



Community Based Approach to Local Development Project - II



Annual Progress Report (Inception Report) 2011



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Zakarpatska
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Zaporizka Oblast
State
Administration and
Council



Zhytomyrska
Oblast State
Administration

And

200 rayon councils/rayon state administrations

835 village/city councils

702 community organisations

Members of Steering Committee

Partner Academia and Institutes

European Union and United Nations Development Programme

And all the institutions/individuals involved in the implementation process for their cooperation during the year including NGOs, media, other public and private agencies.

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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
EU	European Union
FP	Focal Person
LDF	Local Development Forum
MoU	Memorandum of Understanding (similar to PA)
MPP	Micro Project Proposal
MP	Micro Project (Community Project)
OC	Oblast Council
OCRC	Oblast Community Resource Centre (same as OIU)
OIU	Oblast Implementation Unit (same as OCRC)
OSA	Oblast State Administration
PA	Partnership Agreement (similar to MoU)
PMU	Project Management Unit (CBA head office in Kyiv)
RC	Rayon Council
RCC	Region Coordination Council
RCRC	Rayon Community Resource Centre
RSA	Rayon State Administration
UNDP	United Nations Development Programme
VC/CC	Village Council/City Council

EXECUTIVE SUMMARY

Second Phase of CBA Project commenced with signing of Agreement between Government of Ukraine and European Union on May 31, 2011. CBA-II Project is funded by the European Union and is co-financed and implemented by UNDP, with the support of the Government of Ukraine and in partnership with local executive bodies/ bodies of self-governance. The Project's total budget is €17 million with 98.4% contribution from EU and 1.6% cost sharing from UNDP. Project time frame is 4 years (June 2011 – June 2015).

CBA-II Project aims to promote community based approach to strengthen the process of participatory governance and sustainable development and to enhance energy efficiency at local level.

The Project is implemented in all 25 regions of Ukraine covering 200 rayons, 900 village/city councils (with less than 10,000 population) and 900 local communities.

CBA-II supports pilot rural communities in solving their most pressing development needs by helping them to get organized, develop capacity and implement micro community initiatives (900 micro-projects) within major Project priority – health, environment, energy efficiency, water supply, local economic development. Further focus is on consolidation of knowledge and experience acquired in the area of community based local development approach. For this purpose, establishment of a knowledge management hub and introduction of this knowledge into the curriculum is envisioned.

The Project utilises social mobilisation tool to mobilise local communities, local authorities for joint decision-making, cost sharing, implementation of community projects and establishment of sustainable mechanism. Necessary support structures are established/strengthened to this end. It is estimated that capacity of 16000 community members and 2000 state/elected officials will be enhanced through training enabling them to understand CBA methodology and implement CBA activities.

Focus of CBA-II in 2011 (June – December) was to lay foundation for implementation of concrete Project activities in 2012 and beyond. Cumulative achievements indicate that CBA has achieved all but a few targets set for 2011. Key achievements of the Project implementation in figures are presented in the statistical abstract and described below.

- **Partnership** was established with 24 oblast authorities and Crimean Government; 200 rayon authorities and 835 village/city councils. With this, almost all targets related with partnership was accomplished.
- **Support structure development:** 709 Community Organizations (COs) were formed/grafted in participation of 232'606 men/women representing 155'232 households from 782 selected communities. 87 Local Development Forum (LDF) were formed and 98 LDFs were grafted to facilitate the process of bottom-up planning process and participatory decision-making at rayon level. Similarly, 25 Regional Coordination Councils (RCCs) were grafted from CBA-I at regional level.

To support function of LDFs and RCCs, 173 Rayon Community Resource Centres and 23 Regional Community Resource Centres were respectively created/grafted and strengthened.

With this, most of the work related with support structure development got accomplished.

- **Capacity building:** In a bid to enhance skill of human resources involved in CBA-II implementation, a series of training was held to train CBA 70 project staffs; 3798 CO-executives and 1177 state/elected officials. Necessary operational manuals/guidelines were developed/updated for use of project staffs, state/elected officials and community members. With this, basic capacity building task was accomplished during the reporting period.
- **Community planning:** During the reporting period, 516 COs prepared community development plan. Through bottom-up planning process, 326 community priorities were mainstreamed into local government planning through joint decision-making at local development forum (LDF) meetings.
- **Micro-projects:** During the reporting period, 112 micro-project proposals were approved for funding. Total cost of these micro-projects was 19.6 million UAH (€ 1.9 million) which was shared by COs (8.2%), village/city councils (17.4%), rayon authorities (30.6%), oblast authorities (1.4%), CBA Project (40.4%) and private sponsors (2.0%).

85.7% of the micro-projects are related with energy saving, followed by health (8%), water supply (5.4%) and environment (0.9%). Furthermore, 73.1 % of these micro-projects are related with

school/kindergarten, 9% with healthpost and 17.9% with community nature e.g. streetlight, water supply, waste management. A total of 146'704 persons will benefit from these micro-projects.

Major financial transfer for implementation of these approved micro-projects will occur in 2012.

- **Knowledge management:** partnership was established (a) with National Academy of Public Administration for raising knowledge of civil servants in the area of community based approach to local sustainable development; (b) with four universities to introduce curriculum on CBA principles; (c) with Ukrainian Association of District and Regional Councils for establishment of knowledge management hub and for training of elected officials. Various documentations on CBA-I experience were finalized and published.

Understanding was reached with UNDP Kyrgyzstan and UNDP Armenia for support in development of project document based on Ukrainian experience. This event will take place in 2012.

- **Methodology replication:** With a bid to internalization of CBA methodology, interest was collected from regional authorities for undertaking CBA type community support programme. A total of 22 regions expressed interest and asked for additional 122 rayons to be supported under this theme.
- **Information and Communication:** in the reporting period, 265 media events were organized (including regional, rayon seminars, press-conferences etc.); 1244 cases of media coverage were registered and 70 issues of regional newsletters were disseminated.
- **Financial delivery:** US \$ 1.7 million (€ 1.1 million) worth of financial progress took place by end of December 2011. This marks 90% of the total CBA budget for 2011.

Experiences: Following challenges and opportunities were experienced during reporting period:

- Heavy demand for CBA was experienced. While several aspiring new rayons and village/city councils could not be accommodated, several of old (CBA-I) rayons and village/city councils could not be accommodated by virtue of CBA-II vision to reach new territories. Many regional authorities expressed dissatisfaction with smaller territories offered than they expected;
- Difficulty was faced in getting competent experts in the area of energy/environment and small business development. Consequently, these two priority areas could not takeoff during the 2011;
- 11/25 regional authorities approved short/medium term vision (socio-economic programmes) that would enable authorities to support implementation/replication of CBA methodology. Almost all regional authorities allocated budget for cost sharing besides rayon authorities. Thus, CBA-II will show expanded financial support involving regional, district and local authorities.
- Coordination role of Secretariat of Cabinet of Ministers has been effective. This role is likely to promote synergy between relevant ministries/departments with CBA-II and replication of CBA methodology within regional framework.

Outlook of CBA-II activities in 2012 includes about \$8 million (€ 5.6 million) budget to carry out concrete following concrete activities amidst two major national events – Euro2012 and national election that might affect the pace of implementation.

- Completion of support structure development;
- Implementation of capacity building activities;
- Implementation of micro-projects related with social/communal infrastructures and energy efficiency;
- Initiation and implementation of economic component activities;
- Implementation of curriculum development related activities;
- Establishment of knowledge management hub;
- Dialogues and action on policy recommendations;
- Replication of CBA methodology

STATISTICAL ABSTRACT

SN	Activity	Target All Years		Target 2011	Achievement 2011
		Unit	Qty		
1	Partnership agreement signed with regions	Number	25	25	25
2	Rayons selected & partnership established	Number	200	200	200
3	Village/City Council selected & partnership	Number	900	900	835
4	Communities selected for local action	Number	900	900	782
5	Community organizations				
	CO formed/grafted	Number	900	100	709
	CBA-I community	Number			133
	New community	Number			576
	COs formalisation	Number			
	Enrolled with VC/CC	Number			
	Legally registered	Number			
	Household participation/membership				
	Target households	Number			210'785
	Participated households	Number			155'232 (73.6%)
	CO members (total)	Number			232'606
	CO members male (total)	Number			100'126 (43%)
CO members female (total)	Number			133'475 (57%)	
6	Local Development Forums (formed/grafted)	Number	200	200	182
	LDF sittings held		-	-	226
7	Regional Coordination Councils grafted	Number	25	10	11
	RCC sitting held				
8	Community Resource Centers formed/grafted	Number	223	170	173
	Capacity of CRCs strengthened	Number	200	10	19
9	Human Resource Development				
	Training conducted	Number	-	-	649
	Persons trained (without repetition)	Number	18000	2100	5042
	CO-members	Number	16000	2000	3795
	Local authorities	Number	2000	100	1177
	Project staffs			-	70
10	Community development planning				
	COs with CDP prepared	Number	900	100	516
	CDP approved and mainstreamed	Number	900	100	321
11	Micro-Project supported	Number	600	100	112
	Sectoral distribution				
	Energy efficiency	%	-	-	85.7
	Water supply	%	-	-	5.4
	Health posts	%	-	-	8.0
	Environment	%	-	-	0.9
	Total cost of approved MPPs	UAH ml			19.6
	Shared by COs	%	5	5	8.2
	Shared by local, rayon, regional authorities	%	45	45	49.4
	Shared by CBA	%	50	50	40.4
	Shared by others (private sponsors)	%	0	0	2.0
	Beneficiary characteristics of approved MPs				
	Beneficiary population	Number	-	-	146,704
	Institutional beneficiary	Number	-	-	112
	School/kindergarten (cum.)	%	-	-	73.1
	Healthpost (cum.)	%	-	-	9
Local communities (cum.)	%	-	-	17.9	
12	Energy Efficiency Component				
	Micro-project supported	Number	300	-	-
	Supporting energy efficiency strategic plans	Number		-	-
	Supporting technical design development	Number		-	-
13	Agro/Service Cooperative Developed	Number	17	-	-
	Economic micro-projects supported	Number	17	-	-
14	Knowledge Management				
	Partnership with academia	Number	10	8	5
	Curriculum introduced in academia	Number	2	-	-
	Knowledge management hub	Number	1	-	-
15	Information campaign and media strategy				
	Media events	Number	-	-	265
	Media coverage	Number	-	-	1244
	Publications (web sites)	Number	-	-	580
	Newsletters	Number	-	-	70
16	Financial Progress (estimated)	Mill. \$/€	23.3/17.1	1.9/1.3	1.7/1.1

Chapter One

INTRODUCTION

1.1 Background

First phase of CBA succeeded in scaling up the community led approach to local development countrywide. It contributed to strengthening participatory governance, supported and developed local capacities for community-based development, and facilitated a collaborative relationship between communities and local authorities. While some progress was achieved in terms of transparency, accountability and quality of public services, there remained room for further improvement and dissemination of the approach. Besides, burning issue of energy efficiency and high rural unemployment were considered to be of high priority to be addressed¹.

In above light, Government and Ukraine and European Union considered to extend duration of CBA Project for four years. On 31 May 2011, an agreement was signed to this end the First Deputy-Prime Minister, Minister of Economic Development and Trade of Ukraine, Andrei Klyuyev, and European Commissioner for the expansion of the European Neighborhood Policy, Stefan Fule.



CBA-II Project is funded by the European Union and is co-financed and implemented by UNDP, with the support of the Government of Ukraine and in partnership with local executive bodies/ bodies of self-governance. The Project's total budget is €17.125 million (23.3 million US \$) with 98.4% contribution from EU and 1.6% cost sharing from UNDP. Project time frame is 4 years (7 June 2011 – May 2015).

1.2 Objectives

Overall objective of the CBA Project is to promote sustainable socio-economic development at local level by strengthening participatory governance and encouraging community-based initiatives throughout Ukraine.

Specific objectives of the Project are to:

- promote community based approach to local governance and sustainable development;
- enhance energy efficiency at local level;
- support the creation of the locally owned and managed repository and network of good practices and knowledge on community mobilization and participatory governance;

1.3 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. CBA Implementation process involves a series of activities and action points that ultimately yields results intended by the Project.

At national level the project works with line ministries, parliamentary committees, national associations of local councils and other counterparts under overall coordination of the Secretariat of the Cabinet of Ministers (SCMU) of Ukraine. At regional level Project cooperates with oblast state administrations (OSAs) and oblast councils, OCs (in case of AR Crimea – with ARC Council of Ministers and Verkhovna Rada of AR

¹ Summary of CBA-I results is given in Annex – I. Details of CBA-I may be found at www.cba.org.ua/one

Crimea). At rayon level, CBA partners with rayon state administrations (RSAs) and rayon councils (RCs) . At local level, partnership is established with village / city councils (VCs/CCs).

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, 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 are carried out under the framework of **partnership** with the stakeholders. It is based on willingness and commitment of the partners (communities, village/city councils, rayon authorities, regional authorities, academia, associations of local self-governments, private sector) for cost sharing and joint decision-making.

The project uses **social mobilisation tool** to mobilise stakeholders and create environment (support structures) for joint decision-making and joint implementation of activities. Community organisation (CO) is formed by representation of 80% or more households on the selected community to reflect common community vision and implementation of community priorities; local development forum (LDF) is developed at rayon level for joint decision-making, resource mobilisation, local coordination; regional coordination council (RCC) is developed at regional (oblast/ARC) level to monitor CBA activities in the region, to resolve issues related with local policies/procedures, to support programming and resource mobilisation. At national level there is a steering committee to ensure national level coordination and advisory support.

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.

CBA-II supports pilot rural communities in solving the most pressing local development problems by implementing community initiatives (micro-projects) within major project priority:

- Health (local health posts);
- Environnement (waste utilisation, sewage & drainage etc.);
- Energy (energy conservation measures);
- Water supply;
- Local economic development (small business promotion)

Knowledge and experience acquired in course of implementation will be gathered, analyzed and disseminated through a knowledge hub in cooperation with academia and association of local self-government bodies.

1.4 Management Arrangement

The Project is managed by UNDP/Ukraine under overall guidance of Country Director 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 (Regional 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 RCC 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.

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.

Various forms of **media outlets** are encouraged for raising public awareness about activities of CBA with a purpose to ensure transparency.

Flow chart given in Annex-II, Annex – III and Annex – IV further explain about the support structure, implementation process and management structure of CBA.

1.5 Project Area

CBA Project works in all oblasts of Ukraine and Autonomous Republic of Crimea covering total of 200 rayons (6-10 rayons in average) and 900 village/city councils (4-5/rayon in average) with less than 10,000 population.



Map – I: CBA Project Area

- LEGEND**
- = Oblast/Region
 - = Rayon
 - = Village/City Council

Chapter Two

ESTABLISHING PARTNERSHIP

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. Target of the Project includes partnership with 25 regional authorities, 200 rayon authorities and 900 village/city councils.

Task of establishing partnership with oblast and rayon authorities reached its target in 2011. 835 village/ city councils established partnership with CBA during 2011 thus reaching 93 % of the target.

Details on partnership establishment are described hereunder:

2.1 Preparation of Templates and Documents

Templates of partnership agreement (with regional and rayon authorities and with local councils) and applications for rayon authorities and local councils were developed by the Project, reviewed and approved by UNDP management. Similarly, various documents (e.g. brochure, press briefing, media advisory, slides etc.) relevant to launching of CBA-II were prepared.

2.2 National Launching of CBA-II



View of National Launching of CBA-II

Fourth (and final) meeting of CBA-I steering committee held on 22 June 2011 was an expanded form of meeting involving stakeholders from various sects, besides the members of steering committee (Annex - V). Purpose of this meeting was to close CBA-I and launch CBA-II.

During the meeting, overview of results and impact of CBA-I was presented followed by necessity for CBA-II and details on various aspects of CBA-II.

On this occasion, Ms. Olha Romaniuk Deputy Minister of Housing and Communal Services took note of the importance of work done within the framework of CBA in rural areas which often remain beyond the focus of attention of authorities. Besides renovation of the infrastructure, Project's main achievement is activation of communities for joint action and financial contribution.

Ms. Tetyana Matiychyk, CBA focal point from the Secretariat of the Cabinet of Ministers of Ukraine, pointed out the value of CBA Project, using best practices to promote and support local democracy in Ukraine. She also advised that the scale of CBA should be used for collection of Ukrainian experience and best practices, based on which one could formulate relevant policy recommendations in the domain of local governance.



