the panels of Safe environment, Alternative environmental education starting with the school bench, Energy efficiency, Alternative and renewable energy sources. The panels developed packages of proposals for employers of both countries interested in the development of environmental and energy efficient technologies, as well

as for educational institutions to further expand the range of topics for their environmental research and studies in the field of RES, and also recommendations relating to effective environmental education for academic entities. Young and experienced participants communicated on a par basis, exchanged business cards and agreed on new meetings. As the result, the developed proposals were equally understandable and valuable for experienced professionals and for young students.

One more component of the forum was the voting fair for project ideas in the field of energy efficiency in Ivano-Frankivsk Region of Ukraine and Lublin Voivodeship of Poland developed by students of both regions within the project. Voting took place throughout the two days of the event. It was the representatives of companies who selected the proposals they were most interested in from the point of view of their feasibility, practical use and correspondence of the suggested activities to expected results. In the final part of the forum the results of evaluation were summarized and most demanded projects were awarded. It is of interest that Forum facilitated the agreements to launch a new international project Ukrainian Renewable Energy Clusters – a Real Tool for Development and Effective Cooperation of Ukrainian Small and Medium-Sized Companies (details at: www.energyouth.org). The new project was launched right after a year, and its coordinator in Ivano-Frankivsk Region was a post-graduate student of the Precarpathian University, an active participant of the project 'Student with Initiative: Vector of Energy Saving', a student of RADAR Ukrainian-Polish School (2014) and the author of the project idea of science park development at the Precarpathian University that got the largest number of votes during the forum.

And traditionally for such meetings there took place a debate tournament. That was an open final round of the international debate on the strengths and weaknesses for RES implementation in Ukraine and in Eastern Europe. Students from Ivano-Frankivsk and Lublin participated in the debates under



the topic 'The governments of countries should allocate 2% of their GDPs to the development of renewable energies'. This time the audience (120 professionals, scientists, businesspersons, and active young people from Poland and Ukraine) had a chance to influence the course of the discussion by asking questions and commenting on the speakers' statements.

The goal of the forum was achieved: new opportunities for introducing energy efficient technologies, alternative and renewable energy were found, ideas for new joint projects between business, scientific community and student youth were suggested; cooperation was established between the representatives of educational institutions and youth organizations from different regions of Ukraine and Poland.

The advisor to the chairmen of PJSC 'Ivano-FrankivskCement', a forum facilitator Pavlo Andrusyak stated:

'The forum has become an innovative tool for establishing the dialogue between the representatives of business, public sector, student youth and representatives of the authorities. Currently, the dialogue focuses on the topic which is vital for Europe – energy efficiency. Tomorrow's topics could be scientific innovations aimed to improve production processes, to create conditions for entrepreneurship development, ideas of youth relating to tourism development and everything relevant'.

Establishing the Carpathian debate association – the first in Eastern Europe



Within the project 'Debate Youth Line' the Agency for Private Initiative Development and the transborder project team have set up an International Carpathian Debate Association: project partners signed the respective memorandum on May 31, 2016.

The project developed a Strategy for the newly established association determining the basic principles of debate movement in three Carpathian regions - Ivano-Frankivsk region of Ukraine, Szabolcs-Szatmár-Bereg county of Hungary, and Maramures county of Romania.

The debate movement is widespread across the world, but it is of a systemic nature and has got the necessary regulation only in Western Europe and in the USA. Thus, the memorandum of cooperation has launched the activities of the first joint international debate association in Eastern Europe and Ukraine, which unifies and will continue to unify young leaders for intellectual discussions. The network has become the platform for mastering the debate toolkit by non-indifferent young people both for self-fulfillment purposes, and for generating creative ideas aimed at sustainable development of their communities.

Now the Association unites 31 debate clubs (350 university and school students) spreading the culture of tolerant discussion in their communities. Young people from three countries communicating in different languages, brought up on different national traditions, have become friends and discuss the ideas of joint cross border projects. The association is open for new members – debate clubs from different countries.

