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COMMUNITY BASED APPROACH TO LOCAL DEVELOPMENT PROJECT

(CBA Project)

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Ukraine

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LIST OF ABBREVIATIONS

ARC	Autonomous Republic of Crimea
CBA	Community Based Approach to Local Development Project
CDO	Community Development Officer (CBA staff in the region)
CDP	Community Development Plan
CO	Community Organisation
EC	European Commission
EU	European Union
LDF	Local Development Forum
MDG	Millennium Development Goal
MPP	Micro Project Proposal
OC	Oblast Council
OCC	Oblast Coordination Council
OCRC	Oblast Community Resource Centre (same as OIU)
OIU	Oblast Implementation Unit (same as OCRC)
OSA	Oblast State Administration
PA	Partnership Agreement
PMU	Project Management Unit (CBA head office in Kyiv)
RC	Rayon Council
RCRC	Rayon Community Resource Centre
RSA	Rayon State Administration
UMDG	Ukrainian Millennium Development Goal
UNDP	United Nations Development Programme
VC/CC	Village Council/City Council

Executive Summary

CBA operation in Year-I (September 2007 – August 2008) was dedicated to laying foundation for implementation of Project activities to achieve the objectives of strengthening participatory governance and improving living quality of the Ukrainian population living in rural areas. CBA established implementation units, developed necessary human resources and guidelines, established partnership with most of the target oblast and rayon authorities and local councils and selected target communities for local action.

CBA operation in Year-II (September 2008 – August 2009) is dedicated to completion of partnership establishment, creation of support structures at rayon and oblast level for joint decision-making and implementation of, building capacity of the communities and local/regional authorities for implementation of community projects.

During Year-II, (a) partnership agreement was signed with 6 oblast authorities and 81 rayon authorities; (b) 526 new village/city councils and 838 local communities were selected for local action; (c) 974 community organizations (COs), 191 local development forum (LDF) and 23 oblast coordination council (OCC) were formed for establishing joint decision-making and bottom-up planning process. With these achievements, CBA targets in the area of partnership establishment and creation of support structures got almost accomplished. Support from Secretariat of Cabinet of Ministers and Ministry of Regional Development and Construction were effective in motivating the regional authorities for partnership establishment.

In a bid to enhance skill of human resources involved in CBA implementation, 11,443 CO-executives, 3,622 officials of local government and district/regional/national level state bodies and 48 Project personnel were trained during the year. In total 15143 persons were trained since inception of the Project. Necessary logistics were provided to them for effective functioning of community organisations, rayon community resource centres and oblast community resource centres. As a result of the training and logistic support, CBA could witness effective implementation of its activities in the regions.

In Year-II, 910 communities prepared community development plan. Through bottom-up planning process, community priorities were mainstreamed into local government planning through joint decision-making process. Based on the joint decision with local authorities, COs prepared and submitted 545 micro-project proposals to CBA. Upon appraisal from CBA, 404 proposals were approved for funding. It is expected that by end 2009, 350 more proposals will get approved. CBA supports micro-projects under a framework of cost-sharing. In light of envisioned cost-sharing in the proportion of 5% (community), 45% (local budget) and 50% (CBA) the actual cost sharing of the approved micro-projects indicate cost-sharing proportion as 7.6 % (community), 44.6 % local budget, 1.4.% private sector and 46.4% CBA.

Screening of community development plans and approved community project proposals show that about 55% of the community priorities is focused on energy saving, followed by health (21%), water supply (17%), school transport (6%) and environment (1%). Similarly, 50.2 % of the micro-projects were related with school/kindergarten followed by healthpost (21.1%) and various community needs (28.7%) e.g. streetlighting, water supply, waste management. It is expected that energy saving portfolio will continue to remain focused in 2010 and beyond.

Second Project Monitoring Mission was carried out during July-August 2009 by European Commission Delegation Office. The Mission found CBA implementation as satisfactory except for timely completion of community projects due to financial crisis facing the country and ambitious target. During Year-II, CBA implementation review was held in 24 regions in participation of regional and rayon authorities and CBA/UNDP management. The reviews proved effective in accelerating the pace of CBA implementation in the region and solving operational and cost-sharing (financial) problems. The overall conclusion was that the local/regional partners will be able to implement all the micro-project quota allocated to them within 2010.

Media were found to be active in rendering transparency to Project activities. In Year-II, 103 media events took place while 1038 media coverage were traced during the same period. Also, a total of 549 publications about CBA were circulated widely in hard copies or electronically. CBA website was enriched with information for wider audience.

Emergence of tangible results due to CBA implementation has begun appearing. Change in mindset of the people and authorities is clearly seen as the Project has succeeded in drawing strong appreciation from local/rayon/regional partners to the approach promoted by the Project. Demand has been received from large number of CBA partners for further expansion of the Project activities. With on-going implementation of micro-projects supported by the Project, following impact is achieved/envisioned in CBA communities thereby reinforcing the achievement of UMDG:

- An environment for better health through improved health services and availability of clean water;
- Energy saving of 30-80% through repair of heating system, window insulation, roof repair etc.;
- Creation of employment opportunity at local;

- Improvement in education quality through school transportation and reduction in cold borne diseases;
- More than 3000 activists trained to carry out CBA methodology further.

CBA methodology is process oriented and is bound to take time to accomplish the process in a stepwise manner. The pace of the Project implementation process was affected by mindset of the stakeholders and on-going administrative and political situation in the country. In particular, deviation in terms of time and quantity of planned activities/targets occurred due to:

- Delay in partnership with oblast authorities caused delay in selection of rayons and that of village/city councils;
- National financial crisis caused budget crunch at the level of local authorities and hence delayed initiation of micro-projects;

Outlook of CBA activities in 2010 includes continuation of completion of targeted community projects, experience documentation for policy recommendation, resource mobilization for further scaling up of CBA, consolidation of implementation guidelines, dissemination of CBA experience to wider audience and support towards methodology internalization.

Statistical Abstract

SN	Activity	Target		Achievement		
		Unit	Qty.	Year-I*	Year-II**	Total
1	Establishment of central office of CBA	Number	1	1	-	1
2	Establishment of regional implementation units	Number	25	25	-	25
3	Partnership Agreement Signed With Regions	Number	25	19	6	25
4	Rayons selected	Number	200	177	23	200
5	Partnership Agreement Signed With Rayons	Number	200	119	81	200
6	VC/CC Selected and partnership established	Number	1000	475	526	1001
7	Communities Selected	Number	1000	171	838	1009
8	Community Organisation (CO)					
	Created	Number	1000	23	974	997
	Registered at VC	Number	1000	10	906	916
	Legally Registered	Number	1000	-	896	896
9	Net Household Participation/Membership					
	Target Households (cumulative)	Number	-	5634	295457	301091
	Household Participated	Number	-	5230	216524	221754
	HH Participation Level (cumulative)	%		93	73	74
	CO-Members – Total	Number	-	5297	271503	276800
	CO-Members – Female	%	-	3012	62	62
	CO-Members – Male	%	-	2012	38	38
10	Local Development Forum (LDF) Created	Number	200	-	191	191
11	LDF Sitzings Held	Number	-	-	453	453
12	Oblast Coordination Council (OCC) Created	Number	25	-	23	23
13	OCC Sitzings Held	Number	-	-	34	34
14	Rayon Resource Centers Created	Number	200	-	107	107
15	Human Resource Development	Number	-			
	Trainings conducted	Number	-	11	646	657
	Training Participants	Number	-	78	15065	15143
	CO-members	Number	-	-	11443	11443
	Local authorities	Number	-	78	3622	3700
16	Community Planning and Mainstreaming	Number	-			
	CO with community dev. plan (CDP)	Number	1000	-	910	910
	CDP Approved at LDF	Number	1000	-	756	756
17	Micro-Project (MP) Proposals	Number				
	Approved by LDF	Number	1175	-	643	643
	Submitted by COs to CBA	Number	1175	-	545	545
	Approved by CBA***	Number	1175	-	469	469
	Related with energy saving	%		-	55	55
	Related with health	%		-	21	21
	Related with water supply	%		-	17	17
	Related with school transportation	%		-	6	6
	Related with environment	%		-	1	1
	Total cost of approved MPPs	UAH milln		-	58.5	58.5
	Share of CO	%	5.0	-	7.6	7.6
	Share of VC/CC	%	45	-	10.8	10.8
	Share of rayon/oblast	%		-	33.8	33.8
	Share of CBA	%	50	-	46.4	46.4
	Share from others (private sponsor)	%	-	-	1.4	1.4
	Beneficiary population	Number	-	-	381915	381915
	Number of MPs funded by CBA	Number	1175	-	242	242
	MPs Completed	Number	1175	-	15	15
18	Information Campaign and Media Strategy					
	Press Conferences	Number	-	17	103	120
	Media Coverage	Number	-	87	1038	1125
	Publications (web sites + Newsletters)	Number	-	31	549	580

* September 2007 – August 2008;

** September 2008 - August 2009;

*** 537 micro-projects by September, 2009

Chapter One

INTRODUCTION

1.1 Background

Ukraine has made significant social and economic development since its independence. However, a vast population, living in rural and semi-urban areas, are still suffering from low living standards characterized by insufficient access to medical care, education, water supply, energy supply and poor sanitation/environmental situation. Underdeveloped or worn out basic infrastructure in these sectors are the major cause for poor service delivery. These challenges form a part of the MDG signed by Ukraine in 2000. To achieve these goals, much work is needed, especially at local level where legacy of the highly centralised decision-making system, passive attitude of the population and limited capacity of the local governments still exists.

Community-Based Approach to Local Development (CBA) is a joint initiative of EC and UNDP. It is founded on the experience worldwide and within Ukraine for solution to local development problems through active participation of citizens, elected bodies, state authorities, civil societies and private sector. It is meant for applying the principle of bottom-up, participatory approach country-wide and provide valuable inputs for reinforcing the MDGs.

CBA Project was launched in December 2007. in participation of representatives of Delegation of European Commission to Ukraine, UNDP, Secretariat of the Cabinet of Ministers of Ukraine, representatives of Ministries, central and local governments.

1.2 Objectives

Main objective of the CBA Project is to create enabling environment for long-term self-sustaining social-economic and environmental development at local level throughout Ukraine.

Specific objectives of the Project are to:

- Improve living conditions in rural and (semi-) urban communities through sustainable community-based self-help initiatives;
- Demonstrate participatory local governance, joint decision making and public private partnership for decentralised public service delivery through self-governing community organisations;
- Enhance professional skills and knowledge of community organizations and local authorities to initiate and maintain participatory local process on sustainable social economic development and public services delivery;
- Document experience on participatory planning, decision-making and social action with a view to providing inputs for policy and legal reforms.

1.3 Project Area

CBA Project works in all oblasts of Ukraine and Autonomous Republic of Crimea covering total of 200 rayons (eight in every oblast in average) and 1000 village/city councils (five in every rayon in average).

1.4 Implementation Methodology

The strategic goal of the CBA is to build capacity of the local communities and local authorities for participation into joint decision making process and use this capacity for multi-stakeholders cooperation and multi-sectoral interventions with ensured local ownership of the process. The process is **bottom-up** and involves stakeholders from grassroots, meso and macro level in the process as it moves upward.

Selected rayons, village/city councils and local communities form the functional area of the Project. Their selection is done through open **competition based** on the criteria of socio-economic hardship especially in the area of health, education, water supply, energy supply and environmental situation. Through the selection process, CBA reaches the most suffering areas/population of the region/rayon.

Local level activities of CBA is carried out under the framework of **Partnership** with the stakeholders. It is based on willingness and commitment of the local partners (communities, village/city councils, rayon authorities, regional authorities) for cost sharing and joint decision-making.

Social mobilisation tool is used to unleash the potentials of selected communities to help themselves and mobilise local authorities and other development partners in the locality to address common basic needs of

the people on participatory basis. To this end, following support structures are created to facilitate smooth implementation:

- Most of the households in a selected community are organised into ‘community organisation (CO)’ which is founded on norms of good governance. CO serves as the vehicle for carrying out various activities of local development nature on their own or with support from other development agencies;
- Through networking of COs, village/city councils, rayon authorities, local/regional authorities, private sector and civil societies a ‘local development forum (LDF)’ is established at rayon level under the leadership of the head/deputy head of rayon authority. LDF facilitates in making participatory decisions, mainstreaming of community plans, resource mobilisation for implementation of plans and so on;
- Through networking of LDFs, oblast authorities and other stakeholders in the oblast, an ‘oblast coordination committee (OCC)’ for carrying out participatory monitoring, resource mobilisation and coordination at oblast level.
- Networking of stakeholders at the national level enables overall monitoring and advisory support.

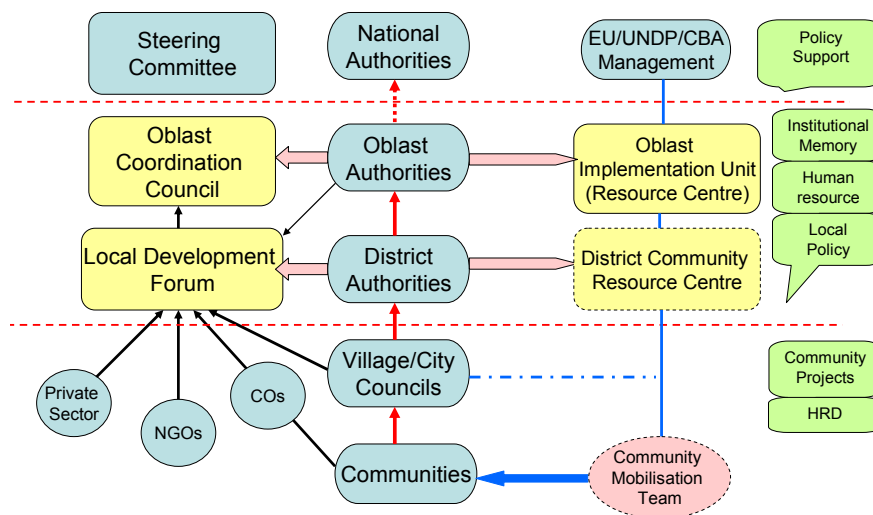


Chart – I: CBA model

Capacity of the COs is built in such a way that they are able to make joint decision with local authorities, mobilize resources, implement local priorities and sustain the result. Capacity of the partners (VC/CC, rayon/oblast etc.) is strengthened in terms of human resources to implement participatory approach propagated by the Project. Training, exposure visits, dialogues and small grants (for community projects), appropriate institutional mechanisms etc. are used as tools for building capacity.