Deputy Minister Ms. Olha Romanyuk addressing the participants

Ms. Mira Didukh, CBA Manger from the EU Delegation to Ukraine presented the second phase of CBA Project. Ms. Didukh noted that while the overall objective of the Project remains the same, one of its key tasks in the 2nd phase will consist in collecting, processing and dissemination of knowledge on community based development.

On behalf of beneficiaries from the regions Mr. Oleksandr Chupryna, Deputy Head of Rivnenska oblast council welcomed support to creation of agricultural cooperatives to be provided within the 2nd phase of CBA.



UNDP Country Director, Ms. Ricarda Rieger addressing the participants

Mr. Vasyl Hetsko, Head of Main department of economics of Ternopilska oblast state administration informed that the highest appreciation of CBA activities comes from the communities.

Ms. Ricarda Rieger, UNDP Country Director, summarized the discussions of the meeting. Key conclusions of the meeting were:

- Closure of CBA-I and initiation of CBA-II was acknowledged by stakeholders;
- Key stakeholders became aware of results and impact of CBA-I;
- It was agreed to transfer assets of CBA-I to the use of CBA-II;
- Stakeholders became aware about details of CBA-II. Focus on energy efficiency, local economic development, knowledge management and methodology appreciation was appreciated;
- Suggestion was made to explore possibility of coordination/linkage with government programmes related with the priorities of CBA-II

2.3 Establishing Partnership with Regional Authorities

Establishing of partnership with regional authorities included two steps: regional launching of CBA-II and signing of memorandum of understanding as described below:

- a) Regional launching of CBA-II:** Regional launching seminars were conducted during June – July 2011 covering 24 oblasts and Autonomous Republic of Crimea (Annex - VI).

Agenda of the seminar included summarizing CBA-I results; briefing on CBA-II; explaining terms of partnership for CBA-II; presenting workplan for 2011 and announcement of rayon competition.

In average 99 persons attended a seminar including leadership of oblast authorities, rayon authorities, local councils, other oblast officials and representatives of media. From CBA/UNDP side, each regional seminar was attended by International Project Manager or Assistant Country Director. In a few cases leadership of UNDP and EU also participated in the event. Press release was issued during this occasion and press briefing/interview was made wherever possible.



Jose Manuel Pinto Teixeira, Head of EU Delegation to Ukraine and Olivier Adam, UNDP Resident Representative participated in the regional launching seminar in Odeska oblast. Partnership Agreements was signed with oblast authorities on this occasion

Table - I: Participants of Regional Launching Seminars

OSA heads/deputy heads	OC heads/deputy heads	Other oblast authorities	RSA heads/deputy heads	RC heads/deputy heads	Other rayon authority	VC/TC heads	NGO	Media	Academia	Total
44	38	340	482	449	286	460	107	224	65	2495

Participants of regional launching seminars discussed results of CBA-I and perspectives and vision of cooperation with CBA-II. Because of familiarity with CBA Project during phase-I, the participants did not have any kind of apprehension. On the contrary, they expressed appreciation and commitment for support during CBA-II (Box – I).

Box – I: Opinions of Regional Authorities

“We highly appreciate the great work that we carry out together. It is not so much the money allocated that matters the most for us, but how it is changing the human psychology. People begin to change their way of thinking shaped during the Soviet Union time.”

M. Vyshyvaniuk, Head of Ivano-Frankivska oblast state administration

"It is difficult to overestimate the importance of experience that we gained in the course of implementation of the "Community-Based Approach to Local Development" project in the Kyiv oblast. Cooperation through partnership is the key to success in all areas of activities. It is especially valuable when communities are involved in such partnerships. Local communities have proven their ability to effectively solve socially significant problems by joining efforts and funds from different sources. The Oblast authorities are willing to continue supporting such initiatives."

A. Prysazhnjuk, Head of Kyivska oblast state administration

“Signing Partnership Agreement between ARC Parliament, Government and UNDP is an important step in the development of self-government of the Autonomous Republic of Crimea. Being aware about specific regional problems of ARC, we do see how important these projects are for each territory”.

Volodymyr Kostyantynov, Head of ARC Verkhovna Rada.

“CBA Project allowed us to establish partnership and cooperation based on trust between people and authorities. Moreover, local community leaders learned to manage a very complex documentation, and this is undoubtedly a very valuable experience for our citizens”.

Eduard Matviychuk, Head of Odeska oblast state administration.

CBA project is a real step towards improving living standards in rural areas and development of civil society. It carries the innovative approach and has to be disseminated. This valuable experience can be used by local partners to solve other existing problems, thus reinforcing the role and influence of communities in local processes. As a result of CBA activities, considerable progress in relations between authorities and civil society organizations is remarkable. Through this Project, Ukraine masters best practices of civil society development, its relations with the authorities, democratic control and growing institutional capacity”.

Natalya Bilous, Deputy Head of Chernihiv OSA

Among frequently asked question were: enquiries about possibility of allocation more quotas for oblasts, options for partnership with non-pilot rayons, replication of CBA methodology.

In each region, call for applications for participation in CBA-II was announced among all rayons. In 2 weeks time rayon authorities could apply to CBA. Application forms were distributed to participants of the Seminar.

b) Establishing partnership with regional authorities

Memorandum of Understanding (MoU) was signed with all 25 regional authorities. In most cases, MoU was signed by regional authorities during the seminar itself. In a few cases, it was signed at a later date. By first week of October 2011, all MoUs were signed. In general the MoUs were tripartite involving regional state administration, regional council and UNDP.

2.4 Establishing Partnership with Rayon Authorities

Establishing of partnership with rayon authorities included 7 steps: (a) competition announcement; (b) quota distribution by region; (c) ranking of rayons; (d) selection of rayons; (e) announcement of results; (f) holding rayon level CBA-II launching seminar and (g) signing of MoU.

During the reporting period, target of establishing with 200 rayon authorities was fully achieved. Details of the process are given below and statistical details are given in Annex – VII.

- a) Competition announcement:** In each region, call for applications for rayon participation in CBA-II was announced during regional launching seminars. Application forms were distributed to participants of the regional seminar and placed at CBA web site: <http://cba.org.ua/ua/library/documents>. The application form asked for status of the rayon in light of socio-economic hardship and willingness of the rayon authorities to follow the principles and methodology of CBA. Interested rayon authorities were required to send application in 2 weeks time.

- b) **Quota distribution:** Following the recommendation of steering committee of CBA-I and as per provision in the CBA-II project document, 6-10 rayon quota was allocated to regions based on criteria such as number of rayons possessed by the region; population of the region, national socio-economic ranking of the region, performance of the region during CBA-1 etc.

Table – II: Distribution of Rayon Quota among Regions

Rayon Quota	Region
6	Kyivska, Kharkivska, Vinnytska, Chernivietska, Chernihivska, Zhytomyrska
8	ARC, Khersonska, Khmelnytska, Kirovogradska, Odeska, Lvivska, Poltavska, Rivnenska,
9	Cherkaska, Dnipropetrovska, Ivano-Frankivska, Luhanska, Sumska, Volynska, Ternopilska, Mykolayevska, Zaporizhka, Zakarpatska
10	Donetska

- c) **Ranking of rayons:** Application forms from 557 rayons were received for partnership. The applications were analyzed based on criteria as level of poverty (socio-economic index); access to drinking water; access to medical services; environmental conditions; energy efficiency; willingness of rayon authorities to provide technical and financial support to pilot communities; potential to build up demonstration sites; results of cooperation within CBA-I. Based on composite score ranking of rayons was done for each region.
- d) **Selection of rayons:** Regional authorities and UNDP management reviewed the results of ranking and jointly selected the rayons for partnership. A 'Rayon Selection Committee' was set for each region for this purpose. Under the chair of UNDP senior programme manager, the Committee consisted of representative from regional state administration, regional council and CBA manager. In total 200 rayons were selected for partnership. Among the selected rayons 100 were from CBA-I and 100 were new. As of end of 2011 partnership agreement signed with 198 rayons.

Table – III: Selection of Rayons for Partnership

SN	Activity	Q3	Q4	Total
1	Application received	546	11	557
2	Selected for partnership	194	6	200
	Old (CBA-I) rayons	94	6	100
	New rayons	100	-	100
3	Selected for reserve	73	3	76
4	MoU signed	194	4	198

* Regionwise details in Annex – VI

Regionwise list of selected rayons is available at CBA site: <http://cba.org.ua/en/activities/partners>.

Selected rayons are mostly located farther from the oblast centre. Average distance of the selected rayon from the regional capital is 97 km with 75% of them lying within 50-200 km range. It signifies that CBA has succeeded in reaching remote parts of the regions.

Table – IV: Distance of Selected Rayons from Oblast Centers

Distance from oblast center	Number of rayons	%
Less than 10 km	7	3.5
10 ⁺ – 25 km	8	4.0
25 ⁺ – 50 km	29	14.5

50 ⁺ - 100 km	70	35.0
100 ⁺ – 200 km	77	38.5
More than 200 km	9	4.5
Total	200	100.0

e) Announcement of results: From the perspective of ensuring transparency and public awareness, lists of selected rayons were announced at a press conference held in each region and placed on CBA web site: <http://cba.org.ua/ua/activities/partners>.



Rayon selection announcement in Cherkaska oblast

f) Holding rayon seminar: After the selection of pilot rayons, launching seminar was conducted in each of them in participation of head/deputy head of rayon state administration (RSA) and rayon council (RC), relevant departments of RSA/RC, heads of all village and city councils with less than 10,000 population, NGOs, local media etc. In average, 44 persons participated in a seminar. Occasionally, senior management from regions and UNDP also participated in such seminars

Table – V: Participation in Rayon Launching Seminar

# of Rayon seminars	Participants										
	OSA heads/deputy heads	OC heads/deputy heads	Other oblast authorities	RSA heads/deputy heads	RC heads/deputy heads	Other officials of RSA/RC	VC/CC heads and other VC officials	NGO	Media	Academia	Total
198	0	8	79	440	328	2204	4362	968	360	13	8762



Rayon seminar in Korostyshivsky rayon, Zhytomyrska oblast

Key activities during seminar included (a) recapping on CBA-I results and impact; (b) briefing on CBA-II; (c) presenting terms of partnership between CBA and rayon authorities; (d) presenting workplan; and (e) announcing competition for participation of village/city councils (VCs/CCs). Also, relevant application forms were distributed to VCs/CCs at this occasion.

Half of the selected rayons were from CBA-I and thus participants of the rayons seminars were well aware about the Project. Most of the remaining rayons were also directly or indirectly

exposed to CBA activities during the first phase. As a result, all rayon seminars witnessed a sense of eagerness to get into implementation without delay (Box - II).

Among the issues raised by the participants of rayon seminars were the request to increase the standard quota of 4 VCs/CCs per rayons (against 5 VCs/CCs per rayon during CBA-I), which seemed to be far less than the demand facing the rayon authorities. Satisfaction was often expressed regarding focus of CBA-II on energy saving/renewable energy technology and initiation of local economic development through cooperatives.

g) Signing of MoU: Most of the rayon authorities signed partnership agreement during the seminar while in some cases they signed at a later date. In general, the MoU was tripartite across the country involving rayon state administration, rayon council and UNDP.



Rayon authorities signing MoU in Mykolaiivska oblast



Partnership signed in Berdyanskyi rayon of Zaporizka oblast

Table – VI: Signing of MoU with Rayon Authorities

SN	Activity	Q3	Q4	Total
1	Rayon seminar held	189	9	198
2	MoU signed	186	12	198

* Regionwise details in Annex – VII

Box – II: Opinions about CBA Cooperation with Rayons

“Signing Partnership Agreements with leadership of 8 pilot rayons of Crimea launches a big and important 4-years cooperation. The aim of our joint work will go beyond solving basic problems of territorial development, to involve communities in this process, to raise their activeness and establish efficient cooperation between communities and local authorities”.

Kostyantyn Bakharev, First Vice Speaker of ARC Verkhovna Rada.

“Participation in CBA Project is an opportunity to consolidate efforts of local communities to solve their most important problems. We benefited from utilizing their potential in first phase of the Project and jointly did a lot for our communities. We are glad to have obtained another opportunity of cooperation with CBA”.

T. Korost, Head of Kotelivska RSA, Poltavaska Oblast

“I would like to assure that we did support this Project and will do this in future. CBA project gave an impulse to rayon communities for mobilization”.

V. Seniv, Head of Tlumatska RSA, Ivano-Frankivska oblast

“Our main focus is on creating an active and capable community organization. It is important that the CO is proactive and capable to take joint decisions. Only in this case the micro-project will catalyse further development of the community organization”.

I. Buzak, Deputy Head of Koryukivska RSA, Chernihivska oblast

“In partnership with CBA, authorities receive more information about problems of citizens, and the best ways of solving it. On the other hand, we see some quality changes in the communities which start to realize their crucial role in solving local problems”.

Vitaliy Kimak, Deputy head of Sambirska rayon council

“We are ready to support those who do not just wait for a miracle, but act. One always has a great respect for the citizens ready to work for improvement of their community’s development”

M. Drahanchuk, head of Sarny rayon council

2.5 Establishing Partnership with Village/City Councils

Establishing of partnership with village/city councils included 5 steps: (a) competition announcement; (b) ranking of VCs/CCs; (c) selection of VCs/CCs; (d) holding VC/CC level CBA-II launching seminar; (e) signing of MoU.

During the reporting period, target of establishing with village/city council was achieved to the level of 83 %. Stepwise details of the process is given below:

- a) Competition announcement:** Competition for participation of VCs/CCs in CBA-II was announced in each rayon seminar along with criteria of competition that included (a) level of problems with

basic infrastructure and services with regard to CBA-II priorities; (b) level of socio-economic hardship; (c) willingness to cooperate and support in participatory planning and resource mobilization for micro-projects; (d) satisfactory performance during CBA-I (for CBA-I pilot VC/CC only). The participants were supplied with application forms and guidelines.

b) Ranking of VCs/CCs: Following to competition announcement during the rayon seminars, interested village/city councils sent application for participation in the competition. A total of 2798 applications were received. They were analysed in light of above-mentioned criteria and ranked for each rayon.

c) Selection of VCs/CCs for partnership: A selection committee comprising of CBA/community development officer in the region, rayon focal person and regional focal person and headed by regional focal person reviewed the ranking list and selected the most potential 4 village/city councils for each rayon with up to 25% reserve. In total, 835 village/city councils were selected for partnership with 363 VCs/CCs as reserve. For the purpose of transparency, the results of the selection were publically announced in each rayon by the rayon authorities.

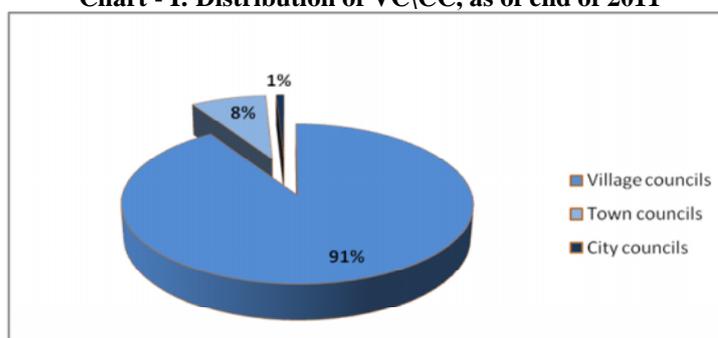
Of the selected village/city councils, 161 were from CBA-I and 674 were new. Also, 91% of them belonged to the category of village council, 8% belonged to town council/urban type village and 1% belonged to city council category.

Table – VII: Selection of VCs/CCs for Partnership

SN	Activity	Q3	Q4	Total
1	Application received	2433	374	2807
2	Selected for partnership	714	121	835
	<i>Old (CBA-I) VCs/CCs</i>			<i>161 (19.3%)</i>
	<i>New VCs/CCs</i>			<i>674 (80.7%)</i>
3	Selected for reserve	-	359	359

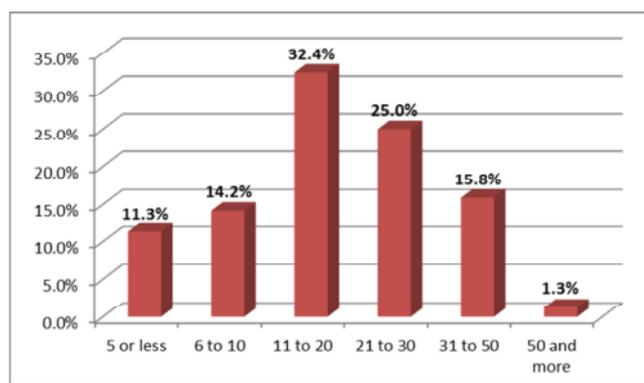
* Regionwise details in Annex – VII

Chart - I: Distribution of VC\CC, as of end of 2011



About 42% of 833 VCs/CCs selected for partnership with CBA-II are located in remote part of the rayons (measuring more than 20 km) followed by 32% of VCs/CCs lying between 11-20 km distance. It further signifies that the Project has reached remote areas (Chart-II) of the region.

