



Stockholm 1 June 2006

Memo 2. April-May 2006

Ukraine Dialogue

David Isaksson

Lars Tallert

Global Reporting



Acronyms

GR Global Reporting

CoM Cabinet of Ministers

Experiences, conclusions and lessons learnt

The Ukraine Dialogue project was formed after an initiative from the Communication Department at the Cabinet of Ministers. The project was planned on a short notice during a time crucial for the development of democracy in Ukraine.

At time of writing, two working visits to Kyiv have taken place and one study visit (Sweden) has been completed. The next study visit (Estonia) will take place next week.

Despite the unstable political situation, which made it impossible for some key persons to participate in the Stockholm, it is very clear that the visit to Stockholm has had a great impact on the cooperation. There is a clear will to achieve results, particularly at the Cabinet of Ministers. Staffs that are working in new structures, still under formation, such as the Department of Communication at the Cabinet of Ministers, are very open new ideas. One such example is that the concept of strategic communication, which was introduced by the project, is now seen as the basic method on which public communications should be based.

To work simultaneously with the Cabinet of Ministers, the Verkhovna Rada and the Secretariat of the President offer both advantages and obstacles. The Cabinet of Ministers is indisputably the most advanced in communications, while the Secretariat of the President has no organisation for public communication at all and the Verkhovna Rada works in a traditional manner, rather unaffected by the latest political development. There is also a natural situation of competition between the three entities, built into the political system, which makes cooperation difficult.

On the other hand, the project has stimulated contact between the three entities and the ministries involved, contacts that might lead to better coordination and positive impulses.



It is also interesting to notice the leading role of the Cabinet of Ministers in coordinating the communication efforts of Ministries, Committees and Oblast Administrations. The increased competence within the Cabinet of Ministers will also be reflected on these executive authorities. The Communication Handbook will function as a manual, containing communication guidelines for civil servants within all State entities. Swedish experiences in this field have proven to be valuable.

This report covers activities during April and May. For more background on the first visit to Kyiv, please see Memo 1.

Study visit to Stockholm

Staff working with public communication from the Cabinet of Ministers, the Parliament Verkhovna Rada and the Ministry of Labour and Social Affairs visited Stockholm on May 24-28. The delegation consisted of Natalia Oksha from the Cabinet of Ministers, Iryna Karmeluk and Viktor Rezvanyuk from the Verkhovna Rada and Nina Goncharuk from the Ministry of Labour and Social Affairs.

For a presentation of the delegates see Appendix 1.

The visit in Sweden was targeted mainly on methods and techniques for public communication. Visits were made to Information Rosenbad, the Press Secretary of the Vice Prime Minister, the Information Department at the Riksdag, the NGO LRF, the media monitoring company Observer, the Communication Department at the City of Stockholm, the Municipal Citizens Centre at Skärholmen, the Swedish Public TV, the Press Ombudsman, the Swedish Tax Agency etc.

For a complete programme see Appendix 2.

For a list of resource persons in Stockholm attached to the project see Appendix 5.

Members of the delegation that could not participate in Stockholm

Three of the delegates were not able to join the Stockholm visit: Natalia Dniprenko and Dmytro Voytenko from the Cabinet of Ministers and Andriy Massalsky from the Secretariat of the President. The announcements were given



on a very short notice, in the case of Andriy Maasalsky only the day before he was supposed to leave.

There are several explanations for this. The uncertain and critical political situation is probably the main factor. Since the elections, the five political parties represented in the Parliament have been negotiating on the formation of a new government and a lot of work was called for during the time of the Stockholm visit. The difficult bureaucratic procedure is another reason that makes it complicated to organize study visits with short notice as travel decisions must be taken at the level of Minister.

High-level communication staff must always be ready to change their planning with very short notice when called upon. This is a reality that has to be taken into account in this project. However, these risks must be weighed against the possibilities for Sida in assisting in supporting the democratic process in Ukraine at a very crucial time when there is a readiness to learn from the experiences of others. Working with key-communication staff gives Sida (and Sweden) an excellent opportunity our long experience from an open and democratic society.

Follow-up visit to Kyiv May 14-17, 2006

Visit to Kyiv by David Isaksson and Lars Tallert. Gunilla Cederqvist and Mats Sundgren from Sida participated in the programme from Monday afternoon to Wednesday the 17th.

For a complete programme, see appendix 3.

Strategic platform to pass on to the new government

For the first time ever, the present government is preparing a strategic platform that entails the experiences and framework on public communication. The idea is that lessons learnt shall be passed on to the new government to avoid “inventing the wheel one more time”. The document focuses on the relation between the State and the Civil Society. Natalia Dniprenko plays an instrumental role in formulating the document. Lessons learnt from the Stockholm visit are incorporated into the document.



Recruiting of staff at the Communication Department

The Cabinet of Ministers will recruit around 20 new staff members at the Communication Department. For the first time recruitment has been performed openly and with professional criteria for selection. Some 100 applicants have submitted their CVs. The new staffs are expected to bring in new ideas and strengthen the professionalism of communication work within the CoM. Natalia asked for GRs advice on specific competence of the new staff. Further training in strategic communication for the newly recruited staff will be of great importance.