The leading topics of the debates actively discussed within the Association include local economic development, balance between the environment and economy in local communities, interrelation of the European law and national regulations, challenges facing novice businessmen and startups, advantages and risks of starting one's own business, etc. This is not accidental, since for university and school students the choice of occupation, field of activities, forms of self-fulfillment and career growth paths are extremely important.

The project 'Debate Youth Line' was co-financed by the European Community within the Cross-Border Cooperation Programme Hungary -Slovakia-Romania-Ukraine 2007-2013. It was implemented from March 2014 till February 2015 by the Agency for Private Initiative Development in partnership with the Department of Education and Science, Youth and Sports of Ivano-Frankivsk Regional State Administration, the Association of Local Development Ivan Krevan (Romania) and the Association 'Kalamaris' (Hungary). The project goal was to encourage the cooperation between young people under the youth debate movement in the border regions of Ukraine (Ivano-Frankivsk region), Szabolcs-Szatmár-Bereg county (Hungary) and Maramures county (Romania).

The Carpathians in miniature



In January 2015 the Centre for Social and Business Initiative (CSBI) in Yaremche asked the Agency for Private Initiative Development to assess the viability of the business idea of new tourist experience in Yaremche – the Museum of historic, cultural and natural heritage of the Ukrainian Carpathians but ... in miniature. Together with our experts, they carried out all the necessary actions for the launch of this business idea.

Taking advantage of our services, the authors of the idea created the concept of the 'Carpathians in Miniature' park museum; studied the experiences of the similar entertainment parks in Europe; developed a business plan and a work schedule; conducted a promotion campaign for its effective launch.

Thus, a new tourist attraction came into being in the town of Yaremche on the territory of the Carpathian National Nature Park. It became an organic complement to other sights in Yaremche and the Carpathians, and at the same time a must visit place in the region. The confidence in the success of the idea also came from the fact that similar parks of historic and natural miniatures were and are very popular in Europe, attracting tourists of various ages and providing an additional reason for visitors to come to a certain area. Since entertainment parks have always been very popular with tourists, the idea of the 'Carpathians in

Miniature' park museum gained support from the stakeholders, which made it possible to find the resources and start the process of creating this attraction.

The next step was to fill the recreational site with the most famous architectural and natural monuments of the Ukrainian Carpathians and Yaremche District. The 'Carpathians in Miniature' park museum was opened on July 21, 2015 as an ecological open-air museum exhibiting famous items of cultural heritage, architectural monuments or interesting natural objects in the form of scaled-down copies (usually on a scale of 1:25). The well-known buildings, temples and natural monuments are scaled down 25 times but look very realistic. Then the museum operator organized paid excursion services on the territory of the park to reach the desired return on investments and bring additional revenues to the Carpathian National Nature Park in the form of recreational fees.



According to the CSBI Director Yurii Karpin, the 'Carpathians in Miniature' park museum for only one year has been visited by about 23 thousand tourists and guests of Yaremche. Many of them came from Poland, Croatia, Azerbaijan, Israel, the Czech Republic and other countries. The site is often visited by corporate groups, participants of local training events and official delegations. The park is a perfect visual asset for the lessons of history and literature of the native land, a place for exclusive photo sessions and reportages. By the way, it is one of the few sights in the region accessible for handicapped visitors.

Within one year of work the park museum has generated about UAH 9,000 of tax payments to the local budget. Besides, the Carpathian National Nature Park has received UAH 30,000 of recreational fees. In the nearest future, the number of exhibits in the park is going to increase, which will create even more favourable conditions for the improvement of recognition of Yaremche District as a tourist destination.

Coffee Lab Roasters



The Agency's experts provided assistance in business planning to set up a new enterprise on production and distribution of coffee in the city of Ivano-Frankivsk.