Chart - II: Location of Selected VC\CC in the Rayon



- d) **Establishing partnership with VC/CC:** After the selection of partner village/city council, seminar was conducted in each selected VC/CC in participation of VC/CC head, focal person (and other officials) from rayon, focal person (and other officials) from regions, local NGOs, local businesses, representatives of local social infrastructures (e.g. school, kindergarten, healthpost etc.) and interested active people of the community. In an average 36 persons participated in a seminar.

Table – IX: Participation in CBA Launching Seminar at VC/CC

# of VC/CC Seminar	Participants							Total
	Oblast Authorities	RSA/RC heads/deputy heads	Other officials of RSA/RC	VC/CC heads	NGO	Media	Others	
762	174	754	1818	836	8372	286	15129	27369

During the seminar details about effectiveness of CBA-I at local level was shared, often with the help of CBA film, leaflets and success cases. Process of CBA-II implementation, process of community selection and terms of partnership with VC/CC and beneficiary communities was elaborated.



Village council seminar in Zaporizka oblast

“We saw what our neighbors [CBA-I pilot VC] did and we are ready to try as well. We are ready to work and we believe that we can succeed. Village council is ready to provide the CO with an office and help them with whatever is in our power”.

Bondarenko S. Head of VC, Djakovo village, Antratsyivsky rayon, Luhanska Oblast

“It is time to get united for solving our problems. We have to start having faith in our own capacities; otherwise no one will help us. Participation in CBA project will give us the chance to prove that we can contribute in bringing development to our village”.

M. Boyko, Head of Kladvivka village council, Chernihivska oblast

- e) **Signing of MoU:** Often the VC/CC heads signed MoU in course of seminar or at a later date. In total during reporting period, 753 village/city councils have signed partnership agreement.

2.6 Partnership with Private Sector

A series of meetings were held several times with Metinvest Holding (private sector) and Donetska oblast authorities and understanding was reached regarding possible cooperation among the parties to jointly support micro-projects in selected small cities of Donetska oblast under the framework of CBA Project. Accordingly, two small cities (acting like rayon) were selected for partnership in Donetska oblast and process of community mobilisation was initiated. Main implementation will take place in 2012.

Similarly, dialogue was held (during October 2011) with officials of Danosha (private sector in Ivano-Frankivska oblast) regarding possible cooperation. It was agreed to make further understanding for concrete decision on cooperation.

2.7 Experience

As such no major problem was faced that could hinder the progress of CBA-II. Nonetheless, following worth noticing situations were experienced in course of CBA-II launching and establishing of partnership:

- a. Tight schedule to reach out all places of CBA-II launching events. UNDP country office provided support by deputing its senior officials to participate in these events;
- b. Possibility of slower cooperation from regional authorities was expected. Secretariat of Cabinet of Ministers played a coordinating role by informing regional authorities to cooperate with CBA-II;
- c. Frequently asked questions during seminars included - possibility of more rayon/village councils quota, options for partnership with non-pilot rayons, replication of CBA methodology, supporting medium/large size alternative energy technology;
- d. Several non-partner rayons and non-partner communities had adopted CBA methodology (during CBA-I) due to demonstration effect. Not all of them could be accommodated in CBA-II leading to demand in waiting;
- e. Possibility of establishing partnership with private sector exists but it takes time for adequate understanding.

Chapter Three

DEVELOPMENT OF SUPPORT STRUCTURES

Establishing support structures is one of the important elements of the community based development approach methodology. Appropriate support structures are developed for participatory decision-making and monitoring at all levels of project implementation. Key support structures include community organisation (CO) at local level, local development forum (LDF) at rayon level, regional coordination council (RCC) at regional level.

3.1 Community Organisation Development

Community organisation (CO) is the foundation block for community based approach. It enables community members to get their potentials unleashed through collective action. It also helps governance at local level to become more participatory.

CO development involves (a) selection of pilot communities, (b) assisting the community members to get organised into CO and (c) getting the CO formalised. Details on these steps are given hereunder:

- a) Selection of pilot community:** Following VC/CC level seminar, selection of community for local action was initiated in each village/city council. A community selection committee comprising of village/city council head, CBA staff and headed by rayon focal person selected the community to be supported in the VC/CC. The selection was based on key criteria including (a) level of problems with basic infrastructure and services with regard to CBA-II priorities facing the community; (b) willingness of the community to undertake joint decision-making and actions to solve their problems on collective and self-help basis; performance during CBA-I (for old COs only).

In 2011, 782 communities were selected for participation in CBA-II with 674 of reserve. Of them, 145 (18.5%) communities were from CBA-I and 637 (81.5%) were new.

Table – X: Selection of Pilot Communities

SN	Activity	Total
1	Selected for partnership	782
	<i>Old (CBA-I) VCs/CCs</i>	<i>145 (18.5%)</i>
	<i>New VCs/CCs</i>	<i>637 (81.5%)</i>
2	Selected for reserve	568

* Regionwise details in Annex – VII

- b) Formation of CO:** Following the community selection, dialogue was held between selected communities and community mobilisation team. During the dialogue, the community members were familiarised about CBA principles and methodology and were motivated to go for it since they will be able to improve their living condition by following the participatory approach recommended by the Project. The communities which accepted the principles of collective action were encouraged to form their COs. Each CO elected an executive body (CO management team, COMT), consisting of five members (head, treasurer, secretary, active members).



Voting at the general community meeting in Oleksandrivskiy rayon, Kirovohradska



General community meeting in Novomykolaiivskiy rayon of Zaporizka oblast



First dialogue with community members in Kyivska oblast

The existing COs (from CBA-I or otherwise) went through special assessment before getting grafted for CBA-II. An assessment of the CO was carried out in participation of the members to know its strengths and weaknesses in term of

such factors of participation, leadership, governance, micro-project implementation, sustainability of CO and its activities, coordination and linkage with local authorities and other development agencies. In case the assessment score was below satisfactory level in one or more criteria, the CO was required to make necessary improvement to become eligible for CBA-II.

During the reporting period, 704 communities were organised/grafted into community organisation founded on norms of good governance. These COs represent 155,232 men and women from 232`606 households. In an average a CO was formed by representation of 220 households and 330 members. Gender balance of COMT is usually tilted towards female

Table – XI: Formation of Community Organizations

SN	Activity	Total
1	No. of COs formed/grafted	704
	<i>CBA-I or existing ones</i>	<i>133 (18.9%)</i>
	<i>Newly formed</i>	<i>571(81.1%)</i>
2	Household participation	
	<i>Target households</i>	<i>210,785</i>
	<i>Participated households</i>	<i>155,232 (73.6%)</i>
3	Membership	232,606
	<i>Male</i>	<i>43%</i>
	<i>Female</i>	<i>57%</i>

* Regionwise details in Annex – VIII

- c) Formalisation of CO:** The formed COs were enrolled with their respective village/city councils and went through legal registration with relevant agencies. Legal status is essential for the COs to carry out business in formal mode and to open bank account for financial transactions. Legal status also makes them eligible to receive grants from national/international agencies.

During 2011, 533 COs got enrolled with their respective VCs/CCs and 623 COs were legally registered with appropriate registration agencies. Distribution of legal forms of COs is given in Table – XII.

Table – XII: Legal Forms of COs (grafted and new)

Number	Number of COs	%
ACMB	0	0.0
Public organization	594	95.0
BSP	12	2.0
Cooperatives	4	1.0
Other	13	2.0
Total	623	100.0

Most of the communities choose public organization as an official form. Each legal form has its own specificity and is suitable in a particular context. For example, ACMB is appropriate for multi-storey buildings where one building resembles as one community. It has financial autonomy to form income and expenditures and accept communal property on its balance. Public organisation is relatively open to mobilising resources from various donors but has limitation in accepting communal property on its balance.

A BSP functions relatively under control of the local authorities and a cooperative has several benefits of administrative and financial rights as it can make profit and distribute dividends to its members.

Box – III: Opinions on Community Activation

“Representatives of pilot communities in our rayon became considerably more active. They know how to implement a project and work hard possible to make the dreams and plans come true. As authorities, we will be supporting implementation of their initiatives. CBA Project is not only about improving living conditions, but develops capacities of local communities to play an active part in local development. CBA helps form the feeling of confidence in their ability to jointly solve existing problems”.

A. Andrienko, Deputy Head of Lysianska RSA, Cherkaska oblast

“Most important is to overcome the lack of trust among community members. Gradually the trust is born, and people feel support. Everyone participates in the implementation of micro-project: some by contributing money, others – by labour. No one stays apart”.

L. Marynina, head of Tutovytska CO, Rivnenska oblast

“One of the most challenging tasks for us, the CO management team, is to involve community members to jointly create our Community development plan. We are to organize the process so that people feel allegiance, vote and support the CDP with their financial contributions. It is also a challenge for local authorities of all level: will they be ready to support initiatives conceived in the communities?”

S.Kumpachenko, Head of CO of Shevchenkove village, Cherkaska oblast

3.2 Local Development Forum

Local development forum (LDF) is created at rayon level and is expected to facilitate dialogue, coordination, planning and decision-making at local level between the oblast and rayon authorities and communities for promoting community driven local development. Usually LDF consists of RSA and RC heads, heads of village/city councils, chiefs of relevant departments in RSA/RC, representatives (focal person) of oblast authorities, and heads of COs formed within CBA.

In case of CBA-I (old) rayons, existing LDF was re-initiated (grafted) by adjusting the composition of members while in case of new rayon, a new LDF was created under the leadership of RSA/RC-head.

Meetings were 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.

During the reporting period, 87 LDFs were formed in the new pilot rayons and 98 LDFs were grafted (Table – XIII).

Table –XIII: Formation and Grafting of Local Development Forums

No. of partner rayons	LDF from CBA-I	New LDF	No. of sittings held
200	98	87	226

* Regionwise details in Annex – VIII



Local Development Forum of Dubenskiy rayon, Rivnenska oblast



Local Development Forum of Turkivskiy rayon, Lvivska oblast

3.3 Regional Coordination Council

Regional coordination council (RCC) is created at region level with an aim to coordinate and facilitate financing of micro-projects. It serves to disseminate information about the Project among officials, monitor activity of the Project in the region and provide consultations on strategic issues of micro-projects' implementation. RCC is chaired by deputy head of oblast state administration or deputy head of oblast council² and consists of representatives of rayon administration/council heads, appropriate departments of OSA/OC, selected village/city council heads, CO, NGO and private sector.

During first phase of CBA, 25 RCC were established in all oblasts of Ukraine and in ARC. They will remain functional during CBA-II with appropriate changes in composition of their members. As of end December 2011, 11 Regional Coordination Councils were grafted and 11 sittings were held.

3.4 Community Resource Centres

To facilitate the functioning of LDF and RCC, a community resource centre is established by the partner rayon authorities and regional authorities. For this purpose, they provide premises and depute a focal person. CBA provides logistic facilities as necessary and trains the focal persons. Resource centres are also important in that they support non-CBA communities in carrying out local development activities in line with CBA methodology – something sought valuable from the perspective of methodology replication.

“I would like to reiterate the importance of Rayon resource centres. They should not only exist on paper, formally, but should be efficient, equipped with staff well prepared to support communities at all stages of project implementation”.

*Kostyantyn Bakharev,
First Vice Speaker of ARC Verkhovna Rada.*

- a) Rayon resource centre:** Of 200 partner rayons, 173 rayons established new Rayon Resource Centres and 87 RCRCs continued their existence from CBA-I.



Information board in Sokyryanskyi Rayon resource centre



Slide from presentation of Bashtansky Rayon Resource Centre: “Financial support to RCRC is provided from the budget of rayon council, regional and rayon programmes, from international projects and programmes”

- b) Regional resource centre:** 23 of 25 regional authorities established community resource centre (regional implementation unit) during CBA-I (except in Kyiv and Crimea, where the centre is located in CBA and UNDP Crimea sub-office respectively). For CBA-II purpose, all the resource centres were resumed with addition of logistics and facilities. Some regions decided to move the Centre from outside to inside of administration/council building or related departments, some regions added number of rooms or allocated bigger space for the Centre while some regions continued with the same premises that existed during CBA-I. Crimean Government decided to establish a Crimean level resource centre where CBA-II will be housed.

Table - XIV Creation of Resource Centres

	Level of Resource Centre	Target	Total
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² In case of ARC, the Republican Coordination Council is headed by speaker of Verkhovna Rada of ARC

1	Regional Community Resource Centre	23	23
2	Rayon Community Resource Centre	200	173

* Regionwise details in Annex – VIII

CBA-II responded with additional support need to equip the regional resource centres to make them more effective. To this end, it collected estimates of support required to strengthen capacity of regional resource centres and provided financial support for implementation of the proposal. Demand included refurbishing of the office premises, equipment and furniture. In total, 19 regions (100% of all that submitted proposal) received the support from the Project.

Chapter Four

CAPACITY BUILDING

Capacity building involves such activities as training, exposure visits and other techniques utilized for skill enhancement/knowledge transfer. The purpose is to ensure effective implementation of CBA-II, to enable local communities, local authorities and other partners to adopt and practice the approach promoted by the Project. Following activities were carried out during the reporting period in context of capacity building:

4.1 Preparation of training materials

During the reporting period, four manuals were updated/ published:

- *Operational manual* (includes detail description on CBA methodology, policies and procedures; meant for CBA staffs and focal persons),
- *CO manual* (describes procedures to be followed by community members on CO development, planning, undertaking of priorities, sustainability of efforts),
- *Technical manual* (describes the process of micro-project implementation, set a list of all necessary steps to be made by CO to successfully realize micro-project),
- *Manual for participatory assessment* (an instruction for community organizations on how to conduct participatory assessment of CO),
- *Visibility guidelines* (an instruction on visibility for project personnel developed to ensure appropriate presentation of support provided by European Union and United Nation Development Programme to CBA Project). Also, financial manual (for community organisations) and other training materials were updated during this period.

4.2 Training of project personnel



Olivier Adam, UN Resident Representative and Tetyana Matiychyk, CBA Focal Point from Secretariat of the Cabinet of Ministers of Ukraine address CBA team

On August 9 to 12, a four-day training session for all CBA-II regional coordinators (community development officers) was held in Kyiv. The opening of the training session was attended by Mr. Olivier Adam, UN Resident Coordinator and UNDP Resident Representative; Ms. Oksana Remiga, Senior Programme Manager of UNDP and Ms. Tetyana Matiychyk (CBA Project coordinator from the Secretariat of the Cabinet of Ministers, Department for Relations with the Verkhovna Rada and the Regions).

On this occasion, Mr. Olivier appreciated the hard work of CBA team, due to which first phase of CBA ended with high success and recognition. He encouraged the CBA personnel to maintain their tempo and commitment during CBA-II as well. Mr. Olivier thanked Ukrainian

Government and European Union for their support to CBA and expressed his readiness to continue strong support of UNDP to CBA in future.

Speaking on this occasion, Ms. Matiychyk shared her experience from recent visit to regions in context of regional launching of CBA-II and assured the participants that Secretariat of Cabinet of Ministers is ready to extend its support in facilitating successful implementation of CBA-II.

Key themes of the training included analysis of CBA-I implementation, vision and strategy of CBA-II, activity plan of CBA-II for 2011, economic component, micro-projects on alternative/renewable energy sources, strategy for replication of CBA methodology and knowledge management. At a later date, the regional coordinators received re-training along with the focal persons. In total, 70 project staffs received training during 2011.

Besides, CBA staffs took various online corporate courses related with security and specialised courses on finance, result based management, knowledge management, communications etc.

4.3 Training of officials from rayon/regional authorities

10 training were conducted during October – November, 2011 for the focal persons of CBA from all regions and all partner rayons serving as coordinators of Resource Centres. In total, 220 focal persons participated in these trainings. The training programme focused on CBA-II vision, strategy and implementation procedures. Exposure was given to the participants with grassroots realities. As a result, regional teams were able to develop workplan for their Resource Centres. These trainings were held in regional cities with commendable support of the regional authorities and the partner rayons in the host region.