For **timely and quality output**, appropriate ‘quality supervision committee (QSC)’ and ‘management information systems (MIS)’ are established to make the stakeholders directly involved in the process of monitoring and assessment of the Project activities. Flow of information is bottom-up and participatory.

1.5 Implementation Process

CBA Implementatoin process involves a series of activities and action points that ultimately yields results intended by the Project, as given below:

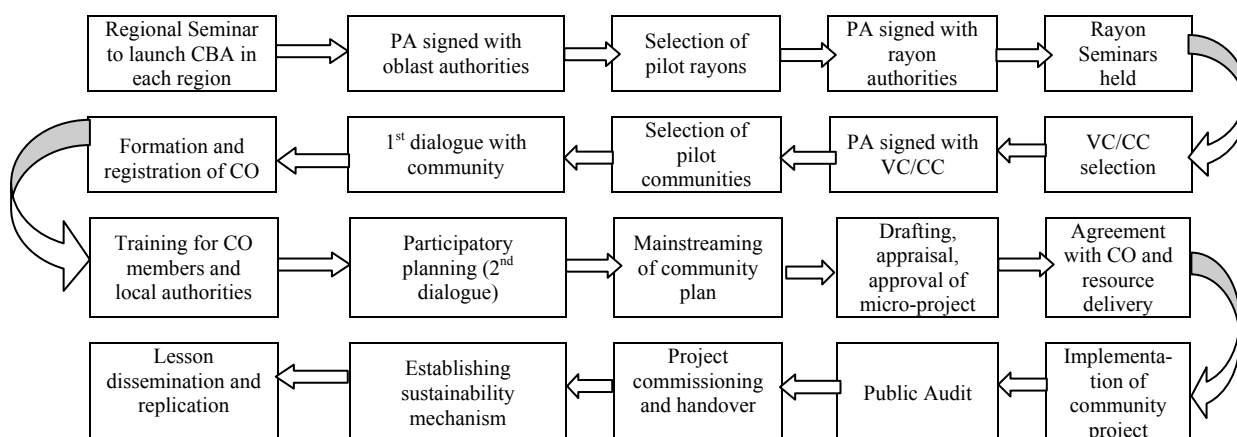


Chart – II: CBA Implementation Process

In normal situation, the complete process is expected to take about 2 years. However, it might take 3 years if there is inadequate cooperation from the local/regional authorities, if the selected communities are passive and if local budget is not available for matching cost-sharing.

1.6 Management Arrangement

The Project is managed by UNDP/Ukraine under overall guidance of deputy resident representative and under direct supervision of Senior Programme Manager. Execution of the Project is done by an implementation team with a central body in Kyiv and 25 regional implementation units, one in each region. Oblast Implementation Units (Community Resource Centres) are further supported by oblast authorities in terms of office premises and human resources. Similarly, each rayon partner has deputed one official for coordination and implementation purpose and has established modest form of district community resource centre. They all together implement local component of the CBA activities. LDF and OCC serve as a guiding body at local and regional level and steering committee of the Project serve as a guiding body at the national level.

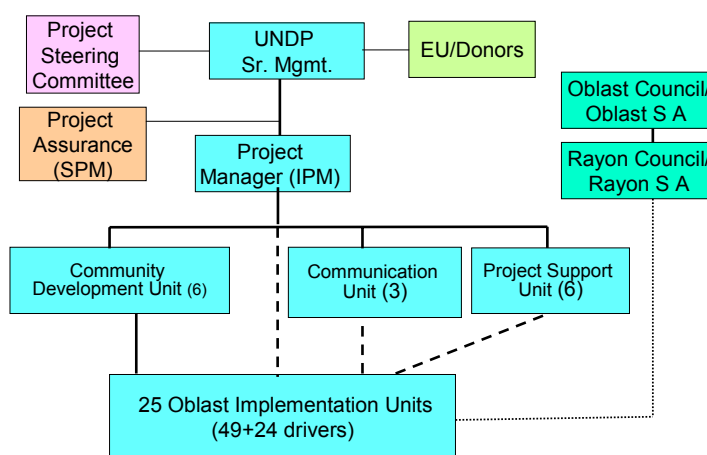


Chart – III: CBA Organogram

1.8 Project Implementation in Year-I

Year-I was focused on establishing the foundation for CBA implementation with following key events:

- Project implementation units in Kyiv and 25 regions were established. To facilitate the implementation, necessary operational guidelines and training materials were developed. The Project personnel and officials from rayon and oblast authorities were trained.
- CBA Project was launched in all regions involved. Through open competition 177 rayons and 475 village/city councils (with less than 10,000 population) were selected for local action. These rayons and village/city councils represented territories suffering from income crunch and problems related with water supply, energy, health etc. Partnership agreement was signed with 19 oblast, 119 rayons and 475 village/city councils.
- In terms of support structure creation, 23 community organisations (COs) were developed.
- A series of training were organized for CO-executives, officials of local/district/region/central level partner agencies.

During the year, the Project faced various challenges, some of them are mentioned below:

- Availability of competent personnel in the framework of competitive labour market and quality of those on board;
- Slow response from oblast/rayon authorities due to lack of trust, frequent transfer of leaderships, council-administration conflict at various level;
- General financial crisis, local budget crunch and political instability
- Natural disaster such as flood in the western region

Elements like competition and transparent/joint decision-making; training and exposure; peer-to-peer learning and support from national partners (e.g. Secretariat of Cabinet of Ministers and Ministry of Regional Development and Reconstruction) and timely response from UNDP and EU management to address crucial management issues proved to be effective in handling the above challenges

Chapter Two

Establishing Partnership With Stakeholders

Establishment of formal partnership with local/regional authorities through signing of partnership agreement is essential to formalize the role and commitment of the partners and to provide an official basis to work with community organizations. This activity includes partnership with oblast authorities, with rayon authorities and with village/city council.

During Year-II, partnership was established with 6 oblasts authorities, 81 rayon authorities and 526 village/city councils. In cumulative term, 25 oblasts, 200 rayons and 1001 village/city councils established partnership since inception of CBA. Thus, the Project accomplished its target of reaching 25 regions, 200 rayons and 1000 village/city councils.

Details on partnership establishment are described hereunder:

2.1 Partnership with oblast authorities

In Year-II, partnership agreement was signed with 6 oblast authorities namely Autonomous Republic of Crimea (ARC), Mykolaivska, Zaporizska, Dnipropetrovska, Donetsk and Odeska. With it, signing of partnership agreement with regional authorities reached 100% of the target by August 2009. Details on regional partnership can be found at <http://www.cba.org.ua/Partners.aspx>.

In all cases, the agreement signing event was preceded by a regional launching seminar hosted and led by heads/deputy heads of oblast state administrations and oblast councils. Participants of the seminars included heads/deputy heads of OSAs, OCs, RSAs, RCs; representatives of NGOs and mass media. During the seminar, the participants were informed about importance of participatory approach in resolving local development problems; about the CBA Project and its modus operandi, highlighting experiences of EU Tacis and UNDP-projects on participatory approach. These information were followed by discussion on terms of partnership with oblast and rayon authorities, call for application from the rayon authorities for partnership with the Project and criteria of rayon selection. To ensure that the participants carried enough information materials on the Project and partnership, information packs were distributed containing materials including printed version of PowerPoint presentation, application form for rayons and draft Partnership Agreement with Rayons. Dissemination of this information pack was effective in raising wide awareness, creating competition among rayons and ensuring high degree of transparency about the process initiated by CBA.

In total during Year-II, about 1400 officials of local/regional authorities, civil society organisations and media people attended the seminars. During the seminars, leadership of the regional authorities took the opportunity to publicly express their support for CBA Project (Box – I) and encouraged rayons to apply for partnership with the Project.



UNDP Deputy Resident Representative, Ms. Joanna Kazana-Wisniowiecka, Governor of Zaporizka Oblast State Administration Mr. O.Staruh and Deputy Head of Zaporizka Oblast Council Mr. O.Klepakov signing partnership agreement on 1 October 2008.

Challenges and solutions: Launching of seminars were carried out in Year-I. However, signing of partnership agreements was completed in Year-II. Delays in signing agreement was due to various factors such as change in leadership (new leader were not about the previous commitment on the seminar), change in focal person deputed for facilitating the process, level of focal person deputed for facilitating the process (too junior could not reach the leadership as frequently as needed), change in priority of the oblast authorities, conflict between OSA and OC, time taken in making review/clearance of the draft partnership agreement offered by CBA etc. Some oblasts sent request to relevant ministry for approval to sign agreement but did not get a reply.

To help accelerate the process, the Secretariat of Cabinet of Ministers issued a letter on 13 November 2008 asking the oblast authorities asking them to cooperate with the Project. Most of oblast authorities which could not sign agreement in 2008, did support in selection of rayons and implementation of local activities. Successful activities at local level did create trust and bottom-up pressure for signing the agreement.

Box - I: Donetsk Marks Completion of Signing Partnership Agreement

On July 9, 2009 UNDP/Ukraine, Donetsk Regional State Administration and Donetsk Regional Council signed a tripartite Partnership Agreement. According to the Agreement, the Parties will cooperate in order to work out effective mechanisms for joint decision making and mobilise resources to finance community-based projects in 8 rayons.



The Agreement was signed by **Volodymyr Logvinenko**, Head of Donetsk Regional State Administration, **Anatoliy Blyzniuk**, Head of Donetsk Regional Council, and **Ercan Murat**, Officer-in-Charge of UNDP in Ukraine. Subsequent to the Agreement with Donetsk oblast authorities, agreement was also signed between UNDP and each of 8 rayons selected for CBA through on competition basis. With these agreements, partnership establishment with all oblasts and all rayons got accomplished.

Ambassador **Jose Manuel Pinto Teixeira**, Head of the Delegation of European Commission to Ukraine, also attended the event. He underlined the importance of EU's support to this UNDP-led Community-Based Approach to Local Development Project in the

context of strengthening local governance and promoting further decentralization. "I look forward to meeting with communities who have empowered themselves thanks to this project and are working together to improve their living standards," Ambassador Teixeira added.

Ercan Murat thanked the leadership of Donetsk region and representatives of districts for their commitment to enhancing the quality of communal infrastructure and public services through involvement of local communities and local governments. He expressed the hope that the joint efforts by international partners, local authorities and communities would make a significant difference. "In the current global financial crisis, joint effort of all of us has a greater value than ever in the past," Murat said.

On this occasion, Deputy Governor **Sergiy Dergunov** expressed "A distinctive feature of this Project is that it is concentrated on solving very practical problems: stable water supply, local transport and energy saving, i.e. problems with which community members have to deal every day. On behalf of oblast administration, we are ready to cooperate for implementation of these community initiatives aimed at adaptation to European standards of life in rural areas".

2.2 Partnership with rayon authorities

During the reporting period, partnership agreement was signed with 81 rayon authorities. With it, signing of partnership agreement with rayon authorities reached 200 since inception of CBA, thus completing the target of the Project. List of rayon partners can be found at <http://www.cba.org.ua/Partners.aspx/> Following steps were followed for establishing the partnership:

- **Announcement of call for participation:** announcement was made during each regional seminar for rayon authorities to send application forms, along with expression of commitment, to CBA office within 3 weeks. This announcement was for ensuring the principle of competition and transparency;
- **Receiving and analyzing applications:** As a follow up action to the announcement, 368 interested rayon authorities sent their application (Table - I) to the CBA office. The applications included information on hardship (access to water supply, access to medical services, environment situation, energy saving, school transportation) facing the rayon and level of commitment expressed by the rayon authority. Information was also secured from the oblast state administration offices on ranking of rayons in their oblasts using 'social economic' data collected and updated by each OSA. Received rayon applications were reviewed and analyzed by CBA Project and rayons were ranked according to the hardship facing them.
- **Selecting pilot rayons:** Selection of the pilot rayons for each oblast was done by a 'Rayon Selection Committee' consisting of representatives from the respective oblast state administration, oblast council, UNDP and CBA Project. In total 23 rayons were selected during the year by the Committee with 4 rayons in reserve. Provision of reserve rayons was important from the perspective of creating competition and safety measure in case a selected rayon could not continue partnership with CBA in future.
- **Announcement of selection results:** In order to increase transparency and inform stakeholders and public about results of rayons selection, regional press conference as organized in each oblast in participation of representatives of OSA/OC and media and announcement was made.

- **Holding rayon seminars:** Following to this announcement, rayon level seminar was held in each selected rayon in participation of heads/deputy heads of RSA/RC, relevant officials from rayon departments, heads of village/city councils, CBA and media in the rayon. The participants were sensitized about the importance of participatory approach for sustainable local development and familiarized about EU, UNDP, CBA. Terms of partnership and modus operandi of CBA were explained to them. During the year, 48 rayon seminars were held in 8 regions in participation of 2400 officials and 55 media representatives (Table – II).

Officials of the OSAs and OCs were often key speakers during the seminars. Ownership showed by the oblast authorities in reaching rayons is expected to have strong positive effect on the result of the Project in the rayon.