Taras Boichuk, a young entrepreneur from Ivano-Frankivsk, and a group of his team-mates, asked the Agency to help with the idea of setting up an economically sustainable enterprise that would not do only the usual distribution, but also production of coffee, when one can manage the whole process of creation of a high-quality product from the moment of selection of raw material to the moment when finished product is received by the end customer.

The Agency's experts assisted with the assessing of market trends, and then it was decided to focus on food sector, namely, on coffee production, since the business founders aimed not only at making profit but also at developing the coffee culture in Ivano-Frankivsk City and Ukraine as a whole. The combination of pragmatic objectives with a high mission helped to crystallize the idea of Coffee Lab Roasters. The next step was to prepare a business plan with the Agency's assistance. This equipped the team for a successful launch on November 13, 2015.

The Coffee Lab Roasters manager Taras Boichuk describes his young company as follows:

'Within less than a year, we have developed a network of clients and gained recognition by some of the best coffee houses in Ivano-Frankivsk. The process of roasting coffee beans and making coffee is regarded by us as an art, that's why we treat it with utmost care and responsibility. We want everybody to have access to a genuine natural product of high quality. With the Coffee Lab Roasters products you can always be sure of quality. In order to render the real taste of coffee, our company roasts only selected coffee beans. We offer both single varieties of coffee and original blends combining several varieties, creating a special flavour and rendering the profound essence of the art of roasting coffee.'

Treasures of cultural heritage combined in a joint cultural tour: single brand for six cities of Eastern Poland and Western Ukraine



The Agency for Private Initiative Development has proposed a unique brand identity for a joint tourist product - special tour through the pearls of historical and cultural heritage of Eastern Europe.

The city cultural tour was developed within the project 'Eastern European Pearls: development and promotion of transboundary city tourism products' implemented by the Tourist Association of Ivano-Frankivsk Region. In the spring season of 2015, the Agency's experts were invited and became members of the special working group set up by the Tourist Association. The overall project goal was to increase the annual number of visitors to the six selected cities - Lviv, Ivano-Frankivsk, Kolomyia (Ukraine), Lublin, Zamosc and Przeworsk (Poland) – as the key city cultural tourist centres of Western Ukraine and Eastern Poland.

Such ambitious and far-reaching goal forced to find the optimal solution in choosing an effective concept of creation of new tourist experience for the travel market. The project team had already developed the audio-excursions through the historical parts of each partner city, that have been

consequently offered to cities visitors being accompanied by tour maps, promotional leaflets and posters in order to attract the visitor attention. Each project target city also received the multipurpose multilingual pocket guides (choice of languages was made on the basis of preliminary market research).

The most difficult task turned out to create a joint tour combining all six cities into one single journey, leading tourists from the city to city, allowing to choose one's own place to start and finish the trip. The project team faced the issue that appealed all ideas proposed to visualise the tour. How to combine incongruous? What should link the cities completely different in size, economic development and history? The project team could not find something that would be equally associated with all cities at the same time.

The Agency's experts focused their efforts on the most appropriate way to achieve

results. It was decided to consider the details and find something unique for each city that can be associated with it. Taking the limited timing, an express survey was conducted. In such a way, the appropriate elements of architecture, vibrant personalities and other urban delights from each city were distinguished as elements causing associated links. The elements chosen were the forged sculpture 'Tree of Happiness' in Ivano-Frankivsk, Museum 'Pysanka' ('Easter egg') in Kolomyia, old tram in Lviv, magician from the city festival 'Carnaval Sztukmistrzów' in Lublin, a charming tour guide Monica organizing vivid tours with dressing up in vintage dresses in Zamosc and Fire Museum in Przeworsk. All these features have been linked by the two elements – an old clock and paving stones. The clock symbolizes the time one can forget while in the city or a journey, and the ancient paving

stones – a promenade intrinsic for all ancient cities in Europe.