Training for Rayon resource centre coordinators of Vinnytska, Kirovohradska and Cherkaska oblasts



Training for Rayon resource centre coordinators of Mykolaiivska and Odeska oblasts

Box – IV: Opinions of RCRC Coordinators about the Training

“Such trainings are useful in that they improve understanding of the Project methodology, provide knowledge and generate ideas. Moreover, they demonstrate standards of event organization at rayon level”, *Oleksandr Zakorchennyj*, Tomashpiilskyi rayon.

“Training provided us with a lot of useful and interesting information, and I now feel 100% ready to perform as RCRC coordinator”, *V.Sokyrko*, Dolynska RSA.

“During this very interesting a lively training we received a lot of interesting information and answers to all the questions”, *Vira Volchenko*, Gadyatskyi rayon.

“We received plenty of meaningful and useful information in a very accessible form, I’m positively impressed”. *Vasyl Tymkiv*, Svalyavskyi rayon.

“It was very useful to learn about updating pages of RCRC on web sites and Facebook”, *Ihor Kurinnyi*, Chutivskyi rayon.

“Especially interesting was for me the dialogue on dissemination and replication of experience”, *Natalya Gudok*, Chernihivskyi rayon.

“From this training, we will take the received knowledge and skills to our communities. It is there, in our villages and towns, that the huge potential is dormant, and we have to find and untap it”, *Tetyana Terletska*, coordinator of Starosambirskyi rayon resource centre.

Table – XV: Trainings Organised during 2011

S N	Participants	No. of training held	Target Participants	Persons trained
1	CO executives	634	2000	3795
2	Officials of rayon/regional authorities		100	1177
3	CBA-II Project personnel	1	70	70
4	Regional/rayon forcal persons	10	220	220

* Regionwise details in Annex – IX



Ihor Dyatlov, Head of Mykolaiivska Oblast Council attended training for 17 coordinators of Rayon Resource Centres of Mykolaiivska and Odeska oblasts. Opening the event, he mentioned:

“Having travelled around the region, having spoken to the local citizens, I became persuaded in the efficiency of such approach. The most important element of CBA activities is community’s self-organization and development. Now, planning expenditures from oblast budget for renovation of a certain object, we take into account whether the local community is engaged in this project”.

4.4 Training of CO-executives

634 trainings were organised during the reporting period to train the CO-executives and representatives of local councils. The courses included such areas as CO Management; community planning; drafting micro project proposal (MPP), micro-project implementation; reporting to CBA on micro-project implementation; participatory assessment of COs; public auditing and handover. A total of 3795 co-executives were trained. Besides, 1177 representatives of local authorities received training along with CO-executives. Among the total CO-executives and representatives of local authorities trained, 61.7% were female and 38.3% were male.



Training on community planning in Reniyskiy rayon, Odeska



Training of participatory assessment in Pustovarivka village, Kyivska oblast

Box – V: Opinions of CO Training Participants

“After the trainings we have a clear picture about community organization, its structure, goals and capacities. We did have an intuitive understanding before, but only after training we feel full confidence to run the organization”.

Head of CO “Dovira”, Donetsk oblast

“Such trainings are very important for us. It is here that we receive answers to all the puzzling questions and learn from the experience of more successful communities”.

Iryna Stomachenko, head of Korzhi village council, Baryshivskiy rayon, Kyivska oblast.

Chapter five

COMMUNITY PROJECTS

For improving living condition of local communities, for strengthening participatory governance and for enhancing energy efficiency, CBA supports implementation of local priorities termed as community 'micro-projects' through small grants based on equity, do-ability, sustainability and cost sharing criteria. Following key sub-activities took place in this regard:

5.1 Community planning and mainstreaming of plans

Upon creation of community organization, community members prioritize problems of their village they want to solve. Through second dialogue, CO-members are familiarized with the need and process of participatory planning and bottom-up planning process. They are also sensitized to observe human rights in priority setting such that weaker section of the society are not let out from the stream of benefits and more than 80% of the members get benefit from their plan in general.



Community planning, Reniyskiy rayon of Odeska oblast

The CO-members identify their development needs, set priority and prepare community development plan (CDP). CDP is in form of conceptual proposal. Upon its approval from village/city councils, it is submitted to the LDF for review and approval. CDPs from various communities are debated at the LDF meeting and most appropriate plans are approved along with recommendations for rayon budget allocation.

516 COs prepared community development plan during the reporting period. Upon concurrence by their respective VCs/CCs. 321 of these plans were debated and approved for funding at their respective local development forum (LDF) meetings.

Table – XVI: Community Development Plan

S N	Details	Unit	Quantity
1	CDPs prepared/granted	Number	516
2	Sectoral distribution of top priority		
	<i>Energy saving</i>	%	76.1
	<i>Water supply</i>	%	13.4
	<i>Health</i>	%	9.1
	<i>Environment</i>	%	1.4
3	CDPs approved at VC/CC		482
4	CDPs approved at LDF		321

* Regionwise details in Annex – X

Priority of identified plans were set by the CO-members based on such criteria as *intensity* of need (80% or more households felt it as the first priority), *do-ability* (the micro-project is simple enough to be implemented within capacity of the CO-members), *resource availability* (willingness of donors, community members and local authorities to support the priority), *sustainability* (the beneficiary community should be able to sustain the object/services created under support of the Project).

5.2 Approval of micro-project proposals

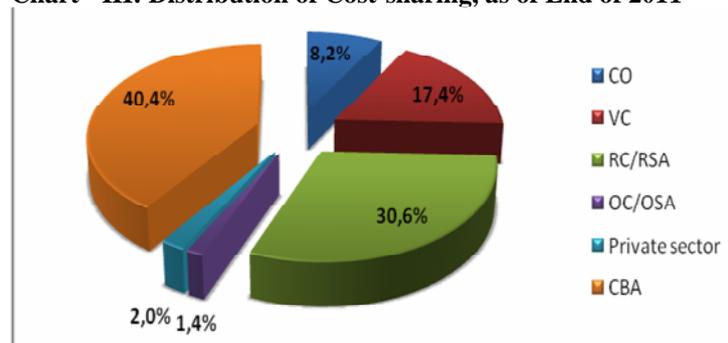
Upon LDF level approval, 117 COs developed micro-project proposal and submitted to CBA. A typical proposal includes a set of documents such as technical documentation, cost estimate with proposed cost sharing, commitment letter from stakeholders, protocols of decisions made at various point of time, statute of the CO, bank account evidence, micro-project proposal, result of participatory assessment and/or maturity index, sustainability mechanism etc.

117 of the proposals were appraised at CBA and 112 of them were recommended for approval by CBA/PMU. The recommended MPPs were reviewed and approved for funding at UNDP level.

Total cost of the approved micro-projects was UAH 19.6 mln (Euro 1.9 mln) which was shared by partners as follows:

- Community organisation UAH 1.6 million (8.2%)
- Village/city councils UAH 3.4 million (17.4%)
- Rayon authority UAH 6.1 million (30.6%)
- Oblast authority UAH 0.2 million (1.4%)
- CBA Project UAH 7.9 million (40.4%)
- Private sector UAH 0.4 million (2%)

Chart - III: Distribution of Cost-sharing, as of End of 2011



Sectoral distribution of the approved micro-projects is as follows:

- Energy saving 86.0 %
- Water supply 5.4 %
- Health 8.0 %
- Environment 0.9%

The approved project is expected to benefit 146`704 persons (directly & indirectly). In terms of institutional beneficiaries, distribution of 112 approved micro-projects is as follows:

- Schools/kindergartens 74.1 %
- Healthpost 8.9 %
- Local communities 17.0 %

5.3 Implementation of micro-project

All 112 approved micro-projects, were put in process of funding/implementation during 2011. It included signing of grant agreement by CO and the UNDP and release of first tranche into the account of the beneficiary CO. Signing of grant agreement at the general meeting of the CO develops a strong sense of ownership and accountability among the CO-members regarding the resource utilization and timely completion of the work.

Table – XVII: Implementation of Micro-Projects

	Activity	Target for 2011	Achievement
1	MP Proposal Submitted by COs	100	117
2	MPPs Approved	100	112
3	MPPs in process of funding	100	112

* Regionwise details are given in Annex – XI



Tender in Verkhnya Jablunka village, Lvivska oblast

Following to release of first tranche, the COs get into the process of necessary preparation for implementation. They form functional group and tender committee. They announce tender at local level. The best bid is selected by the CO and contract is signed for implementation of the micro-project. As the implementation proceeds, quality supervision committee monitors the works from time to time. Based on the work completion, reporting and verification, total grant amount is released in three tranches.

projects will be completed in 2012.

It is expected that implementation of the funded micro-

Box – VI: Community participation for sustainability of completed projects / infrastructural objects: case of Cherkaska oblast

Renovation of communal infrastructure – school, kindergarten or water supply system – by a joint effort of community, authorities and business, is a big achievement for rural area. But once it is accomplished, the question of maintenance and sustainability arises.

According to Ukrainian legislation and CBA practice, the renovated object with its newly created value is handed over to the owner (usually, village council or rayon council), and the community which took the initiative and accomplished the renovation, loses legal grounds to control its maintenance and use.



Cherkasy oblast succeeded in search of a mechanism to preserve community’s role in the further operation and maintenance of the renovated object. The solution found and practiced here is as follows.

Before the community gets engaged in preparing micro-project proposal and mobilizing resources of local citizens and business, CO leadership agrees with the object’s owner the role of community organization in the further maintenance of the object. At the beginning of micro-project cycle, CO and the object’s owner sign a Memorandum of Cooperation on Sustainability of Object. Memorandum regulates joint action for sustainable use of the object. Attached to it, is the preliminary cost estimate of expenses to be contributed by parties for the sustainable maintenance.

This Memorandum constitutes a ground for creating an Operation and Maintenance Fund (OMF) in the CO. OMF is created at the beginning of project cycle, giving the opportunity to start collecting modest contributions from the early stage of cooperation. Collected resources are usually kept in cash or at the CO’s bank account, and are easily accessible in case of need.

Besides financial conditions, the Memorandum also determines obligations as regards joint maintenance of the object, and in particular community’s participation.

Once signed, the Memorandum is displayed at the CO’s information board, its implementation is regularly reviewed at the general community meetings. As needed, community meeting can approve changes to the cost estimate, attached to the Memorandum.

Such mechanism of joint operation and maintenance allows for the more efficient and transparent and sustainable use of funds for running infrastructural objects

Chapter Six

KNOWLEDGE MANAGEMENT

National level application of community based approach to local development methodology produces tremendous effect on the local development processes. To make the best use of knowledge gained and lessons learned, knowledge management component of CBA activities aims to document and systematize the regional experience and lessons learnt; to introduce community based approach in specific courses of higher education; to transfer the Ukrainian experience to the target audience in other countries. Details on these activities are given hereunder.

6.1 Experience Dissemination

Following activities were carried out during the reporting period to disseminate CBA experience to national/international audience:

- a) Publications of experience:** Four documents were published reflecting experience on CBA during 2011 namely – “Small dreams, Big Achievements. Success cases of CBA Project in Ukraine”, “Community Based Development in Ukraine: Results and Achievements of CBA”, “Results and Impact of CBA” (based on results of sociological survey research) and “Community Based Development in Ukraine: Challenges and Conditions. Discussion Paper”. Publications can be downloaded from CBA web site: <http://cba.org.ua/ua/library/documents>.



- b) Presentations about CBA:** Presentation about CBA experience was made to various audience by CBA team from time to time including (a) Oxford volunteers, and (b) graduate students of Taras Shevchenko National University of Kyiv, faculty of Economics.
- c) Raising awareness among elected authorities:** Support was provided to Ukrainian Association of District and Regional Council for organisation of national roundtable that focused, among others, on issues of decentralisation and community based approach to local development approach. The support was in terms of publishing relevant manual for the participants, who represented oblast & rayon council from across the country. This activity is expected to further promote the principles of participatory governance and community based local development across the country;
- d) Country case study:** Support was provided to relevant departments of UNDP on country cases studies preparation.
- e) Knowledge transfer:** An understanding was reached with UNDP Armenia and UNDP Kyrgyzstan about supporting in development of project document based on Ukrainian experience of CBA. The mission is expected to take place in early 2012.



“CBA: Regional Experiences” and “Little Dreams, Big Achievements” studied by participants of Baryshivsky Rayon seminar (left) and by participant of CBA Steering Committee meeting (right)

6.2 Partnership with Academia

Within the framework of its knowledge management component, CBA Project plans to establish a network of academic institutions from all regions of Ukraine so as to build capacity in term of teaching/curriculum as local sustainable development with people’s participation. Activities to this end include curriculum development, small research, internship, linkage with local communities, etc. Following activities were carried out on this aspect:

a) *Signing of MoU:* memorandum of understanding was signed with five academic/training institutions during the reporting period for introduction of community based approach in their teaching/training courses: National Academy of Public Administration (NAPA), Kharkiv National University of Economics, Kharkiv State University, Vinnytsiya Social-Economic Institute ('Ukraine' National University), and Poltava State Agrarian Academy.



UN Resident Coordinator/UNDP Resident Representative Mr. Adam (left) signing MoU with President of the NAPA Mr. Yuriy Kovbasiuk (right)

b) *Workplanning for academia:* A roundtable was held in participation of representatives from 24 academic institutions on 27 – 28 October 2011. Together with CBA team, the participants developed workplan for 2012. Among the defined areas for cooperation are:

- Introduction of Sustainable Society Development course;
- internships in CBA regional offices for students who research related topics;
- support for research in the area of sustainable community development through micro grants and competition of students’ papers.

c) *Creation of Facebook:* In order to facilitate networking of partner academic institutions, a Facebook page «*Сталуй розумок» у вищій освіті*» (“Sustainable Development in Higher Education”) was created.

d) *Launching Cooperation with CBA in academic institutions.* Following the round table, a series of presentations of CBA Project were held in academic institutions by regional coordinators in order to present the Project to the faculty and outline possible areas of cooperation. Details about launching of partnership between CBA and academic institutions can be found in Box – VII.

e) *Support to conference:* Support was provided to organization of national conference “Social Dimension of Sustainable Development: Local Solutions to Global Problems”, held in Chernihiv State Technological University on 2 November 2011. Details are available in Box – VIII.

Box – VII: Launching of Cooperation with CBA Project in the Academic Institutions

In Zaporizhya, cooperation between **Zaporizhya National University** and CBA Project was launched at a round table “Sustainable Local Development: Methodology and Social Practice” held on 27 December 2011. One of the first activities foresees introduction of the course “Sustainable Local Development” into the teaching programme and preparation of teaching materials combining theoretical and practical aspects. For more information, please see: http://www.rada.zp.ua/news_out.php?2111



On 14 December, presentation of CBA Project was held in **Ostrozka Academy** (Rivnenska oblast). During the event, leadership of the Academy signed Memorandum of Understanding marking the first step of cooperation with EU/UNDP CBA Project.

Coordinator of cooperation with CBA from Ostrozka Academy Mr. Andriy Rybak noted the importance of partnership: “CBA Project offers new opportunities for the students in framework of cooperation; we plan to organize trainings and seminars for representatives of

community organizations, training for personnel and introduction of the new course “Sustainable society development”

For more details see: <http://www.oa.edu.ua/ua/info/news/2011/12-15-2>



On 7 December, a launching event was held in **Donetsk State University of Management** marking the beginning of cooperation between CBA Project and the University. Meeting was opened by Deputy Rector Ms. V.Tokareva who emphasized the importance of such cooperation for the region. During the event, course on Sustainable Society Development was presented to the faculty and the 4th year students who will receive additional opportunities to research the area of sustainable local development in community participation. Several students will also attain the opportunity to have internship in the regional offices of CBA.

On 8 October 2011, three CBA communities in Luhansk host a study visit for 28 Masters’ students specializing in Administrative and Project Management (**Volodymyr Dahl University, Luhansk**) to learn about best practice of community mobilization an multi-sectoral partnership.



On 21 November 2011, a roundtable was held at **Potava Agrarian University** to discuss directions of cooperation with CBA project. In particular, Sustainable Society Development course will be introduced in the academy since September 2012. CBA also opens up the possibility of internship in its regional offices for the students researching related problematics. Video on the roundtable launching cooperation between CBA Project and **Poltava Agrarian Academy** can be viewed at: <http://www.facebook.com/photo.php?v=10150475279226810>

Box – VIII: Local Solutions to Global Challenges of Sustainable Development



The national conference “Social Dimension of Sustainable Development: Local Solutions to Global Problems” Conference was opened by Rector of Chernihiv University Mr. Shkarlet who emphasized the value of sustainable development as research objective.

Dean of the faculty of Social Work, Ms. Tetyana Sylva spoke about organization of cooperation and knowledge management for sustainable development. She also mentioned that as a result of 2 years of cooperation with CBA Project, 22 students went through internship in CBA offices in various regions of Ukraine and benefited from the access to grassroot level activities.

