

CURRICULUM VITAE (detailed version)

OLENA KRYLOVA

e-mails: lena.krylova@bluewin.ch

PERSONAL INFORMATION

Date of birth	October 27, 1973
Sex	Female
Civil status	Married
Citizenship	Swiss
Permanent residence	Switzerland
Current residence	Switzerland
Languages	Russian (mother tongue), English (fluent, working), Ukrainian (proficient, working), German (proficient, working), Serbo-Croatian (proficient, working), French (in progress)

SUMMARY OF EXPERTISE

Thematic competencies: Sustainable development, good governance, reform management, citizen engagement and civil society development; local governance and decentralization of service provision; accountability and transparency in public sector/ service provision; social impact assessment; policy advocacy and policy dialogue; multi-agency programs planning and implementation; institutional capacity building and organizational development; capacity needs assessment and capacity building; results-based project management and M&E, outcome-based and impact assessment.

Other competencies: Evaluation, training, consultancy/ advisory support, backstopping and coaching, development programmatic frameworks and projects design, facilitation, development related research.

SUMMARY OF WORK EXPERIENCE

Co-Manager/ Consultant, DPI Development Partnership International GmbH, Bern, Switzerland (part-time; since Apr 2003). Consultancy company specializing in good governance, decentralization and community empowerment.

Citizen Engagement Consultancy to WB in South East Asia (June 2016 – till now). Supporting Task Team Leaders and WB country offices in meeting new requirements on citizen engagement in WB-funded operations (review of PADs and other project related documents, design of citizen feedback and participation mechanisms, participation in assessment of country portfolios in relation to citizen engagement, coaching to local WB staff and training of project implementing teams).

Consultant to the Donor Board Secretariat, the Ministry of Regional Development of Ukraine, SDC-funded position (since Nov 2016). Supporting the Ministry in elaborating a multi-donor Common Results Framework for the implementation of Decentralization reform in Ukraine and an integrated system for M&E of the decentralization reform progress. Backstopping the work of the Donor Board secretariat.

Consultant for UNDAF reporting and Review of the UNDAF M&E in Tajikistan, UN Office (Nov 2017-Mar 2018). Facilitation and guidance to participatory review of the UNDP M&E, in coordination with

UN agencies drafting the UNDAF report 2017 for Tajikistan.

Evaluation of the Regional and Local Development Program in Georgia, UNDP (Sept-Oct 2017). Conducting evaluation of the program funded by SDC and ADA and provision of recommendations for the next program phase design in the context of the launched decentralization reform.

Consultant to WB in South- East Asia, WB (Mar-Jun 2018). Consulting WB offices and training WB project implementers in the region on mainstreaming citizen engagement in programming and implementation of large-scale national projects.

M&E Consultant to the Regional Ecological Center for Central Asia, WB/RECCA (April-August 2017). Development of an M&E system and guidelines for the project “Adaptation and Mitigation Program for Aral Sea Basin”.

Backstopping Local Governance Consultant to SDC in Armenia (since Dec 2013). Conceptualization and backstopping of four years multi-agency local governance reform program in Armenia (joint program of SDC, GiZ, CoE, USAID and UNDP).

Consultant to the Local Development Committee at the Presidential Administration of Tajikistan, UNDP Tajikistan (Nov 2017 – April 2017). Supporting the Committee in assessing the situation with local governance in Tajikistan and elaboration of the Mid-Term Local Governance Reform Program.

Consultant to World Bank in South East Asia (April-August 2017). Developing and conducting trainings for WB projects teams on citizen engagement and grievance redress mechanisms.

Evaluation of the Decentralization Support Project, SDC Ukraine (July-Oct 2016). A team leader for the evaluation of the SDC-funded Decentralization Support Project – DESPRO that aims at advancing decentralized public service provision and conducting decentralization reform communication campaign (phase III).

Assessment on Civil Society Engagement in Public finance Management in Georgia, EPA (Mar-May 2016). Conducting assessment on civil society engagement in PFM in Georgia and providing recommendations for the Europe Partnership Foundation’s new program.

Evaluation of UNDP Regional Hub in Istanbul (Nov 2015-Jan 2015). Participating in the evaluation of the UNDP Regional Program for Europe and CIS, responsible for the evaluation of the governance component of the program.