Dialogue with the public

During three years, a department within the CoM has been working with feedback from the civil society. Public Councils have been created, linked to all executive authorities in Ukraine. Communication is seen as an important tool in the process of defining roles between the State and Civil Society.

The new Constitution's effect on public communication

Communication between Members of Parliament and the public might become weaker due to the new Constitution and the related proportional election system, as it is not based on regional belonging of the MPs. There is a risk that the MPs loose interest in upholding a dialogue with the public, which would result in severe consequences for the evolvement of the democratic process. Several of the persons met pointed out the need to develop new mechanisms for public communication to counter this expected negative development. Relations to mass media are not seen as a sufficient channel.

Workshop on strategic communication

The workshop on strategic communication realized by David Isaksson and Lars Tallert was very well received although some participants stressed the need for more practical experiences. The PowerPoint presentation at the workshop has been adapted and translated into Ukraine and sent to the participants.



Communication Handbook (Resource Book)

Natalia Oksha presented an outline for the handbook. Together with the person responsible for each chapter, GR discussed the content of the handbook.

GR will collect the documents requested by CoM and provide translations into Ukrainian. The documents can be law texts and charters, communication guidelines, checklists, strategies or policies. For a complete list of documents translated or under translation see Appendix 5. More documents will be translated in the course of the project.

Each chapter was discussed with the civil servant responsible and GR assisted with immediate response on easier issues. On more complex matters, GR will assist with brief reports after consultations with specialist in each respective field.

Below are the headlines of the planned chapters in the Communication Handbook. For a more extensive description of the contents in each chapter, see Appendix 4.

Chapter 1

The legal framework that regulates communication between the public and the State.

Chapter 2.

Objectives and functions of State departments dealing with mass media and public relations.

Chapter 3.

Public Communication planning and coordination between the State Authorities.

Chapter 4

Techniques, methods and forms for public consultation and dialogue.

Chapter 5

Organization of public councils and their relation to executive authorities.

Chapter 6

Information material and graphic design.

Chapter 7



Contacts with the civil society during protest meetings.

Chapter 8

Mass media relations.

Chapter 9

Organisation of public awareness activities communicating decisions and actions taken by the executive authorities.

General discussion on strategic communication

One main finding from the study visit to Sweden was the use of strategic planning in communication. Natalia Dniprenko considers it as vital to implement the concept of strategic communication within all the executive authorities in Ukraine.

Another important finding was the work of Information Rosenbad, the Governments' Information Office in Sweden. The findings include primarily practical/technical issues (broadcasting, internet publication etc.) to facilitate the work of journalists.

Other follow-up meetings

Meeting with Oleksiy Shehovtsov, Director of the Department of Communication between State Authorities and the Public at the Cabinet of Ministers

The Department of Communication between State Authorities and the Public is a new department in the Secretariat of the Cabinet of Ministers. It was set up in January 2006 and is still in under formation. The definite function of the department is still to be determined.

Ukraine is slowly moving towards a democratic future, but there are many obstacles on the road. At present, certain financial groups, well represented in the new parliament, own most influential mass media. This implies problems for the parties active in the orange revolution to promote their ideas to the public. State owned media are not so popular by the public, so they do not offer an interesting alternative. The executive authorities are still on their way of



learning techniques on how to keep good relations to the media. There is also a need to develop a legal framework.

“We don’t want a monopoly with all the important media owners also sitting in parliament. To counterbalance this it is important to strengthen the participation and stability of the civil society. It is also important to develop the relevant legislation and to promote the use of communication as a tool within CoM and other state authorities,” Oleksiy Shehovtsov said.

Even if specific civil servants do not like this idea, there are certain legal regulations being developed to facilitate communication with the public to strengthen the relation between the State and the public.

Meeting with Andriy Massalsky, Head of the Service for Drafting Presidential Speeches, Secretariat of the President

The Secretariat of the President has no department for public communication, only the Press Service and Service for Drafting Presidential Speeches. There are no plans of setting up such a department in the near future, even though there are informal discussions on the subject. Andriy is looking forward to studying the organisation in Estonia, where they have a special department for public relations at the President’s office.

Meeting with Valentin Zaychuk, Administrative Director and Head of Staff, Iryna Karmeluk, Deputy Press Secretary and Viktor Rezvanyuk, Head of the Information Department at the Parliament Verkhovna Rada

Mr Zaychuk affirmed the willingness of Verkhovna Rada to coordinate its communication efforts with other executive authorities. He has studied the report from the Stockholm visit and was particularly interested in how the Swedish Parliament has solved its communication challenges.

Mr Zaychuk also mentioned the major communication problem that can be foreseen with the new Constitution, as the MPs are not representatives of a certain district and stressed the importance of building communication on other mechanisms, complementary to the mass media.

Iryna Karmelyuk demonstrated the Parliament website that display among other things all laws and draft laws. We also paid a visit to the parliaments TV studio. The parliament runs its own TV channel with daily broadcasts (something similar to the US channel C-Span). The staff of the channel showed a clear interest in our project. In the future, it might be possible to broadcast



specially edited programmes on the role of communication and dialogue with citizens.

