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Empowerment of Civil Society Engagement in Effective Debates on Land Ownership Transformation

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PROBLEM STATEMENT

Historically, property systems have been developing over decades in tempo with social and economic changes. The current land management system existing in Ukraine is needed to be overhauled in a short term to ensure the transfer the land to the Ukrainian citizens and enterprises.

Ukraine is functioning without an appropriate legal, informational and financial infrastructure for land market. There has been no time allowed for the creations of new land market infrastructure and the required institutions for its development.

THE GOAL OF THE DISCUSSION PAPER.

The goal of this paper is to outline the policy to be taken to contribute to better efficiency of land market in Ukraine by improvement of the access to information and data and the deepening of the political, social and civil dialogue on these issues to push Ukraine towards a market economy based on the solid land private ownership principles.

This policy paper attempts to clarify the objectives and the steps necessary for supporting land reform implementation in Ukraine. It aims to stimulate discussion and move the land reform agenda forward.

KEY DIMENSIONS OF THE PROBLEM.

The multifaceted nature of the problem implies a need for greater co-ordination between the various policies related to the land management and between the different agencies and funding mechanisms. The strengthening of the alias between political, economic and social dimentions has a fundamental influence on the process of the successful realization of the land reform.

Land reform has many dimensions, such as :

- Legal framework
- Social background of privatization processes
- Institutional capacity

PROBLEM CONTEXT

External

In March 1998 Ukraine ratified the partnership cooperation agreement with the European Union. Recently, high-level government and parliamentary committees have been formed to deal with issues of European integration.

Ukraine shows clearly its commitment to European choice strategy and more and more is considered as an emerging European state.

Harmonization of the Ukrainian legislation with the European one is the one of the strategic priority for Ukraine to accelerate the integration of Ukraine into the European Union.

SLOW PROGRESS IN THE WHOLE REGION.

OECD reports that as regards to land reform and privatisation, there was no significant progress in farm restructuring in the NIS during 1997. While large farms have been re-registered in Kazakhstan, Russia and Ukraine, this process has had little impact on the institutional structure or management and operating practices.

In the CEECs, privatisation of state farms is almost complete. Greater diversity in the scale of farming operations is appearing across the region, ranging from a highly fragmented farming structure in Albania to large scale farming in the Czech Republic, Estonia and Slovakia. Many of the small scale farms are non-viable as full time units and further restructuring is likely to take place in the medium term. It would appear that the lack of profitability in the sector, as well as the lack of off-farm employment opportunities in rural areas, continue to hinder the development of a land market in most of these countries.¹

Informational Revolution.

Informational infrastructure is a key element of land market proper functioning. Decisions to the global issues of Informational Society are sought in the process of integration of the Central and Eastern European countries to EU, the work of the World Trade Organization (WTO), the International Telecommunications Union (ITU), the Organization of Economic Co-operation and Development (OECD), the World Intellectual Property Organization (WIPO) and the World Bank, as well as by means of bilateral agreements.

Internal

There were already attempts to implement land reform in Ukraine. It included 3 stages.

The final stage of land reform was started from the top under the pressure of existing socio-economic conditions and the requirements of international donors.

¹ Agricultural Policies in Emerging and Transition Economies - Monitoring and Evaluation
1998 Published: 1998, 296 pp.

Information is key for success when resources are limited. The spread of information technologies today takes a thoroughly important significance. Information as a strategic product appears both as a subject of competition and as a means of defense and the introduction of basic national interests. The ability of society to gather, process, analyze, systematize and accumulate information becomes the core precondition for social and technological progress, a factor in ensuring national security, and the basis for a successful foreign policy.

Any statistical information

From Kiev International Institute for Sociological Research. The data showed an alarming sign.

State passivity and inadequate reaction to the claims and demands of the information define backwardness in land privatization.

Providing the governmental and civil society institutions with information, and facilitating the exchange of information between key actors active in Ukraine becomes one of the decisive factors in effective land reform implementation.

Main policy areas:

- Development of information infrastructure
- Public participation
- Free access and use of information

Recent Developments

The 1999 presidential election directly affected the implementation of land reform in Ukraine. Progressive actions were not taken before the elections which resulted in priority changes. After re-election for a second-term Leonid Kuchma demonstrated his commitment to economic reforms.