Through CBA Project, Chernihiv Technical University now became member of the Baltic Universities Programme and actively cooperates with foreign universities in the domain of sustainable development.

Presentation of CBA focal point from Chernihiv oblast state administration Ms. Gurok allowed participants with the opportunity to assess the practical results of citizens-authorities cooperation within the framework of CBA Project.

Associate professor Ma Tambovtseva from Riga Technical University used Skype conference to present her research results on the of corporate social responsibility and its application in practice.

Discussions in sections mainly focused on various dimensions of sustainable development, its social, economic and ecological components, as well as social mobilization as an efficient tool for sustainable development.

f) Training module preparation: A training module on social mobilisation was prepared for the use of NAPA. The module will be used along with 5 other training modules (dedicated to decentralisation, strategic planning and so on) being developed by MGSDP and SDC/Skat-DESPRO Project. The module includes such areas as –

- Concept and application of social mobilisation approach
- Cases Of social mobilisation based programmes in Europe and CIS
- Factors of success
- Cost benefit analysis
- Myth of social mobilisation
- Scope of social mobilisation approach in Ukraine

6.3 Knowledge Management Hub

An important aspect of the Project activities in the second phase is its focus on the consolidation of knowledge and experience acquired in course of implementation. For this purpose, knowledge management will play an important role. A *knowledge hub* will gather, analyze and store valuable knowledge and experience.

On 2 December, MoU was signed with Ukrainian Association of District and Regional Councils (UADRC) with the purpose to establish a ‘knowledge management hub’ and cooperate on building capacity of elected authorities across the country.

Activity plan of cooperation in 2012 includes the following steps:

- Defining pilot users: 25 regional resource centres of CBA and regional representations of UADPC; 50 rayon community resource centres; CBA focal points from OSA / OC; municipal support units;
- Recruitment of staff for KM hub: knowledge Manager and IT specialist;
- Capacity building for KM hub personnel;
- Set up of office;
- Development and testing of web portal;
- Training of pilot users;
- Collecting, systematizing and placement of primary knowledge;
- Information campaign of KM hub.

6.4 Policy Recommendations

Preparation was made for initiating policy dialogue on CBA related issues during the reporting period. In this respect, the results of research conducted in 2010 by International Center for Policy Studies was published for wider circulation as discussion paper. This study assesses existing legislative and institutional conditions and obstacles to community based local development. Publication is available at: <http://cba.org.ua/ua/library/documents>.

Chapter Seven

ACTIVITIES UNDER INITIATION

7.1 Energy Efficiency Component:

CBA-II envisions strong support on improving energy efficiency through promotion of alternative energy sources and support to regional energy strategic plans. During the reporting period, an energy and environment expert was recruited to initiate this component. Main implementation of this component will take place in 2012.

7.2 Local Economic Development:

CBA-II envisions local economic development which will be achieved through promotion of agricultural/service cooperatives and support to agro-processing and agro-marketing in remote rural areas. During the reporting period, a small business development officer was selected for recruitment. Main implementation of this component will take place in 2012.

7.3 Methodology Replication

CBA-II envisions that CBA methodology will be gradually internalised into the national framework of local development. From this perspective, there is provision for capacity building support to competent partners at regional/local level. During the reporting period all regional partners were requested for competition within 9 December 2011.

22/25 of the regional partners expressed interest for replication asking for additional 129 rayons (CBA-I rayons – 29; reserve rayons from CBA-I/CBA-II – 19; CBA-II rayons – 23 and new rayons – 58). A competition was conducted among the regions for distribution of rayon quota for replication during November 2011 based on the following criteria:

- Approval of socio-economic programme for CBA (Position of regional authority on special social-economic programme that allows support to local communities (that allows CBA methodology replication)
- Decision of the regional authority about replication of CBA methodology
- Creation and approval of budget for CBA methodology replication
- Existence of regional community resource centre with adequate space
- Deputation of staff to carry out replication
- Performance of the region during CBA-I

Objective analysis of the information on above criteria received from 21 competing regions was made and available quota of 62 rayons was distributed by region as follows:

Table – XVIII: Distribution of Replication Rayon Quota among Regions

Rayon Quota	Region
2	Kyivska, Vinnytska, Chernivetska, Khersonska, Donetska, Khmelnytska, Rivnenska, Sumska, Zakarpatska
3	Odeska, , Poltavska, Mykolayevska, Zaporizhka,
4	Cherkaska, Dnipropetrovska, Ivano-Frankivska, Luhanska, Volynska, Ternopilska, Kirovogradska, Lvivska

Concrete activity on this component will take place in 2012. Under methodology replication, it is expected that oblast and rayon focal persons will be intensively involved in model implementation under technical support and backstopping from CBA team. Grant for community projects will be based on special cost sharing - local/rayon/regional authority – 70%, CBA Project – 20% (maximum ceiling \$ 2000 equivalent in UAH) and community organisation – 5%.

Chapter Eight

COMMUNICATIONS AND VISIBILITY

CBA Project aims to maximise the level of transparency about its affairs. From this perspective it encourages events/activities to this end. Following activities took place during the reporting period in this regard:

8.1 Media Events



Press briefing for announcing results of pilot rayon selection in Volynska oblast

During the reporting period, plenty of opportunities for organizing public/media events occurred. These were: regional and rayon seminars, press-conferences for announcement of results of rayon and village/city council selection, partners and donors' visits. Media events at local and regional level were often organised in coordination with authorities at the level. Very often than not the communication unit of the authorities plays significant role in inviting media at the level and coordinating the event.

In total, 265 media events took place (Table – XIX).

Table – XIX: Media Events and Media Coverage

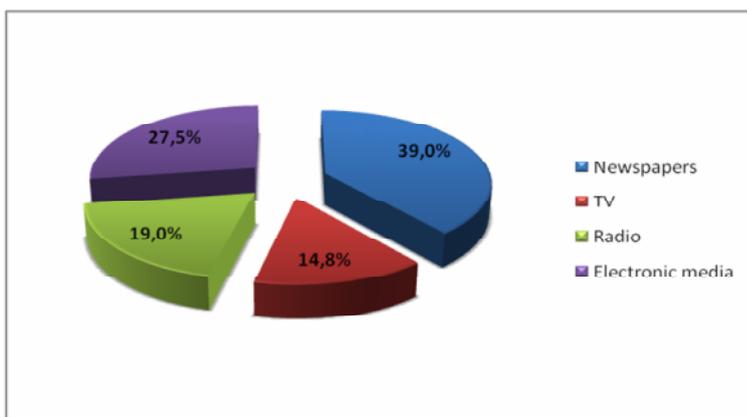
SN	Activity	Achievement
1	Media events	265
2	Media coverage	1244
3	Newsletters	70

* Regionwise details are given in Annex – XII

8.2 Media Coverage

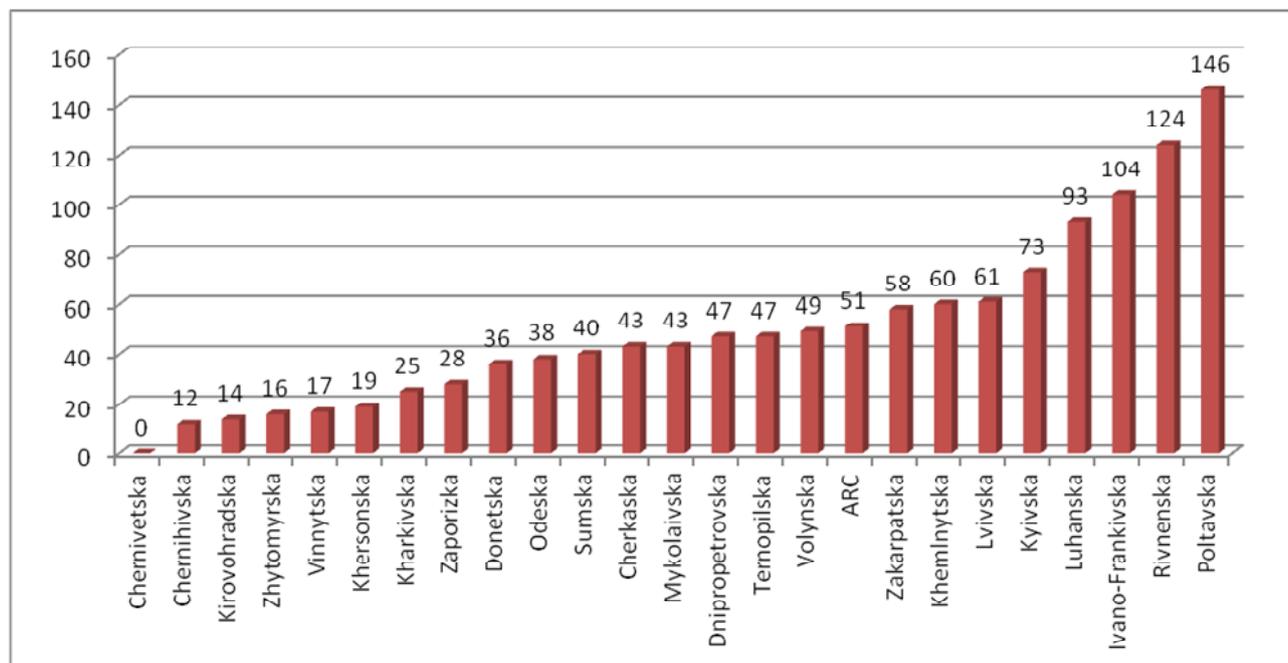
During the reporting period, 1244 cases of media coverage were registered across Ukraine (though not all of the media coverage could be registered by the Project due to lack of its capacity to collect report on media coverage taking place throughout the country). Among all, electronic media dominated the dissemination on CBA activities, followed by newspapers.

Chart - IV: Media Coverage Distribution, Since Inception



In general, the reporting was focused on launching the second phase of the Project, communicating results of the first phase reflecting the process of rayons and village councils' selections, partners' visits to communities. Press clipping report of CBA Project for 2011 is available at: <http://cba.org.ua/ua/about/media-about-us>.

Chart - V: Distribution of Media Coverage by Regions, Since Inception



Besides media, CBA uses other means of disseminating information. In particular, 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 was appreciative. During 2011, 580 announcements/news appeared on partners web sites.

8.3 Newsletters

In order to disseminate information about the Project among stakeholders, potential participants and wider public audience, regional implementation units published regular newsletters. During the reporting period, 70 issues of newsletters were published in 19 regions. They were disseminated both electronically (2520) and printed copies (10020) according to the distribution lists including regional administrations, regional councils, rayon administrations and councils, village/city councils, local communities, local media, and NGOs.



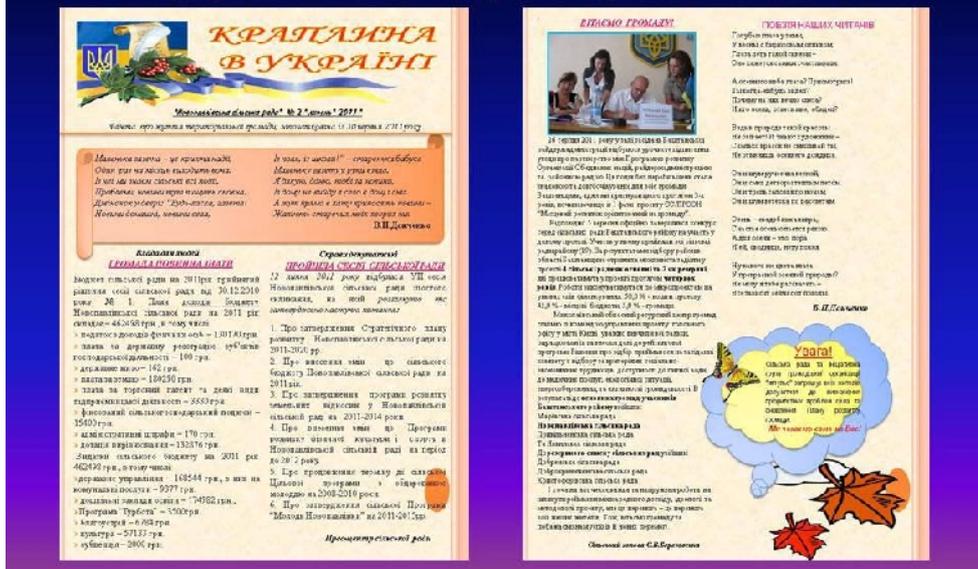
The most active of them is Mykolaivska (14 issues) and Zaporizka (10 issues) oblasts which were followed by Ivano-Frankivska, Vinnytska, Ternopilska, Luhanska, Poltavvska and Zakarpatska oblasts (more than 3 issues). The number of issues of newsletters is connected with number of public events and trainings conducted in the region. Details are given in Table – XX and Annex – XII.

Table – XX: Distribution of CBA Regional Newsletters

SN	Issues	2011
1	No. of issues published	70
2	No. of copies printed & distributed	10020
3	No. of copies sent electronically	2520

* Oblastwise details in Annex – XII

Проект ЄС/ПРООН "Місцевий розвиток, орієнтований на громаду" "спрямовує" громади до випусків власних Інформаційних вісників



As reported by Bashantskiy rayon community resource centre, the demand for newsletters published by community organizations exceeds popularity of the local newspaper

8.4 CBA in Social Media

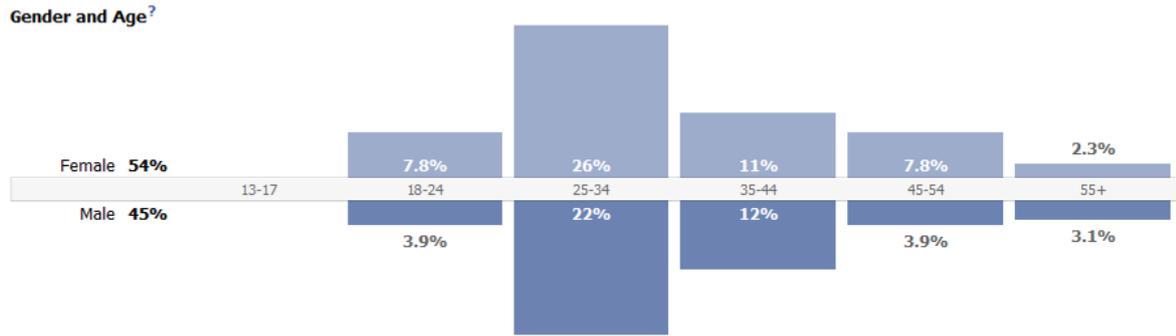
CBA page on Facebook was launched at the end of August 2011, allowing for real time reporting and instant access to information about partners' activities. After the special training module for coordinators of Rayon Community Resource Centres, 28 RCRCs created their pages on Facebook and actively use them to publish and exchange information and experience. Thus, a virtual network of RCRCs has been created. List of RCRCs' Facebook pages is given in Box – IX.