Meeting with Eugene Ikhelson, editor at the daily newspaper Segodnja

Eugene confirmed that all information about laws is available at the Verkhovna Rada website. Generally, he thinks the State Press Services have improved considerably during the last years, but it can still be difficult to get specific documents. The biggest problem is that civil servants working towards the media are too slow; they don't seem to realize the working conditions of journalists. He also claims that the civil society is very weak and that the only true political power outside party politics is the mass media. He suggests that the State should involve journalists much more in sharing opinions about public relations projects. Eugene Ikhelson embraced the idea of creating more informal arenas for contacts between media and public communication officials.

Visit to Estonia

The Visit to Estonia will take place between the 5th and 9th of June. The following persons will join the visit Estonia in June:

1. Natalya Dniprenko, Deputy Director, State Authorities and Public Communications Department, Cabinet of Ministers of Ukraine
2. Natalya Oksha, Head of Sector, State Authorities and Public Communications Department, Cabinet of Ministers of Ukraine
3. Igor Lyashuk, Chief of Department, Department for Organization of Meetings of the Cabinet of Ministers of Ukraine
4. Andriy Massalsky, Secretariat of the President of Ukraine, Head of the Service for Drafting Presidential Speeches.
5. Viktor Rezvanyuk, Head of the Information Department at the Verkhovna Rada (Parliament) of Ukraine.
6. Iryna Karmeluk, Deputy Chief of Press Service at the Verkhovna Rada (Parliament) of Ukraine.
7. Iryna Chypenko, Executive Director of the Department for Constitutional and Administrative Law, Ministry of Justice of Ukraine.

The study visit will focus on relations State – civil society and ICT/E-democracy.



For a list of resource persons in Tallinn see Appendix 6.

For a preliminary version of the Programme in Tallinn see appendix 7.

Possible future development of the project

During the discussions the following areas have been identified for future cooperation between Sweden and Ukraine. The process of producing the Communication Handbook contributes in itself to the formulation of issues that can be addressed in the future. Below is a short description of topics discussed:

Communication Strategy for the Cabinet of Ministers The discovery at CoM on how planned, strategic communication can be used in public communication has created an interest in developing a proper communication strategy. This has high priority at the CoM.

Graphic design and identity. CoM has started a process and GR will review and advise within the present project. This is an extensive area where future cooperation can be developed.

Public Councils and the role and function of civil society. We will study the process of the Civil Society Development Concept experience in Estonia and based on these studies review how the issue could be addressed.

Training of State civil servants in public communication. This is an area of high priority. The Academy for Public Administration has the possibilities to introduce public communication as part of the curriculum, both in the general programme and as special education modules for officials dealing specifically with public communication. Support is needed as there is very limited knowledge on strategic communication in the public sector.

Regulations and guidelines on services that the State should provide to media. In the present project, guidelines from the City of Stockholm have been useful and will be included in the Communication Handbook. Experiences from other stakeholders in Sweden as well as from other countries will also be made available.

Develop a Centre for Journalists similar to Information Rosenbad. In order to further stimulate the discussion of such a centre one possibility is to invite staff from Information Rosenbad to Ukraine. Support can be both technical and



structural – the Rosenbad Centre for Journalists was constructed in close cooperation with journalists.

Learning from Brussels. EU integration is one important area and it could be useful to make a study visit to Brussels, similar to those to Sweden and Estonia. The EU White Paper on Communication, presented by Margot Wallström, comprises many aspects that can be valuable to Ukraine.

ICT as platform for the dialogue with civil society. The CoM has elaborated a model for a digital platform for dialogue with civil society as well as a database for civil society organisations; the visit to Estonia will give valuable input to this process. To develop and maintain such a platform and database will require further assistance.

Frameworks for informal relations between the State and media. The meeting with the Chairman of the Publicist Club in Sweden has given raise to ideas on creating an arena for informal meetings with journalists. The development of such an arena could be done in cooperation with the Publicist Club in Sweden and similar organisations in other EU countries.

Appendices

1. Presentation of the representatives of the Ukrainian delegation to Stockholm April 24-28, 2006
2. Programme of the study visit Stockholm April 24-28, 2006
3. Programme of the follow-up visit in Kyiv May 15-17, 2006
4. Structure and contents of the Communication Handbook
5. List of resource persons in Stockholm
6. List of resource persons in Tallinn
7. Preliminary Programme in Tallinn
8. Documents translated from Swedish/English to Ukrainian



Appendix 1

Presentation of the members of the Ukrainian delegation at the Study visit in Stockholm May 24-28, 2006

Project: Ukraine Dialogue

Natalya Oksha

oksha@kmu.gov.ua

Born in 1978.

In 2000 graduated from Donetsk State Technical University. Majored in Engineering. The same year graduated from Donetsk State University, majoring in Translation of business documentation.

Holds position of the Sector Director of the Department for Communication with the Public and State Authorities. Has been working at the Cabinet since April 2004.

Viktor Rezvanyuk

rezvanuk@rada.gov.ua

Born in 1952.

Graduated from Taras Shevchenko Kyiv State University. Majored in Applied Mathematics.

Holds position of the Head of Information Department. Has been working at the position for three years and nine months.

Iryna Karmelyuk

karmeliuk@rada.gov.ua



Has BA in Engineering (Automatics and Tele mechanics) and MA in International Information (Topic of the thesis: “Lobbying as a global phenomena”).

