



ROTARY INTERNATIONAL OPEN WORLD PROGRAM



Open World Ukraine Civic Hosting Themes, their rationales, target groups, and suggested activities.

Accountable Governance

Rationale: Ukraine has gone through several years of political turmoil. The political reform amendments to the Ukrainian Constitution that came into effect on January 1, 2006, did not clearly define the relationship between the executive branch and Parliament, although they did increase Parliament's power relative to that of the president. After the September 2007 parliamentary election and the ensuing negotiations between political parties, Ukraine's political course seemed to stabilize somewhat. However, the struggle for political power between the president, the prime minister, and the parliament, and reliance on ineffective coalition governments, hindered the development of good governance. Ukraine's new president, who assumed office in February 2010, will have to make difficult decisions on the pace of decentralization, the battle against corruption, and on measures to increase transparency and accountability for Ukraine to become a more stable democracy.

Regional and local governments are still highly dependent on the central government's budget allocations. District, municipal, and village authorities and legislators need to be better prepared to take on and handle those government functions that are usually carried out at the local level in successful democracies. These officeholders need to improve staff hiring and training procedures; learn new budgeting, planning, and service-delivery practices; and promote economic development effectively—and they need to become more proactive, responsive, and accountable.

Government officials could also benefit from expanded interaction with their country's NGO sector, which is vibrant and free, and both government and NGO officials could benefit from seeing U.S. models of public/NGO cooperation on the Open World program.

Target Group: Regional and local legislators, mayors, municipal administrators, policy experts, public services providers, media representatives, managers of government cultural institutions, and election officials. Delegations may be composed of people holding similar positions in different cities or regions, or of people from the same community or region (to support sister-city partnerships, specific projects, or cross-sectoral programming). This year's programming will also feature groups that include government and NGO leaders, so that delegates can interact with each other while observing examples of how public-private (or public/quasi-private) cooperation can better serve the community, and then collaborate with each other when they return to Ukraine.

This theme may also include delegations of national- or regional-level leaders and policy experts involved with policies affecting local self-governance.

Possible Grantee Activities: Local programs on accountable governance might focus on administrative capacity-building, service delivery, community economic development, and local-government finance, including the role of the legislative process in these areas. Possible topics include local government budgeting, accounting, and auditing; government-employee training; government record keeping; revitalization planning; improvement of cultural sites and promotion of cultural tourism; state-local relations; constituent services; public-private economic development partnerships; and citizen participation in government. Programs should emphasize the particular types of local governance activities being undertaken by delegation members. Programs with mixed governance and NGO personnel would focus on how the public, private, and NGO sectors work in the United States to improve the community. Specific programming would also be based on the stated responsibilities of the delegates.

Appropriate activities for accountable governance delegations include meeting with state and local legislators and election officials; job-shadowing county executives, mayors, and city managers; having workshops with independent government auditors, city planning and zoning officials, state municipal-

league officials, and neighborhood association representatives; observing campaign activities and voting procedures; touring wastewater plants and volunteer fire departments; attending budget hearings; visiting cultural landmarks and discussing their funding and maintenance issues; and holding Q and A with city-desk editors, reporters, and political party representatives. Such programming would also be suitable for delegations with representation from the public and NGO sectors. Possible settings for delegate presentations include city council meetings, university seminars, and press club and civic-association meetings.

- **The Role of a State Legislature (sub-theme)**

Rationale: The regional legislatures (*radas*) in Ukraine create laws that both establish greater local governmental autonomy and provide a legal structure for basic public services at the local level. While Ukraine's regional legislatures have not played as large a role in their country's governmental system as state legislatures play in that of the United States, they are increasingly involved in deciding how to (a) raise and distribute revenue, and (b) settle land and property ownership issues, while taking on other governmental responsibilities that have devolved from the federal to the regional level.

Also, because the Open World Leadership Center resides in the U.S. legislative branch and serves the U.S. Congress, its historical mission includes a special focus on the role of legislatures and legislators in successful democracies. Open World has a unique ability to introduce Ukrainian regional legislators and regional legislative staff and administrators to the legislative process at the national level during their Washington, DC orientation, and to demonstrate how that process links to and affects state legislatures. Also, numerous state legislators and legislative staff across the country have experience presenting to Open World delegations.

