



CURRICULUM VITAE

ELENA KRYLOVA-MUELLER

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PERSONAL INFORMATION

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

SUMMARY OF EXPERTISE

Thematic competencies: Local governance; decentralisation; participatory planning, budgeting and management; area-based development; civil society development, citizen empowerment and public participation in governance; accountability and transparency in public sector; policy advocacy and policy dialogue; institutional capacity building and organisational development; capacity needs assessment and capacity building.

Other competencies: Training, backstopping and coaching, development projects design, M&E systems, project/program management, facilitation of strategic and multi-stakeholders planning, policy dialogue.

SUMMARY OF WORK EXPERIENCE

Managing Director/ Consultant, DPI Development Partnership International GmbH, Bern, Switzerland (since April 2003). Consultancy company specialising in good governance and development program/project management issues (advisory support, facilitation, training, M&E, research services). Mandates include:

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

Outcome Evaluation of UNDP Communities 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, participatory district planning and budgeting, along with evaluation of general program management issues.

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 monitoring system.

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.

Assessment of SRC experiences in Community Action for Health projects in Kyrgyzstan, Ecuador, Eritrea and India (SRC, 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 analysing approaches to promoting community action in health approach at local and national policy level.

Conceptualisation 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 (with the application of ABD and rights based approaches).

Evaluation of Muminabad local development program, Tajikistan (SDC, 2007). Taking part in the evaluation team as a local governance and development management expert. Among the focuses of the ABD program evaluation - municipal planning and budgeting, institutionalisation of mechanisms of citizen participation in local decision making.

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 of results.

Health and social care projects planning, review and backstopping in Bulgaria and Belarus (Swiss Red Cross, 2004-07). Facilitating participatory planning and reviews of various SRC projects related to health and social care provision at the local level (organisation of socio-medical home care services at the local level in Bulgaria and Belarus and the role of RC organisations), assistance in project design with focus on local capacity building and sustainability, developing progress-monitoring systems. Backstopping project management, development and delivery of NGO organisational development and management training for RC.

Children advocacy program in Bulgaria (Swiss Red Cross, 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-institutionalisation of children care (facilitating participatory planning, development of monitoring indicators system, advising on advocacy and lobbying strategies).

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.

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

Assessment of EC Policy and Practises 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). Organisation 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 monitoring tool (using 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.

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). Aim of capacity building – advocate for democratisation 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 Red Cross, 2003). Backstopping project team, provision of training on self-organisation 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.

Free-lance Trainer/ Consultant, (Jan 2001- June 2002). Mandates from various international organisations, including:

OSCE Municipal Finance and Infrastructure Program in Bosnia and Herzegovina (OSCE, Jan 2001–Jun 2002). Designing and conducting trainings for local government and community organisations on participatory governance and strategic development planning. Training NGOs in ethnically divided municipalities on organisational development and participation in municipal decision-making.

Strengthening local self-government capacities in multiethnic municipalities of the Crimean Autonomous Republic, Ukraine (NGO “Integration Corps“/ EU-USA Transatlantic Initiative Program, Dec 2000-Aug 2001). Conducting trainings and producing guidelines for local government officials and communities self-governing bodies on democratic de-centralisation 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, Dec 1999-Aug 2000). Participating in the evaluation of UNDP Country Cooperation Framework of 1996–2000, assisting the Country Office in the organisation 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 (Nov 1999- Mar 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 (Jan-Dec 2001). A member of the research program “Transition and Modernisation in Local Governance and Public Administration: Prospects of the Next Decade” (theme group “Integration and Participation: Requirements for Establishing Democratic Governance in Multiethnic States”, research on the impact of international organisations in promoting civil society development and democratic governance in multiethnic communities of Bosnia and Herzegovina).

Program Officer, UNDP/ UNOPS Crimea Integration and Development Program, Ukraine (Jan 1996 – Feb 1999). 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 mobilisation, 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 (Sep-Dec 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

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

Management of Organisational Change, UNDP, Ukraine

Participatory Action Research, UNOPS, Ukraine

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

Participatory Methodology and Building Partnership for Sustainable Human Development, UNDP, Russia

PUBLICATIONS

- 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 Practises 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: OWA
- Krylova E. (2005). European Commission: Policy and Practice on Governance and Democracy in Georgia. London: OWA
- Krylova E. (2004). Democratic Governance in Multiethnic Communities of Bosnia and Herzegovina: The role of International Community. Budapest: LGI (unpublished)
- 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: LGI, 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: Democratisation 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

- Dr. Mridula Ghosh, Chairperson of the Board, Eastern-European Development Institute, Kiev, Ukraine, Tel. + (38 044) 289 54 36, e-mail: mghosh@eedi.org.ua
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