For almost ten years has been working as an assistant officer (on public relations issues) of the Member of Ukrainian Parliament. Was responsible for the organization of many electoral campaigns in majority constituencies.

Is lecturing at Kyiv National University of Culture and Arts on Media Relations.

Has been within public services for almost ten years. Holds position of Deputy Head of Press Department since 2002.

Has got four children.

Nina Goncharuk

press4@mlsp.gov.ua

Born in 1954.

Graduated from Taras Shevchenko Kyiv State University. Majored in Journalism.

Holds position of a Press Secretary of the Minister at the Ministry of Labor and Social Policy. Has been working at the position for eight months.



Stockholm 1 June 2006

Appendix 2
Programme Ukrainian Delegation
Monday 24 - Friday 28 April 2006

Monday 24

07.10 Arrival Arlanda Airport

10.00 – 12.00 *Global Reporting*
Introduction

Global Reporting is a Media and Consultancy Company specialized on development processes. We set up communication strategies and campaigns, design and produce information material, write feature articles and analysis, organize and design seminars, conferences and events. Global Reporting works with non-governmental organizations, government and private companies

12.00 – 13.00 Lunch

13.00 – 14.15 *Government Offices of Sweden*
Hanna Brogren, Head of Information

The Government Offices is an integral authority comprising the Prime Ministers Office, the ministries, the Permanent Representation of Sweden to the European Union and the Office of Administrative Affairs. The Government Offices is a politically controlled body.

Hanna Brogren is Head of Information at the Swedish Government Offices since 2001. She has worked with public communication since 1995. During the Swedish Presidency of the EU in 2001, Hanna Brogren was in charge of the communication campaign that was held throughout



the country and aimed at the Swedish general public. That included building the communication strategy, co-ordination activities within the Government Offices and executing communication activities on various locations.

15.00 – 16.00

The Prime Minister's Office

Eva Rosengren, Press Secretary to the Deputy Prime Minister

Eva Rosengren is Press Secretary to Bosse Ringholm, Deputy Prime Minister since 2003, formerly Minister of Finance. Between 2001-2002 *Eva* was Press Secretary to Björn Rosengren, Minister for Industry and Trade at the Ministry of Industry, Employment and Communications. *Eva Rosengren* has also been Head of the Press and Information Office at the Riksdag (the Swedish Parliament).

18.00

Dinner at David Isaksson, Manager
Global Reporting

Tuesday 25

09.00 – 12.00

The Riksdag (Swedish Parliament)

*Visit to Communications Department,
Christina Green, Press Secretary,
Cecilia Doyle, Information Officer*

Christina Green will tell how the Riksdag communicates with media and the public.. *Cecilia Doyle*, will tell about her work as Information Officer at the Swedish Riksdag.. Information officer *Majvi Wiberg* will give a guided tour of the Swedish parliament.

12.00 – 13.00

Lunch

13.30 – 15.00

Press Ombudsman

Olle Stenholm

The office of the Press Ombudsman is the public's representative to control that good journalistic standards are upheld in the Swedish media.



Anyone can file a complaint to the Press ombudsman if they regard an article or a program a violation of good journalistic practice.

Olle Stenholm has been the Press Ombudsman for the last five years.

15.30 – 17.00

Observer, Media Monitoring Company
Göran Dahlberg, Sales Manager Public Sector,
Observer Sweden

The Observer Group is world leader in media and journalist contact databases, information distribution, media monitoring and communications evaluation. The Observer Group provides knowledge, tools and information to nearly 50,000 businesses, organisations and public agencies worldwide, improving clients' ability to monitor their operating environments, make informed business decisions and communicate more effectively.

Wednesday 26

9.00 - 10.30

Swedish Road Administration
CASE: successful public campaign
Campaign Director Louise Melander will tell
about "Stockholmsforsoket"

The Swedish Road Administration is the national authority assigned with the overall responsibility for the entire road transport system. Their task is to develop an efficient road transport system in the direction stipulated by the Swedish Government and Parliament. During the visit they will present how they managed a public campaign to inform Stockholmers about a new road toll.

10.30 - 12.00

The Swedish Tax Agency
CASE: The Swedish Tax Agency has during the
last yeas greatly improved their public service.
Björn Thärnström will tell about the process
.Introduction by Information Director Sten
Eriksson



Björn Thärnström is a Senior Communication Consultant at the Swedish Tax Agency, Communications Department. He has been working with communication at the Swedish Tax Agency since 1970, both as Information Director and Sector Manager.

12.00 – 13.00 Lunch

13.30 – 15.00 *Public Service TV*
Information Department
”How to keep independence from the State”
Claes Elfsberg; News Anchor, ombudsman
Stig Fredrikson, News Anchor, Chairman of the
Publicist Club

The Swedish Public Service broadcaster Sveriges Television (SVT) is the Swedish Public Service Television Company. SVT programming is non-commercial. Advertising is not allowed, only sponsoring of sports events

The corporate structure is a limited company owned by a foundation, with representatives from different sectors of the society in the board. SVT is financed by a compulsory licence fee for possession of TV-set. The licence fee also finances Public Service Radio (SR) and the Swedish Educational Broadcasting Company (UR). 60 % of the revenues from licence fee provides for SVT. In 2006 the fee is 1.968 SKR (approx. 200 Euro) a year.