The presidential decree No. 1529, "On Immediate Measures to Accelerate the Reform of the Agrarian Sector of the Economy", dated December 3, 1999, stipulates the land reform in the minimal term from, December 1999 through April 2000. This reform ensures all members the right to freely depart from Collective Agricultural Enterprises with their land and property shares to establish new businesses based on private land ownership. A certain agitation around the land reform is observed. On the political level land privatisation is a hot topic. The buying and selling of land is debated much and is an emotionally charged.

The lack of clarity on key land issues, the success of the decree is also jeopardized by those who are opposed to privatization of land. Kuchma's opponents and some independent legal experts have accused the decree of being illegal. They insist only parliament is authorized, by the constitution, to rule on land issues. They also feel Ukraine is not politically and psychologically adapted to accept this current reform decree.

The State Land Resource Committee has to submit the reviewed Land Code by the March 2000. There has been no progress in this direction since 1992. And all Presidential decrees encouraging land privatization do not have legal status until the new version of the Land Code is approved.

THE IMPACT ON THE SOCIETY

Any kind of reforms leads to increase of social tension. This is a fee that the society pays for the changes.

The reforms should be conducted in such way to minimise negative aspects through-out this switch to private land ownership and protect the vulnerable part of the society.

THE BARRIERS TO OVERCOME.

INSTITUTIONAL

- The local conditions, the history of land ownership and related institutions, the culture and mentalities greatly influence the settings of the land reform environment .
- As it is used to happen very often in the socialist era in Ukraine, the land reform was started without a comprehensive program developed and given public support.
- Today, we can see that it is dangerous to allow such significant changes to occur spontaneously, without proper organizational and technical support. A truly vitally important idea might be discredited as a result.

"....Today, we can see that it is dangerous to allow such significant changes to occur spontaneously, without proper organizational and technical support. A truly vitally important idea might be discredited as a result". Excerpts from an interview with Leonid Kozachenko, head of the League of AIC Entrepreneurs

- Sending the directives and declaring the commitment to the newly introduced market principles without clear their understanding, created a basis for the failure of land reform processes.
- As a result , there was a lack of true political and administrative commitment to achieving results. a fragmented approach have been applied when the decisions coming from the top was not implemented .
- The comprehensive long-term vision or a land policy has not been established for the land administration development to facilitate a step-by-step approach. The priorities were not set and policy was influenced in a great extent by current political priorities which prevail over economical.

- Cost analyse has not been implemented. The funds needed for solving the technical tasks such as land registration and mapping were not allocated and this tasks has to be solved under the serious shortage of funds available.
- A democratic government requires a high degree of public confidence in the actions undertaken. This confidence can be easily eroded by the appearance of a conflict of interest. The state institutions should encourage the involvement of the private sector and non-governmental organizations in educational and awareness campaigns, exercising of public control under open and transparent conditions, and in the decision-making related to the land privatization.
- Non -prepared cadres to work with modern technologies (e.g.IT) and undeveloped managerial skills combined with lack of motivation of those officials who are in charge of processing the land privatization procedures. Thus, there are few experiences and experts available in land management with good understanding the land market principles.

POLITICAL

Untill now there was a lack of political consensus on the basic principles of land ownership and related legislation between the Parliement lead by leftist leader Tkachenko and the President. All attempts to push forward the land reform were highly opposed by leftists. There was no political will to start such a political risky affair as land reform. The land reform was a hot-discussed issue to discuss and the totaly contraversial opinions on the land reform policy were expressed by different political parties.

LEGAL

Ukraine is operating without an effective legal basis for land privatization, land transfer, land taxation. This has led to uncertainty on the part of public authorities (and private developers) as to their roles and responsibilities. This situation is further complicated where municipal or regional governments have passed laws in conflict with the prevailing national policy.

FINANCIAL

The financial institutions are not willing to credit agrarian sector because of the high risk of failure. Besides, the previous debth are not paid back. The banks expect governmnet to provide gurantees to secure the loans.- back-up of National Bank of Ukraine and liquid collateral. The payments of the debth are rescheduled for 3-5 years. There is no mechanism

developed to use land as a collateral. Banks prefer to take as collateral property and assets whose liquidity is much higher.