Signing Partnership Agreement with Hoscha rayon authorities (Rivnenska oblast)

Table – I: Selection of Rayons for CBA Partnership

SN	Activity	Year I	Year II	Total
1	Application received	326	42	368
2	Selected for partnership	177	23	200
3	Selected for reserve	75	4	79
4	Signed partnership agreement	119	81	200

- **Signing of Partnership Agreement:**

In general heads of rayon authorities signed the partnership agreement following to the seminar. In some cases, signing of Agreement took longer time because the responsible authorities were not available or the responsible legal department took time to review the document. Also, some rayon authorities waited for oblast authorities to sign Agreement first. In total, 81 partnership agreements were signed with rayon authorities during the year.

Table-II: Participation of Authorities in Rayon Seminars

SN	Activity	Yr-I	Yr-II	Total
1	No. of regions	20	8	25*
2	Rayon seminar held	172	48	220*
3	Participation level			
a	RSA/RC, VC/CC, NGOs	4668	2350	7018
b	Oblast authorities	69	50	119
4	Media	212	55	267

* includes repetitions

Challenges and solutions: Some of the partner rayons turned to be passive due to various reasons such as change in leadership, conflict between administration and council, lack of budget for cost-sharing etc. A few of them became active upon re-motivation and clarification and upon allocation of deficit budget from oblast authorities. One rayon which could not be activated was replaced by a rayon from the reserve list.

2.3 Partnership with village/city councils

During Year-II, partnership was established with 526 village/city councils making it total 1001 since inception. Thus the Project completed the target of reaching 1000 village/city councils. Partnership with village/city council was established through following steps:

- **Announcement of call for participation:** Announcement was made during each rayon seminar for the village/city councils in the rayon to send application, along with expression of commitment, to the oblast community resource centre explaining their situations in terms of hardship on access to water supply, access to medical services, environment situation, energy saving and school transportation. In general, one week was set as a time for making such application.
- **Review and analysis of applications:** The team of the oblast community resource centre analysed the applications received from the respective village/city councils. Based on the socio-economic hardship and commitment, they made a ranking of the participating local councils. In total, 1178 applications were received during the reporting period.
- **Selection of village/city councils:** The ranked applicants were discussed in 'village/city council selection committee' meetings and most potential village/city councils were selected for partnership with CBA along with reserves. The Meetings were presided by CBA focal point of Oblast State Administration. Other participants of the meeting included representatives from regional council, rayon state administrations, rayon councils, and CBA in the oblast. In total, 526 village/city councils were selected for partnership while 252 were selected as reserve. For transparency purpose, the list of selected village/city councils was placed on the website of rayon/oblast authorities and where possible, announcement was made through local media such as TV, radio and newspapers.

- **Holding of village/council seminar:** Following to the selection, seminar was held in each of the selected village/city council in participation of council members, VC/CC-executives, active citizens, NGOs and businesses from the locality. The seminar focused on sensitizing the local representatives with importance of community-based approach to local development and explaining them the relevant procedure and conditions to achieve concrete results.

Representatives of oblast and rayon authorities often participated in these seminars. Their participation reflected their commitment towards citizens' participation in decision-making process and raised effectiveness of the seminar. In total, 913 seminars were held during Year - II.

- **Signing of Partnership Agreement:** In general heads of the village/city councils signed the partnership agreement following to the seminar or at any other time convenient to them. In total, 730 village/city councils signed partnership agreement during Year-II.

Challenges and solutions: Some of the partner village/city councils turned to be passive due to various reasons such as lack of budget for cost-sharing, passive leadership, lack of support from the citizens, mis-perception about CBA support etc. A few of them became active upon re-motivation and clarification and upon allocation of deficit budget from rayon/oblast authorities. Those village/city councils which could not be activated were replaced by the ones from the reserve list. In total, 51 VCs/CCs were replaced.

Table – III: Selection of VC/CC for CBA Partnership

SN	Activity	Year I	Year II	Total
1	Application received	1420	1178	2598
2	Selected for partnership	475	526	1001
3	Selected for reserve	248	252	500
4	Signed partnership agreement	0	730	730



Sr. Programme Manager of UNDP, Ms. Oksana Remiga and a village council head of Donetska oblast signing partnership agreement

Table – IV: Participation of Authorities in VC/CC Seminar

SN	Activity	Yr-I	Yr-II	Total
1	No. of regions	10	15	25
2	No. of rayons	51	149	200
3	Seminar held	166	913	1079
4	Participation level			
a	Rayon authorities	145	1419	1564
b	Oblast authorities	75	47	122

Chapter Three

Developing Support Structures



Community organisation (CO) formed by the target communities, rayon level 'local development forum (LDF)', oblast level 'oblast coordination council (OCC)' and national level 'steering committee (SC)' are the key support structures that contribute significantly to achievement of results envisioned by the Project.

During Year-II, 974 COs were formed by target communities, 191 LDFs were formed by the partner rayon authorities and 23 OCCs were formed by oblast authorities. In cumulative term, 997 COs, 191 LDFs, 23 OCCs and a steering committee were formed since inception of CBA. Thus, CBA has reached its targets on support structure creation.

Details of support structures development are given hereunder:

3.1 Community Organisation Development

Community Organisation (CO) is the most vital element of community based approach to local development. Through this organisation only the citizens are able to thrust their voice and unleash their potentials to help themselves. A CO is true organisation of the citizens living on the same territory (e.g. a village/settlement, a street along the big village/micro-rayon, a multi-storey building), sharing common development challenges. A CO is led by a team of activists trusted by the people. It is a self-governed and self-managed body. It functions under high level of participation of households, high degree of transparency and accountability and high degree of mutual cooperation.

Using social mobilisation technique, about 216,524 households from 974 communities were mobilised across the country during Year-II to get organised for collective action. In total, 974 community organisations (COs) were formed by 168,531 women and 102,972 men representing these households. To reach this result, following steps were followed:

- **Selection of target communities:**

Following to the village/city seminar, a comparative situation assessment of the settlements belonging to the council was made jointly from the perspective of socio-economic hardship facing them e.g. water supply, health services, energy

efficiency, environment and school transportation etc. Based on the ranking, one settlement was selected (with two reserves) for CBA Project. Alternative arrangement was necessary to ensure competition and attract the community which was the most willing and committed to apply self-help approach to resolve their problem. During Year-II, 838 communities (1009 since inception) were selected for local action.

- **Mobilisation of community members:** Pursuant to the community selection, dialogues were held with the selected communities to sensitize them about importance of self-help and collective action to resolve local development issues in partnership with local authorities and other development agencies including CBA Project. To create an environment of trust for joint effort, the representatives of VC/CC, RSA/RC, and OSA/OC also participated in the dialogue sessions. During the dialogue, focus is also placed on gender balance and inclusion of weaker section of the community.

Table – V: Selection of Communities for CBA Partnership

SN	Activity	Year I	Year II	Total
1	No. of region involved	8	25	25
2	No. of rayons involved	43	200	200
3	No. of VC/CC involved	164	837	1001
4	Community selected for partnership	171	838	1009
5	Community selected for reserve	62	425	487

- **Formation of community organisation:** The dialogue sparked among the community members to interact among themselves and come to consensus regarding need of forming organisation. The communities which believed the principles of collective action and which were active, formed their COs. During the reporting period, 974 communities formed their COs as given in Table - VI. Profile of all COs formed along with their contact details is given on CBA website: <http://www.cba.org.ua/Participants.aspx>
- **Formalisation of community organisation:** The COs formed thus were enrolled with their respective village/city councils as well as went through legal registration with relevant agencies. Legal status is essential for the COs to carry out business in formal mode, open bank account and make financial transactions. Legal status also make them eligible to receive grants from national/international agencies. During the reporting period, 906 COs got enrolled with their respective VCs/CCs and 896 COs got legally registered with appropriate registration agencies (Table – VI).

In cumulative term since CBA inception, 1009 Communities were mobilised. Of them 997 communities formed COs in participation of 276,800 persons (62% women) representing 221,754 households (reflecting 74% of the total households). Of them, 916 COs enrolled with their village/city councils and 896 COs got legally registered. Legal form preferred by most communities for their organizations is public organization (90%) followed by bodies of self-organization of population (6%), cooperatives (2%) and associations of co-owners of multi-apartment buildings (2%) as visualized in Chart – IV.

Table – VI: CO Development

SN	Activity	Year I	Year II	Total
1	No. of region involved	5	25	25
2	No. of rayons involved	17	183	200
3	No. of VC/CC involved	34	967	1001
4	Community organization formed	23	974	997
5	Target households	5634	295457	301091
6	Households participated	5230 (93%)	216,524 (73%)	221,754 (74%)
7	Membership - Total	5297	271503	276800
a	Female members	3085 (58%)	168531 (62.1%)	171616 (62.0%)
b	Male members	2012 (42%)	102972 (37.9%)	105184 (38.0%)
8	COs enrolled with VCs/CCs	10	906	916
9	COs legally registered	-	896	896
a	Registered as NGO	-	806	806
b	Registered as BSP	-	54	54
c	Registered as cooperative	-	18	18
d	Registered as ACMB	-	18	18

Challenges and solutions: Passivity, internal conflict, lack of trust on outsiders, suspicion on international agencies and dominating character of CO-executives were observed as major challenges that inhibited pace of achieving community cohesion. As a result, 12 selected communities did not form COs and 22 COs stopped functioning despite repeated effort from the side of CBA and local authorities. To keep the pace of implementation, the left-out communities/COs were substituted from the list of reserve.

Motivation from officials of local councils and rayon/regional authorities mitigated the problem of trust and suspicion to great extent. Also, peer-to-peer interaction with successful communities/COs in the region or beyond proved to be effective in motivating the passive communities. However, those COs which could not become active were replaced by the ones in reserve list. In total 21 COs were replaced by August 2009.

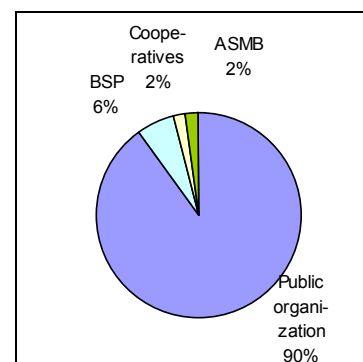


Chart – IV: Legal Form of COs

Box - II: Organized Communities Can Do More Than a Micro-project

Community Organization “Development Agency of Stuzhytsia Territorial Community” of Zakarpatska Oblast is able to attract extra financing from donors for parallel initiatives.

This CO was created under support of CBA Project on 14 November 2008. While exploring the opportunities for betterment of the village, this CO decided to develop touristic routes in order to attract more investment to the village. This young organization already managed to complete its first initiative “Stuzhytsia - a pearl of Ukrainian Carpathians”. In the framework of this initiative, a touristic route was developed encompassing interesting and unique natural and historic sites of the village. This route is marked throughout the village, and the information brochures were printed. Information about Stuzhytsia and its innovation was widely disseminated through the media and the internet. Banner was produced and installed at the entrance of the village to advertise touristic potential of the locality and denote major touristic attractions. In the framework of

this project, mineral water source and other natural phenomena were examined.

Cost of the project amounted to UAH 45000; it was carried out on the cost of community members under support of scientific institutions and local sponsors. Realization of this project will allow to attract about 2000 tourists and will create additional jobs in the village.

Development of tourism in the village is hindered by the absence of street lighting, this is why community prioritized this problem and suggested it as their initiative for micro-project proposal within the framework of CBA project. Total cost of the project will be UAH 132934.

3.2 Establishment of Local Development Forum/Rayon Community Resource Centre

A Local Development Forum (LDF) is established by a decree of rayon administration in each partner rayon. It normally consists of representatives of the rayon leadership and heads of relevant units; heads of village councils in the rayon and CO-chairpersons. LDF aims to facilitate dialogue, coordination, planning and decision-making at local level between the oblast and rayon authorities and communities for promoting integration and development. Meetings are held regularly to discuss local development issues such as mainstreaming of community plans, mobilising resources for implementation of community priorities, providing guidance and technical backstopping to the COs during community project implementation etc. Other functions of the LDF include –

- Assisting COs in legal registration
- Making decision on drafting of necessary documentation for community projects
- Assisting COs in receiving local financing
- Approving community development plans
- Helping in preparation of cost-estimate documentation for community projects
- Approving micro-project proposals
- Approving replacement of village/city councils and communities
- Reviewing progress of CBA implementation in the rayon
- Provide help in technical investigation of the constructions
- Supporting handover of community projects
- Organization of public audit



Local Development Forum in Pidvolochysk, Lvivska oblast



Community Resource Centre in Pereyaslavsky rayon, Kyivska oblast

Each partner rayon also creates a Rayon Community Resource Centre (RCRC) to serve as a secretariat of the LDF and coordinate for carrying out the decisions of the LDF. RCRC is managed by a staff of the RSA, deputed to carry out special function to support CBA implementation in the rayon and to promote CBA methodology in communities outside the CBA area. Visible and equipped RCRCs were established in 107 rayons during Year-II (total 107 since inception).

During Year-II, 191 LDFs were established by the partner rayon authorities (total 191 since inception). Delay occurred only in Donetsk oblast where CBA was launched late (in July 2009). These LDFs held 453 sittings to debate and decide on the matters mentioned above. More importantly the LDFs approved 643 community development plans and proved to be instrumental for mobilizing UAH 26.2 million worth of resources from local budget to support community projects.

Box – III: Rayon Community Resource Centre Becomes a Part of the Rayon Authority

Community Resource Centre of Same (Rivnenska oblast) came into effect on 25 May 2009 through directive of the head of Same Rayon State Administration. The rayon authority allocated separate office premises, equipment and full time human resource to promote community based development approach in the rayon. The Centre is also functioning as the secretariat of the local development forum. It is supporting the effort of Same rayon authority to adopt CBA methodology through community competition grant (UAH 250,000). In this context, it plans to support non-CBA communities as well as CBA-communities.