Box – IX: List of Rayon Community Resource Centres on Facebook

- | | |
|---|--|
| 1. Hadyatskiy rayon community resource center | 15. Malovyskiy rayon community resource center |
| 2. Tysmenskiy rayon community resource center | 16. Zvenihorodkiy rayon community resource center |
| 3. Chutivskiy rayon community resource center | 17. Sokyryanskiy rayon community resource center |
| 4. Semenivskiy rayon community resource center | 18. Ljubomylyskiy rayon community resource center |
| 5. Bashtanskiy rayon community resource center | 19. Kobelyatskiy rayon community resource center |
| 6. Kotelevskiy rayon community resource center | 20. Novomykolaivskiy rayon community resource center |
| 7. Luhanskiy oblast resource center | 21. Oleksandrivskiy rayon community resource center |
| 8. Dubenskiy rayon community resource center | 22. Velykopysariivskiy rayon community resource center |
| 9. Lkhvytsky rayon community resource center | 23. Poltavska oblast community resource center |
| 10. Sarnenskiy rayon community resource center | 24. Renijskiy rayon community resource center |
| 11. Horodenkiivskiy rayon community resource center | 25. Chutivskiy rayon community resource center |
| 12. Zastavniivskiy rayon community resource center | 26. Svativskiy rayon community resource center |
| 13. Baryshivskiy rayon community resource center | 27. Burynskiy rayon community resource center |
| 14. Turkiivskiy rayon community resource center | 28. Krasnohradskiy rayon community resource center |

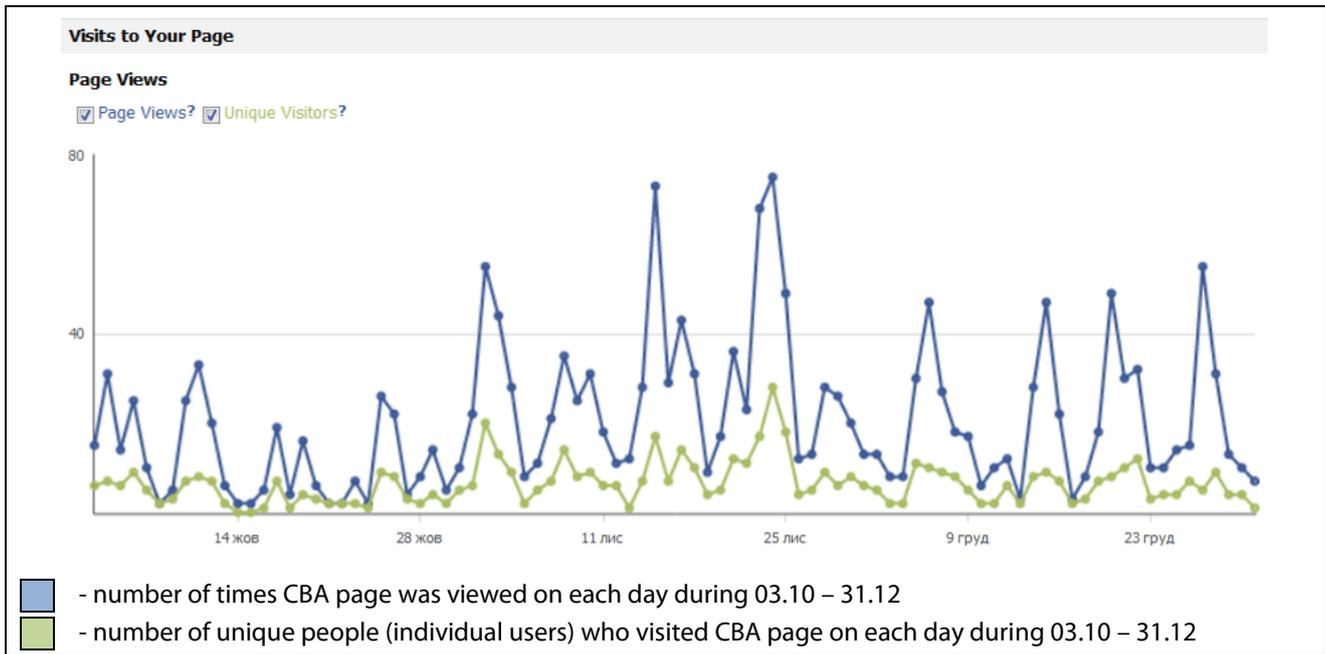
Since its launch, CBA Facebook page has acquired 130 followers, most of them of age 25-34 (24%) followed by the age group of 35-44 (12%). Please see diagram - VI for details.

Chart – VI: Gender and Age Distribution of CBA Facebook Page Followers



Average attendance of CBA Facebook page – 35 views per day, with maximum of 75 views per day. Details are given in Chart – VII.

Chart – VII: Statistics on Visits to CBA Facebook Page



Among the most attended tabs of CBA Facebook page were: the wall (1597 views), photos (71), information about the Project (61) and links (47). Please see Table XVII for details.

Table – XXI: Key Statistics on the Most Attended Tabs of CBA Facebook page

Tab	Number of views
Wall	1 597
Photos	71
Information	61
Links	47
Events	23
Videos	17
Friend Activity	16
Past Events	6

8.5 Donor/Partner Visits

Regional/local level visits were organised for donors/partners during the reporting period in order to familiarize them with CBA process and results. On the other hand, such visits empower local communities and enhance their confidence to keep undertaking community activities together. Some of the events are mentioned as follows:

a. Head of EU Delegation visits Odessa: On 15 July, Mr. Jose Manuel Pinto Teixeira, Head of Delegation of the EU to Ukraine, and Mr. Olivier Adam, UN Resident Coordinator / UNDP Resident Representative in Ukraine participated in Odessa Regional launching seminar. During the event the results of first phase of CBA Project were summarized, and visions for CBA-II was presented. A tripartite agreement between Odeska OSA, OC and UNDP was signed.



b. UNDP Resident Representative visits Kyivska oblast: On 17 July, Mr. Olivier Adam, UN Resident Coordinator / UNDP Resident Representative participated in the Regional launching seminars in Kyivska oblast and signed Partnership Agreement between UNDP, Kyivska oblast state administration and Kyivska oblast council.

c. CBA Coordinator of SCMU visits regions: Ms. Tetyana Matiychyk, Head of Unit, Department of Cooperation With Verkhovna Rada and the Regions, CBA focal person from Secretariat of Cabinet of Ministers of Ukraine, participated in 4 Regional launching seminars (Ternopilska, Khmelnytska, Kharkivska and Poltavska, oblasts).

d. UNDP Resident Representative visits ARC: On 22 July, Mr. Olivier Adam, UN Resident Coordinator / UNDP Resident Representative attended a ceremony of official signing of Partnership Agreement between UNDP, Verhovna Rada of ARC and the Council of Ministers of ARC. On behalf of AR Crimea, the Agreement was signed by Mr. Konstantinov, Chairman of the ARC Supreme Council and Mr. Burlakov, First Deputy Chairman of the ARC Council of Ministers.

e) UNDP Resident Representative visits Western regions: From 29th August to 2nd September, Mr. Olivier Adam, UNDP Resident Representative, Mr. Vasyl Tolkach, Project Manager and Mr. Sergei Volkov, Senior Programme Manager visited Volynska, Ternopilska, Khmelnytska, Chernivetska, and Ivano-Frankivska oblasts. During his visit, Mr. Adam met with heads of oblast state administrations, oblast councils, rayon state administration and councils to summarize results of the first phase of CBA, and to outline perspectives of further cooperation during CBA-II.



f) UNDP Resident Representative visits ARC: On 15 September, Mr. Olivier Adam, UN Resident Coordinator / UNDP Resident Representative and Kostantyn Baharev, First Deputy Head of Verkhovna Rada of ARC participated in sitting of Republican Coordination Council organized in Dzhankoj. During the sitting, partnership agreements between UNDP and 8 selected rayons were signed.

g) Head of EU Delegation and various European ambassadors visit Odeska region: On 1-2 October, Jose Manuel Pinto Teixeira, Ambassador of the European Union in Ukraine, together with the Ambassadors of Great Britain, H.E. Leigh Turner, and Greece, H.E. Georgios Georgountzos, visited one of CBA pilot communities in Odeska oblast.



Upon meeting teachers, students and community organisers of Banivka (360 households) the EU Ambassador remarked: *"If Ukraine was run like Community Based Approach (CBA) micro-projects and their local organizations, the country would be well placed to integrate the EU. These EU-UNDP projects, which have improved the living conditions in over 1000 Ukrainian villages, are a perfect example of strong community initiative, ownership, effective management and financial accountability."* With support from the EU, through an UNDP implemented project, the community improved energy saving in the local school by replacing 100 windows and five doors.

h) UN Mission Team visit various regions of Ukraine: During 24 – 27 October, Mr. Olivier Adam and other members of UN agencies visited regions (Chernihivska, Sumska and Kharkivska) to observe UN activities including CBA.



UN Resident Representative meets with community members and observes the results of community project in Chernecha Sloboda, Sumska oblast

During these visits they interacted with senior leadership of regional authorities, city councils, academia and visited CBA community. The members of UN agencies included Ms. Yukie Mokuo, UNICEF Representative; Mr. Manfred Profazi, IOM Chief of Mission; Ms. Ruth Krmar, Counter Trafficking Programme Coordinator, IOM; Mr. Kees de Joncheere, WHO Representative, Head of Country Office; and Ms. Nuzhat Ehsan, UNFPA Country Director for Ukraine, Bulgaria, Bosnia and Herzegovina.

Chapter Nine

ADVISORY AND MANAGEMENT

CBA Project is under direct execution of UNDP. UNDP ensures quality of management, resource utilization and timely achievement of results. Besides, partners and donors independently monitor the implementation of CBA Project, and regional/local authorities provide feed-back for effective implementation of the initiative. Following actions took place during the reporting period in respect of project management:

9.1 Closure of CBA-I

Various documents (e.g. final financial report, detail narrative report, updating of information on Atlas etc.) were prepared and submitted to UNDP and EU in context of closing CBA-I Project.

9.2 Project Registration

Process was registered in the Ministry of Economy and Trade of Ukraine. Secretariat of Cabinet of Ministers and partner regional authorities provided support to the registration of CBA-II.

9.3 Annual Workplan

Annual workplan for 2011 prepared by CBA Project was approved by UNDP management. In course of Project implementation, necessary revision in the AWP took place. In December 2011, Annual Work Plan for 2012 was prepared and submitted to UNDP management. Estimated budget for the proposed workplan is US \$ 8 million (€ 5.6 million) for 2012.

9.4 Personnel Management

Most of the CBA-I staffs continued their tenure with CBA-I. Some of the old staffs quit during the work period while additional staffs needed to be recruited for new components of CBA-II. In total, 13 staffs were recruited/selected during reporting period through open competition. Often difficulty was faced in getting competent candidates and re-announcement of vacancies were made time and again.

9.5 Procurement & Asset Management

Upon request of UNDP management and approval from EU, all equipment of CBA-I was transferred to CBA-II in order to save resources for other activities of CBA-II. Procurement of vehicle for ARC was made and installment of air-conditioner in 24 old vehicles of the Project was put into effect. Difficulty was faced in getting proper vendor for this task. Besides, IT equipment were procured for central office and field offices of the Project.

9.6 Synergy with other donors/initiatives

It is recognized that CBA offers a great venue for other development agencies related with local development and key MDG issues. To this end CBA officials explore the possibility of synergy with other programmes and agencies. During the year, following events took place to this end:

- CBA Knowledge Management component as well as cooperation with academia is organized in synergy with Municipal Governance and Sustainable Development Programme of UNDP.
- Several meetings were held with representatives of UNFPA, possibility of the synergy of action was discussed.

9.7 Advisory Support

Advisory support was received from Secretariat of Cabinet of Ministers and EU Delegation Office from time to time regarding. Meetings with them were held in person or communications were made electronically as necessary.

9.8 Steering Committee Meeting



On 15 December, the first meeting of the Community Based Development to Local Development - II gathered in the EU Delegation to Ukraine in participation of representative of the Secretariat of the Cabinet of Ministers, Ministry of Regional Development, Ministry of Economy, Ministry of Agricultural Policy, Ministry of Healthcare etc.

The meeting was chaired by Mr. Jose Roman Leon Lora, Head of Section II of the EU Delegation to Ukraine and Elena Panova, Deputy Country Director of UNDP. CBA management presented the results and achievement of

CBA in 2011 and presented the workplan for 2012. Visions from the regions on community based development approach were presented by Anatoliy Rybak, Deputy Head of Cherkasy oblast council and Vasyl Holets, Deputy Head of Ternopil oblast state administration.

Participants of the meeting supported the idea of closer cooperation of CBA Project and relevant ministries and recognized that "CBA Project is gaining national importance, in the scope and scale of its activities".

Minutes of meeting can be downloaded from: <http://cba.org.ua/library/documents?lang=ua>

9.9 Financial Management

As per 2011 workplan and budget, target of CBA-II was US \$ 1.9 million (€ 1.3 million). An estimated expenditure of US \$ 1.7 million (€ 1.1 million) took place during 2011 to carry out the activities as envisioned in the annual workplan 2011. Itemwise budget and expenditure is given in Table – XXII.

Table – XXII: Itemwise Budget and Expenditure of CBA-II (Estimated)

SN	Activity	Total Project Budget		Expenditure in 2011		Balance	
		Euro '000	US \$ '000	Euro '000	US \$ '000	Euro '000	US \$ '000
1	Human Resource	3511,3	4777,3	496,5	707,2	3014,8	4070,1
2	Travel	92,2	125,5	24,8	35,3	67,4	90,2
3	Equipment & Supplies	97,0	131,9	51,0	72,6	46,0	59,3
4	Local Office	1016,3	1382,7	196,0	279,2	820,3	1103,5
5	Other Costs & Services	265,1	360,7	68,2	97,1	196,9	263,6
6	Others						
a	Seed grant (social/communal)	4357,8	5929,0	118,9	169,4	4238,9	5759,6
c	Seed grant (energy efficiency)	5190,0	7061,2	0	0	5190,0	7061,2
d	Seed grant (small business)	474,8	646,0	0	0	474,8	646,0
e	Approach internalisation	367,5	500,0	0	0	367,5	500,0
f	Curriculum development	96,0	130,6	6,0	8,5	90,0	122,1
g	Training/visits	177,5	241,5	24,9	35,4	152,6	206,1
h	LDF/RCC/Reviw meetings	225,0	306,1	99,7	142,1	125,3	164,05
i	Capacity of CRCs	70,0	95,2	25,0	35,7	45,0	59,5
j	Knowledge Management	65,0	88,4	0	0	65,0	88,4
7	Continegncy & Administrative	1120,4	1524,3	77,8	110,8	1042,6	1413,5
	Total	17125,9	23300,4	1188,8	1693,3	15937,1	21607,1

Chapter Ten

LESSONS LEARNED AND FUTURE OUTLOOK

10.1 Taking Stock of Experience

Implementation of CBA-II during 2011 has given rise to some valuable experience for consideration. They could be summarized as follows:

- Majority of regional/local stakeholders were found to have recognized the value of the methodology of community based approach proposed by the Project. As a result, demand for the Project is high and there is willingness among several regional/rayon partners to replicate CBA methodology mostly from their own resources as reflected in their vision (socio-economic programme);
- Because of the large scale of the partnership and process oriented nature of the Project, it takes time to make preparation, forge partnership and then reach concrete interventions at the level of community;
- Energy saving occupies highest interest among regional and local partners and is expected to dominate other social/communal areas;
- Majority of the supporting structures (local development forum, regional coordination council, community resource centers, and community organisations) created under CBA-I were found be active and will contribute effectively during CBA-II in form of demonstration site;
- Excellent cooperation was received from partners at all level. Secretariat of Cabinet of Ministers was very effective in guiding the process of implementation;
- Enthusiasm from academic institutions was found to be high to study CBA methodology and incorporate the knowledge in their teaching/training curriculum;
- Concern was experienced regarding availability of adequate state budget for cost sharing of micro-projects in 2012 due to focus on Euro2012 and national election. It might slow down the pace of results.

10.2 Outlook for 2012

Following activities will be carried out during 2012 within the framework of proposed annual workplan. An estimated budget of \$ 8 million (€ 5.7 million) is proposed to carry out following tasks:

- Completion of partnership establishment: village/city councils;
- Completion/re-activation of support structure development: community organisations, local development forums and regional coordination councils;
- Strengthening capacity of rayon resource centres;
- Training of CO-executives and officials of local/regional authorities;
- Supporting micro-projects on social/communal infrastructure and energy efficiency;
- Supporting regional authorities in development/updating of energy strategy and preparing technical documentation;
- Completing partnership with academia and launching concrete activities on training, research and curriculum development;
- Establishing knowledge management hub and setting the system of information collection, systematization and dissemination;
- Developing agro-service cooperatives and supporting them with training and micro-projects;
- Carrying out policy related activities
- Publication and dissemination of experience documentation;
- Replication of CBA methodology

Annex – I.
Summary of CBA-I Results

The first phase of CBA Project operated since December 2007 to 6 June 2011 with a budget of EUR 13.5 million. During this period, the Project has helped over 1000 Ukrainian communities in improving their living condition through collective actions and partnership with local authorities to realize community initiatives such as energy conservation in schools and kindergartens, renovation and purchase of equipment for medical centers, and water supply.

In order to achieve the set objectives, CBA partnered with 25 regions, 209 rayons and more than 1100 local councils (village/city councils with less than 10,000 populations). It mobilized 418,000 men and women from over 1100 rural communities and got them organised into 'community organisations (CO)' which are founded on norms of good governance. These COs served as a strong venue for initiating local development that is based on aspiration of the people.

1776 trainings and other capacity building activities in various aspect of sustainable local development were organized for rural activists and representatives of local councils and civil servants underwent trainings. As a result, the community members identified local priorities in form of community development plan (CDP) that became integral part of local development plan and served as basis for micro-project development

1303 micro-projects were implemented by COs. 59.1% of the communities prioritized energy saving in local schools and kindergartens, 21.1% repairing local outpatients' clinics and procuring necessary medical equipment; 14.4% laying out or repairing water supply systems, while 4.5% purchased school buses, and 0.9% implemented environmental projects. The average cost of a community micro-project is UAH 150,000.

