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Kyiv • 2013

COMMUNITY BASED APPROACH TO LOCAL DEVELOPMENT PROJECT - II

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TO LOCAL DEVELOPMENT PROJECT - II**

Kyiv • 2013

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ABBREVIATIONS AND ACRONYMS

| | |
|-------|---|
| 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 |
| EE | Energy Efficiency component of CBA-II |
| EU | European Union |
| FP | Focal Person |
| KM | Knowledge management component of CBA-II |
| KMH | Knowledge management hub |
| RED | Rural economic development component of CBA-II |
| 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 (same as regional state administration) |
| PA | Partnership Agreement (similar to MoU) |
| PMU | Project Management Unit (CBA head office in Kyiv) |
| RC | Rayon Council |
| RCC | Regional Coordination Council |
| RCRC | Rayon Community Resource Centre |
| RSA | Rayon State Administration |
| UADRC | Ukrainian Association of District and Regional Authorities |

UNDP United Nations Development Programme
VC/CC Village Council/City Council

EXECUTIVE SUMMARY

The second Phase of the CBA Project commenced on the 31st of May, 2011. 2011 was devoted to the establishment of partnerships with stakeholders at the regional, sub-regional (rayon) and local level. In 2012, CBA-II focused on local planning, the implementation of micro-projects and the launching of four new components. The components were the energy efficiency component, the rural economic development component, the methodology replication component and the knowledge management component.

The salient results of CBA-II, as of December 2012, are as follows:

1. Establishing Partnerships (Target: 25 regions, 200 rayons, 900 village/city councils)

Partnerships were established with all 24 oblast authorities and the Crimean Government; 200 rayon authorities and 832 village/city councils of Ukraine. At all levels partnerships were based on competition, which focused on social-economic hardship and commitment. Focus was also placed on expanding spatial coverage by reaching out to new territories not covered by CBA-I. Accordingly, 100 rayons were new while another 100 rayons were existing CBA-rayons. Similarly 672 village/city councils of 832 village/city councils selected for partnership were new. Considering the results under the replication component, the partnership target was achieved (exceeding 100%). In comparison to CBA-I, CBA-II succeeded in bringing administrations and councils together in most cases through tripartite partnerships.

2. Support Structure Development (Target: 900 COs; 200 LDFs, 223 resource centres and 25 RCCs)

Through competition, 835 communities (153 CBA-I and 682 new) were selected. Community mobilisation was carried out in these communities. As a result, 836 community organisations were formed in the participation of 449,612 men and women from 294,255 households (out of 356,579 targeted HHs). Of the participating members 57% were female and the level of household participation was 82%. Considering the results under the replication component, above 100% community mobilisation was achieved.

200 Local Development Forums (LDFs) were formed or 'grafted' to facilitate the process of the bottom-up planning process and participatory decision-making at rayon and regional level. 24 Regional Coordination Councils (RCCs) were grafted from CBA-I. To support cooperation between citizens and authorities, 200 rayon level community resource centres and 23 regional community resource centres were respectively created/grafted and strengthened. In addition to this the implementation unit of the Kyivska oblast (located at CAB/PMU) and that of ARC (located at sub-UNDP office) were also strengthened. Considering the results under the replication component, support structure development exceeded 100% of target, except in the case of RCCs that remained at 96%.

3. Capacity Building (Target: 6,000 community members and 2000 state/elected officials trained)

In a bid to enhance human resource skills involved in CBA-II implementation, 1276 training/exposure visits/roundtables were held in as of 2012. All CBA staff, 7,171 CO-executives and 2,282 state/elected officials received training. The training included implementing CBA methodology, CO-management, financial management, participatory planning, micro-project implementation, public audit and sustainability. This training delivered knowledge and skills to community members and the officials of local authorities to enable them to implement CBA methodology in a step-by-step manner. Considering the results under the replication component, support structure development exceeded 100% of the target.

4. Micro-project Support - regular (Target: 600 community projects)

836 COs prepared community development plans through the bottom-up planning process. 810 of these community priorities were mainstreamed into local government planning. 779 micro-projects were approved by the CBA for funding. Considering the results under the replication component, the micro-project activity achieved well above 100% of the target set.

77.8% of the approved micro-projects were related to energy saving & efficiency, followed by public health (10.9%), water supply (10.7%) and the environment (0.6%).

The total cost of the 779 micro-projects was UAH 136.2 million. This cost was shared by the communities (7.5%), local authorities (48.3%), CBA (42.4%) and private sponsors (1.8%).