Similar experience is found in Hoshansky rayon of Rivnenska oblast; Rogatynsky, Halytsky and Hordensky rayons of Ivano-Frankivska oblast; Kuybyshevskiy rayon Hulyaypilskiy rayons of Zaporizka oblast; Svatovskiy and Antracitovskiy rayons of Luhanska oblast; Gayvoronskiy and Aleksandrovskiy rayons of Kirovohradska oblast and Pereyaslav-Khmelnitskiy rayon of Kyivska

The effectiveness of LDF as a mechanism for making joint decision was recognized by some rayon authorities as they included non-CBA village/city councils as well (Box -III). CBA provided minor logistic support such as communication materials, display boards etc. to the rayons which decided to establish tangible resource centre.

3.3 Establishment of Oblast Coordination Council/Oblast Community Resource Centre

To take the CBA implementation process beyond rayons, role of oblast authorities becomes indispensable. An oblast coordination council (OCC) is formed under the chair of deputy head of oblast state administration (OSA)/oblast council (OC) and in participation of representatives of the local development forums (LDFs) in the region, relevant departments of the OSA, selected VCs/CCs, COs, NGOs and business sector. An OCC coordinates project financing; ensures proper awareness of regional and local governments; carries out joint monitoring of CBA implementation in the oblast and provides strategic advice on its implementation and solves local policy issues.



Oblast Coordination Council Meeting in Cherkaska oblast in participation of all rayons, key departments, VCs/CCs, media & other donors (Box-IV)

During Year-II, 23 OCCs were formed (total 23 since Inception). They held 34 sittings to discuss and decide over various agenda related with CBA implementation in their oblast. In particular, they proved effective in –

- Accelerating the pace of implementation
- Reinforcing partnership with rayon authorities
- Mitigating the effect of financial crisis on cost-sharing by allocating oblast budget for community projects. (9 Oblasts allocated UAH 7.8 million for this purpose)

Some oblast authorities recognised the value of OCC and included non-CBA rayons in their meetings hoping that these rayons will get interested in adopting CBA methodology (Box - IV)

Oblast Community Resource Centre (OCRCs) established jointly by CBA and oblast authorities, serve as secretariat of the OCC. CBA supported OCRCs with display logistics, dissemination materials, minor repairs of the



premises, equipment and furniture. In general, oblast authorities have deputed best possible staff to support the OCRCs ranging from programme specialist level to head of department and deputy head of oblast state administration. In some cases, oblast councils deputed their own staff as well.

3.4 Participation of Local Authorities in CBA Process

May it be the process of selection of rayons and village/city councils or may it be the process of motivating the community members to get organised, the authorities at local/regional level were well involved (Table-II, Table – IV). In general, focal persons of the oblasts and rayons participated in the process on regular basis. But in was not unusual to find head of departments and deputy head of oblast state administrations/oblast councils and head of administration/council of the rayons participating in the process.

Participation of the authorities often created a sense of trust among the target population and the accomplishment of the process became relatively easy. On the other hand, the high level officials were able to learn first hand information from the target population.

Box – IV: OCC – A Regional Mechanism of Promoting Participatory Governance

CBA was initiated in Cherkaska oblast relatively late in 2008, after signing of partnership agreement with the oblast authorities. It was soon realised that the regional/local authorities and the local communities were relatively passive towards the CBA approach due to lack of trust on its effectiveness. Therefore, the pace of support structures development was slow and the decision-making tended to be top-down. To familiarise the authorities about importance of CBA methodology, an exposure visit was arranged to Ivano-Frankivsk. After this visit, support of oblast authorities increased significantly. Rayon authorities also became more active under motivation of the oblast authority.

Support of regional/local authorities was helpful for oblast implementation unit to establish sound process at the grassroots. The response and the results came to be positive. CBA methodology was appreciated from local level to oblast level.

In due course, oblast coordination council (OCC) was formed in the oblast. The head of oblast authorities expressed desire to invite all rayon heads in the oblast, related department heads of the oblast authority and other projects/donor agencies working in the oblast to attend the meeting. Purpose was to let other development agencies know how CBA was working and why it was considered effective so that they could utilise the lessons of CBA in their work. Accordingly, they attended the OCC-meeting held on 31 July 2009. In this meeting, CBA activities in the oblast was reviewed and its strengths/weaknesses were examined. The OCC-meeting decided to design a special programme “Implementation of CBA Project in Cherkasy oblast in 2009-2010” allocating 10% of co-financing for community initiatives.

Chapter Four

Developing Capacity

Capacity building is one of the crucial activities of CBA Project. It involves such activities as training, exposure visits, dialogues and various other forms of techniques utilized for skill enhancement/knowledge transfer. The purpose is to enable local communities, local authorities and other partners to adopt and practice the approach promoted by the Project. During the year, 653 capacity building events took place in participation of 15,167 persons representing CBA Project, oblast/ rayon authorities, village/city councils and community organisations. In total since Year-I, 664 capacity building events took place in participation of 15,245 persons. Details on these events are given hereunder:

4.1 Training For CBA Project Personnel

During Year-II, 6 training courses were organized for enhancing skill of 48 Project personnel (community development officers, finance procurement assistants, training officer and assistants and drivers). The training was in form of pre-job orientation, on-the job training and exposure visit. In total, 100 Project staffs were trained since inception. Training courses included:

Community Development	Finance Procurement	Driving
<ul style="list-style-type: none"> - Orientation on EU, UNDP & CBA - Sustainable Development - Social mobilization - ABD & HRBD approach - Operationalisation of CBA methodology - Exposure to successful sites 	<ul style="list-style-type: none"> - Orientation on EU, UNDP & CBA - CBA finance rules and regulations - Book-keeping in COs - Procurement (tendering) procedures - CO financial reporting on MPP implementation 	<ul style="list-style-type: none"> - Safe driving - UNDP Insurance Policy - UNDP rules and procedures for vehicle operation and maintenance - Orientation on EU, UNDP & CBA

4.2 Training For National/Regional Counterparts

Trainings were organized for officials of national counterparts during 2009 – jointly with CBA-staffs as well as independently. In total, 54 officials of elected/state authorities received training (80 since inception) organized by CBA on its own or in partnership with other agencies on various dates and in various locations during the year. Most of the participants included officials from village/city councils, focal persons from the rayon and oblast authorities.

During 1-3 April 2009, 5 representatives of CBA partners¹ participated in training on “Decentralization and Effective Local Self-Government” organized by UNDP Municipal Governance and Sustainable Development Programme under support from the Swiss Agency for Development and Cooperation. Training was organized in Yaremche (Ivano-Frankivska oblast). It brought together mayors and representatives of local councils in order to raise their qualification in the following subjects: local self-government and decentralization, citizens’ participation, strategic planning, operational planning, financial planning, social mobilization and establishment of the quality management system for municipal services in accordance with the international standards ISO 9001:2000.



During 10-16 May 2009, study visit to Czech Republic was organized for 7 Ukrainian authorities of national, regional and local level under support of UNDP/Bratislava Regional Centre and Czech Trust Fund (CTF). The main objective of the study tour was to strengthen capacity of the representatives of Ukrainian authorities to undertake pro-active role in promoting participatory governance, sustainable energy production and utilization and emergency preparedness. The agenda of the visit combined lectures, field visits and meetings with authorities of national and local level focusing on (a) emergency planning, (b) co-operation between state and local authorities and Dukovany nuclear power plant operators, (c) access to information and (d) involvement of local population in safety arrangement.

¹ Heads of Lypovodolynsky Rayon Council (Sumska oblast), Novomyrhorodskyi Rayon Council (Kirovohradska oblast), Sofiyskyi Rayon Council (Dnipropetrovska oblast), Deputy Mayor of Ryzsychiv city (Kyivska oblast), Head of Department of Krasnogvardiyskyi rayon, ARC.

The participants² greatly appreciated the meetings with their counterparts from Czech ministries, regional administrations and municipalities to learn innovative ways of administration and governance arrangement, and to observe functioning of the Czech system of public administration and governance (Box – V)

Box – V: Lessons Learnt in CTF Study Visit

The best practices and lessons learnt from the study visit to Czech Republic (CR) for application in Ukrainian context are -

- Czech experience can serve as example for further decentralization and strengthening of local government in Ukraine.
- Energy saving and the more extensive use of alternative sources of energy should become a priority and realized in practice. Leading role in this process should be attributed to local governments. But policies should be elaborated at national level to promote and support creation of the same, based on lessons learnt by CR, whose experience should be taken into account so as to avoid mistakes and inefficiencies.
- Czech experience of introduction of biomass boilers for providing energy/heat to local population can be recommended for introduction in pilot communities of the region.
- Experience of EU/UNDP CBA Project in Rohatynskiy rayon (Ivano-Frankivska oblast) which was presented by Head of Rayon Council Mr. Mykhailo Popel during the study visit should be more extensively used in other regions.

A study tour and training for 13 Eastern CBA partners from Luhansk, Kharkiv, Poltava, Cherkaska, Chernihivska and Kyiv oblast was organized on July 7-8, 2009 to exchange the experience of project implementation between East and West regions of Ukraine. During the visit, the team interacted with the authorities of Ivanofrankivska oblast and Rohatynskiy rayon and community organization of Vyshyniv and Obertyn village.



This visit has exposed to the participants how the oblast and rayon authorities are supporting and empowering the communities to undertake their initiatives in the oblast and rayon and the community development process adopted by CBA.

4.3 Training For Community Members



Training in Pereyaslav, Kyivska oblast



A series of training was organised in all regions for CO-executives during the year. The courses included such areas as (a) CO Management; (b) book-keeping in CO; (c) community planning; (d) drafting micro project proposal (MPP); (e) book-keeping in community organization; (f) financial reporting to CBA in micro-project implementation; (g) orientation about EU, UNDP and CBA; (h) participatory assessment of COs

In the reported period, 646 trainings were organized for 11,443 representatives of COs (Table - VII). They learned how to create, register and maintain a community organization; how to maintain account and carry out financial transactions transparently; how to write and defend a project proposal, and how to implement an initiative to improve the living quality of local community. The CO-members were also trained to keep an eye upon their CO to keep it institutionally sound and financially sustainable.

Since CBA inception, 646 trainings were organized through which 11,443 CO-executives were trained. Of the total persons trained, 60% were

² (a) Nadia Bondarchuk, Deputy Director of Department of Regional Policy, Ministry of Regional Development and Construction (MRDC), (b) Oksana Vetlynska, Executive officer of Regional Policy Department, Secretariat of the Cabinet of Ministers of Ukraine, (c) Dmytro Orlov, HOD, international affairs, Poltavka oblast state administration, (d) Viktor Pavlichenko, Deputy head, Cherkaska oblast council, (e) Vasyly Baitsym, Deputy Head, Volynska oblast state administration, (f) Oleg Obushnyi, Deputy Head, Chernihivska oblast council, (g) Mykhailo Popel, Head, Rohatyn rayon council, I-Frankivska oblast

females and 40% were males. In general, female constituted higher proportion of the training participation. It was by virtue of higher participation of women in the CBA activities across the country.

Table – VII: Trainings Organised for COs in Year-II*

	No of trainings	Total participants	of Total Participants				of Total Participants			
			Male	%	Female	%	CO-members	%	Local Authorities	%
Total in Year-I	-	-	-	-	-	-	-	-	-	-
Total in Year-II	646	15065	6119	40.6	8944	59.4	11443	76.0	3622	24.0
Cumulative	646	15065	6119	40.6	8944	59.4	11443	76.0	3622	24.0

* Oblastwise details are given in Annex - I.

Trainings were found to be useful raising skill and confidence of the participants to carry out CBA activities (Box - VI).

Box - VI: Feedbacks from Training Participants

«Trainings in «Effective management of community organization», «Participatory Planning» and «Preparation of micro-project proposals» were especially interesting. At these seminars we received methodological recommendations how to manage our organization, form community budget, prepare reports, elaborate micro-project proposals and execute necessary documents» - *Vodyanchuk V.I., Head of CO Pikluvalna rada of kindergarten Zirochka, Horodenkivska town council, Ivano-Frankivska oblast*

«I have received a lot of useful information at trainings in «Participatory Planning» and «Preparation of micro-project proposals» that helped me in solving problems with work with community and in my further work with documents in the framework of the Project». – *Vaselynychuk Z.Z., head of CO Dobrobut, Ivano-Frankivska oblast*

«All trainings were interesting and useful. But I learnt the most at the training in strategic planning and community development. I always try to study and use possibilities to do it. It would be nice if trainings were held not only in rayons for CO leadership, but directly in villages for more CO members. We are interested in having business in a village and in attracting additional resources for the community» *Halyna Biichuk, CO Roksolana, Dovhalivka village, Bilohirsky rayon, Khmelnytska oblast*

«All trainings were interesting, it is impossible to choose one, as all of them are inter-connected. We have learnt a lot about possibilities of communities, believed in possibilities». *Valeriy Poltavchenko, CO Dovira, Honcharivka village, Bilhorod-Dnistrovsky rayon, Odeska oblast*

«...The most interesting trainings were «Management and planning of community activities» and in frames of the training «Preparation of MPP» information about license receiving procedures, approving of project documents, registration of land allotting, etc. As necessary information is almost inaccessible, we are grateful to Zaporizky OIU for the experience gained...» - *Perebyinis Lidiya Mykolaivka, Head of Chapaivske obyednannya hromadyan, Zaporizka oblast*

«I have gained clear idea about the amount of documents necessary for carrying out works on the project; trainings have helped our public organization to improve knowledge of preparing micro-project proposals, participatory planning and effective community management». *Head of CO Vodyansky vodohrai, Vodyane village, Petrivsky rayon, Kirovohradska oblast*

Chapter Five

Community Projects

CBA aims to improve living condition of local communities and strengthen participatory governance. For this purpose, it supports implementation of local priorities reflected in term of ‘community projects’ or ‘micro-projects’ through small grants based on equity, do-ability, sustainability and cost sharing criteria. These priorities are developed by the COs and mainstreamed into local development plans through joint decision-making process.