Then the slogan 'Where dreams come true' was created, euphonious equally in Ukrainian and Polish languages. A composition of common and unique features of the cities under the tour slogan became the basis of the unique design of promotional materials of the tour.

Thus, a common visual identity was created for six at a first glance different, but as it turned out, very close Ukrainian and Polish cities. It is too early to assess the direct financial impact from the brand development. Presently the new identity attracts the attention of tour operators and city tourists, courses active discussions between delegations, admiration of visitors and most importantly – a source of pride and respect for each city under the joint brand – the pearl of Eastern Europe.

The project 'Eastern European Pearls: development and promotion of transboundary city tourism products' was implemented from August 2013 till August 2015 by the Tourist Association of Ivano-Frankivsk Region and co-financed by the European Union.



ICC LexMercatoria – the competition of the best. Carpathian students - one step away from triumph.



In the last week of November, the capital of Belarus, Minsk, gathered representatives of the legal elite from many countries around the world for the International Student Competition on International Labour Law and Arbitration, ICC LexMercatoria.

The competition serves as a meeting point for law students and arbitrators from all over the world, providing them with a genuine experience of how the arbitration process works. Such an experience is hard to come by elsewhere. This year, more than ever before, the competition saw significant participation, with 27 teams and 28 countries being represented, along with arbitrators. The event also attracted leaders from powerful legal firms, such as Dentons (152 offices in 50 countries, practicing in 24 economic sectors and 40 legal areas worldwide). Additionally, for the first time, a team from Harvard University's law school visited Belarus to participate.

Prior to the tournament, teams thoroughly analyzed a pre-given case (a hypothetical situation), which involved one party ordering a luxurious yacht as a gift for their spouse. Due to a defect in the doors, the interior of the yacht was significantly damaged, according to the affected party.

As a result, they refused to pay the remaining sum, arguing that it was spent on covering the damages. Adding to the complexity, the yacht was constructed using funds obtained through an international letter of credit. Participants had to determine whether this case could be heard in arbitration and address various procedural and substantive aspects.



The allure of the competition lies not only in the chance to win trophies and valuable prizes but also in the possibility of internships at powerful international legal firms for the victorious teams. The experience gained, coupled with a clear understanding of high-level international arbitration proceedings, as judged by practicing arbitrators, serves as a great motivation for participants.

Representing Western Ukraine, the team from the Law Institute of the Vasyl Stefanyk Precarpathian National University: Kostya Yash, Iryna Fedorovych, Yuriy Marushcak and Nataliya Adamovych, under the guidance of their talented instructor Iryna Ptashnyk, took part in ICC LexMercatoria for the first time. Apart from our team, there was only one other team from Ukraine participating in the English-language block of the competition – the Odessa Law Academy.

Interestingly, the kitchen of the Agency for the Development of Private Initiatives became the classroom for preparing the Prykarpattia team for the competition. There, they diligently studied the mentioned exotic case and engaged in lengthy debates. Our organization acted as an organizer for fundraising to cover their travel expenses and organizational fees. Letters requesting support were sent to more than ten companies in Ivano-Frankivsk and Kyiv. The effort bore fruit, with fundraising becoming the team's first success. The financial company «Dekra»

(led by director Viktor Vintonyak) covered a significant portion of the required expenses, while the NGO «» co-organizer of the event, contributed the rest.

Once in Minsk and competing against experienced legal practitioners from various countries, our novice lawyers, comprised of Kostya Yash and Iryna Fedorovych, reached the quarterfinals. They faced one of the strongest teams in the tournament – representatives from the Belarusian State University. According to the Ivano-Frankivsk players, they were only on par with the Harvard team. Nevertheless, this marked the second step towards success, as they defeated the Belarusian team and advanced to the semi-finals, where they faced the Harvard team.