From these micro-projects, 896,452 citizens will receive either a direct or an indirect benefit which includes 88 hospitals and 519 schools and kindergartens.

5. Methodology Replication (Target: 60 rayons, 240 village councils, 240 micro-projects)

The methodology replication component was initiated in late 2011 and came into effect in 2012. For replication, partnerships were established with 61 rayons (26 CBA-I rayons + 35 new) and 243 village councils out of these rayons (45 CBA-I VCs + 198 new). Rayons and village councils were selected through competition.

239 communities were selected for local action (192 new & 47 from CBA-I) based on competition. Through community mobilisation, 179 COs were formed/grafted and 52,401 men and women from 39,026 households participated.

47 LDFs were formed/strengthened and 52 rayon community resource centres were established. 195 training sessions were conducted for 930 executives of COs and 327 representatives of local authorities.

139 COs developed community development plans, of which 126 were mainstreamed into local government plans. A total of 67 micro-projects were supported. Of them 84.6% were related to energy saving, 7.6% to health and 7.8% to the environment. The total cost (UAH 7.9 million) was shared by communities (6.2%), local authorities (66.8%), CBA (20.8%) and the remaining 6.2% came from private sponsors. Through replication 77,420 individuals will benefit, including 11 hospitals and 43 schools and kindergartens.

6. Rural Economic Development (RED) (Target: 17 cooperatives)

8 oblasts were selected for the RED component these were: Mykolaivska, Kirovogradska, Sumska, Donetsk, Ternopil'ska, Cherkaska, Chernivetska and Dnipropetrovska. Operational guidelines, an account manual, leaflets and instructional videos were prepared and distributed. Individuals from the local authorities and CBA staff from these oblasts were trained. It is expected that this cooperative development work will be accomplished by mid-2013. Training and community project activities will take place in 2nd half of 2013. In the course of the implementation process, an indication has been given by the oblast authorities regarding cost sharing and budgetary requirements. This indicates genuine support by the regional authorities to CBA methodology.

7. Energy Efficiency Component (EE component) (Target: 6 advanced piloting regions, 19 standard piloting regions; 300 micro-projects, 6 regional energy strategy)

Through competition, 6 regions were selected for participation in advanced piloting: Dnipropetrovska, Zaporizka, Kharkiv'ska, Ivano-Frankiv'ska, Lviv'ska and Zakarpatska. Partnerships were established for this. 19 other regions entered into partnerships for normal energy piloting. The energy efficiency component was launched in 25 regions. The quota of rayons per regions was set as follows: 4 rayons per region in the advanced piloting, and 3 rayons per region through standard piloting. As of the end of 2012, 24 rayons were selected for advanced piloting, and 54 for standard piloting. Thus, CBA reached 96% of the targeted rayons.

Staff from both the CBA and the local authorities of the advanced pilot regions received training. An operational manual and leaflet were devised, printed and distributed. The basis for a regional energy strategy was developed with experts. On this basis the task of strategy updating was initiated in 3 regions (Ivano-Frankiv'ska, Lviv'ska, and Zaporizhka). By mid-2013, this task will be accomplished in all 6 regions.

As of 2012, 47 micro-project proposals, received from 5 oblasts were approved. The average cost of the micro-projects was UAH 217,000. The proposed cost sharing reflects 38.3% from local budgets, 6.1% from communities, 2.2% from other donors and 53.4% from the CBA Project. It is expected that all the micro-projects will be initiated in 2013 and implementation will continue into 2014.

To raise public awareness amongst 10,000 members of the Ukrainian population in regards to energy and environmental issues, a process has been put in place to prepare campaigning materials, especially leaflets and videos. Campaigning will be initiated in 2013 and continued beyond.

8. Knowledge Management (Target: curriculum in 10 universities, 1 knowledge hub functioning)

- **Knowledge management hub** – In 2012 a knowledge management hub was established under the umbrella of the Ukrainian Association of District and Regional Councils (UADRC). The necessary logistical structure, and human resource training was put in place. A web portal for the hub was developed, tested and the first round of users from the regions were trained to use the hub. The estimated cost of establishing the hub was UAH 402,300 of which CBA's share was UAH 325,500 and that of UADRC was UAH 76,800. The hub will be further improved and the size of its users and contributors will be further expanded during 2013. The portal is in process of improvement and can be viewed at <http://rozvytok.in.ua/>

- **Curriculum development** – Partnerships were established with 20 universities for cooperation on (a) teaching program on sustainable development; and (b) students' internship, small research, seminar and publication of CBA related themes.