CONSULTATIONS

Institutions that are ideologically, institutionally and economically weak could not get a public support because their power and influence are being eroded.

GOVERNMENT AGENCIES .

Land reform is under the responsibility of national government and new Ukrainian government is taking measures to develop the concept of agricultural land policy. The special committee was established in order to work on this task. The policy makers are working very closely with international experts and their influence both as intellectual and conceptual is very visible in these documents.

"Throughout the world people are increasingly angry with the ways in which public power has been manipulated for private profit. Peter Eigen, Chairman, Transparency International (TI).

There are some institutional barriers currently hampering the collection and management of information. Some key governmental agencies responsible for land reform in Ukraine keep their bottleneck position to hamper the free flow of information.

"The population at large does not have proper access to information, which is causing a whole stream of inquiries and complaints to local and central executive authorities.." from the report of the Kiev Region State Administration²

The different functions and responsibilities of legislators, ministers and officials give rise to different conflicts of interest. There is no logical organisation of the responsibilities attached to land administration, registration, surveying, mapping, evaluation, or with the land regulations themselves. This responsibility is divided among several agencies.

The rivalries and lack of cooperation between ministries and agencies hamper the land administration development. Before the implementation of the administrative reform conflict of interests was taken place between State Land Committee for Land Resources, Ministry of

² *KYIVS'KA PRAVDA, NO. 24, MARCH 2*

"No time to lose in reforming the agricultural sector"

Justice and Main Office of Geodezy and Cartography and Cadastre to share the main responsibilities attached to land reform implementation.

INTERNATIONAL ORGANIZATIONS AND DONORS

International organizations were almost the only active parties in undertaking the land reforms. Working closely with governmental agencies which often only declare their commitment to land reform but in fact stay very immobile and passive. International organization and projects on land reform active in Ukraine showed often their frustration on the lack of initiative and real actions from the side of the Ukrainians officials.

*"Many people in the U.S. who have been working on Ukraine over the past several years have felt they were swimming upstream," remarked **John Tedstrom**, Research Leader for Russian, Ukrainian, and Eurasian Affairs at RAND Corporation in Washington, D.C., at a Kennan Institute lecture on **11 January 1999**. He posited that they have been swimming not upstream, but in the wrong river"*

In their turn, international project pays back by not considering the national interests of Ukraine and not caring about the social results of their actions. Just thinking only about the technical side of the problem. Being very effective at the same time, international agents are short-term objectives oriented.

is frequently reinforced by competing foreign interests (consultants, companies, aid agencies) seizing the opportunity to operate separately and without coordination.

Companies bidding for projects report that the time frames for completing them are frequently unrealistic, and that the client organizations, supported by international lenders/donors, are generally too ambitious in setting project goals with the funds available. Companies also report that the expertise required from foreign experts is not always relevant, especially given the limited availability of experts on the international market. there is no time to build consensus with the client organization and to learn the local conditions properly.

PRIVATE SECTOR.

There is an emerging private sector which is capable to render services on land administration and land development. At the moment, private sector does not play an active role on the market yet. Land development is a complex issue where no pre-defined solutions and expertise exist and therefore it remains to be a risky business.

Moreover, the whole deal of work connected with land privatization and land development is under control of different level's state authorities. The real estate business sector is quite developed but due to the fact that the land was excluded from the Ukrainian real estate market, there has been much interest to jump into the land business as the incentives are not clear and the legal framework is uncomplete. Ukrainian businesses need a clear and predictable framework that will enable them to take full advantage of the new market potential.

Ukrainian NGOs

Emerging domestic non-governmental organizations play a small but increasing role in lobbying governments on legislative, environmental issues, raising the awareness in the general public of environmental problems, and pushing for appropriate political responses. The extent of this involvement, however, is different .

- Professional associations
- NGOs are formed by high level officials to lobby the interests arisen from their public service
- Political parties representatives. The interests arise from the representative role: as a "part" of a political party such NGO articulate the interests of their party.

Non-numerous thinktanks and other NGO involved in delivering consultancy and services to the public and decision-makers did not draw much of their attention to the land ownership transformation. Land privatization was out of wide discussion till the recent time. With the recent development which show clearly the prospects of the land market development, a wave of new initiatives addressing the concerns of land reform come up.