Despite their sophisticated English, refined manners, and unwavering confidence, the students from the globally renowned Harvard University were met with well-reasoned arguments from the Ivano-Frankivsk law students, who, unfortunately, lacked strong English skills. The semi-final victory marked the third triumph and the first-ever for the five determined and ready-to-fight Prykarpattia students. It was a worthy response to their university, which, regrettably, did not provide them with opportunities for international professional competitions during evening hours or financial support for their participation in the tournament.



The sponsor of the team shared his impressions on Facebook after interacting with those he gladly supported during the fundraising process for this relatively unpopular cause during challenging times – participation in elite competitions:

«Very positive and professional... creative and contemporary... charged with team spirit... fearless...critical and romantic... well done!!! Each such event, victory, and participation shape the image of our Ukraine in the world, giving hardworking and persevering individuals a chance to discover themselves, their capabilities, and achieve success! A fantastic example for everyone! Congratulations again! Good luck! Keep yourselves on the path to your Dreams!».

The ultimate goal for our team is to reach the finals and claim victory at ICC LexMercatoria next year. We wish the best of luck to our young legal elite! Girls and boys, we are proud of you! Once again, we extend our sincere gratitude to your sponsor, a well-known Prykarpattia patron, director of the financial company «Dekra» – Viktor Vintonyak. Your team's success is the best form of gratitude to you and all who believed in and supported our team.

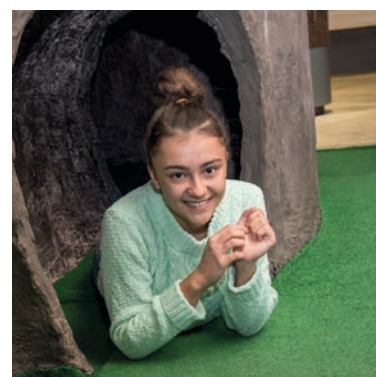
There is no place like this in Ukraine. Introducing: The Vyhoda Narrow Gauge Railway Heritage Center



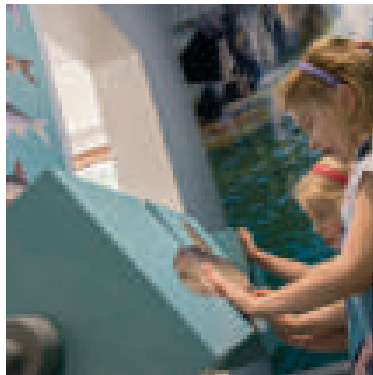
The Agency for Private Initiative Development has become a partner in the creation of another tourist attraction that has the potential to change the lives of local communities around it in the future

The oldest operating narrow-gauge railway in Ukraine, located in the town of Vyhoda, Dolyna district, Ivano-Frankivsk region, is a source of pride for the local communities and a wonderful attraction for tourists to visit Vyhoda and the surrounding area, explore the local nature and culture, and enjoy outdoor activities. For tour groups, the Carpathian Tramway has long been a favorite few-hour leisure activity. However, this unique local attraction has not yet become the key driver of development for the nearby communities (Vyhoda

town, villages of Staryi and Novyi Mizun, Vyshkiv town, etc.). To promote tourism around Vyhoda, visitors need to stay here for at least a day, stay in local green estates, order traditional local food, pay for the services of local guides who know the forests, swamps, and Boyko traditions. Such visitors usually plan their trips independently (families, solo tourists, or small groups) and are not part of organized tours that arrive in Vyhoda by bus and leave on the same day. Often, they already stay in remote sanatoriums or recreation centers.



The team of the Tourist Association of Ivano-Frankivsk Region and the Agency for Private Initiative Development faced several questions when planning the future development of the Vyhoda narrow-gauge railway. *How could they entice tourists to stay in Vyhoda? What other attractions could complement the Carpathian Tramway and encourage tourists to visit the area? What resources does the local community have to create new tourist products?*



During their research, the team discovered a unique building at their disposal – the former residence of the founder of the Vyhoda narrow-gauge railway, Austrian Baron Leopold von Popper, built back in 1855. However, this historical building was forgotten and had been in a critical state until recently. Over the years, it was transformed into a rural club during the Soviet era, which caused damage to the building. Half of the building remained empty for the past 30 years, while the other half was used by the local library. Only two rooms were renovated and given to the local police department in 2008, but the rest of the building remained unused and fell into disrepair until 2013.