13 universities initiated teaching a separate course or module on the sustainable development of society in their universities. A community based approach formed a part of this course. The CBA supported publication of the course book.

Some research support was provided to Sumy University for conducting a social survey on the effectiveness of the social mobilisation approach in the Ukrainian context. In addition to this 43 students from 11 universities participated in a research competition (<http://cba.org.ua/en/news/1404-2012-06-08-15-05-12>). A Summer school entitled 'Sustainable development and community participation' was held and 14 young scientists from five different Ukrainian universities attended. The participants shared their papers, received training on the CBA and visited local communities.

- **Knowledge sharing** – On the invitation of the European Journalism Centre, Ms. Ganna Yatsyuk, communications and monitoring specialist for the CBA, attended a seminar entitled "The State of European Neighbourhood Policy". Held in Brussels between the 14th and 16th of May 2012, she presented the CBA Project to journalists from 15 European countries. This included journalists from the BBC, Gazeta Wyborcza, Czech TV, Fygello and FAZ – amongst others.

The CBA Project manager supported the UNDP and the Armenian Republic in preparing concept documents for the up scaling of Armenia's community based approach in light of the Ukrainian experience. As a follow up, an Armenian delegation, including representatives of UNDP Armenia, the Ministry of Territorial Administration, the Ministry of Labor and Social Affairs, the Ministry of Nature Protection and the Deputy Governor made a 5-days visit to Ukraine to learn from CBA experience. They visited regional and local authorities and local communities in Cherkaska and Kirovogradska oblasts.

A group of students from the College of Europe visited Ukraine with the goal to observe the results of EU aid to Ukraine. In this context, the group visited Kornalovychi village, a CBA-village in the Lvivska oblast. A similar visit by a Belarusian delegation was hosted by Donetsk RIU. The delegation included representatives from local communities and governments, as well as employees in the social sphere. The group visited two CBA communities in the Donetsk oblast.

- **Media outreach** – A substantial amount of information dissemination on CBA took place by 2012. A total of 413 media events were held; 3,165 cases of media coverage was registered; 183 issues of regional newsletters were published and distributed and 1,440 publications appeared on partners' websites. Social media was introduced by installing a CBA Facebook page and networking was promoted by the use of Facebook.

9. Lessons Learned

- The receptiveness of CBA principles and methodology is high among regional and local authorities and among local communities as reflected by high demand for CBA, adoption of short/medium term socio-

economic programmes (for CBA related activities) by the large number of regional and rayon authorities and from the results of the various studies and media reports;

- Energy saving is of the most interest among local partners and dominates other priority areas;
- Training for key individuals in the replication rayons has proved effective in enabling them to implement CBA methodology under 'backstopping' from CBA experts;
- The 'Knowledge Hub' created at UADRC offers a promising scope for sustainable knowledge management;
- Enthusiasm among academic institutions is high to study CBA methodology in the context of a sustainable development curriculum;
- Risk is experienced (a) in terms of new regulations requiring that all micro-projects with co-financing from local budget must undergo review by the state-owned monopoly enterprise 'Ukrinvestexperyza' (b) budget constraint for cost sharing due to a recent government decision to limit budget disbursement for development activities.
- A slow response has been observed among communities and local authorities on the themes of cooperative development and energy efficiency. It is because CBA-II has offered technology and processes that require additional knowledge to CBA-I type processes and technology. These difficulties will be overcome once CBA-II is able to develop demonstration sites