CURRENT PUBLIC ENVIRONMENT

Fears and hopes.

Fears about unfair and unjust land distribution, possible reprivatization, negative consequences from non-effective land use, land devastation, land taken away by rich foreigners, criminal land privatization, land defragmentation. (the average size of land share is 1,2-2,5 ha) .There are many violations being committed during the dividing up of land shares and property attached.

“Agricultural revolution, Ukrainian-style: Nothing offered, nothing taken”

B. Malynovsky

Today's situation in agriculture is reminiscent of the situation in industry at the start of the 1990s. Everybody talks about privatization having to be honest, but in fact... So far, the reform of CAEs has consisted of only preliminary dividing up of land and property of agricultural enterprises. Specialists estimate that only one out of 15 enterprises are falling into competent hands, while the rest are remaining under the dominance of the new rural oligarchy.³

On March 15 the Odesa oblast organization of the Ukrainian Rukh Party distributed a statement concerning the implementation of the presidential decree on CAE reform. In particular, the statement says, "Another massive instance of cheating and robbing the rural population is taking place: farms are

³ Halyts'ki kontrakty, No. 11, March 13–19

changing their letterhead, but the social situation of the rural population remains the same—landless". According to the authors, regardless of the fact that the Odesa oblast state administration has reported about the actual completion of agricultural reform in the oblast (553 farms with private land ownership have been created and registered), "the main idea of reform—to give over ownership of the land to the rural population—is really not being implemented".

As the document says, of 341,000 countrypeople possessing certificates for the right to obtain land, land titles have only been received by 6,000, or 1.76 percent, with 2,500 of them actually having received their land titles before the decree was even issued on December 3, 1999. The Rukh party protests against the paper-thin reorganization of farms and demands the carrying out of real agricultural reforms, with actual transfer of land into private ownership.⁴

Land shares have been assessed at 32,000 hryvnias per average share in the oblast (8,000 hryvnias per hectare). But an international audit has assessed our hectares at 40,000 USD worth, i.e., close to 230,000 hryvnias. Therefore, we should be cautious about giving away our wealth for nothing, or being cheated. There are many mechanisms for this.

The direct route is to lose your right to the land shares at the very first step; if you didn't know the laws, or even deliberately, thousands of countrypeople weren't included in the lists of titles for collective ownership of land. These lists need to be corrected, carefully studied, and again approved.

Another route to losing your land is if you sell your certificate or, under pressure from management, include it in the authorized capital of a joint-stock company. H. Shary, head of the oblast land resources department⁵

At a press conference of the Chernivtsi oblast Public Committee to Support Land Reform in Bukovyna, created at the initiative of the local branch of the Rukh Party, dozens of instances of corrupt actions of the local authorities were revealed, particularly in supporting only heads of former CAEs in creating private-leasing coops and private farms. Committee member Mykola Grindei, also a deputy to the oblast rada, noted that 75 percent of all private entities created as a result of agricultural reforms have been headed by former kolkhoz heads, 19 percent have been headed by agricultural specialists, and only 6 percent by private (family) farmers.⁶

⁴ (UNIAN-AGRO-den', No. 102)

⁵ Zoria Poltavshyny, No. 12, February 1, 2000

"What Ukrainian countrypeople should be concerned about during agricultural reform"

⁶ (UNIAN-AGRO-den', No. 107)

Zaporiz'ka pravda, No. 10, January 27, 2000 in the article "How much does the gift of a land share cost?" by V. Semenovskiy stipulates

The Presidential Decree "On immediate measures to accelerate reforms in the agricultural sector of the economy" has also boosted the activity of all kinds of clever folk who have started buying up land certificates, primarily from pensioners. Although, as they declare in the Berdiansk branch of the State Committee for Land Resources of Ukraine, there have been no instances officially notarized and registered of a buy-sell land deal, it turns out that they are being simply... gifted, which land certificate owners are perfectly within their rights to do. This "gift" costs approximately 700–1000 USD.