Claes Elfsberg was for many years news anchor at SVT and is one of Sweden's most well know and respected journalists. He worked for the SVT:s daily news program "Rapport" for several decades until he became "ombudsman of the viewers" in 2004.

Stig Fredrikson is one of the most experienced and respected news anchors at SVT. He is also Chairman of the Publicist Club, a prestigious independent organisation of journalists that defends freedom of the press and freedom of speech.



15.30 – 17.00

*Stockholm University, IHR Faculty for Applied
Communication*

Professor Richard Wahlund

Education for public communicators

Stockholm University is a centre for higher education and research. Its 37,000 students and 6,000 employees make Stockholm University one of Sweden's largest educational establishments as well as one of the largest employers in the Stockholm area. IHR is part of the Faculty for Applied Communication at the University of Stockholm. The student follow a programme of one and a half and graduate as experts on marketing with focus on communication strategies. The students work both in the public and private sector.

Professor Richard Wahlund, is teaching Marketing Communications, Media Management and Consumer Behaviour. His teaching concerns most aspects of consumer behaviour, marketing communications and media management, stressing the importance of psychological aspects that directors must be aware of in order to be successful.

17.00

*”Global Bar” at Global Reporting
Dinner and cocktail with specially invited guests
where we informally discuss public
communication and the present situation in
Ukraine.*

Thursday 27

09.00 – 10.30

Citizens Information Centre, Skärholmen

Citizens Information Centre is a place where citizens get advice, guidance and assistance on how to get service from the State. Information officers Britt-Marie Tallroth and Ragnhild Stamsäter will tell more.



10.30 – 12.00

City of Stockholm

Communication Department

*Anne Scheffer Leander, Ia Johansson, Public
Communications Strategy specialists*

Suzanne Liljegren, International Director

Sweden has 290 municipalities – of which the City of Stockholm is the largest – each with a popularly elected council which collects income tax and operates such public services as schools, child and elderly care, utilities, housing, as well as cultural and leisure activities. Strategic communication specialists Anne Scheffer Leander and Ia Johansson give example of how the City of Stockholm communicate with its citizens.

12.00 – 13.00

Lunch

13.30 – 15.00

SPIDER

*Using Information and Communication
Technology (ICT) for Public Communication*

Afzal Sher, General Manager

Lotta Rydström, ICT specialist

SPIDER is the Swedish Program for ICT in Development Regions. *SPIDER*'s vision is a world where place of birth and economic status do not determine the access to information, communication and education. One of *SPIDER*'s core activities is to mobilize Swedish (and international) ICT expertise for the support to development regions. *SPIDER* has a database of such experts and collaboration with universities, government and the private sector.

15.30 – 17.00

Relation State and Civil Society

Ph D Fredrik Ugglå, civil society specialist, Sida

Fredrik Ugglå has a Ph. D. in political science and is a former Senior Associate Member at St. Antony's College in Oxford. He has made extensive research on civil society in developing countries. Among other topics he has examined under which conditions the State and civil society collaborate the best. He has also performed several missions in Ukraine and was an international monitor of the presidential elections in 2004.

17.30

Boat trip to the archipelago. Dinner at Lars Tallert's.



Friday 28

09.00 - 10.30

*Federation Swedish Farmers, NGO
Formal and informal relations with the State.
Lars Höök, Press Officer*

The Federation of Swedish Farmers, LRF is Sweden's only interest and business organisation representing owners of farm and forest land, and their jointly owned companies in the Swedish agricultural co-operative movement. They are known to be a powerful lobbying organisation.

Lars Höök, is Press Officer and a senior lobbyist with long experience from the EU. He will together with a colleague present a case to demonstrate how LRF worked with formal and informal lobbying actions.

11.00 -12.30

*Government Offices of Sweden
Procedure of consultation with civil society.
Bengt Nordqvist, Chief Legal Officer.*

Sweden has a particular procedure of consultation with civil society, where NGOs and other stakeholders are given the possibilities to provide written opinion on a new law proposal. Usually, the proposals are professional reports, providing arguments in favour or against the proposition.

Bengt Nordqvist is Head of Department and the leading specialist on legal matters at the Government Offices.

12.30 – 14.00

Lunch / Conclusions drawn.

14.00

Free time

19.00

Reception at the Ukrainian Embassy

Saturday 29

07.55

Departure Arlanda Airport



Appendix 3 Programme follow-up visit in Kyiv May 14-17, 2006 Project: Ukraine Dialogue

Participants from Sweden

David Isaksson, Lars Tallert Global Reporting

Mats Sundgren, Gunilla Cederquist, Sida

May, 15, 2006.

*The Club of the Cabinet of Ministers of Ukraine, Institutskaya street, 7,
r.
206*

10.00-17.00 - Work meeting on the Communication Handbook with representatives of Secretary of the Cabinet of Ministers. Between 11.00-12.00 Andriy Massalsky from the Secretariat of the President joins the meeting.

17.00-18.00 - meeting with representatives of the Secretariat of the Cabinet of Ministers with representatives from Sida, presenting the achievements of the project.