To finance community projects, about UAH 91 million was spent from the EU/UNDP resources and further UAH 88 million was allocated by the local authorities as parallel financing. In addition, the beneficiary communities themselves mobilized resources of above UAH 14 million, and private sector invested around UAH 3 mln.

The CBA approach methodology contributed to qualitative enhancement of local government, increase in trust towards authorities and establishment of effective cooperation between communities and authorities. The key instruments of the methodology are established structures that ensure regular dialogue in joint decision making.

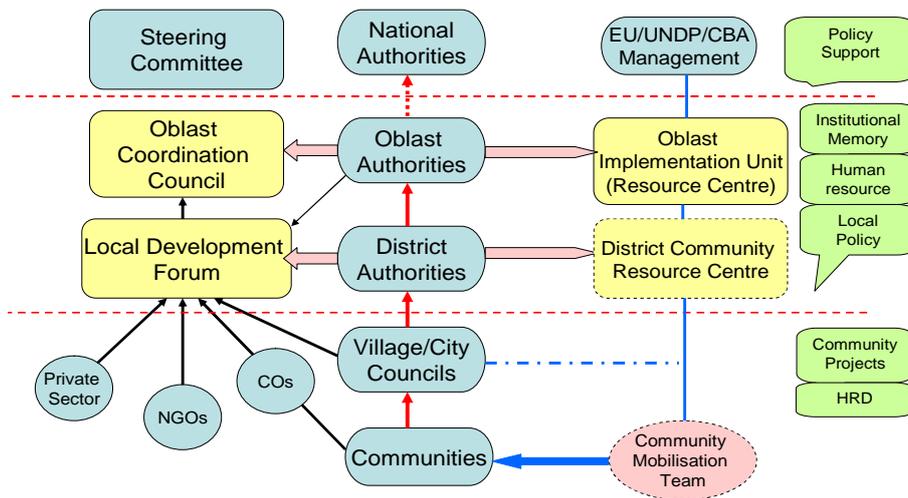
United by a common goal of their community development, local residents become an active partner of local authorities and bodies of local self-government and contribute to sustainable local development. Community self-organisation has led to improvement of quality of life of citizens. They assess prospects of their community development as positive. Community members working on community project realisation experience growth of self-reliance.

Oblast coordination councils and local development forums are a platform for discussion of local priorities. They also assist in the coordination of activities of communities, authorities and businesses as partners in project implementation.

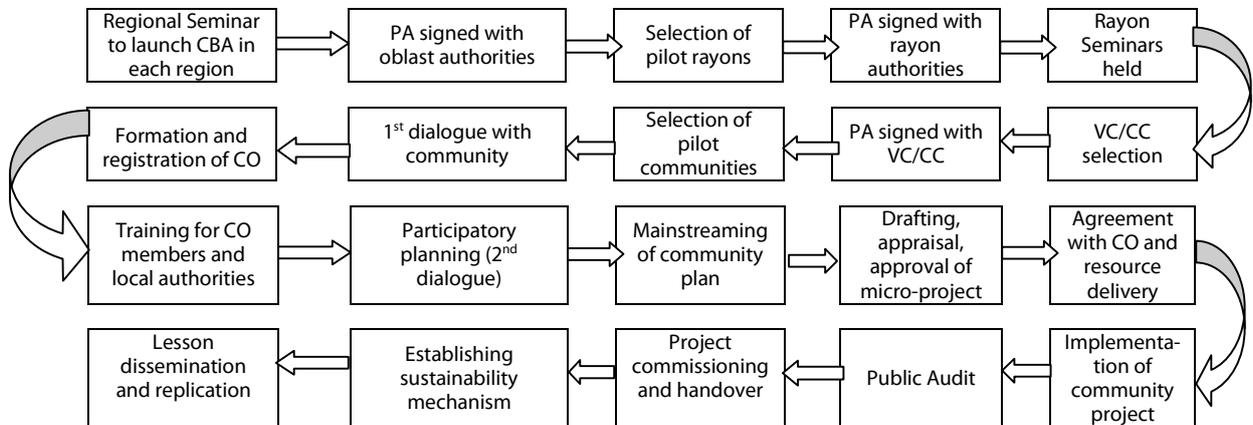
Oblast and rayon community resource centres provide valuable informational support to communities seeking self-organisation and looking for partners to fulfill joint initiatives. These centres accumulate the experience gained and information about potential donors, help communities to implement other initiatives beyond CBA project. These organisations help reproduce the community based development approach model in non-pilot communities.

Both communities and authorities assess these structures as highly effective, they are willing to support their work in the future and give a positive prediction of their high sustainability.

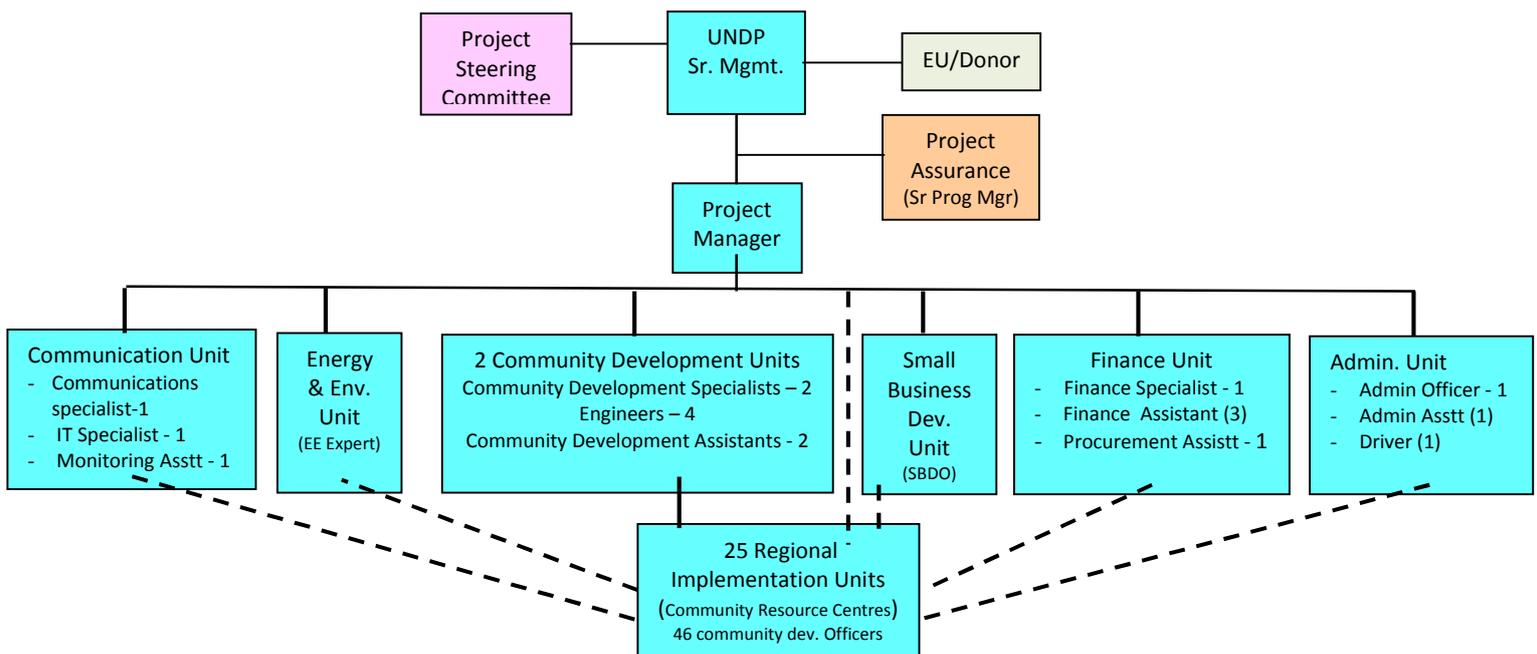
Annex – II.
CBA Support Structures



Annex – III.
Implementation Process



Annex – IV.
CBA Management Structure



Key Participants of National Launching of CBA-II

(a) Representatives of CBA Steering Committee

1	Secretariat of the Cabinet of Ministers of Ukraine	MATIYCHYCK Tetyana	Head of Unit, Department Of Cooperation With Verkhovna Rada And The Regions, CBA Coordinator from SCMU
2	Ministry of Housing and Communal Services	ROMANYUK Olga	Deputy Minister
3	Ministry of Regional Development and Construction	PANASYUCK Fedir	Director of Department on Local Self-Governance, Interregional Cooperation and Administrative-Territorial System
4	Ministry of Economy	VOLOSHYN Yuriy	Head of the Sector of System Projects of International Financial Organizations, Department of International Technical Assistance and Cooperation with International Financial Organizations
5	Ministry of Education and Science, Youth and Sport	DAVYDOVYCH Alla	Main Specialist, Unit of General and Secondary Education Forecasting, Department of Pre-school and Secondary Education
6	State Agency on Energy, Efficiency, and Energy Conservation of Ukraine	ILYASOV Valeriy	Deputy Director, Department of Economic Policy
7	State Agency on Energy, Efficiency, and Energy Conservation of Ukraine	YAKOVLEV Pavlo	Main specialist, Unit of International Cooperation
8	Foundation for Local Self-government under President of Ukraine, Secretariat of Ukraine's Delegation in the Congress of Local and Regional Authorities of Council of Europe	<i>Representative</i>	
9	Ukrainian Association of Local and Regional Authorities	TSYBYTOVSKYI Serhiy	Main Specialist On Legal Policy Of Secretariat Of Association
10	All-Ukrainian Association of Local Governments 'Association of Cities of Ukraine	PARKHOMENKO Volodymyr	Directory of Analytical Center
11	All-Ukrainian Association of Heads of Village and Settlement Councils	VELCHYNKYJ Mykola	Head of Executive Direction
12	Verkhovna Rada Committee on State Building and Local Self-Government	MALYUGA Anzhela	Head of Secretariat
13	Verkhovna Rada Committee on social policy and labour	SAMOYLIK Yulia	Main Advisor
14	Department of Scientific and Educational Development of Rural Areas	ZAYETS Valentyna	Head of Unit
15	Ukrainian Union of Rural Communal Infrastructure 'UKRSILCOMUNGOSP', Ministry of agricultural policy	KHOMENKO Volodymyr	Head of Unit
16	Delegation of the European Union in Ukraine	DIDUKH Miroslava	Project Manager from Delegation of European Union in Ukraine
17	United Nations Development Programme in Ukraine	RIEGER Ricarda	County director
18	United Nations Development Programme in Ukraine	BERDIYEV Berdi	Assistant Resident Representative
19	Community Based Approach to Local Development Project	SAH Jaysingh	International Project Manager
20	United Nations Development Programme in Ukraine	PANOVA Elena	Deputy Country Director

(b) List of Participants from Oblasts

1	Cherkaska Oblast state administration	KULYK Maya Olehivna	Deputy Head of the Department of External Affairs and European Integration
2	Chernihivska Oblast state administration	HUDOK Natalia Olehivna	Head of Investment Department of Main Economic Department
3	Chernivetska oblast state administration	KURENNOY Serhiy	Head of Department of External Relations

4	Dnipropetrovska oblast council	MAYETNYI Oleksandr	Head of Unit of Local Self-Government
	Dnipropetrovska oblast state	DEMCHYK Oleksandr Ihorovych	Representative
5	Ivano-Frankivska oblast state administration	LYSTVAN Mykhailo Yosypovych	Main Specialist, Department of External Economic Relations and Investment
6	Kharkivska oblast state administration	KARTYSHEV Serhiy Viktorovych	Deputy Head of Main department of External Economic Relations and Investment
7	Khersonska oblast state administration	KOTENKOV Vasyl Mykhailovych	Deputy Head
8	Khmelnytska oblast state administration	KHOMENKO Maria Vasylivna	First Deputy Head of Main Department of Economic
9	Kirovohradska oblast state administration	LOBANOVA Svitlana Vasylivna	Deputy Head of Main Department of Economic
10	Kyivska oblast state administration	LYTVYN Vladislav Volodymyrovych	Head of Department of foreign investments and special economic areas
11	Luhanska oblast state administration	ATYUSHKIN Yuriy Anatoliyovych	Head of Department of European Integration
12	Lvivska oblast state administration	RUDNYTSKYI Stepan Vitaliyovych	Deputy Head of Organizational Department
13	Mykolaivska oblast state administration	MURAKHOVSKA Lyudmyla Petrivna	Head of Unit, Department of Economic
14	Odeska oblast state administration	TKACHENKO Oleksiy Oleksandrovych	Main Specialist, Department of European and Regional Policy
15	Poltavska oblast state administration	ORLOV Dmytro Vadymovych	Head of Department of External Relations
16	Rivnenska oblast council	CHYPRYNA Oleksandr Petrovych	Deputy Head of Oblast council
17	Sumska oblast council	HONCHAROV Yuriy Olehovych	Advisor of Head of oblast council
18	Ternopil'ska oblast state administration	GETSKO Vasyl Volodymyrovych	Head of Main Department of Economic
19	Vinnitska oblast state administration	GYZHKO Andriy Petrovych	Head of Main Department of Economic
20	Volynska oblast council	YATSENYUK Alla Stanislavivna	Head of Unit of Budget, Economic Policy and Project Activity
21	Zakarpatska oblast state administration	TERELYA Viktor Ivanovych	Deputy Head, Main Department of Agrarian and Industrial Development
22	Zhytomyrska oblast state administration	GRADOVSKYI Viktor Mykhailovych	Head of Unit of External Relations, Main Department of Economic

Annex – VI
Regional Seminars and Signing of MoU

SN	Oblast	Date of Regional Seminar	Date of signing Partnership Agreement	
			By oblast	By UNDP
1	Donetska	23 June	25 July 2011	27 July 2011
2	Luhanska	24 June	5 July 2011	20 July 2011
3	ARC	25 June	22 July 2011	22 July 2011
4	Mykolaivska	30 June	30 June 2011	20 July 2011
5	Sumska	7 July	1 July 2011	20 July 2011
6	Ternopil'ska	4 July	4 July 2011	20 July 2011
7	Khmelnytska	4 July	5 July 2011	20 July 2011
8	Cherkaska	5 July	5 July 2011	5 July 2011
9	Zhytomyrska	5 July	4 October 2011	4 October 2011
10	Kirovohrad'ska	6 July	6 July 2011	20 July 2011
11	Chernihiv'ska	6 July	7 July 2011	20 July 2011
12	Dnipropetrovska	7 July	7 July 2011	20 July 2011
13	Zaporizka	8 July	8 July 2011	20 July 2011
14	Vinnytska	8 July	8 July 2011	20 July 2011
15	Poltavska	11 July	11 July 2011	20 July 2011
16	Lvivska	11 July	11 July 2011	20 July 2011
17	Zakarpatska	12 July	12 July 2011	12 July 2011
18	Kharkiv'ska	12 July	12 July 2011	12 July 2011
19	Volyn'ska	13 July	13 July 2011	20 July 2011
20	Rivnenska	14 July	14 July 2011	21 July 2011
21	Kherson'ska	14 July	14 July 2011	20 July 2011
22	Ivano - Frankiv'ska	15 July	15 July 2011	21 July 2011
23	Odeska	15 July	15 July 2011	15 July 2011
24	Kyiv'ska	19 July	19 July 2011	19 July 2011
25	Chernivetska	19 July	19 July 2011	21 July 2011