"Everything gone to pot"

S. Solodov

The government has taken on a task it obviously cannot fulfill. To transform everything in a few months and break down old patterns of work while introducing new ones, is impossible. They cannot attract the promised funds [to the sector], either. Moreover, AIC reform is also taking place against the background of reforming the government and much else. The amount of matter being reformed has exceeded the "critical mass", and the process has become unmanageable. We will have to pay for this idealism, even if it is only declarative. The question is with what: with only a part of this year's harvest, or with the entire bunch of managers of the agricultural sector?⁷

Hopes about benefits, rather mythical at the moment as for instance about revenues generated from investments into land.

- Transparency of the real property market eliminate the "shadow" economy
- An effective land owner working on the land create a middle class -basis of the society
- The local authorities gain revenues from land transations.
- Using land as a collateral to take a loan.

⁷ Biznes, No. 12, March 20

Winners and Losers

Winners

- Big corporate agricultural companies,
- Managerial board of Collective Agricultural companies,
- Some state officials in general "elites" who has information and resources

Farmers in Ukraine totally support land reform and private land ownership. But they experienced the lack of financial support from the state in form of long-term credits, low interest loans and discounts.

M. Saenko, head of the Dnipropetrovsk Oblast Private (Family) Farming Association⁸

During the reform process a serious violation of the Decree has been revealed: CAE management have closed their doors to private (family) farmers. It has become impossible to attend shareholder meetings at CAEs being reorganized, regardless of the command of the Novomoskovsk raion administration head. The purpose is obvious: the dying CAEs will be forced to adopt the conditions imposed by the new privately owned enterprises.

The decree has been reduced to changing kolkhoz letterhead, is all. Examples of such "reforms" abound. For example, 2,896 private farms in the oblast possess 36,000 hectares of land; this would be the equivalent of about 40 kolkhozes in terms of land allocation. Meanwhile, 40 of our kolkhozes have debts of over 50 million hryvnias, and they're not about to be repaid. By comparison, private farm debts in the oblast add up to only about 800,000 hryvnias, which is a mere 266 hryvnias per private farm.

But in February, 2000 farmers are allowed to buy land, however with certain limitations. (maximum 50 hectares of arable lands and 50 hectares of non-arable lands—meadows, pasture, etc.) Moreover, a farmer has a right to buy land only if he was renting land for at least 5 years. It is forbidden to resell such land even to other farmers⁹.

Private (family) farmers promised the Mykolaiv municipal authorities that they would block bridges and main thoroughfares with their agricultural machinery, in protest over unfair treatment of this category of farmers.¹⁰

⁸ Dneprovskaia pravda, No. 11, February 1, 2000

"A new coat of paint on the kolkhozes won't change anything"

⁹ Den', No. 43, March 11

¹⁰ "Private farmers threaten Mykolaiv blockade" D. Kliakhin

LOSERS

- aged people, primarily pensioners,
- rural area social workers without land,
- minorities, women.

KEY QUESTIONS NEED TO BE DISCUSSED.

Every decision made and action taken should be matched against the goals of land reform. In order to identify the needs, the research must be conducted to discover if there are any other options; what are advantages and disadvantages; and to analyze the consequences.

- Is society ready to accept in land reform? What are the expectations of diverse social groups ? Is analytical justification required?
- Does a growing gap between rural and urban perceptions & approaches to land use and land reform ideas could be seen ?
- What is the understanding of property rights?
- Are there any Incentives to invest in land?
- How could be improved the legal infrastructures regulating land privatization?
- What are the advantages or disadvantages of long-term leasing of land, vice versa, land bought and sold as real estate.
- How should be allocated the revenues from land transfer transactions?
- Does land privatization create the opportunities necessary for people to become land moggles – Does the power transform in property?
- Are Ukrainians secure in their rights on land? Will they have a "bill of rights"
- Do we observe the environmental degradation of privatized land?
- What is role of credit and lending institutions ? What should be done to provide the use of land as collateral.
- How to effectively should be allocated the private and public roles and responsibilities on property legislation, administration, registration, data collection and updating, and ownership of information?
- What are the roles and responsibilities of the private sector in regard to the land market and public sector on such subjects as economic development, real estate agencies, and mortgage and brokerage houses.
- How to create the suitable environment for professional business development in the professions of real estate agencies, land appraisers, notaries, and private survey companies.
- Is any need for regulation of the private sector through professional accreditation, licensing, quality assurance requirements, and the creation of professional associations. For which key areas of land reform implementation. there is a need for development of professional standards ?