10. Budget Utilisation (Target: 17.1 million Euro) - € 9.5 million was utilised by 2012 reaching 55.6% of CBA-II budget.

STATISTICAL ABSTRACT

| SN | Activity | Target All Years | | Achievements | | Achievements |
|-----------------------------------|---|------------------|--------|--------------------|------------------|-----------------|
| | | Unit | Qty | 2011 | 2012 | Total |
| 1 | Partnership agreements signed with regions | Number | 25 | 25 | - | 25 |
| 2 | Rayons selected & partnerships established | Number | 200 | 200 | - | 200 |
| 3 | Village/City Council selected & partnerships | Number | 900 | 833 | -1 | 832 |
| 4 | Communities selected for local action | Number | 900 | 782 | 53 | 835 |
| 5 | Community organizations | | | | | |
| | CO formed/grafted | Number | 900 | 702 | 134 | 836 |
| | CBA-I community | Number | | 133 | 8 | 141 |
| | New community | Number | | 569 | 126 | 695 |
| | COs formalisation | Number | | | | |
| | Enrolled with VC/CC | Number | | 658 | 118 | 836 |
| | Legally registered | Number | | 617 | 219 | 836 |
| | Household participation/membership | | | | | |
| | Target households | Number | | 210`785 | 145`794 | 356`579 |
| | Participated households | Number | | 155`232 (73.6%) | 139`023 (95%) | 294255 (82%) |
| | CO members (total) | Number | | 228`149 | 221463 | 449612 |
| CO members male | % | | 43 | 43 | 43 | |
| CO members female | % | | 57 | 57 | 57 | |
| 6 | Local Development Forums (formed/grafted) | Number | 200 | 182 | 18 | 200 |
| | LDF sittings held | | - | 226 | 623 | 849 |
| 7 | Regional Coordination Councils grafted | Number | 25 | 11 | 13 | 24 |
| | RCC sitting held | | | 11 | 40 | 51 |
| 8 | Community Resource Centres formed/grafted | Number | 200+23 | 170+23 | 30+0 | 200+23 |
| | Capacity of CRCs strengthened | Number | 100 | 0+19 | 73+6 | 73+25 |
| 9 | Human Resource Development | | | | | |
| | Training conducted | Number | - | 637 | 639 | 1276 |
| | Persons trained | Number | 18000 | 4972 | 4481 | 9453 |
| | CO-members | Number | 16000 | 3795 | 3376 | 7171 |
| | Local authorities | Number | 2000 | 1177 | 1105 | 2282 |
| | <i>Project staffs</i> | | | 70 | - | 70 |
| 10 | Community development planning | | | | | |
| | COs with CDP prepared | Number | 900 | 516 | 320 | 836 |
| | CDP approved and mainstreamed | Number | 900 | 321 | 489 | 810 |
| 11 | Micro-Project supported | Number | 600 | 112 | 667 | 779 |
| | Sectorial distribution | | | | | |
| | <i>Energy efficiency</i> | % | - | 85.7 | 76.4 | 77.8 |
| | <i>Water supply</i> | % | - | 5.4 | 11.5 | 10.7 |
| | <i>Health posts</i> | % | - | 8.0 | 11.4 | 10.9 |
| | <i>Environment</i> | % | - | 0.9 | 0.7 | 0.6 |
| | Total cost of approved MPPs | UAH ml | | 20.4 | 115.8 | 136.2 |
| | <i>Shared by COs</i> | % | 5 | 8.2 | 7.3 | 7.5 |
| | <i>Shared by local ,rayon, regional authorities</i> | % | 45 | 49.4 | 48.2 | 48.3 |
| | <i>Shared by CBA</i> | % | 50 | 40.4 | 42.8 | 42.4 |
| | <i>Shared by others (private sponsors)</i> | % | 0 | 2.0 | 1.7 | 1.8 |
| | Beneficiary characteristics of approved MPs | | | | | |
| | <i>Beneficiary population</i> | Number | - | 146,704 | 749748 | 896452 |
| | <i>Institutional beneficiary</i> | Number | - | 112 | 667 | 779 |
| <i>School/kindergarten (cum.)</i> | % | - | 73.1 | 65.4 | 66.6 | |
| <i>Health post (cum.)</i> | % | - | 9 | 11.7 | 11.3 | |
| <i>Local communities (cum.)</i> | % | - | 17.9 | 22.9 | 22.1 | |
| 12 | Energy Efficiency Component | | | | | |
| | Micro-project supported | Number | 300 | - | - | - |
| | Supporting energy efficiency strategy | 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 | 5 | 5 | 20 |
| | Curriculum introduced in academia | Number | 2 | - | 13 | 13 |
| | Knowledge management hub | Number | 1 | - | - | 1 |
| 15 | Information campaign and media strategy | | | | | |
| | Media events | Number | - | 269 | 144 | 413 |
| | Media coverage | Number | - | 1294 | 1871 | 3165 |
| | Publications (web sites) | Number | - | 587 | 853 | 1440 |

| | | | | | | |
|----|--------------------------------|------------|-----------|---------|----------|--------|
| | Newsletters | Number | - | 71 | 112 | 183 |
| 16 | Financial Progress (estimated) | Mill. \$/€ | 23.3/17.1 | 1.7/1.1 | 11.3/8.4 | 13/9.5 |