During Year-II, a total of 404 micro project proposals (MPPs) were approved for funding (404 MPPs since inception). Details of micro-projects supported by CBA are given on CBA website: <http://cba.org.ua/MicroProjects.aspx>

Implementation of community projects is carried out under following procedural framework:

5.1 Preparation of Community Development Plan (CDP)

During Year-II, about 600 second dialogues were conducted to initiate participatory planning in the COs. Through 2nd dialogue, CO-members are familiarised with the need and process of participatory planning and bottom-up planning process. They are also sensitised to observe human rights in priority setting such that weaker section of the society are not left out from the stream of benefits and more than 80% of the members get benefit from their plan in general.

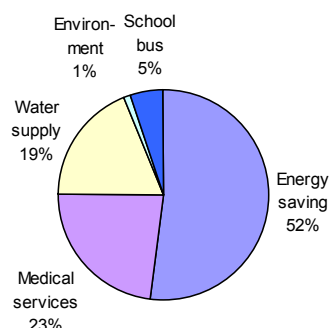
Table - VIII: CDP of COs by Year-II*

Region	COs with CDP		
	Year-I	Year-II	Total
All	9	901	910

* Region-wise details given in Annex - I

During the year, 901 COs defined their priorities (910 since inception) and prepared community development plans as given in Table–VIII and chart-V. Most communities prioritized energy saving as top priority (52%), followed by medical services (23%) and water supply (19%) as their primary need. Less pressing was the problem of local transportation (5%) and environmental problems (1%).

Chart-V: Sectoral Distribution of CDPs



Box- VII: CO's Plan Contribution to VC's Development Plan

CO ‘Nadia’ of Vysokoe village of Zhytomyrska oblast prepared community development plan in 2008 and submitted the plan to the village council for its integration.

The village council made an assessment of the plan and recognized that the CO was able to prepare this plan by involving 80% of the families in the village. The council members were amazed by the level of people’s participation and the quality of priority setting. They decided to correct the existing plan of the village council by incorporating the plan of the CO.

“Traditionally, socio-economic development plan of the village council was prepared based on information from the deputat. It used to be difficult to implement as the people were often passive. But it is so easy now. Now people take it as their plan and actively cooperate for its implementation.” opined Mr. Mykola Mykolayovych Barduk, the village council head.

5.2 Mainstreaming of Community Priorities

During the year, 855 COs submitted their priorities to their respective village/city councils. Of them, 855 plans were concurred by VCs/CCs and tabled at local development forum (LDF) meeting for debate and approval. Often their plans competed with proposals from non-CBA communities. Thus, COs defended their plans during this meeting with support of their respective council representatives. Because of training and technical support from CBA, the CO-plans were recognised as superior quality and enjoyed higher probability of getting approved.

Of 855 CDPs reviewed at LDF during the year, 756 were approved (Table - IX). Approval of CO-plans was followed by mainstreaming into the development plan the local authorities. With the approval, the rayon and local authorities also agreed to allocate budget for the same into their own plan.

Table - IX: Mainstreaming of COs' Plan*

Year	At VC/CC		At LDF	
	Submitted	Approved	Submitted	Approved
Year-I	-	-	-	-
Year-II	855	855	855	756
Total	855	855	855	756

* Region-wise details given in Annex - I

Box – VIII: Oblast Authority Allocates Budget for Community Initiatives

COs of Poltavaska oblast feel relieved thanks to decision from the oblast authorities to allocate resources to supplement the cost of micro-project implementation amidst the financial crisis vis-à-vis development budget crunch.

The community organisations got their CDPs reviewed at and approved by their respective local development forum, upon which the rayon authorities integrated COs' priorities into their plan. Unfortunately, resources available with the village/city councils and rayon authorities fell short of the need. The situation turned out to be grave as there was strong demand from the COs, which were willing to contribute maximum they could do. They tried to mobilise private sponsors but it was not adequate as they, too, suffered from financial crisis.

This issue was discussed at the Oblast Coordination Council meeting. The oblast authorities did recognize the issue and explored the possibility of mobilizing oblast resources. The relevant specialists found out a mechanism to allocate budget in favour of the COs' plans. Under this mechanism, the oblast council allocated UAH 800,000. This case soon spread in other oblasts as well and they too established appropriate mechanism to allocate resource as follows, upon discussion at their OCC:

- Sumska - UAH 1,000,000
- Cherkaska - UAH 270,000
- Volynska - UAH 1,700,000
- Dnipropetrovska – UAH 1,796,000
- Khersonska - UAH 794,000
- Zaporizska - UAH 200,000
- Kirovogradska - UAH 200,000

Ternopilaska oblast followed its own mechanism and allocated UAH 1,000,000 in support of community projects. Thus, 9 oblast partners allocated UAH 7,760,000 in support the community projects.

5.3 Approval of Micro-project Proposal (MPPs)

MPP Preparation: Upon approval from LDFs, 726 COs prepared micro-project proposals (MPPs), during Year-II, with support from technical departments of their respective rayon state administrations, officials of the community resource centres and private companies. Necessary training was provided by CBA to the representatives of COs and local authorities as necessary. The proposals included cost estimate, technical documentation/drawings, commitments on cost-sharing etc. Competitive pricing in the cost estimation was ensured through quotations/preliminary tendering. General meeting of the COs discussed upon the project design and cost estimate and approved them if found satisfactory. In total since inception, 726 MPPs were prepared.



Appraisal of MPPs: 545 COs submitted their MPPs to CBA through their respective OCRCs. The MPPs were appraised at two level – (a) primary assessment of information and availability of required documents was done by regional team of CBA, (b) technical and institutional appraisal was done at central office of CBA by engineers and community development experts. During reporting period, 469 MPPs were appraised (total 545 since inception).

Approval of MPPs: Project Selection Committee of CBA³ made final review of the appraised MPPs and approved the upon finding satisfactory. During Year-II, 404 MPPs were approved for funding.

In cumulative term, 404 MPPs were approved since inception. Of total approved MPPs, 55% belonged to energy saving, followed by 21% to health, 17% to water supply, 6% to school transport and 1% to environment (Chart - VI). This distribution truly reflects priority of the communities and local authorities with CBA standing as neutral in their choice making.

Total cost of all approved MPPs is about UAH 58.5 mln with an average cost UAH 144,800 per micro-project. According to the cost-sharing arrangement, micro-projects will be co-funded by local budget (44 %) with 11% contribution from village/city budget, 28% from rayon budget and 5% from oblast budget. Average

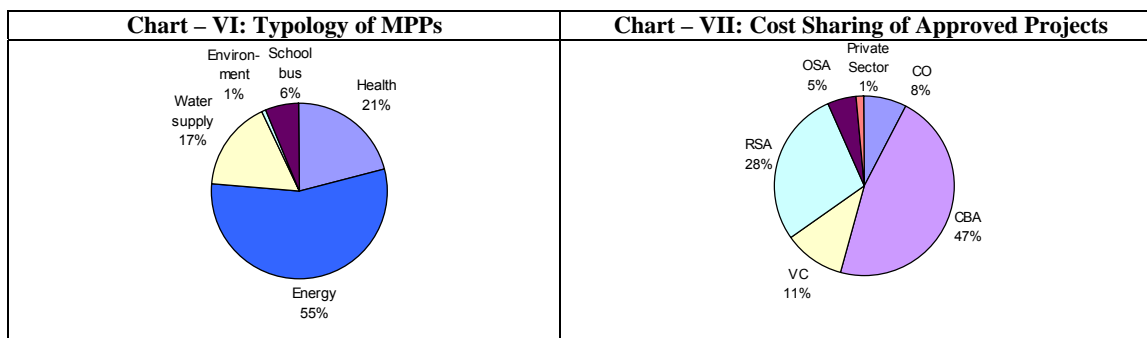
³ PSC of CBA is comprised of CBA Project manager, UNDP senior programme manager and UNDP deputy resident representative

input of CO is 8% and that of CBA share constitutes 47%. Moreover, communities managed to attract private sector to co-fund their initiatives (1%). Details are given in Table - X and Chart - VII.

Table - X: MPPs Submitted and Approved*

Period	MPPs			Total Cost UAH million	Av. Cost UAH '000	Total Cost Shared in UAH million By					
	Submitted	Appraised	Approved			CO	VC/CC	Rayon A.	Oblast A.	Pvt	CBA
Year-I	-	-	-	-	-	-	-	-	-	-	-
Year II	545	469	404	58.5	144.8	4.6	6.6	16.7	2.9	0.9	26.8
Total	545	469	404	58.5	144.8	4.6	6.6	16.7	2.9	0.9	26.8

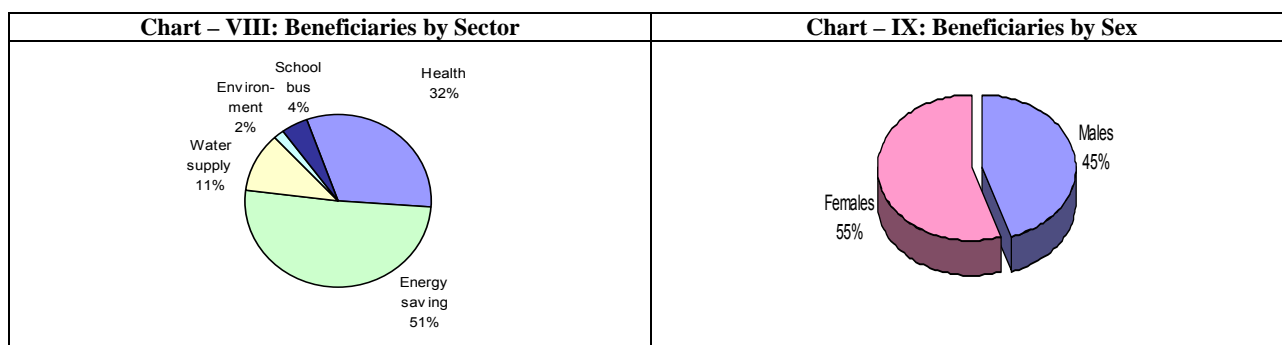
* Region-wise details given in Annex -



The approved micro-projects meant to bring improvement either in communal entity or on community territory so that community members could ultimately benefit. From this perspective distribution of approved micro-projects is as follows:

- School/kindergarten - 50.2% (energy saving, building repair, sanitation, school bus etc.)
- Local health post - 21.1% (energy saving, building repair, equipments etc.)
- Community territory - 28.7% (street lighting, water supply, waste management, comm. dev. centre etc.)

Benefit distribution by sector of project indicate that energy sector benefited target population the most followed by health and water supply (Chart - VIII). It is expected that at least 381,915 persons will benefit from the realization of the 404 community projects. Of them, 45% are males, 55% are females (Chart - IX).



5.4 Implementation of Micro-projects

Of all approved MPPs, 278 entered into implementation phase during Year-II (278 since inception). Micro-projects are implemented by the COs in partnership with CBA and with support from local authorities involving following steps:

- **Signing of agreement:** Agreement between UNDP and the CO forms basis of resource transfer from UNDP into CO's account for implementation of the approved MPPs. Adequate transparency was observed at oblast/rayon/community level about signing of the Agreement. Where possible, media was present to report on this matter.
- **Implementation of Micro-Projects:** CBA transferred approved grant amount into the account of COs in three tranches. This provision is helpful in ensuring proper utilization of resources and quality results.



CO-leader signing agreement (Radisne village, Odeska)



Pursuant to receipt of first tranche of grant from CBA, the COs undertook implementation of their project. It required procurement of goods and services through vendors selected through transparent bidding process. Beside cash contribution, the CO-members provided skilled/unskilled labour and other locally available materials for project implementation. The local authorities provided their share of the cost in terms of kind/services. In some cases, they could transfer cash into the account of COs. Same was true in case of private sponsors. While implementing the project, temporary visibility is installed to ensure transparency and donors' visibility

- A rayon level 'quality supervision committee' ensures the quality of the work done. This committee provides necessary instructions to the COs and the vendors for quality results. Its report is taken into consideration while disbursing installments. This committee is comprised of rayon focal person, rayon technical specialist, CBA-staff in the region, VC/CC-head, CO-head.
- **Completion and Handover:** During the reporting period, a total of 15 micro-projects were completed. Once the project is completed, the COs passes through a series of steps involving public audit, commissioning, handover, inauguration, media outreach and permanent donors' visibility etc. All these ensure high degree of transparency and high probability of resource utilization and local ownership of the object created during operation and maintenance (Box - VII and Box - VIII).

Box – VII: Pupils Gets Easy Access to Their School

On 23 May 2009, the community of Vyshgorodok (Ternopilsky district, Ternopil region) celebrated the completion of their micro-project "School bus". On this occasion, community organization "Nadiya" decided to invite the high level delegation of donors and local partners to participate in the opening ceremony.

Accordingly, opening session of the project included Mr.Oleksiy Kayda, Head of Regional Council, Mr.Ercan Murat Officer-In-Charge, UNDP Ukraine, Ms.Joanna Kazana-Wisniowiecka, Deputy Resident Representative UNDP Ukraine, Mr.Jose Manuel Pinto Teixeira Head of the Delegation of the European Commission to Ukraine and Ambassadors of Great Britain and Sweden.

On this occasion, the local authorities and CO-representatives informed about the process of implementing the micro-project worth UAH 163,555 in the framework of multi-partnership involving local communities, local council, rayon and oblast authorities.

Congratulating the community, Mr. Ercan Murat mentioned that UNDP Ukraine acts with orientation to the human component, such as people's needs, living conditions, expectations about education, social and medical services and life expectancy. *"People should be in the centre of development processes, they should decide what they need, like this particular community did when they defined the school bus as their priority"*.

Mr. Jose Manuel Pinto Teixeira pointed out that *"there is no better way to celebrate Europe Day than to come to this village and participate in the ceremony of inauguration of this Vyshgorodok community school bus. This illustrates most vividly the dimensions of cooperation between the European Union and Ukraine"*.