- Which new trends in education such as “How to Meet Market Requirement”, as well as the methodological aspects of land reform need to be promoted. What educational programs could be Initiated in various disciplines to ensure applicability toward the real estate market advancement?
- How to resolve the conflicts stemming from the land allocation, land boundaries and so on? The need of establishment of a recognizable Arbitrary Court
- Ethnic groups are dicriminated in Ukraine as to the purchase of land? (in case of Tatars in Crimea, for example)

Mustafa Dzhemiliov, head of the majlis of Crimean Tatars and also a national deputy of Ukraine, believes that CAE reforms and land allocation in Crimea must be halted immediately until all regions resolve the problem of allocating lands (an average land parcel/share) to [returned] deported [Tatars]. The majlis leadership has appealed to President Kuchma to adopt a relevant decision to re-allocate land shares in those regions where insufficient lands have been allocated to Crimean Tatars¹¹

POLICY COMMUNICATION

The topic of this discussion paper is on the agenda of the government refrom priorities.

The comminication on this issue should be undertaken with all key players in order to innitiate discussion, contribute to the knowledge and come up with detailed .

The paper will be delivered by regular mail, Internet and other means of communications for the due attention and responce on the side of officials, international donors and private sector developers.

THE KEY MESSAGE

it is impossible to establish in Ukraine the efficient and well-functioning real property market based on the private ownership principles *without mass support*. To build a transparency representing the processes of land privatisation and create public awareness through the use of the media campaign, ensuring the public's understanding of the benefits and losses associated with land reform is a key priority.

OPTIONS FOR CONSIDERATION

1. "Closed"

Ongoing reform without a special intervention for building a public awareness and strong informational campaign to support land reform.

¹¹ . (UNIAN-AGRO-den', No. 101)

the reform implementation could be focused on the solving the technical problems such as land registration system, data gathering, mapping, surveying and so on. All these tasks are time and money consuming. Quite often the the accent is put on the obtaining some quantitative results that could clear show the progress without taking into the consideration the qualitative aspects associated with the understanding and proper motivations.

2. "Semi-open"

Reform with limited intervention and public campaign. Every agency could combine the technical assistance to land reform with needed informational campaign accompanying the main activities. To inform public and to monitor the public perception and expectations are not priority tasks in this case.

3. " Open"

Reform with accent on building a public awareness and transparency of the privatization process. This is for those who wants to understand the roots of the problems and is interested in establishing a dialogue with public, discussion of the "hot" contentious issues. The public participation is a key . Reforms are going with direct public participation. Their expectations are taken into consideration and where possible met by decision- makers. The social tension is much lower as in the previous options and the public understands that the reforms are for them and with them.

RECOMMENDATIONS

PRINCIPLES APPLIED TO RECOMMENDATIONS:

- popularise the concept of land ownership by the people and emphasise that the right to own land is part of freedom;
- encourage networking of competent and accessible professionals who are active on land markets and with reform implementation;
- encourage those scientific innovations and research needed to ensure land market infrastructure development;
- build public confidence for the state policy on land reform

PLAN OF ACTIONS

1. The research

The research on the attitudes of Ukrainians towards land privatization is proposed to be conducted. This task involves several approaches.

- Land Reform Monitoring - research revealing the changes in society attitudes towards land privatization has to be undertaken systematically.
- Opinions about privatization methods (especially about effectiveness of different forms of land ownership and use) is proposed to be analyzed within the framework of many surveys.
- It's extremely important to identify the attitudes of various social and professional groups directly and indirectly involved in the land privatization
- Another major task is to understand how Ukrainians mass population perceive the land reform and privatization process and its results.
- Analyzing the general stereotypes and myths about land widespread in Ukraine and inherited from the " old times"
- Motivations and emotions attached to land and land ownership

The knowledge gained is to be used for developing national land policy . Some data could serve as indicators for the evaluation of land reform effectiveness and strengthening the property rights in Ukraine.