Backstopping Swiss RC program in Armenia (Feb 2013-till now). Supporting Swiss and Armenian RC societies in conceptualizing and planning a long-term program on introducing integrated home care and building community support systems for elderly, disabled and chronically ill population groups as public service.

Local Governance Consultancy to SDC in Kyrgyzstan (Jan-Apr 2014). Conceptualization of new ten years local governance project aiming at improving the system of public service provision at the municipal level.

Review of the UNDP Community Based Approach, UNDP Ukraine (Sept-Nov 2013). A team leader for the review of the UNDP Community Based Approach (Phase II) program that promoted sustainable socio-economic development at local level by strengthening participatory governance and encouraging community-based initiatives throughout Ukraine.

Social Accountability Consultancy to WB, Bangladesh and Nepal (Nov 2012 – Nov 2016). Supporting the WB country offices on various tasks related to Third Party Monitoring of the WB funded public projects, knowledge management and outcomes-based M&E and reporting. Researching results of the introduction of citizen engagement principles across the WB portfolio in Bangladesh.

District Development Planning Consultancy, UNDP, Tajikistan (Mar 2013 – Oct 2013). Supporting the Communities Program in mainstreaming gender and conflict issues into the district development

planning process, and elaborating methods for community empowerment and ensuring social accountability of service providers vis-à-vis service users (various sectors). Consulting on knowledge products and PR strategy.

Backstopping Consultancy to Swiss RC in Belarus and Bulgaria, Swiss RC (Jan – Oct 2013). Consultancy support to SRC on planning and M&E of community empowerment programs in health and social domain.

Gender in Drinking Water assessment, SDC, Tajikistan (Mar – Apr 2013). A team leader for conducting an assessment on gender in drinking water sector in Tajikistan. Elaborating recommendations for a new SDC gender strategy in the sector and gender sensitive M&E.

Consultancy to WBI Social Accountability team, WBI, Washington (2012). Support in developing the concept of Third Party Monitoring of WB-funded projects (civil society engagement in supervision of WB projects) and relevant capacity building of CSOs for Southeast Asia.

International Advisor, ANSA South Asia region (WBI/ BRAC University, the Institute of Governance) (2012). Supporting the ANSA SAR secretariat in researching and assessing existing social accountability experiences and harvesting lessons learned in Bangladesh, as well as implementing initiatives enhancing transparent public finance management, including producing Citizen Budget Guide for Bangladesh.

Evaluation of SDC-supported Local Governance Projects in Ukraine (2012). Evaluation of two local governance projects funded by SDC in Ukraine: “Support to Decentralization” and “Municipal Governance and Sustainable Development”.

Review of the Decentralization and Local Governance Program, SDC, Albania (2011). Conducting mid-term review of the Decentralization and Local Development Program in the North Albania with focus on impact assessment at the local level.

Decentralization and Local Governance Assessment (SDC, BiH, 2011). Conducting the assessment of decentralization and local governance situation in BiH (with the elements of power and political economy analysis and focus on social inclusions) as basis for planning future SDC interventions in this domain in BiH; supporting SDC in conceptualizing its future strategy and results-based M&E in this area.

Governance and M&E Advice to UNDP Rural Growth Program/ Communities Program (UNDP, Tajikistan, 2010-11). Providing advice and backstopping support on all governance related issues to multi-agency (UNDP/GTZ/IOM/DFID) rural development program that focuses on strengthening role of local governments and communities in enhancing local economic and private sector development (especially for women and poor). Specifically focusing on results-based management and M&E. Supporting the Ministry of Economic Development and Trade in elaborating the national Methodology on Local Development Planning with the focus on economic development.

Mainstreaming governance in water and sanitation sector, ApaSan Water and Sanitation Project, SDC Moldova (2011). Elaborating and conducting training to the project team on mainstreaming governance in WES sector, including in M&E.

The Local Governance Project in Kvemo Kartli region, UNDP, Georgia (2010). Conducting project evaluation of local government capacity building and area-based development project in the region of Kvemo Kartli. Supporting UNDP in elaborating new project proposal and an outcomes-based M&E framework.

Building sustainability of the Georgian Foundation for Prosthetic Orthopaedic Rehabilitation, ICRC (2008). Facilitating the process of the strategy development, including the issues of advocacy for promoting better PO services in Georgia, advising on impact monitoring issues.

Community Health Project, Swiss RC in Romania and Moldova (2010). Evaluation of the impact of the Community Health Project (focus on community empowerment aspects).