5.5 Support to Disaster Affected Regions

To assist the oblasts in recovering from the effect of flood disaster of 2008, 56 additional micro-project quota was provided to 5 regional partners for rehabilitation in the flood affected areas – namely Ivano-Frankivska, Ternopilka, Lvivska, Chernivetska and Zakarpatska. Considering the aftermath financial difficulty, flexibility will be observed in cost sharing. It is envisioned that CBA will share 70% of the project cost followed by oblast/rayon authorities (25%) and beneficiary community (5%). As planned, the recipient partners will implement the additional projects by mid-2010.

Box - VIII: Community of Krasnaya Polyana Takes Pride in Their Newly Equipped and Repaired Ambulatory

On 23 April 2009 first local community project was inaugurated in Krasna Polyana Village of Krasnohvardiysky rayon, ARC. The community invited representatives from local authorities, Verkhovna Rada of ARC, Secretariat of the Cabinet of Ministers of Ukraine and UNDP Managers to attend the inauguration ceremony.

The guests were impressed with the active position of community members who enthusiastically presented the whole process of micro-project implementation, beginning with the very first steps in self-organization, project preparation and up to its completion. Like most population of rural areas, Krasna Polyana villagers had a vast number of problems: terrible condition of local outpatient clinic, unavailability of kindergarten, problems with field irrigation even though there is Dnipro canal just nearby.

“We decided to do something about it, because waiting for help can last long,” says head of local community organization Borys Zahirny. *“So we gathered together, decided to create a community organization and finally solve all our problems, one by one. Villagers voted that overhaul and purchase of new equipment for local outpatient clinic is the most pressing problem that needs to be solved in the first place. Community organization then started to collect membership fees, referred to village head for support and started cooperation with CBA Project.”*

CBA Project team helped to get organized and provided a series of trainings on organizational and financial issues, as well as on preparation of project proposals and project implementation. This was a vital factor that favoured formation and maturity of the community organization.

Head of functional group, who took care of the project implementation process, said that the biggest obstacle at the very beginning was disappointment and passivity of people. *“It was very difficult to convince people in their strength, and that we are able to implement such a project. First funds were raised, and invested. People then realized that a lot depends on their personal participation and started to work more enthusiastically. For instance, after the end of working day, local men were busy purchasing and covering linoleum, villagers made an asphalt path in front of the entrance to the clinic. During this period, our community gathered and invested more than UAH 12 000.”*

Village council head supported community initiative and facilitated allocation of about 70% of project cost village budget. UAH 35 000 were given from rayon budget. The CBA Project committed about UAH 45 000 used for purchase of medical equipment and partially for repair works.

Local outpatient clinic staff proudly demonstrated repaired surgeries and new equipment that will make provision of medical services quicker and of better quality. Clinic provides medical services to people from 8 villages of Petrivska v/c. For example, now people can make all the necessary tests urgently and come to rayon hospital physicians only to get diagnosis and recommendations.

Chief doctor of Krasnohvardiysk rayon hospital Mykola Vokhmintsev mentioned: *“This outpatient clinic was in terrible condition: it was cold, dark and very humid in it. People used to freeze here in a few minutes! We are grateful to medical staff who resisted and remained to work here despite terrible conditions, because many physicians simply resigned, and now the problem we have is shortage of qualified medical personnel. But we hope that now there will be numerous professionals willing to work in such an exemplary clinic. Moreover, village head promised to help and guarantee a decent salary.”*



Having completed such an important project, *Vidrodzhennya* community organization is going to continue its activities. At a recently held meeting, villagers discussed further priorities of their village development. Votes are divided between re-establishment of a kindergarten and establishing of irrigation system. Given such a split, community decided to collect and count votes in written form.

CO treasurer Valentyna Isupova explained that the community decided to regularly collect membership fee of 3UAH. per month, of which 50 kopecks will go to a special fund to sustain the outpatient clinic in future, i.e. to purchase medicines, equipment, stationary etc.

Key Challenges and Solutions

The stakeholders involved in CBA implementation experienced following key challenges and tried to address these challenges as described below:

- Some COs faced difficulty while developing cost estimate and technical documentation due to high cost involved in preparation of these documents. Often, rayon/local authorities supported with technical/financial resources to accomplish the task;
- Due to financial crisis, several rayon authorities were not able to provide/allocate their part of cost sharing as per the partnership agreement. This issue was raised in the oblast coordination meetings. Although contribution from oblast authorities was not envisioned in the terms of partnership, they managed to supplement resources from their budget. Their contribution reached 6% of the total cost;
- As per standard practice, local authorities contributed their share in form of parallel funding to COs in terms of kind/services because there is legal difficulty in making cash transfer from state budget to COs' account. However, some authorities desired to provide direct support to COs. Under technical support of CBA, legal document was prepared to enable the authorities to establish non-profit 'development fund' under joint management structure;
- Due to recent change in legislation on handover of infrastructural objects, some COs experienced difficulty in making handover. With support of respective village/city council, rayon and oblast authorities, the problem could be resolved. To make future handover process easier, a procedural guideline was developed with support from specialists of selected oblast/rayon authorities;
- Often the stakeholders complained about lengthy process of micro-project support. The common clarification from CBA side was that the micro-project is a practical training tool for building capacity of the community and local authorities as they learn to work together while following the process and therefore, it will take time at par with the capacity and interest of the people and local authorities.
- Some of the local partners also complained about volume of technical documents demanded by CBA as a part of requirement for micro-projects. As such, the documents requirement was in line with the existing Ukrainian law. Nonetheless, a task was set to look into the possibility of further simplification of this requirement;
- Process of payment was noted as 'lengthy' by local/regional partners. It was partly due to poor quality of documents submitted by COs with request for payment and partly due to traditional business process at UNDP. Upon a series of internal assessment, UNDP streamlined its decision-making and payment procedure. At the same time, a series of coaching was carried out to the field staffs and the COs;

Chapter Six

Communication and Visibility

Communication, visibility and public relation (PR) activities are designed as a part of Project implementation strategy with a purpose to maximize transparency about the Project activities and to lobby for the cause it aims to promote. Specific activities include media events, media coverage, web portal, communication dissemination, visibility tools etc.

During the year, wider public and potential participants were familiarized with Project activities and plans through local media and CBA web site. Visibility of EU and UNDP was assured by each of communication activities. Details of the activities are described below:

6.1 Media Events

Media events include seminars and press conferences. During the reporting period, 103 media events were held (315 since inception) in participation of senior management of OSAs and OCs, RSAs and RCs, village/city councils, representatives of local NGOs and mass media (Table - XI). Events included such occasion as launching the Project, rayon selection announcement, signing of agreements, roundtables, donors' visits, and inauguration of micro-projects upon completion and so on. Underlying was the idea of assuring maximum transparency of the CBA activities in the area.

Table - XI: Media Events During Year-II*

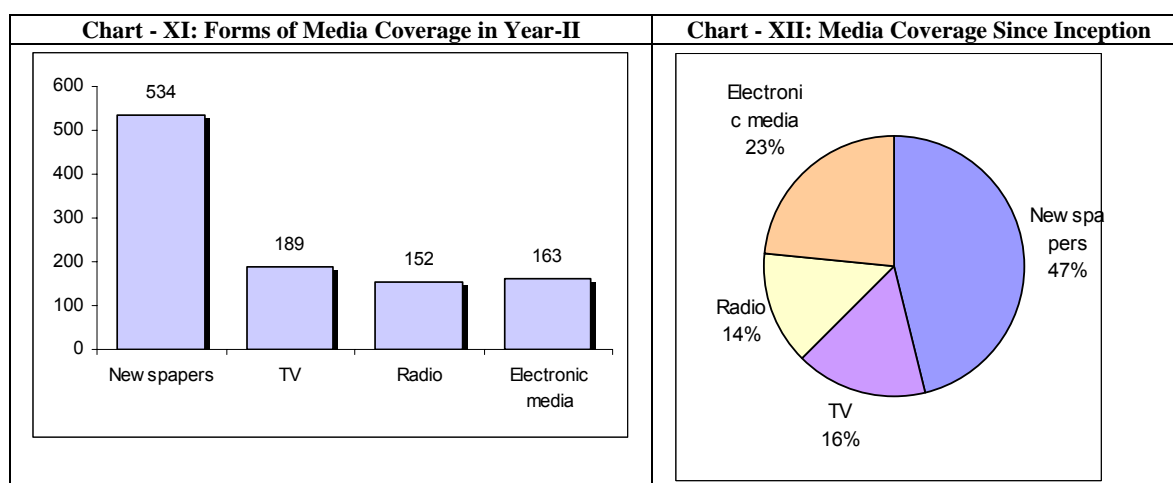
SN	Event	No. of Events
1	Regional Seminars	1
2	Press Conferences	72
3	Rayon Seminars (as media events)	30
	Total	103
	Cumulative Since Inception	315

* Region-wise details appear in Annex – I

Each media event was announced through media advisory distributed to local media. During the event, press releases and information packs were distributed containing more detailed information on the CBA Project with appropriate donors visibility.

6.2 Media Coverage

During Year-II, 1038 media coverage were registered across Ukraine (1419 since inception). Not all the media coverage could be registered by the Project due to lack of its capacity to collect report on media coverage taking place through out the country. It included printed and electronic editions, radio and TV reportages.



In general, the reporting focused on such topic as regional seminar, signing of partnership, rayon selection, community projects, perspectives of cooperation with CBA Project for communities and local authorities, support of the EU and UNDP in enhancing living condition in Ukrainian communities. Details of the media coverage is given on the CBA website: <http://www.cba.org.ua/Mediaaboutus.aspx>.

6.3 Dissemination of Information about CBA

In order to disseminate information about the Project among stakeholders, potential participants and wider public audience, following actions were undertaken:

Newsletters: In order to duly and timely inform local partners/stakeholders as well as participants about progress of CBA activities in the region, a practice of publishing regional newsletters is in place. During the reporting period, OIUs published 128 issues of regional newsletter, which was printed and disseminated both electronically (8,944 copies) and printed copies (24,643 copies), according to the distribution list including oblast administration and council, rayon administration and councils, village councils, local communities, local media and NGOs.

Table - XII: Various Outlets of Information on CBA

		Year-I	Year-II	Total
1	Regional Newsletters			
	• Issues published	6	128	134
	• Copies distributed	1,156	24,643	25,799
	• Copies sent electronically	420	8,944	9,364
2	Progress reports			
	• Monthly	6	8	14
	• Quarterly	2	3	5
	• Annual	1	1	2

Progress reports: Progress reports were brought out regularly on monthly, quarterly and annual basis. Where as monthly reports were for internal use, quarterly and annual reports were meant for wider circulation. During the reporting period a total of 12 progress reports were prepared (21 since inception). The progress reports are placed on CBA website: <http://cba.org.ua/CBArepors.aspx>.

Visibility tools: Visibility tools such as banners, flags (of EU, UN and Ukraine), information stands, office signboards, micro-project plaques, videos on CBA process were produced and distributed among stakeholders by the CBA or by the stakeholders. The community organisations often used temporary plaque before/during implementation and permanent plaque after completion of the micro-project. Location of these plaques were chosen to make highest possible donors' visibility e.g. on the road, wall of the building or entry of the village. Similarly, oblast/rayon team maintained display boards with various information materials and adequate donor's visibility.



Repair of water supply system, Yerkivtsi village of Kyivska oblast



Improvement of Vysokoe healthpost of Zhytomyrska oblast



Display board of CO at the entry point of Chesnyky village of Ivano-Frankivska oblast

Web portal and internet sites: CBA web-portal (<http://cba.org.ua/>) was enriched with information open for public use. It included information about the partners, database (profile) of COs and micro-projects, and library that includes all key documents and reports of CBA. Similarly, sites like YouTube was used for dissemination of CBA related information. One can find CBA related information at <http://www.youtube.com/user/cbaorqua>.

Websites of partner oblast/rayon authorities were linked where possible for disseminating CBA related information, may it be tender or media events or CBA-newsletters. Cooperation of communication departments of these authorities have been appreciative.



Information board displaying stages and documentation in Zaporizhia Oblast Resource Centre / CBA Implementation Unit

Knowledge transfer: As a part of knowledge transfer, CBA supported national/international partners during Year-II as follows:

- Resource person support was provided to UNDP/MGSDP in its effort to introduce community based approach to sustainable development in curriculum of the universities of Ukraine. In this context, IPM Dr. Jaysingh Sah participated in the Inter-University Conference “Local Sustainable Development: Theoretical and Practical Aspects” which was held on 28 November 2008. He shared the global experience of social mobilization to the participants. The objective of this Conference was to ensure wide scientific dialogue on the problems of teaching the community-based sustainable development in the universities and to recommend this course to be included in the list of courses advised by the Ministry of Education and Science of Ukraine.
- Also, IPM Jaysingh Sah participated in the annual meeting of the ‘national forum of partner municipalities’ of UNDP/MGSDP during 11-12 December 2008. During the meeting, Mr. Sah presented CBA project to the participants in light of drawing possible inter-project synergy between the two projects.
- Expert support was provided to UNDP Afghanistan during 4 - 14 February 2009. During the mission, IPM, Jaysingh Sah prepared a project document for cities of Afghanistan, based on community based approach to local development implemented through UNDP Ukraine.

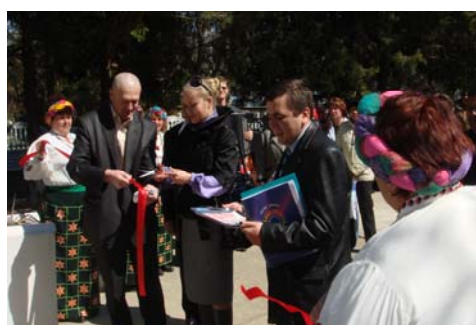
6.4 Donor/Partner Visit

Visits of the donors and partners to the CBA implementation sites were organized during the year. These visits proved useful in that they offered the opportunity to observe utilisation of resource and its impact on life of the people. On the other hand, such visits empowered the local communities and enhanced their confidence to keep undertaking community activities together. Some of the visits are highlighted below:

On 28 February '09, Head of Delegation of the European Commission to Ukraine Mr. Jose Manuel Pinto Teixeira and delegation of European Ambassadors visited community of Zvizdne village in ARC and observed CBA activities at local level.