Annex - VII
Establishing Partnership

Oblast	Rayons selection						PA signed by rayons	Rayon seminars	VC/CC selection						PA signed by VC/CC	Community selection			
	Allocated Quota	Application Received	# of rayon selected	CBA-I rayons	New rayons	Rayons in Reserve			Allocated Quota	Application Received	# of VC/CC selected	CBA-I VC/CC	New VC/CC	VCs/CCs in Reserve		Allocated Quota	Community selected	CBA-I communities	New communities
ARC	8	13	8	5	3	2	8	8	32	82	32	9	23	0	30	32	32	9	23
Cherkaska	9	20	9	3	6	3	9	9	39	171	39	4	35	0	39	38	38	4	34
Chernihivska	6	44	6	3	3	3	6	6	25	79	25	3	22	0	25	25	25	3	22
Chernivetska	6	11	6	6	0	3	4	4	24	53	24	6	18	17	12	24	0	0	0
Dnipropetrovska	9	44	9	3	6	2	9	9	37	84	38	6	32	0	37	36	38	5	33
Donetska	10	17	10	4	6	4	10	10	42	109	42	4	38	34	42	42	40	4	36
I-Frankivska	9	17	9	5	4	3	9	9	36	197	36	6	30	0	28	36	36	6	30
Kharkivska	6	46	6	2	4	3	6	6	26	67	26	4	22	18	24	24	24	2	22
Khersonska	8	16	8	4	4	2	8	8	32	73	32	7	25	0	32	32	32	7	25
Khmelnitska	8	20	8	5	3	3	8	8	32	187	32	8	24	33	32	32	32	6	26
Kirovohradska	8	21	8	4	4	5	8	8	33	128	33	8	25	27	33	33	33	8	25
Kyivska	6	15	6	3	3	2	6	6	24	59	24	6	18	12	24	25	24	6	18
Luhanska	9	18	9	3	6	3	9	9	36	98	36	4	32	62	36	36	36	4	32
Lvivska	8	38	8	5	3	3	8	8	38	105	38	8	30	0	38	38	38	8	30
Mykolaivska	9	17	9	4	5	7	9	9	36	125	36	5	31	0	36	36	36	2	34
Odeska	8	23	8	2	6	3	8	8	32	92	32	4	28	24	32	32	32	2	30
Poltavska	8	21	8	3	5	4	8	8	33	95	33	8	25	25	33	33	33	7	26
Rivnenska	8	15	8	4	4	2	8	8	32	145	32	8	24	17	32	32	32	6	26
Sumska	9	18	9	5	4	3	9	9	38	109	38	11	27	0	38	31	38	10	28
Ternopiiska	9	15	9	5	4	3	9	9	37	165	37	5	32	37	37	37	37	5	32
Vinnitska	6	24	6	4	2	4	6	6	33	72	33	7	26	0	0	33	33	7	26
Volynska	9	16	9	5	4	3	9	9	41	152	41	8	33	27	41	41	41	8	33
Zakarpatska	9	13	9	5	4	3	9	9	36	100	36	8	28	0	36	36	36	8	28
Zaporizka	9	19	9	5	4	3	9	9	36	167	36	12	24	18	36	36	36	18	18
Zhytomyrska	6	36	6	3	3	0	6	6	24	84	24	2	22	12	0	24	0	0	0
Total	200	557	200	100	100	76	198	198	835	2798	835	161	674	363	753	835	782	145	637

Annex - VIII
Establishing Support Structures

Oblast	CO Formation							LDF				RCC		Resource Centre		
	Allocated Quota	CO Formed	Target HH	Participated HHs	Total Members	Male	Female	LDF grafted from CBA-I	New LDF formed	Total LDF	LDF sittings	RCC grafted	RCC sittings	Region RC (grafted)	Rayon RC grafted	Rayon RC New
ARC	32	29	8564	7734	10597	4241	6356	5	3	8	2	1	1	0	5	3
Cherkaska	38	4	1630	1630	3290	1472	1818	3	6	9	9	0	0	1	3	6
Chernihivska	25	25	11597	6699	28849	14024	14825	3	3	6	7	0	0	1	3	3
Chernivetska	24	0	0	0	0	0	0	6	0	6	0	0	0	1	0	0
Dnipropetrovska	36	38	5859	2879	11584	4924	6660	3	6	9	13	1	1	1	3	6
Donetska	42	44	10153	8729	9122	3987	5135	4	6	10	11	0	0	1	4	4
I-Frankivska	36	36	6000	4861	2191	890	1301	5	4	9	6	0	0	1	4	5
Kharkivska	24	24	1224	1053	1053	385	668	4	5	9	11	1	1	1	4	5
Khersonska	32	32	5102	4257	12296	5604	6692	4	4	8	11	0	0	1	4	4
Khmelnyska	32	32	3475	2983	3629	1749	1880	5	3	8	10	1	1	1	1	2
Kirovohradska	33	33	8132	4891	5309	2065	3244	0	4	4	14	0	0	1	0	1
Kyivska	25	24	11768	9974	10020	4218	5802	3	3	6	12	0	0	0	3	3
Luhanska	36	36	21089	13445	17549	7001	10548	3	6	9	9	2	2	1	3	6
Lvivska	38	28	12724	6901	6285	2803	3482	5	3	8	11	1	1	1	5	3
Mykolaivska	36	36	10717	3721	4519	1687	2832	4	5	9	9	0	0	1	4	5
Odeska	32	32	9147	7078	8511	3488	5023	2	0	2	2	1	1	1	2	1
Poltavska	33	33	4043	1164	2149	962	1187	3	5	8	14	1	1	1	3	5
Rivnenska	32	32	14357	12166	18431	8694	9737	4	4	8	12	0	0	1	4	4
Sumska	31	34	3454	3220	3120	1333	1787	8	2	10	7	0	0	1	8	2
Ternopil'ska	37	37	11879	11759	32715	15103	17612	5	4	9	10	0	0	1	5	4
Vinnytska	33	6	3309	704	744	286	458	4	2	6	5	0	0	1	4	0
Volyn'ska	41	39	9042	9042	9042	3980	5062	2	1	3	5	2	2	1	2	7
Zakarpatska	36	36	35362	28786	28786	9483	19303	5	4	9	18	0	0	1	5	0
Zaporizka	36	36	2158	1556	2815	1258	1557	5	4	9	18	0	0	1	5	4
Zhytomyrska	24	0	0	0	0	0	0	3	0	3	0	0	0	1	3	3
Total	835	704	210785	155232	232606	100126	133475	98	87	185	226	11	11	23	87	86

Annex – IX
Capacity Building

Oblast	Training																			
	No. of Trainings	Type of Training								Participants (with repetition)					Participants (without repetition)					
		CO Management	Financial Mgmt.	Planning	MP - Preparation	MP Implementation	PAS	Public Audit	MP-handover & Sustainability	Other	Male	Female	Total	CO-members	Authorities	Male	Female	Total	CO-members	Authorities
ARC	29	8	8	3	0	3	3	0	3	1	440	660	440	955	145	96	223	319	232	87
Cherkaska	21	9	9	0	0	0	0	0	0	3	86	134	86	98	122	86	134	220	98	122
Chernihivska	22	6	6	6	0	0	3	0	0	1	96	127	96	205	18	96	137	233	215	18
Chernivetska	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dnipropetrovska	33	6	6	8	0	2	10	0	0	1	132	424	132	450	106	97	275	372	349	23
Donetska	34	9	10	6	0	4	3	1	0	1	299	757	1056	717	339	76	194	270	86	184
I-Frankivska	16	5	5	5	0	0	0	0	0	1	169	216	385	275	110	36	39	75	68	7
Kharkivska	18	6	6	6	0	0	0	0	0	0	103	121	224	192	32	71	79	150	132	18
Khersonska	26	8	8	8	0	0	2	0	0	0	49	116	165	140	25	86	131	217	173	44
Khmelnyska	22	8	8	5	0	1	0	0	0	0	55	107	162	121	41	71	79	150	132	18
Kirovohradska	22	8	8	3	0	0	3	0	0	0	110	157	267	205	62	110	157	267	205	62
Kyivska	18	6	6	6	0	0	0	0	0	0	159	289	448	357	91	92	146	238	214	24
Luhanska	40	14	14	8	0	0	4	0	0	0	98	218	316	258	58	98	218	316	258	58
Lvivska	15	10	2	2	0	0	0	0	0	1	154	214	368	290	78	97	134	231	197	34
Mykolaivska	27	9	9	9	0	0	0	0	0	0	178	219	397	326	71	43	53	96	81	15
Odeska	23	7	8	8	0	0	0	0	0	0	143	270	413	317	96	80	155	235	192	43
Poltavska	34	8	8	8	0	0	9	0	0	1	363	371	734	563	171	109	101	210	121	89
Rivnenska	21	8	8	5	0	0	0	0	0	0	254	301	555	444	111	86	131	217	173	44
Sumska	18	6	6	6	0	0	0	0	0	0	224	284	508	410	98	19	22	41	32	9
Ternopilka	20	8	8	3	0	1	0	0	0	0	133	235	368	255	113	57	98	155	106	49
Vinnyska	13	3	4	1	0	2	3	0	0	0	86	114	200	145	55	86	114	200	145	55
Volynska	15	6	6	3	0	0	0	0	0	0	84	118	202	178	24	31	47	78	62	16
Zakarpatska	27	11	11	2	0	2	0	0	0	1	314	382	696	498	198	124	129	253	189	64
Zaporizka	122	28	28	28	0	0	19	19	0	0	476	739	1215	1121	94	159	273	432	338	94
Zhytomyrska	1	0	0	0	0	0	0	0	0	1	11	11	22	1	21	0	0	0	0	0
Total	639	198	193	139	0	15	59	20	3	12	4216	6584	10800	8521	2279	1906	3069	4975	3798	1177

Annex – X
Sectoral Distribution of Community Priorities

	No. of Target CDP	No of COs with CDP prepared/granted	Sectoral Distribution of Community Priorities					Mainstreaming of Plan	
			Energy Saving	Water Supply	Healthpost	Environment	Total	Approved by VCs/CCs	Approved at LDF
ARC	32	29	25	2	2	0	29	29	4
Cherkaska	38	4	4	0	0	0	4	4	4
Chernihivska	25	25	21	2	2	0	25	25	8
Chernivetska	24	0	0	0	0	0	0	0	0
Dnipropetrovska	36	23	23	0	0	0	23	23	10
Donetska	42	11	10	0	1	0	11	11	11
I-Frankivska	36	20	14	2	2	2	20	20	20
Kharkivska	24	26	22	0	3	1	26	24	2
Khersonska	32	27	17	9	1	0	27	27	12
Khmelnyska	32	7	7	0	0	0	7	7	7
Kirovohradska	33	25	20	3	2	0	25	25	9
Kyivska	25	24	18	1	5	0	24	24	24
Luhanska	36	36	27	1	7	1	36	36	36
Lvivska	38	8	8	0	0	0	8	8	8
Mykolaivska	36	24	15	7	2	0	24	24	24
Odeska	32	32	22	7	1	2	32	18	2
Poltavska	33	33	24	8	1	0	33	33	33
Rivnenska	32	22	14	1	7	0	22	22	22
Sumska	31	29	14	12	3	0	29	29	25
Ternopil'ska	37	18	17	0	0	1	18	8	8
Vinnytska	33	6	6	0	0	0	6	6	6
Volynska	41	15	10	1	4	0	15	15	13
Zakarpatska	36	36	30	2	4	0	36	28	28
Zaporizka	36	36	25	11	0	0	36	36	5
Zhytomyrska	24	0	0	0	0	0	0	0	0
Total	835	516	393	69	47	7	516	482	321

Annex - XI
Micro-projects

	Target number of MPPs	# MPPs Approved by LDF	# MPPs sent to CBA	# MPPs Appraised & Approved by CBA	Cost Sharing of Approved MPs (UAH)							Sectoral Distribution of Approved MPPs					Beneficiary Population			Beneficiary Institution		
					COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Energy Saving	Water Supply	Health	Environment	Total	Total	Male	Female	School/Kindergarten	Hospital	Community
ARC	32	4	2	2	22965	199754	68232	0,00	0,00	155420	446371	2	0	0	0	2	2058	966	1092	2	0	0
Cherkaska	38	3	3	3	60622	95175	37239	7315	48946	180800	430097	3	0	0	0	3	3290	1472	1818	3	0	0
Chernihivska	25	5	5	3	107375	62142	257599	0,00	0,00	239700	666816	2	1	0	0	3	2732	1297	1435	2	0	1
Chernivetska	24	0	0	0	0	0	0	0	0	0	287161	0	0	0	0	0	0	0	0	0	0	0
Dnipropetrovska	36	10	10	10	88211	396569	305052	114000	28356	697153	1629341	10	0	0	0	10	12916	5882	7034	6	0	4
Donetska	42	11	11	10	88362	797060	72000	0,00	0,00	794616	1752038	9	0	1	0	10	18381	8469	9912	9	1	0
I-Frankivska	36	13	13	6	66386	10000	447371	0,00	0,00	479400	1003157	5	0	1	0	6	27078	10932	16146	5	1	0
Kharkivska	24	2	1	2	39909	69275	35000	0,00	0,00	142977	287161	1	0	1	0	2	1457	655	802	1	1	0
Khersonska	32	10	4	5	43859	298283	127000	0,00	0,00	363239	832381	4	1	0	0	5	3113	1381	1732	4	0	1
Khmelnyska	32	7	7	5	83104	81301	590692	0,00	84486	381604	1221187	5	0	0	0	5	7234	3380	3854	5	0	0
Kirovohradska	33	5	5	5	96209	133000	378400	0,00	44347	382700	832381	4	0	1	0	5	4697	2229	2468	4	1	0
Kyivska	25	3	3	3	26095	15760	134987	0,00	54637	238251	1034656	3	0	0	0	3	3532	1596	1936	3	0	0
Luhanska	36	11	10	10	121767	38000	811863	0,00	85075	776096	469730	7	0	2	1	10	15673	7097	8576	6	2	2
Lvivska	38	8	8	7	58396	163286	386393	0,00	16000	458814	940831	7	0	0	0	7	10362	4868	5494	6	0	1
Mykolaivska	36	8	7	6	56374	79335	413739	0,00	0,00	467630	1017078	5	0	1	0	6	8067	3246	4821	5	1	0
Odeska	32	2	0	0	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0	0	0	0	0	0	0	0	0	0	0
Poltavska	33	17	7	3	25176	34815	232016	38410	0,00	172634	503051	2	1	0	0	3	2112	965	1147	1	0	2
Rivnenska	32	5	5	5	74212	72000	277818	0,00	0,00	383074	807104	5	0	0	0	5	10443	4960	5483	4	1	0
Sumska	31	7	7	5	339874	219091	423819	71435	0,00	383720	751038	3	2	0	0	5	2459	1055	1404	2	0	3
Ternopil'ska	37	8	8	6	162248	0,00	496512	0,00	19753	463260	1141773	6	0	0	0	6	5814	2809	3005	6	0	0
Vinnyska	33	6	6	3	16363	11803	122072	0,00	13000	160045	120699	3	0	0	0	3	2347	1135	1212	1	0	2
Volynska	41	13	8	2	17705	6000	70900	72450	0,00	95880	262935	1	0	1	0	2	4543	1909	2634	1	1	0
Zakarpatska	36	8	8	7	138080	783900	379595	0,00	0,00	557811	606923	6	0	1	0	7	16924	8057	8867	6	1	0
Zaporizka	36	4	4	4	42857	30000	241605,00	0,00	20000	272461	606923	3	1	0	0	4	4924	2409	2515	1	0	3
Zhytomyrska	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	835	170	142	112	1601133	3414668	6009097	266599	401600	7923457	19616554	96	6	9	1	112	146704	66543	80161	83	10	19

**Annex - XII
Media Coverage and Media Events**

	Media Events	Media Coverage					Publications			
		Newspapers	TV	Radio	Electronic media	Total	Partners' websites	Info bulletin	Print copies	Electronic copies
ARC	10	14	8	7	22	51	40	0	0	0
Cherkaska	6	18	8	4	13	43	35	1	100	50
Chernihivska	9	1	4	4	3	12	19	2	35	40
Chernivetska	1	0	0	0	0	0	0	0	0	0
Dnipropetrovska	11	31	11	2	3	47	5	2	0	68
Donetska	12	22	10	3	1	36	42	0	0	0
I-Frankivska	11	31	16	15	42	104	22	6	850	117
Kharkivska	8	9	6	2	11	25	16	2	1	2
Khersonska	9	7	4	1	7	19	8	0	0	0
Khmelnytska	10	28	20	12	0	60	64	2	480	26
Kirovohradska	1	9	0	4	1	14	12	1	100	100
Kyivska	39	51	11	5	6	73	25	3	510	11
Luhanska	12	21	5	8	59	93	32	4	3090	113
Lvivska	9	29	6	8	18	61	44	0	0	0
Mykolaivska	11	17	10	3	13	43	10	14	2230	368
Odeska	10	27	2	2	7	38	11	0	0	0
Poltavska	10	33	18	84	11	146	37	3	290	120
Rivnenska	19	33	14	32	45	124	46	2	50	107
Sumska	10	9	6	20	5	40	16	1	100	10
Ternopil'ska	10	23	6	11	7	47	28	4	48	110
Vinnytska	3	10	1	2	4	17	14	5	325	175
Volynska	15	15	3	1	30	49	9	1	1	1
Zakarpatska	9	22	4	0	32	58	31	4	1050	1050
Zaporizka	12	16	7	4	1	28	8	10	550	10
Zhytomyrska	8	9	4	2	1	16	6	3	210	42
Total	265	485	184	236	342	1244	580	70	10020	2520