Target Group: Regional legislators, legislative staff to regional legislators, administrative staff of regional legislatures.

Program Structure: Most programming will take place in a state capital, with a focus on the role of a state legislature in governance and the formulation of public policy. Open World seeks proposals for two types of delegations: one type would consist of legislators who share an interest in a particular public policy issue, such as health care or education; the second type would include legislators, legislative staff, and legislative administrators. Programming for the legislator delegations would allow the delegates to meet with their American counterparts; attend committee meetings and legislative sessions; and learn how their counterparts interact with relevant state executive agencies, interest groups, and constituents. Programming for the "mixed" delegations of legislators, legislative staff, and legislative administrators would focus on the operations of a legislature, on how legislatures receive independent information and analysis to support decision-making, and on constituent services.

Possible Grantee Activities: For legislator delegations: Observe state legislative sessions and committee meetings and have follow-up meetings with participating state legislators; attend panel discussions with the legislators, legislative counsel, and committee staff who played a role in the successful passage of a law; meet with the legislative liaisons for state executive agencies; meet with lobbyists and interest groups and shadow their meetings with state legislators/legislative staff; attend town hall meetings; meet with mayors or city council members to discuss their relations with the state legislature; meet in-state with Members of Congress and/or their field staff.

For mixed delegations of legislators and regional legislative staff/administrators: Job-shadow their counterparts; attend panel discussions with legislative officials, executive agency administrators, political scientists, and political journalists on the role of the legislature in the host state; meet with political party and elections officials; observe the constituent services operations in a state legislator's office; discuss budgeting, information services, enforcement of ethics rules, and other administrative issues with legislative officials; meet in-state with Members of Congress and/or their field staff.

Possible settings for delegate presentations include university seminars, special meetings with state legislators and legislative staff, political party meetings, and civic-association meetings.

Education

Rationale: Ukraine is a highly literate society with a strong and proud history of education at the elementary and secondary levels, although the level of education in metropolitan areas is generally higher than that in rural areas. The country has made priorities of ensuring equal access to a quality education for rural and low-income students and enhancing the professionalism of educators. Specific objectives include promoting transparent and standardized testing, and improving credentialing, teacher training (pre-service and in-service), school performance monitoring, and educational materials and their distribution.

Also, public libraries in Ukraine are increasingly providing citizens with greater digital access to information, including government documents. Open World will offer hosting for one or two delegations aimed at furthering this activity.

Target Group: Regional and local government officials and legislators involved in education policy and reform, school administrators, educators in leadership roles, NGO leaders, and journalists. Higher education delegations will be made up of education professionals active in promoting standardization and transparency in higher education. The Ukrainian librarian delegation(s) will be made up of highly motivated public and academic librarians and directors or top staff members of Window on America Centers.¹

Possible Grantee Activities: Appropriate activities include discussing education financing issues with municipal executives and legislators; reviewing teacher certification requirements, school assessment and accountability systems, and education standards with state and local education officials and legislators; attending school board and parent-teacher association meetings; viewing learning activities for special populations and teacher-training activities; and meeting with curriculum development specialists, education researchers, and accrediting agency officials. For education administrators and political leaders tasked with education reform, broad exposure to the management of educational systems would be most useful, along with discussions of education policy issues with legislators and legislative staff. For the higher education participants, very specific programming on standardized testing/admissions will have to be planned. Librarian delegates should focus on learning how U.S. public libraries serve their communities, highlighting the following: the use of new information technology, including web-based services for users; library networks; library services for people with disabilities and other special needs; the role of professional library associations (national and local); and professional ethics and standards.

Possible settings for delegate presentations include faculty and parent-teacher association meetings, classroom lectures, and university seminars.

¹These public access resource centers are located in regional public libraries across Ukraine under the U.S. Government's Window on America (American Corners) Program, which is designed to provide up-to-date information on the United States and to augment the English-language collections of the host libraries.