On 23 April, Mr. Volodymyr Vitka, representative of Secretariat of the Cabinet of Ministers of Ukraine, Department of Regional Policy and Ms. Nataliya Mykolaivna Morozova, Member of Local self governance committee of parliament of ARC visited CBA community of Krasnaya Polyana (krasnogvardeyskiy rayon of ARC) and attended opening ceremony of local ambulatory. Upon the visit, the guests had opportunity to interact with representatives of partner rayons and learn about the Project performance in the ARC.



On 23 May, a delegation composed of UNDP Officer-In-Charge, UNDP Deputy Resident Representative, Head of the Delegation of the European Commission to Ukraine and Ambassadors of Great Britain and Sweden visited inauguration of community project “School Bus” in Vyshgorodok village, Ternopil'ska oblast. Similarly, on 24 May, UNDP and EC Delegation senior management visited CBA Kyslyn village, Volyn'ska oblast to meet and interact with local community and observe the status of their micro-project implementation. During these visit the oblast/rayon authorities highlighted importance of CBA methodology in improving the life of the people.





On 29 May, Head of EC Delegation to Ukraine and representatives of British, Hungarian, German and Polish visited Vodiane village, Dnipropetrovska oblast. The CBA community explained the visitors about their experience on working as a community. They explained about the process of CO formation, consensus based identifying and prioritizing and undertaking health related activities for improvement in order to meet the CBA pilot community and interact with them on the subject of their involvement with CBA Project. The visitors

On 18 June Mr. Jens Wandel , Deputy Director, UNDP Regional Bureau for Europe and the CIS and Mr.Ercan Murat, Officer-In-Charge, UNDP Ukraine visited Pereyaslav-Khmelnitskiy rayon of Kyivska oblast. They held a meeting with rayon authorities and visited Yerkivtsi village where they observe micro-project site and interacted with community organization and observe their project site. Similarly, on 20 June, they visited Luhanska Oblast Community Resource Centre of CBA and held meetings with oblast authorities to discuss progress and perspectives of community based projects in the region.



On 26-27 August, 2009, UNDP Country Director Ms. Ricarda Riegel visited CBA activities in Rivnenska oblast. During this visit, she visited local community 'Leleka.' of Hoshansky rayon to see the on-going reconstruction of local health post supported by CBA. She participated in oblast council coordination meeting to learn from rayon and oblast authorities about the status of CBA implementation in the oblast. During the meeting, Oblast Governor Mr. Viktor Matchuk, deputy head of oblast state administration Mr. Stepan Pavlyuk and deputy head of oblast council Mr. Valentyn Ivanovych Kroka conformed that the CBA methodology has come as an useful tool of local development in the oblast.



Chapter Seven

Advisory and Management

Various activities were carried out during Year-I to lay foundation for implementation of CBA activities such as establishment of project management unit in Kyiv, establishment of regional implementation units, setting up of office premises, developing manuals and guidelines, establishing partnership with national authorities and so on.

During Year-II, various activities were carried out for effective operation of the Project activities. These activities are reflected in terms of advisory support, monitoring and evaluation, resource mobilization and utilization etc. as described in details hereunder.

7.1 Coordination of CBA at national level

On 9 October 2008, the CBA Project Steering Committee was held in participation of national stakeholders (Annex – II). The Committee noted the achievements of the Project made during first year of the Project. It also took note of the challenges and opportunities facing the Project implementation. The Committee members shared a number of suggestions on how to improve coordination between CBA Project and other initiatives through different mechanisms on the governmental side. In particular, the Project received suggestions of administrative support from the Secretariat of the Cabinet of Ministers and also the suggestion from the Ministry of Regional Development to make use their of the coordination mechanisms for distribution of information and implementation of the Project in the regions.

Propositions were also received from the Ministry of Agrarian Policy on ways of closer coordination, from the Association of Village and City Councils of Ukraine - on ways of exchange of information about communities which are ready to undertake similar work.



Photo - 13: CBA Steering Committee Meeting

Following to the Meeting, a letter from national coordinator of CBA from Government side, Vice-Prime-Minister G.Nemyria to the oblast authorities for establishing partnership with CBA and for accelerating the pace of implementation. Also, CBA shared list of its local partners to the Ministry of Regional Development and Ministry of Agricultural Policy to explore the areas of synergy.

7.2 Monitoring and Evaluation

Implementation review: Besides regular monitoring of the CBA implementation by the specialists of the CBA/PMU, joint review of the CBA implementation was carried out during the year. In first stage, two cluster review meetings were held during November 2008 including CBA staffs and oblast focal persons to review the implementation status and plan for 2009.



In 2nd stage, implementation review meeting was carried out in each regional separately. Key participants of these meetings, in general, included head/deputy head of regional administration and councils, head/deputy head of rayon administration and councils, Sr. Programme manager of UNDP and CBA manager. In the

meetings, Project performance was assessed in depth, target was clarified and problems were sorted out for solution. Common output of the meetings included:

- Consensus on getting 40 community projects approved within 2009;
- Oblast authorities to look for resources to back up the budget deficit;
- Looking for opportunities to develop demonstration sites and replicate CBA methodology
- Accelerating and facilitating the implementation process

Without exception, the meeting in each region proved to be effective in accelerating the process of implementation. In particular –

- It proved to be a forum for mutual learning whereby passive/problematic rayons learned from successful rayons the ways to overcome procedural difficulties;
- It also created bottom up pressure for the oblast authorities to recognize difficulties and opportunities put forth by the partner rayons. Their attitude became very positive upon learning the impact of CBA methodology in the communities. As a result of this, 9 oblasts allocated about 7.8 million UAH to back up cost sharing on micro-projects;
- It activated oblast and rayon authorities to undertake management decisions to facilitate and accelerate the implementation process. It would include human resource, technical support, financial support, local policy changes, mobilizing private sectors and so on
- It created a pressure on CBA management to accelerate its pace of action at par with the demand from bottom.

Evaluation: Mid-term evaluation of CBA was carried out during July – August, 2009 by EC Delegation Office. The mission reviewed documents and interacted with project officials, UNDP officials and local/rayon/ regional and national partners in course of evaluation. The mission submitted its report to ECDO on 12/08/09. The mission found overall implementation of the Project as satisfactory with concern raised about timely completion of the community projects due to ambitious target and on-going financial crisis in the country.

7.3 Resource Mobilisation

Other than resource available for CBA Project from EU and UNDP, effort was placed during Year-II to mobilise resources from other sources. Through a competitive bid, resource was mobilized from Czech Trust Fund for exposure visit of national partners to Czech Republic (see section 4.2 – for detail). Similarly resource was mobilized from Coca-Cola/UNDP - Every Drop Matters Project on the basis of synergy. 6 COs of CBA got competition-based award for undertaking water project. Also, preliminary concept paper was submitted to EC Delegation Office for additional resource so that current CBA could be expanded further.

7.4 Resource Utilisation

Financial progress of the Project as of September 2009 reached a total of US \$ 10.6 million which was 68 % of the budget approved by UNDP management for 2008-09 as per the CBA Annual Workplans (Table - XIII).

Table –XIII: Financial Delivery, as of September 2009 (in US \$ '000)

SN	Key Activities	Budget	Expenditure*	Delivery %
1	Training/community mobilisation process	149	64	43
2	Establish mechanism of participatory planning	46	0	0
3	Sustainable management of COs and micro-projects	5,223	2,935	56
4	Partnership & participatory decision making	247	159	64
5	Effective project management	1,633	1344	82
6	PR, communication and monitoring Activities	68	16	24
Total		7,366	4518	61
Total of 2008		1,588	1552	98
Cumulative Since Inception		8,954	6,070	68

* including encumbrances

Major achievements took place in the area of effective project management followed by partnership building and participatory planning, community projects and training. It is expected that 2010 will see major expenditure in the area of community projects. It is also expected that October – mid December of 2009 will see a large scale resource delivery in the area of micro-project support.

Chapter Eight

Lessons Learned and Future Outlook



8.1 Stocking the Experience

Following lessons were learnt during course of CBA implementation in Year-II:

Impact of CBA: CBA implementation has generated scope for following impacts:

- An environment for better health of 164,223 persons through improved health services and availability of clean water;
- Energy saving of 30-80% through repair of heating system, window insulation, roof repair etc. It means availability of additional resources with local authorities equal to amount of energy saved;
- Creation of employment opportunity at local level through procurement of goods and services to implement community projects;
- Improvement in education quality through school transportation and reduction in cold borne diseases (due to improved heating systems in schools and kindergarten);
- Development of about 3225 activists capable of carrying out CBA methodology further. The activists include chairperson and treasurer of 1000 COs, focal persons of 25 regional authorities and focal persons of 200 rayon authorities;

Key opportunities

- Generally, communities show great enthusiasm when it comes the matter of their empowerment, local development and planning. Community members tend to openly demonstrate their interest and enthusiasm in the project, and actively participate in project activities. Empowered communities are able to influence decision-making processes and development processes at their territories through.
- Acceptance of the CBA methodology by the local/rayon/regional authorities is high as reflected by the following facts:
 - Oblast authorities are positive to community needs and are willing to supplement with additional fund to be utilized for implementation of community priorities;
 - Value of community resource centres is being recognized by oblast/rayon authorities in that they have demonstrated potential to serve non-CBA areas and there is increased demand for strengthening of these centres;
 - Technical departments of rayon/oblast are supportive to assist communities in designing/preparation of technical documentation;
 - Focal persons (deputed from rayon and oblast authorities) have proved effective in coordination and building trust with local communities and thus contributed to smooth implementation of the CBA activities. However, their contribution depends on their regular work load and aptitude to support local communities.
 - Local Development Forum (LDF) is effective in mainstreaming of community plans and mobilization of local resources (financial as well as human). Mindset of local authorities is changing in favour of recognising community priorities as a part of their development plans. However, it will take time for this change across the project area;
 - Oblast Coordination Council (OCC) is effective in monitoring of CBA implementation in the oblast, coordination of stakeholders and mobilizing oblast level resources in favour of community based development efforts;
 - High level of interest and appreciation has been received from local, district and regional authorities for the results obtained;

- Some regional partners are considering local policy change to make CO-financing possible from state resources so that CBA methodology could be replicated over wider area;
- Participation of state authorities and elected councils in decision making process in partnership with the local communities strengthens the transparency and ensures local ownership of the process.
- Successfully accomplished projects have served as a motivating factor for the communities to look for opportunities to implement their next priority. At the same time they have caused demonstration effect among neighbouring communities. As a result, demand has increased by other communities for inclusion in the Programme;
- Guidance and support of national partners has proved effective in motivating local stakeholders;
- Community based approach with involvement of local governmental bodies, rayon and oblast authorities give high optimism to solve community problems.
- Involvement of majority of the community members in decision-making, resource contribution and implementation and transparency of financial transactions is very important for the overall success of the micro-project.
- Several positive examples/success cases of CBA model are available to serve as demonstration sites for peer to peer learning and for enhancing pace and quality of Project implementation at local level.
- Release of first tranche from CBA creates a strong trust and confidence among the COs. Until they receive resource, they tend to remain in illusion and doubt;
- Dissemination of information and raising of public awareness becomes fast and cost effective with participation of local and regional authorities;
- An environment of competition among level of stakeholders for joining CBA has proved very effective in CBA implementation.
- In rayons where trained community activists are motivated to serve as resource person and provide the same training to the rest of the community members, a much higher degree of mastering and understanding the topics of trainings is achieved;
- Effectiveness of LDF and OCC is higher in case they are organized and conducted by respective rayon and oblast authorities. This reflects the degree of their interest in the CBA methodology and allows them act as effective partner.
- Seminars, trainings and exposure visits have proved to be an effective way of working with local communities. Participation of the representatives of RSA law/ justice departments, state registrar, rayon tax administration etc in trainings for local communities adds value to this effectiveness as the community members and officials of local authorities get amicable environment for interaction and clarifications;
- Often the micro-project implementation creates synergy and multiplier effect rendering the total output many times more than the inputs injected from the Project for micro-project implementation (Box - IX).

Box – IX: Unified Effort Brings Result

In Zhytomyrska oblast, Community of Vysoke village (Chernyakhivskiy rayon) approved Community Development Plan which prioritizes improvement of medical service delivery. Once organized, community decided to look for opportunities. It was agreed on the meeting to solve the problem of repair works, replacement of windows and doors within CBA micro-project, while purchase of new equipment would be financed from rayon budget.

Community also referred to the Ministry of Healthcare with a request for a new ambulance car. The application was based on the approved Community Development Plan and community's cooperation with CBA Project was quoted. The result of CO's effort did not wait long, and now the ambulance is already driving through the streets of Vysoke village helping those in need. Community takes pride in this achievement and considers it a proof that a united effort brings result.