Local Governance Consultant, Intercooperation NGO, Kosova (2009). Consultancy support to IC in the

process of a local governance and community empowerment program planning process funded by SDC, including M&E framework.

Monitoring and Evaluation, UNDP, Tajikistan (2009). Development of the results-based M&E system for the new Community Program of UNDP (local governance capacity building; participatory planning and budgeting; rural economic development; social inclusion).

Outcome Evaluation of UNDP Community Program, UNDP, Tajikistan (2009). Conducting an outcome level evaluation of UNDP Communities Program (ABD approach). Focus on the outcome related to improving local governance system (including its inclusiveness), participatory district planning and budgeting, along with evaluation of general program management issues. Leading the work on producing Knowledge Management Products on municipal development planning and budgeting.

Designing and managing research on labor migration, PHDS, Georgia (2009-10). Consultancy support to developing and management of research on impact of labor migration in the South Caucasus (regional program “Cooperation in the Black Sea Region in Area of Migration between Countries of Origin, Transit and Destination”).

National Action Planning for Combating Illegal Logging in Serbia and Montenegro, Intercooperation NGO/ WB (2008-09). Facilitating the process of multi-stakeholder planning, providing training on civil society involvement into policy making, decision making and monitoring, role of civil society in fighting corruption, advisory support and training related to the development of Action Plan and outcome monitoring system.

Assessment of SRC experiences in Community Action for Health projects in Kyrgyzstan, Ecuador, Eritrea and India, Swiss RC (2007-2008). Developing guidelines for the assessment, coordination of a group of national researchers, final responsibility for writing the paper for publication. The assessment focused on analyzing approaches and impact in promoting community action in health at local and national levels.

Conceptualization of joint UNDP/SDC/EU/SIDA local governance program for Bosnia and Herzegovina, SDC (2007). Assisting SDC and UNDP in developing a concept for the joint multi-agency program aiming at strengthening and promoting the interests of socially inclusive and accountable local governance in Bosnia.

Evaluation of Muminabad local development program, SDC in Tajikistan (SDC, 2007). Taking part in the evaluation team as a local governance and development management expert. Among the foci of the ABD program evaluation – improvement of water and sanitation services provision, municipal planning and budgeting, institutionalization of mechanisms of citizen participation in local decision making and community empowerment.

Social impact assessment of the projects of Municipal Development Fund of Georgia (2007). Assisting local partners in developing social impact assessment methodology, data analysis and interpretation.

Health and social care projects planning, review and backstopping in Bulgaria and Belarus, SRC, (2004-07). Facilitating participatory planning and reviews of various SRC projects related to health and social care provision at the local level (organization of socio-medical home care services at the local level in Bulgaria and Belarus and the role of RC organizations), assistance in project design with focus on local capacity building and sustainability, developing results-based M&E systems.

Children advocacy program in Bulgaria, Swiss RC (2004). Supporting the Bulgarian Red Cross and the National Child Protection Agency in planning a joint children advocacy program aiming at awareness building of children rights and de-institutionalization of children care.

Municipal governance for water and sanitation in Bosnia-Herzegovina, SDC (2006). Co-facilitating development of the new program phase in Una-Sana Canton with focus on sectoral development planning, municipal capacity building for better governance and management in the sector, civil society involvement, monitoring system sensitive to good governance issues and advocacy for integrated water

management approach.

Collective forest management in Kyrgyzstan, Int. NGO Intercooperation (2006). Participatory project review, strategy development for improving cooperation between forest management agencies and local government authorities for joint planning and management, advocating more effective poverty reduction and sustainable management of natural resources.

Organizational capacity assessment of the RC Societies in Uzbekistan and Kyrgyzstan, German RC (2006). Developing assessment methodology and conducting the assessment.

Assessment of EC Policy and Practices on Good Governance, Democracy and Human Rights in Azerbaijan and Georgia, Int. NGO One World Action (2005-06). Conducting a research type of evaluation with focus on assessing the extent to which good governance agenda and the theme of strengthening civil society are targeted/ mainstreamed, advocated for and monitored in various EC programs and projects (TACIS, EIDHR and others), eliciting lessons learned and providing recommendations.

Capacity building of the National Social Investment Fund of Tajikistan, NSIFT (2005-06). Organization of training program for NSIFT specialists on community management and local governance aimed at impacting participatory and effective governance system, provision of training during a study tour to Switzerland and in Tajikistan.