May, 16, 2006.

*The Club of the Cabinet of Ministers of Ukraine, Institutskaya street, 7,
r.
206*

9.00-12.00 - Work meeting on the Communication Handbook with representatives of Secretary of the Cabinet of Ministers.

10.00-12.00 – Seminar on strategic communication with David Isaksson and Lars Tallert.

12.00-13.00 - meeting with the ICT company Sofline to discuss a digital platform for dialogue with civil society and a database on civil society organisations.



13.00-14.30 – lunch meeting with Andriy Massalsky, Head of the Department for drafting of Presidential speeches at the Secretariat of the President.

The building of the Verkhovna Rada of Ukraine, Grushevsky street, 5

15.00-15.30 - meeting with Valentin Zaychuk, Administrative Director of the Verkhovna Rada

15.30-16.00 - excursion on a building of the Verkhovna Rada of Ukraine.

16.00-17.00 – meeting with staff at the Rada TV , the Parliaments' proper TV channel

17.00 -18.00 - follow-up meeting with Iryna Karmelyuk. Demonstration of the Rada website.

20.00-22.00 – meeting with Eugene Ikhelson, editor of the daily newspaper Cerondja.

May, 17, 2006.

The Club of the Cabinet of Ministers of Ukraine, Institutskaya street, 7,
r.
206

10.00-12.00 - Work meeting on the Communication Handbook with representatives of Secretary of the Cabinet of Ministers.

12.00-14.00 – summarizing with Kristina Salomonsson, First Secretary at the Swedish Embassy in Kyiv.



Appendix 4

Structure and contents of Communication Handbook

The handbook will be produced in the following manner:

GR will collect the documents requested by CoM and provide translations into Ukrainian. The documents can be law texts and charters, communication guidelines, checklists, strategies and policies. For a complete list of documents translated or under translation see Appendix 5.

The Swedish and Estonian experiences in public communication will then be adapted to the Ukrainian reality and integrated with existing and new Ukrainian practices and legal frameworks.

The team of Natalia Dniprenko will work on the script. When a complete draft version is ready it will be sent to GR and translated into English. GR will add what is needed, edit, translate new parts and send those to CoM, which will do the final editing.

Most of the time during the visit was designated to working with the handbook. This work was useful not only for the handbook as such, but also reveals the needs and concerns of the CoM on public communication.

Chapter 1

The legal framework that regulates communication between the public and the State

Chapter 2.

Objectives and functions of State departments dealing with mass media and public relations

Chapter 3.

Public Communication planning and coordination between the State Authorities



Chapter 4

Techniques, methods and forms for public consultation and dialogue

Chapter 5

Organization of public councils and their relation to executive authorities

Chapter 6

Information material and graphic design

Chapter 7

Contacts with the civil society during protest meetings

Chapter 8

Mass media relations

Chapter 9

Organisation of public awareness activities communicating decisions and actions taken by the executive authorities.

Chapter 1 The legal framework that regulates communication between the public and the executive authorities

Presented by Anna Leontjeva

This chapter should include a discussion on regulatory and normative acts with references to relevant Ukrainian documents and examples from other countries. There should be links to the governments' website where full length legal documents can be found.

Chapter 2 Objectives and functions of departments within the executive authorities dealing with mass media and public communications

Presented by Natalia Oksha

There are today no regulations or guidelines on how officials should act in relation to media and the public. The chapter should include objectives and



functions as well as a general description on how Press and Public Communication departments should work.

GR will provide work descriptions from different Swedish agencies as examples, including communication guidelines, policies etc from the Government office, the City of Stockholm and other relevant authorities.

Chapter 3. Planning and coordination between the executive authorities with regard to media and public relations

Presented by Dmitry Vojtenko

There is at present poor coordination between ministries and other executive authorities. Experiences in planning and coordination at CoM are not incorporated.

Only one department within the state authority is ISO certified, but the issue has high priority. There are no communication plans for the Cabinet of Ministers or other ministries.

Issues to be address: What does a planning process involve? The planning process relates to all units, not only to communication units. The Communication Handbook should contain practical instructions on how to start the strategic communication planning process, how to set up action plans to coordinate with other ministries etc. GR will provide examples of strategic communication plans. There is some overlapping between chapter 3,8 and 9 but this could be discussed at a later stage.

4. Methods of consultation with the public. Presented by Natalia Oksha.

This chapter should include practical advise on how to organise public consultations; the role of each stakeholder, examples of different kind of meetings, round tables, focus groups etc. Public relation should not be the responsibility of one person; all parts of the authority should be involved (everything communicates). CoM would like to have a Swedish comment on advantages and disadvantages for different models of consultations. They already have some examples from Canada.



The Swedish SOU model is very relevant in this and should be described. GR will provide more background on the SOU model.

5. The organization of Public Councils. Presented by Anna Leontjeva.

CoM is looking for ways to improve the operation of the Public Councils, as the majority does not perform well. Some questions to be addressed are representation (who should be a member), organisation (should people be employed in the Public Councils? should the State provide premises?) financing (should members be paid?). In some councils there are many who want to join, others have very few interested candidates.