2. Pushing the Reforms.

- Initially implement solutions which focus on securing ownership, transactions in land and mortgaging, rather than solving the technical tasks. For Ukraine it means attracting the foreign investments. So far large investors feel insecure to bring their money in Ukraine. There is no solid guarantee as the property rights are not secure.
- Lobbying for legislation, draft bills, and regulations which ensure effective and evident mechanisms for the transfer of land and its titling.
- Elaborate on existing legislation. Preparing draft legislative acts on the conflicting issues. Clear legal frameworks for property transactions attract investment which is consequently the basis for employment opportunities and economic development.
- Foster preparation and re-training government employees;
- Develop joint projects with other donor organizations in regions valuable for land management systems of urban development.
- Disseminate lessons learned through-out the land management system to duplicate positive results.
- Divulging the recommendations of reform components by clarifying the "rule of the game" for the stakeholders.
- Co-ordinating with international projects to ensure maximum benefit and that they are sustained and replicated.
- Establishing direct communication with the government.

3. Building a Transparency

- **In order to overcome the remaining bottleneck position of governmental institutions, obligations should be placed on the agencies to ensure non-discrimination, transparency of the processes of land privatization.**

- Initiate the dialogue between the public and the government, such as public hearings and expert evaluation.
- Enlist the media to highlight a public campaign; to monitor, to reveal corruption in all areas including law-enforcement, tax departments, and within the credit and banking sectors in regard to land reform. They should be encouraged to publish their findings without bias.
- Initiate discussions based on land reform by means of numerous round tables, conferences, and publications. As well as, facilitating a series of youth debates (Popper format) debating the land reform issues and discussing social attitudes.
- Outwardly support and disseminate the best innovations for solving problems within legal, finance, property, organization, and management frameworks.
- Provide ease or information that is open and available freely.
- Initiating public discussion through media, periodic press and the Internet.

4. Building Public Awareness

The benefits of land reform are not apparent to the general public. Reforms are viewed negatively because people observe regularly unfair land reallocation, corruption, and red tape. One of the key challenges in any public awareness campaign is the ability to answer the needs, fears, and expectations of the general public.

- Overcoming the resistance to change may also be necessary in dealings with government offices and the private sector impacted.
- Strengthen new NGOs appearing to promote market values and facilitating the transformation of land reform.
- Share through the media success stories on projects and functioning government and public institutions.
- The concept of sustainable development reflects a growing awareness that current generations should meet their needs without compromising the quality of life of the future generations, without causing resource depletion and without causing environmental destruction.
- Advance the prospects for genuine democratic and market reform in Ukraine. Increase think tanks' visibility and credibility among citizens, as well as among policy- and opinion-makers, as a reliable and ready source of expert and objective information and analysis.
- Strengthen the think tank community's capacity to influence public opinion and policy.
- Build cross-border and regional partnerships with counterpart institutions in Ukraine, to increase think tanks' knowledge on land reform issues.
- Develop programmatic links and alliances between the think tanks and indigenous grassroots "advocacy" NGOs providing an national advocacy outlet for think tanks' policy initiatives.
- Facilitate and guarantee the rights of women in different ways: disseminating information to enable women living in rural areas to voice their concerns, strengthen women's capacity to participate in economic reforms

- Strengthens social capital by supporting positive political and social interaction, mobilizing groups for broader participation
- Popularize the idea of private land ownership and show Ukrainians benefits gained from a healthy and productive land market.
- Undertake initiatives for elimination of the harmful implications arisen from the land transfers;
- Exercise public control over the activities of the administration.

5. **Informational strategies**

- All levels of public administration, whether local, regional, national must facilitate public access to public information by the use of new applications (i.e. public information kiosks or on-line systems).
- Ensure which standards are achievable given the economic, technological, and institutional constraints;
- Develop a broad and strategic support system ensuring indispensable of information to those who are considered politically important recipients;
- Relate the informational components to the strategic design of the government in all its levels, including international commitments;

European Commission.1993. *Making the most of the Internal Market. Strategic Programme.* COM (93) 632 final.

European Commission.1995. White Paper. *Preparation of the Associated Countries of Central and Eastern Europe for Integration into Internal Market.* COM(95) 163 final.

Program Plan of Cabinet of Ministers of Ukraine. 2000. Reforms for sustainability.Kiev

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