It became evident that this building was ideal to establish a heritage center for the oldest operating narrow-gauge railway in the Carpathians. Creating such a heritage center became one of the

goals of the «Carpathian Narrow-Gauge Railways» project led by the Tourist Association of Ivano-Frankivsk Region, which lasted from November 2013 to December 2015. The project was supported by the European Union in partnership with the Ivano-Frankivsk Regional Administration, Vyhoda Town Council, and the Administration of the Maramures Mountain Nature Park, which operates the historic narrow-gauge railway Mociu in the Carpathian mountain village of Vișeu de Sus.

Thus, the story of the interactive interpretation visitor center, known as the Center of the Narrow-Gauge Railway Heritage, began in the small town of Vyhoda. With each passing day, it becomes more popular among visitors and more vital to its own and neighboring communities. The center has become an important cultural and tourist attraction in the region.

According to the director of the Heritage Center, during the first three months of its operation, approximately 3500 visitors have already visited, including tourists from Poland, France, Hungary, Italy, Latvia, Austria, and Belarus. The Center is most frequently visited by families and children, as well as numerous groups and official delegations. The success of the project is evident from the fourfold increase in revenue since its opening. The Center has also become an important asset for the community of Vygoda, and local students actively participate in volunteer activities.



As part of the project, the building was reconstructed, and a conceptual design for the interpretative exhibition was created. Exhibition stands were made and installed, allowing visitors to explore the local nature and specifically the Carpathian forest ecosystem, the local history, the development of the forestry and woodworking industry around Vygoda, the emergence of the Vygoda narrow-gauge railway, ethnography, folk crafts, and more through games and logical tasks.

An integral part of the exhibition is a unique film specially created for the project and translated and dubbed in five languages. The film is shown exclusively in the modern cinema hall of the center and provides a comprehensive overview of the local area from the origin of life to the present. Both the film and the exhibition are not available for viewing online. Visitors are encouraged to come to the center to experience everything in person.

The center provides all necessary information about local attractions, assists in accommodation reservations, and offers equipment rental for active tourism. In the center's shop, visitors can purchase maps, interpretative literature, and authentic Carpathian souvenirs. Additionally, a nature school for young visitors was established near the center to ensure continuous activities during the off-season.

To support the successful launch and economic impact of the Heritage Center, the Agency for Private Initiative Development developed a business plan, conducted marketing research for promoting the attraction, and provided training for local tourism service providers and center staff. The business plan defined key services offered to visitors, calculated maximum capacity, and devised a plan for managing visitor flow. Expected revenue and economic benefits for the Vygoda community were also calculated.

Thanks to the business plan, the Heritage Center's team successfully launched and achieved the desired economic impact within the first months of operation. The establishment of this object


stimulates the community to create new tourist products. The local state-owned enterprise «Vygodske Lisove Hospodarstvo» is soon opening an alley of fairy tale characters in the park opposite the Heritage Center. The Vygoda municipal council has improved the local embankments of the Mizunka and Svicha rivers. Tourists staying in local estates dedicate at least a day of their visit to the Heritage Center, thereby prolonging their stay and contributing to the local community's tourism services.


In the future, the center will help create new tourist routes. It also serves as an example of a successful private-public partnership that could be emulated in other communities, not only in Ukraine.



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Ivano-Frankivsk, Ukraine, 76018
26 Dnistrovska St., office 12

 +38 0342 504 605
+38 0342 559 156

 office@arpi.org.ua
www.arpi.org.ua