The Swedish civil society has developed over more than 100 years and the Swedish experience might not be so relevant for Ukraine. The visit to Estonia will however provide valuable experiences with regard to the relation between the State and the civil society.

There are also technical aspects (how can internet be used in the consultation?) that could also be discussed in Estonia. There is already a link between the web of the executive authorities and the different councils. It could also be valuable to learn from the dialogue experiences within the programme Labour Market Dialogue.

CoM will provide GR with a copy of the law regarding public councils.

6. Information and presentation material. Presented by Anatoly Romanenko.

CoM has a graphic profile and has started to produce information material based on the profile. They would like recommendations on design, use of pictures, different material for different target groups as well as on structural issues.

This is a new initiative for CoM. There is no unit at the Cabinet that is responsible for production of material but some funds have been allocated. Before, material was published for example when a MP visited a region. Now, there is a clear demand from the public for more printed material. During the last two years a graphic concept has been designed with a logo and a pay-off that states: "Power and public, effective dialogue". The logo is used on banners, printed material, calendars etc. during all relevant activities. There is also always a reference to the website. The design has been done in cooperation with freelance designers. There is no manual on how the design should be used.



GR will ask one of the graphic designers at our office to review and comment on the material published in order to give recommendation for the development of the graphic design programme. GR will provide examples from Sweden on manuals for graphic profiles.

7, Contacts with the civil society during protest meetings, Presented by Sergei Kormiyenko.

The Ukraine democracy took shape during popular protest meetings and popular manifestations are still an important part of the democratic process in the country. In 2005 there were 180 manifestations near different government buildings in Kiev. In total some 53 000 people participated.

The right of the citizen to protest is explicitly stated in article 39 in the constitution where it says that Citizens have the right to peaceful gatherings. Quotes from the article should be included in the resource book.

The organizing manifestations are bound to inform State authorities in advance, to give a sort of notification. If the authorities have objections the organizers can go to Court. Only Court is entitled to restrict action.

There are however no general local law (by-law) regulating this right, which means that different cities have different regulations that affect these rights. None of these by-laws states directly how authorities are supposed to act. Presently, a law on organisation and execution of peaceful gatherings is being drafted. A copy of this document should be sent to GR.

CoM needs assistance to find the best way to inform the public and on their rights and duties with regard to protests and manifestations. CoM needs experiences and practices from other countries in this area (they have received background material from Poland and Germany). The aim is to establish a dialogue with the organisers of the demonstrations.

GR will provide CoM with documents describing Swedish laws/regulations in this area.

8. Mass media relations. Presented by Anna Zotsenko.

The chapter could be divided in two parts; daily operations and strategic operations. All ministries are involved in day-to-day activities such as briefings, press conferences, allocation of information on web sites and arranging



interviews for leading media. But there exists no strategic planning. CoM would like to give attention to this in the handbook. Strategic planning should be the foundation for the information work towards the public.

We discussed the possibility to dedicate an entire chapter to forms and methods for the relation to mass media. This would include information on how to organize press conference, roundtables, how to set up action plans for media activities, structure for contacts, lists over journalists etc.

The handbook should also include practical issues such as how to respond to critics. One question of importance is how databases on press registers should be organized. Should for example each executive body have its own media related database? The problem is updating when resources are lacking.

There is also a question of information sharing between different entities. Today, most ministries have a list of the most popular publications. Most invitations to journalists are based on individual contacts. There is not legal framework for databases, only a general law on information.

Another aspect is how to develop more informal relations with the media such as informal meetings, lunches, press clubs etc. Some ministers arrange this kind of events. GR will provide information on how this is done in Sweden, for example through Publicistklubben (the Publishers club, an independent organisation formed by journalists, editors etc to debate and discuss the role of the media in the society).

We will also look for experience in this matter in Estonia. One contact could be the Swedish Union of journalist, which runs a project in Ukraine. During their visit to Sweden the project group met Stig Fredrikson, the President of Publicistklubben.

There exists a draft resolution on what kind of services State authorities should provide to the mass media. The visit to Sweden, particularly to the information Centre at Rosenbad, gave a lot of impulses in this process. Besides the handbook there is a need to develop a concept for how to communicate with journalists and facilitate their work. CoM is therefore looking for advice on how to develop something similar to Information Rosenbad.

It would be valuable if GR could receive more background information on the structure of the Ukraine media sector.



Chapter 9. Organisation of public awareness activities communicating decisions and actions taken by the executive authorities. Presented by Tatyana Babenko.

The chapter should contain proposals on different methods and possible activities to communicate decisions and actions of the State authorities. This comprises new technology as well as organisation of staff.

It is important to develop the present websites. They should not only provide information, but also function as a platforms for a dialogue. One example mentioned was the model in the City of Stockholm for chat between politicians and the general public. The visit to Estonia will most likely provide good opportunities to discuss the issue.