NGO Development

Rationale: Ukraine has many dedicated NGO leaders who are being challenged to develop better-managed and more vibrant organizations. Further development of the NGO sector is vital to Ukraine's progress toward firmly establishing a democratic system with a strong advocacy and voluntary sector. Open World exchanges can improve NGO leaders' administrative, advocacy, and fundraising skills, and can help these leaders formulate strategies for providing leadership and service in the community. There is also great need for effective advocacy for development in rural communities, especially among their women leaders. As described above in the rationale for the accountable governance theme for Ukraine, Open World programming can also demonstrate how government entities and NGOs work closely together to effectively serve significant sectors of the public.

Target Group: Board members, directors, high-level staff, and key volunteers of NGOs involved in public health (especially HIV/AIDS and tuberculosis prevention and treatment), environmental protection, energy conservation and planning, and women's leadership at all levels, including in rural communities; NGO leaders involved in legislative advocacy, governance, and the role of the voluntary sector in providing community services; and government officials and legislators who work with members of the NGO community or have budget or oversight responsibilities for government-funded activities carried out by NGOs. As described above in the rationale for the accountable governance theme for Ukraine, it is expected that delegations will consist of government officials and/or legislators and NGO officials, so that cooperation and collaboration can be enhanced through lessons learned together.

Possible Grantee Activities: Local programs should enable delegates to observe firsthand how the nongovernmental sector works in the United States and how NGOs cooperate with the government, the private sector, their local communities, and each other. Delegations should visit successful NGOs, including interest/advocacy groups, and examine NGO fundraising activities, member recruitment, public relations, legislative advocacy, and other outreach efforts, and overall program and financial management methods. Delegations also should visit with government agencies that fund or otherwise collaborate with NGOs, and should investigate all aspects of government/NGO relations, including the legislative process. Professional appointments should allow sufficient time for delegates to ask questions and share their own expertise. Possible settings for delegate presentations include NGO roundtables, university seminars, and press club and civic-association meetings.

Rule of Law

Rationale: Rule of law is one of the foundations of a civil society. Although progress has been made in recent years toward establishing the legal basis for an independent judiciary in Ukraine, clear hurdles remain to separating the judicial branch from the executive branch and establishing a genuinely independent judiciary. Concepts like judicial independence, the adversarial process, equal protection, and equal access to justice are still nascent in Ukraine. In addition, information about judicial qualification processes, judicial training, and effective ways of fighting judicial corruption and white-collar crime would be timely and useful. Open World's previous Ukrainian rule of law exchanges allowed judges at all levels of the Ukrainian judiciary to examine judicial practices in the United States, and this programming will continue in 2011. Ukraine also seeks to further develop the administrative and support infrastructure for the courts, as well as the professionalism of lawyers and other legal professionals, so Open World will also include non-judge civic rule of law delegations in its 2011 program, as it has done in previous years.

Target Group: Most delegates for Open World's specialized rule of law program will be judges from local courts and regional appellate courts, although some will come from national-level courts. These delegations are usually hosted by a federal or state judge in a program that emphasizes judge-to-judge activities. Other specialized delegations may be made up of non-judges for exchanges focused on such issues as court management and media-judicial relations. Open World will in 2011 also offer civic rule of law programming to lawyers, independent legal experts, legal scholars, and judicial administrators. Most civic rule of law delegations will travel on a different travel date than that set aside for the specialized rule of law programming and will not be assigned U.S. host judges. If one or more compelling civic rule of law

programs are proposed for the planned specialized rule of law date, the Center may allow these programs to coincide with the specialized rule of law programming.

Possible Grantee Activities: Local programs should allow delegates to learn about the U.S. judicial system and the role of the rule of law in American society through on-site observation, roundtables, and other hands-on or interactive activities. Topics to explore, as applicable, include U.S. approaches to court proceedings, the jury-trial process, the adversarial system, plea-bargaining, alternative dispute resolution, the settlement of financial disputes, juvenile justice practices, and law enforcement and corrections practices, and the relationship between the judicial and legislative branches at the federal and state levels. In-depth discussions and meetings with U.S. judges, other leading legal professionals, and legislators on judicial independence and ethics, legislation and the law, and legal/judicial training should be featured on the agenda, as appropriate. Possible settings for presentations by delegates include bench and bar association meetings, law-school colloquia, and panel discussions.