Developing system of monitoring of municipal services quality in Tajikistan, UNDP (2005). Guiding the process of developing a participatory monitoring tool (report cards method) with a special focus on service availability, access, quality, out-of-pocket payments/ petty corruption, and services to poor.

Evaluation of Children Tolerance and Education Program in Georgia, Armenia and Azerbaijan, SDC/ USAID/ Save the Children NGO (2005). Co-evaluator of the program that focused on building cultural sensitivity and promoting other social values among children through the use of TV. Advising the program on improvement of its impact monitoring system.

Research on impact of public participation in sub-national budgeting processes in Ukraine and Russia, WB Institute (2004-05). Designing the research, conducting desk and participatory field research, managing a team of local consultants, producing research papers with the analysis of existing experiences of public impact on budgeting, lessons learned and recommendations. The focus of the research – mechanism of citizen involvement/influence on sub-national budgetary decision-making and their application in monitoring accountability and transparency of the budgetary processes.

SDC Good Governance Strategy 2004-2008 for Bosnia-Herzegovina, SDC (2004). Facilitating analysis of current portfolio and planning of the SDC Good Governance strategy (including a system of progress/impact indicators) drafting the Strategy document and the M&E framework.

Capacity building needs assessment of local government in Tajikistan, UNDP/ Civil Service Training Institute of Tajikistan (2004). Providing guidance to the Institute in the development of capacity assessment methodology, training an assessment team, supervision of the assessment, results procession and analysis, reporting, recommendation on the development of training course for local governments (jamoats). Advocate for democratization and efficiency of local governance practices.

Strengthening relations between local development projects and enhancing local governance in Central Asia, SDC (2004). Facilitating the SDC Central Asian regional workshop on partnership between local governments and development cooperation with the idea of impacting/ advocating for better local governance practices; sharing international community experience in impacting local governance in other CIS countries.

Strengthening participation of vulnerable groups in local governance, Ukrainian NGO "Integration Corps"/ WB (2003). Training trainers and supervising local team in designing guidelines for building capacities of municipalities for participation in development planning, poverty reduction, engagement of vulnerable in decision making and monitoring empowerment outcomes.

Community building and development of IDP communities in Bosnia, Swiss RC (2003). Backstopping project team, provision of training on self-organization of IDPs to foster local development, community building and community governance. Assisting in developing project's participatory progress and impact monitoring system, training in M&E.

OSCE Municipal Finance and Infrastructure Program in Bosnia and Herzegovina, OSCE (2002). Designing and conducting trainings for local government and community organizations on participatory governance and strategic development planning.

Strengthening local self-government capacities in multiethnic municipalities of the Crimean Autonomous Republic, Ukraine, NGO "Integration Corps"/ EU-USA Transatlantic Initiative Program (2000-2001). Conducting trainings and producing guidelines for local government officials and communities self-governing bodies on democratic de-centralization in the context of EU integration, citizen empowerment and building inter-sector partnership for local social and economic development.

UNDP Country Cooperation Framework for Bosnia and Herzegovina, UNDP (1999-2000). Participating in the evaluation of UNDP Country Cooperation Framework of 1996–2000, assisting the Country Office in the organization of participatory consultations, and designing of a new Country Cooperation Framework for 2001-2003, coordinating the inputs of UNDP to the UNDAF development process in Bosnia.

Evaluation of UNDP local development and IDP/refugees integration programs in Bosnia and Herzegovina, (1999- 2000). Evaluating several ABD programs and assisting UNDP in consolidating lessons learned for planning its future interventions.

Research Fellow/Assistant, Institute of Development Studies at Sussex University, UK (2002). Assisting the core research fellows in various evaluation and research activities, including review of recent research theories on collective action and groups formation in Eastern Europe, evaluation of UNRISD social policy transition program, assessment of government socio-economic development policies in Serbia.

Local Government and Public Services Reform Initiative, Open Society Institute, Hungary (2001). A member of the research program "Transition and Modernization in Local Governance and Public Administration: Prospects of the Next Decade".

Program Officer, UNDP/ UNOPS Crimea Integration and Development Program, Ukraine (1996-99). In a multi-sector program of re-integration of previously deported people in pilot municipalities (through integrated community development, focus on reconciliation, reconstruction, social and economic development, accountable local government and community participation) responsible for governance and social components, overall monitoring of program activities. In the absence of the Program Coordinator (one year) assuming overall responsibility for substantive program management (incl. regular monitoring of progress and achievements, resource mobilization, inter-agency coordination - joint activities with OSCE, UNHCR, IOM, liaison with government).