Key Challenges and potential threats:

- Community-based approach is an education process. It takes time to develop appropriate institutional mechanism and build capacity of the multi-level stakeholders to utilize the potential of the process. Factors such as bureaucratic procedures; change in leadership; conflict between state authorities and elected authorities; quality of project/state staffs involved in the implementation, mindset of target population etc. affect speed of the process;

- National financial crisis and reduced state budget resource posed difficulty in timely cost sharing from local authorities, especially in resource poor region/district. It also caused frequent rise in price of goods and services thereby affecting the project implementation;
- In isolated and income-scarce communities, it takes longer time to mobilise resources for cost sharing. It is more so in case of CBA area where the rayons, VCs/CCs and communities are selected based on their poverty and sufferings.
- Office premises: In situation of budgetary constraint, some oblast authorities find it difficult to meet the costs related with office premises and utilities for their community resource centres
- Process and stages: The process of passing all stages of community based development is often felt by the local stakeholders as long and causes decline in their interest and enthusiasm. For first year and a half, such feeling is strong since the communities/local stakeholders do not have prior experience on peculiarities of social mobilisation process and the management processes of UNDP-led Projects.
- Seasonality: Rural residents are dependent on the cycle of agricultural work. Spring/summer period is a «dead season» in terms of gatherings and collective actions as villagers are busy in agricultural activities. People meet only to solve very pressing and urgent problems.
- Technical documentation: Necessity of quality technical documentation for micro-project proposal preparation require significant amount of money and involve skilled professionals (engineers, builders, people who work on PC, etc.) poses difficulties for the communities which, very often, lack resources and skill. Respective rayon authorities do try to help but they too face the same difficulties from time to time.
- Literacy and skill: Low level of computer literacy and technical skill among community members affect pace and quality of document preparation which makes the implementation process lengthy. At the same time, lengthy process of response to their need;
- Quittal problem: Termination of partnership with COs, village/city councils and rayon authorities is potentially high where elected leaders and/or CO-leaders and rayon leadership are weak and have no contact with the community members. In such cases, the community members also tend to be passive and incompetent. Such situation also arises when these stakeholders are resource poor and do not have money for cost sharing.

Box - X: Ivano-Frankivska and Ternopil'ska Hit the Target

Two oblasts namely Ivano-Frankivska and Ternopil'ska completed the target of getting all 40 micro-projects approved by mid September 2009. With similar staff and logistics as in other oblasts, these two oblasts have demonstrated speedy implementation of community projects despite flood disaster of 2008 that affected the development momentum in the oblasts. Time analysis indicate that it takes a minimum of 17.5 months to hit the target as given below:

Activity	Ivano-F	Ternopil'ska
Date of regional launching seminar	28/02/'08	26/03/'08
Date for signing PA with oblast authority	28/02/'08	26/03/'08
Date for 8 rayon selection	03/06/'08	25/06/08
Date for 40 VC/CC selection	14/08/'08	31/07/08
Date for signing PAs with 8 rayons	07/07/'08	17/07/08
Date for 40 community selection	07/04/'09	12/11/08
Date for 8 LDF formation	12/03/'09	08/12/08
Date for 40 MPPs approval	08/09/'09	07/09/09
No. of month from seminar to 40 MPPs	18.5	17.5

3.2 Outlook for 2010

It is envisioned that following activities will form the focus of attention during 2010:

- The current practice of community project support to COs will be continued in 2010 such that the target of 1175 micro-projects could be fully achieved. Post-project completion activities such as commissioning/handover and sustainability mechanism of the completed projects will be carried out;
- Training, exposure visits etc. will be carried out for further enhancing the skill of human resources at local/rayon/regional level in decentralised way of local development through CBA methodology;
- Capacity of the oblast and rayon community resource centres will be strengthened through technical support to enable them to enlarge their scope to serve larger number of communities;
- Existing manuals and guidelines will be consolidated based on lessons learned and published for wider application
- Documentation of the CBA implementation process will be carried out for policy recommendations
- Effort will be continued to mobilise resource for second phase of CBA
- Wider dissemination of experience gained from CBA implementation will be carried out through appropriate communication and information outreach;
- Support will be provided to those oblast/rayon authorities willing to internalise CBA methodology.

Annex – I

Statistical Details of CBA Activities (As of August 2009)

	Oblast	Regional Semianr held	PA signed with regions	Rayons selected	Rayon seminars held	PA signed with rayons	VC/CC selected	VC/CC seminar held	PA with VC/CC	Communities selected	CO			LDF		OCC		Rayon Resource centers	Trainings				CO planning		MP proposals				
											Created	Registered at VC	Legally Registered	Created	Sittings held	Created	Sittings held		No of trainings	No of participants	CO-members	Local authorities	# CO with CDP	CDP approved at LDF	Proposal prepared	Approved at LDF	Submitted to PMU	Appraised by PMU	Approved by PSC
1	ARC	-	1	-	-	8	0	36	19	18	33	28	35	8	17	-	-	6	18	374	340	34	42	27	32	30	18	15	12
2	Cherkaska	-	-	8	8	8	40	42	40	40	40	40	40	8	10	1	3	8	25	509	336	173	40	39	18	15	15	8	9
3	Chernihivska	-	-	-	-	6	0	26	27	25	36	38	18	7	23	1	1	2	21	473	393	80	38	27	20	20	20	15	
3	Chernivetska*	-	-	-	-	0	40	40	10	40	40	40	8	25	1	1	1	26	529	390	139	25	18	22	19	18	18	13	
5	Dnipropetrovska	-	1	8	8	7	40	43	8	40	40	2	38	8	11	1	0	2	17	453	270	183	40	29	20	16	12	12	6
6	Donetska	1	1	8	8	8	40	41	40	40	25	5	5	1	0	0	0	0	2	52	40	12	0	0	0	0	0	0	0
7	Ivano-Frankivska	-	-	-	-	0	0	30	40	20	33	40	40	8	11	1	1	3	32	794	595	199	40	40	40	40	40	40	39
8	Kharkivska	-	-	-	8	8	40	46	40	47	45	40	38	8	15	1	2	8	26	617	476	141	39	21	29	21	20	11	9
9	Khersonska	-	-	-	-	0	0	42	40	40	40	40	34	8	23	1	1	0	30	681	433	248	40	12	19	19	18	13	10
10	Khmelnyska	-	-	-	-	0	40	40	28	40	40	39	39	8	16	1	1	0	28	620	470	150	39	39	24	24	20	18	17
11	Kirovohradska	-	-	-	6	6	40	43	40	40	40	40	40	8	12	1	1	5	21	602	455	147	40	34	39	34	14	9	9
12	Kyivska	-	-	-	1	1	41	55	41	44	44	44	41	9	16	1	1	9	40	1121	840	281	44	42	36	28	28	24	23
13	Luhanska	-	-	-	-	0	0	5	40	40	40	38	36	8	24	1	1	6	28	626	370	256	36	36	23	23	23	23	21
14	Lvivska	-	-	-	-	0	0	32	40	19	40	33	32	7	19	1	4	8	31	531	379	152	34	11	26	21	11	11	8
15	Mykolaivska	-	1	-	8	8	40	40	30	40	40	40	38	8	17	1	2	5	31	701	609	92	40	40	38	38	30	24	21
16	Odeska	-	1	-	-	8	40	45	10	40	38	38	30	7	17	1	0	5	26	445	332	113	30	25	24	24	19	17	13
17	Poltavska	-	-	-	-	4	0	41	40	12	40	40	40	8	19	1	1	4	25	361	308	53	40	40	28	28	25	20	17
18	Rivnenska*	-	-	-	-	0	0	14	37	25	45	48	44	8	16	1	1	1	26	678	541	137	42	40	39	33	32	32	22
19	Sumska	-	-	-	-	0	5	43	35	40	40	40	38	7	32	1	2	4	22	490	383	107	35	35	27	23	23	23	23
20	Ternopiiska	-	-	-	-	0	0	24	40	28	38	41	41	8	43	1	2	1	32	613	452	161	40	40	40	40	40	40	34
21	Vinnyska	-	-	-	-	0	0	29	11	40	40	36	35	9	9	1	4	8	24	811	610	201	40	15	43	19	18	10	9
22	Volynska	-	-	-	-	0	40	42	40	40	40	40	40	8	13	1	1	8	30	818	639	179	40	40	35	35	34	31	28
23	Zakarpatska	-	-	-	1	1	40	43	24	40	37	37	37	8	17	1	1	1	27	534	465	69	29	29	24	24	19	9	9
24	Zaporizka	-	1	-	-	8	40	46	7	40	40	40	39	8	39	1	2	8	33	1001	846	155	38	38	35	34	29	25	24
25	Zhytomyrska	-	-	-	-	0	0	25	3	0	40	39	38	8	9	1	1	4	25	631	471	160	39	39	45	35	19	16	13
Total of Year-II		1	6	24	48	81	526	913	730	838	974	906	896	191	453	23	34	107	646	15065	11443	3622	901	756	726	643	545	469	404
Year-I		24	19	177*	172	119	475	166	0	171	23	10	0	0	0	0	0	0	0	0	0	9	0	0	0	0	0	0	0
Total Since Inception		25	25	201	220	200	1001	1079	730	1009	997	916	896	191	453	23	34	107	646	15065	11443	3622	910	756	726	643	545	469	404

* Includes one city council in Kyivska oblast;

	Oblast	Cost of Approved MPPs and Cost Sharing (UAH million)					MPPs completed	Press Conferences	External Events	Media Coverage	Publications at web sites	Newsletters		
		Total Cost	Shared by CO	Shared by Local Authorities	Shared by Private	Shared by CBA						Issues published	Copies printed & distributed	Copies sent electronically
1	ARC	2.33	0.33	1.31	0	0,70	2	0	6	34	13	5	300	105
2	Cherkaska	1.12	0.06	0,52	0	0,55	0	2	2	31	8	5	300	250
3	Chernihivska	1.92	0.15	0,83	0,03	0,91	0	10	5	24	16	7	400	400
3	Chernivetska*	2.18	0.18	0,99	0,01	1,00	0	2	3	20	9	3	300	240
5	Dnipropetrovska	0.93	0.05	0,43	0	0,45	0	1	2	51	6	2	140	0
6	Donetska	0	0	0	0	0,00	0	2	0	43	4	1	90	75
7	Ivano-Frankivska	5.06	0.46	2,11	0,01	2,48	7	2	1	49	26	12	1430	202
8	Kharkivska	1.12	0.06	0,51	0	0,55	0	5	32	161	32	7	2587	355
9	Khersonska	1.27	0.07	0,57	0	0,63	0	4	36	39	14	4	500	360
10	Khmelnyska	2.37	0.20	1,02	0,01	1,13	1	3	2	24	18	3	250	250
11	Kirovohradska	1.34	0.15	0,47	0,12	0,59	0	2	12	52	33	5	300	300
12	Kyivska	3.13	0.16	1,47	0,01	1,50	0	13	4	91	7	5	830	830
13	Luhanska	2.92	0.23	1,05	0,32	1,32	0	1	18	30	21	7	1720	323
14	Lvivska	1.21	0.07	0,59	0	0,55	1	2	14	42	16	3	300	26
15	Mykolaiivska	2.83	0.19	1,25	0	1,39	0	2	12	20	12	5	1000	380
16	Odeska	1.94	0.16	0,83	0	0,95	0	4	1	43	20	11	2050	10
17	Poltavska	2.44	0.13	1,09	0,05	1,18	0	2	2	42	12	7	800	0
18	Rivnenska*	3.18	0.24	1,47	0,01	1,46	0	5	20	132	28	3	107	116
19	Sumska	3.61	0.28	1,67	0,02	1,64	0	8	25	78	31	7	4470	580
20	Ternopil'ska	5.22	0.62	2,08	0,15	2,37	1	1	4	103	22	6	510	287
21	Vinnyska	1.20	0.07	0,67	0	0,46	2	2	9	40	23	6	1400	780
22	Volynska	5.01	0.38	2,56	0	2,07	1	9	12	67	38	2	300	100
23	Zakarpatska	1.26	0.07	0,59	0	0,61	0	3	16	35	10	5	1150	1150
24	Zaporizka	3.26	0.17	1,37	0,14	1,57	0	1	6	81	16	10	3815	1970
25	Zhytomyrska	1.65	0.10	0,72	0	0,82	0	2	1	87	11	3	750	275
Total of Year-II		58.53	4.58	26.18	0.88	26.88	15	72	245	1038	446	128	24643	8944
Year-I		0	0	0	0	0	-	16	-	381	-	6	1156	420
Total Since Inception		58.53	4.58	26.18	0.88	26.88	15	88	245	1419	446	134	25799	9364

Note: Media Event in Year-II = 103 (73 conferences+ 1 regional seminar+30 rayon seminars). In Year-I = 220 (24 regional seminar+172 rayon seminar+16 press conferences)

Annex - II
List of Participants of Steering Committee Meeting

SN	Institution	Representative	Designation
1	Secretariat of the Cabinet of Ministers of Ukraine, Department for Regional Policy	Volodymyr Yatsiuk	Head of Department for Regional Policy
2	Ministry of Regional Development and Construction	Vyacheslav Negoda	Deputy Minister
3		Ms. Svitlana Sokolyk	Head of Department of European Integration, Department of International Cooperation, Investments and European Integration
4		Ms. Olga Shevchuk	Executive Officer of Department of European Integration, Department of International Cooperation, Investments and European Integration
5	Ministry of Communal Services	Oleksandr Savenko	Head of Department of Coordination of International Technical Assistance and External Relations
6	Ministry of Agricultural Policy	Vasyl Shapoval	Director of Department of Development of Rural Areas
7	Ministry of Economy	Yuriy Voloshyn	Head of Unit, Department of International Technoical Assistance
8	Ministry of Transport	Iryna Viter	Chief Specialist of Department and Coordination of Transport and Communication Systems
9	Foundation for local self-government under President of Ukraine	Oleksandr Beyko	Head of Unit of International Relations
10	Association of Cities and Communities of Ukraine	Oleksiy Moryev	Head of Department of Sustainable Development
11	Association of Village, Settlement and Town Councils of Ukraine	Poltavets Valentyna Dmytrivna	Deputy Head of Executive Director
12	EC Delegation Office to Ukraine	Laura Garagnani	Head of Operations
13		Myroslava Didukh	Sector Manager
14	United Nations Development Programme, Ukraine	Joanna Kazana-Wisniowiecka	Deputy Resident Representative
15		Oksana Remiga	Sr. Programme Manager