Appendix 5 List of Resource Persons Public Communication in Stockholm

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Financed by Sida
Consultant: Global Reporting**

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Appendix 6

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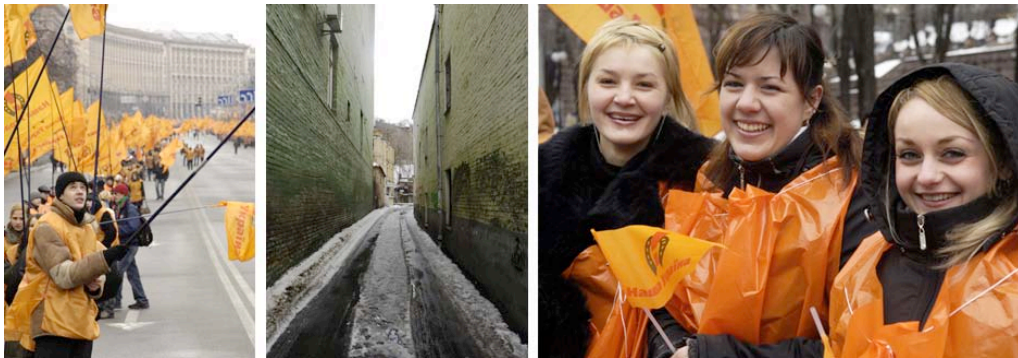
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Stockholm 1 June 2006

Appendix 7 Ukraine Dialogue goes to Estonia Tallinn, June 5 - 10, 2006



The Swedish International Development Agency, Sida, is supporting Ukraine in developing a dialogue between the State and the public. The beneficiaries of the project are at first hand information and communication officers at the Ukraine Cabinet of Ministers, the Parliament and the Secretariat of the President. Global Reporting, a Swedish communication consultant, is commissioned by Sida to organise the project.

In April 2006 a delegation from Ukraine visited Sweden in order to study how the communication between Swedish governmental and local institutions, the civil society, media and the public are conducted. An enlarged delegation is now following up with a visit to Tallinn, Estonia. The Ukrainian delegation consists of seven participants from the three above mentioned institutions. They will be accompanied by two representatives from Global Reporting and by two interpreters.

The focus for the visit in Tallinn is to study how the Estonian Government and Parliament have worked with Civil Society Development (the EKAK-process) with the goal to strengthen the Estonian civil society and how the Estonian State works with e-Democracy.



The Programme

Tuesday, June 6: The delegation will meet with representatives from the Ministry of Interior to study relations between the State and Civil Society in Estonia. The Estonian Civil Society Development Concept (the EKAK-process) will be in focus. The delegation will also meet with several of the NGOs that have been involved in the process.

Wednesday, June 7: A visit to the Communication Department at State Chancellery will provide information on how Government uses ICT to increase transparency, coordination between different executive authorities and to uphold a dialogue with the public.

The afternoon will be spent at the Parliament. The visit will include meetings with a Member of Parliament, a meeting at the Press- and Information Department to discuss how they work practically with public communication, a sitting in the Parliament and a guided tour of the premises.

Thursday, June 8: This day starts with a visit to the Public Relations Department at the President's Office. The afternoon will be devoted to e-Democracy. The e-Governance Academy Foundation will arrange a specially tailored seminar on e-Democracy for the delegation. The seminar will serve as preparation for the conference the next day.

Friday, June 9: The delegation will participate in the conference "Democracy in an Information Society" organized by the Estonian State Chancellery and the e-Governance Academy Foundation. The objective of the conference is to enhance the use of the Internet for providing information and strengthening citizen participation in policymaking processes. Methods that the Internet and Information and Communication Technologies (ICT) offer for citizen participation will be presented. There will also be workshops where practical applications can be experienced.

List of participants from Ukraine and Sweden

Delegates from Ukraine

Natalya Dniprenko, Deputy Director, State Authorities and Public Communications Department, Cabinet of Ministers of Ukraine

Natalya Oksha, Head of Sector, State Authorities and Public Communications Department, Cabinet of Ministers of Ukraine

Igor Lyashuk, Chief of Department, Department for Organization of Meetings of the Cabinet of Ministers of Ukraine

Andriy Massalsky, Secretariat of the President of Ukraine, Head of the Service for Drafting Presidential Speeches

Viktor Rezvanyuk, Head of the Information Department at the Verkhovna



Rada (Parliament) of Ukraine

Iryna Karmeluk, Deputy Chief of Press Service at the Verkhovna Rada
(Parliament) of Ukraine

Iryna Chypenko, Executive Director of the Department for Constitutional and
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Interpreters

Vitaly Shumchenko, Ukraine (Swedish-English-Ukrainian-Russian)

Irina Petrova, Estonia (Estonian-Russian-English)

Consultants from Sweden

Anki Wood, Senior consultant public communication, Global Reporting

Kina Robberts, Project Manager, Global Reporting



Appendix 8

Translation of documents from Swedish/English to Ukrainian Project: Ukrainian dialogue

May 31, 2006.

These documents have been translated or are under translation

1. Summary and quotes of relevant passages in the Administration Act (Förvaltningslagen)
2. Summary and quotes of relevant passages in the Freedom of Expression Act and Freedom of Press Act
3. Communication guidelines and policy of the City of Stockholm.
4. Description on how the public chat with the City Council is organised.
5. Communication plan and strategy from the Swedish Tax Agency.
6. List of resource persons met in Stockholm.
8. Communication platform for the Government Office in Sweden.
9. Civil Society Development Concept of Estonia.
10. Description of the process of developing the Civil Society Development Concept