Socio-Economic Survey Manager Assistant, UNDP/UNOPS Crimea Integration and Development Program, Ukraine (1995). Co-managing a base-line household survey on development priorities of formerly deported people in Crimea, supervising field works and data collection processes, assisting in data procession, analysis and production of final publication.

EDUCATION

University

M.A. in Governance and Development, Institute of Development Studies, Sussex University, UK

M.A. in Philology/ English Language and Literature, State University, Simferopol, Ukraine

Under-graduate course, Management of Enterprise/International Economic Activities, State University, Simferopol, Ukraine

Other Training

Organization and Management of Participatory Workshops, Institute of Development Studies, UK

Management of Organizational Change, UNDP

Participatory Action Research, UNOPS

Program/project management and development of monitoring systems, UNDP/UNOPS

Participatory Methodology and Building Partnership for Sustainable Human Development, UNDP

PUBLICATIONS

EPF (2017) "Civil Society Engagement in Public Finance Management in Georgia". Georgia: Europe Partnership Foundation

WB Nepal (2014) "Social Accountability for Better Education: Case Studies Series". Kathmandu: World Bank PRAN

ANSA SAR (2011) "Guide to Citizen Participation in Budgeting in Bangladesh". Dhaka: Affiliated Network of Social Accountability in South Asian Region

ANSA SAR (2012) "Can Community Score Cards Make Deference: Promoting Social Accountability in Bangladesh". Dhaka: Affiliated Network of Social Accountability in South Asian Region

Krylova E. (2007) "Citizen Participation in Sub-national Budgeting in Russia". In *Participatory Budgeting: Public Sector Governance and Accountability Series*, edited by A. Shah. Washington: World Bank Institute, pp. 67-73

Krylova E. (2006) "Participatory Budgeting in Ukraine: Current Practices and Implications for Scaling Up". In A. Shah (ed) *Participatory Budgeting: Public Sector Governance and Accountability Series*. Washington: World Bank Institute, pp. 155-179

Krylova E. (2006) European Commission: Policy and Practice on Governance and Democracy in Azerbaijan. London: One World Action

Krylova E. (2005). European Commission: Policy and Practice on Governance and Democracy in Georgia. London: One World Action

Krylova E. (2004). Democratic Governance in Multiethnic Communities of Bosnia and Herzegovina: The role of International Community. Budapest: Open Society Institute/ Local Governance Initiative

Krylova E. (2004). "OSCE in Gorazde: Can Municipal Authorities Contribute to Local Multiethnic Security?". In N. Dmitrievic and P. Kovacs (ed) *Managing Hatred and Distrust: The Prognoses for Post-Conflict Settlement in Multiethnic communities of former Yugoslavia*. Budapest: Open Society Institute/ Local Governance Initiative , p. 21-40

Krylova E., Gafarov K. (2003). *Local Governance: Linking Poverty Reduction and Citizen Participation. Training guidelines series*. Simferopol: Dolya Publishing House

Krylova E., Dagdji T. (2001). *Local Governance: Democratization Perspectives in the Context of European Integration. Training guidelines series*. Simferopol: Dolya Publishing House

Krylova E., Dagdji T. (2001). *Local Governance: Building Partnership for Local Development. Training*

guidelines series. Simferopol: Dolya Publishing House

REFERENCES

Mrs. Iлона Postemska, National Program Officer, SDC Office in Ukraine, Kiev. Email: [ilo-na.postemska@eda.admin.ch](mailto:ilona.postemska@eda.admin.ch)

Mr. Lukas Lüscher, SDC Program Coordinator in Armenia, Yerevan, e-mail: LU-KAS.LUESCHER@eda.admin.ch

Dr. Mridula Ghosh, Chairperson of the Board, Eastern-European Development Institute, Kiev, Ukraine, e-mail: mghosh@eedi.org.ua

Mrs. Luiza Nora, Social Task Team Leader, World Bank, Washington, USA. Email: lnora@worldbank.org

Mrs. Christine Rutschmann, Program Coordinator, Swiss Red Cross, Bern, Switzerland. Email: Christine Rutschmann, email: Christine.Rutschmann@redcross.ch