STATISTICAL ABSTRACT

(Replication component)

| SN | Activity | Target All Years | | Achievements | | Achievements |
|----|--|------------------|-----|--------------|--------|--------------|
| | | Unit | Qty | 2011 | 2012 | Total |
| 1 | Rayons selected & partnerships established | Number | 60 | - | 61 | 61 |
| 2 | Village/City Council selected & partnerships | Number | 240 | - | 243 | 243 |
| 3 | Communities selected for local action | Number | 240 | - | 239 | 239 |
| 4 | Community organizations | | | | | |
| | CO formed/grafted | Number | 240 | - | 179 | 179 |
| | CBA-I CO | Number | - | - | 41 | 41 |
| | New CO | Number | - | - | 138 | 138 |
| | COs formalisation | Number | | | | |
| | Enrolled with VC/CC | Number | 240 | - | 174 | 174 |
| | Legally registered | Number | 240 | - | 169 | 169 |
| | Household participation/membership | | | | | |
| | Target households | Number | - | - | 52,949 | 52,949 |
| | Participated households | Number | - | - | 39,026 | 39,026 |
| | CO members | Number | - | - | 52,401 | 52,401 |
| | CO members male | % | - | - | 42.5 | 42.5 |
| | CO members female | % | - | - | 57.5 | 57.5 |
| 5 | LDF (formed/grafted) | Number | 60 | - | 47 | 47 |
| | LDF sittings held | | - | - | 111 | 111 |
| 7 | Community Resource Centres | Number | 60 | - | 52 | 52 |
| | Capacity of CRCs strengthened | Number | - | - | | |
| 8 | Human Resource Development | | | | | |
| | Training conducted | Number | - | - | 195 | 195 |
| | Persons trained (without repetition) | Number | - | - | 1257 | 1257 |
| | CO-members | Number | - | - | 930 | 930 |
| | Local authorities | Number | - | - | 327 | 327 |
| 9 | Community development planning | | | | | |
| | COs with CDP prepared | Number | 240 | - | 139 | 139 |
| | CDP approved and mainstreamed | Number | 240 | - | 126 | 126 |
| 10 | Micro-Project supported | Number | 240 | - | 67 | 67 |
| | Sectorial distribution | | | | | |
| | Energy efficiency | % | - | - | 84.6 | 84.6 |
| | Water supply | % | - | - | 0 | 0 |
| | Health posts | % | - | - | 7.6 | 7.6 |
| | Environment | % | - | - | 7.8 | 7.8 |
| | Total cost of approved MPPs | UAH mln | - | - | 7.9 | 7.9 |
| | Shared by COs | % | 5 | - | 6.2 | 6.2 |
| | Shared by local, rayon, regional authorities | % | 70 | - | 66.8 | 66.8 |
| | Shared by CBA | % | 25 | - | 20.8 | 20.8 |
| | Shared by others (private sponsors) | % | - | - | 6.2 | 6.2 |
| | Beneficiary characteristics of MPs | | | | | |
| | Beneficiary population | Number | - | - | 77`420 | 77`420 |
| | Institutional beneficiary | Number | - | - | | |
| | School/kindergarten (cum.) | % | - | - | 43 | 43 |
| | Health post (cum.) | % | - | - | 11 | 11 |
| | Local communities (cum.) | % | - | - | 13 | 13 |



Chapter I

INTRODUCTION

1.1 Background

The first phase of the CBA Project (August 2007 – 6 June 2011) succeeded in a scaling up of the community based approach to local development countrywide. It contributed to the strengthening of participatory governance, enhancing local capacity 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 the quality of public services, a necessity for further improvement and dissemination of the approach remained. Besides the burning issue of energy efficiency, high rural unemployment was considered to be a priority to be addressed.

In the above light, the government of Ukraine and the European Union decided to extend the duration of the CBA Project. On the 31st of May 2012, an agreement was signed to this end between Mr. Andrei Kliuyev, the First Deputy-Prime Minister, Minister of Economic Development and Trade of Ukraine and Mr. Stefan Fuele, the European Commissioner for the expansion of the European Neighborhood Policy. As a result, CBA-II started and would last for 4 years (7th of June 2012 – May 2015).

The CBA-II Project is funded by the European Union and 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 a 98.4% contribution from the EU and 1.6% from the UNDP.

1.2 Objectives

The **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 approaches 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 practice and knowledge on community mobilization and participatory governance;

1.3 Implementation methodology

The strategic goal of the CBA is to build the capacity of local communities and local authorities for participation in joint decision making processes, and use this capacity for multi-stakeholders cooperation and multi-sectorial interventions whilst ensuring local ownership of the process. The process is *bottom-up* and involves stakeholders from grassroots, meso- and macro levels in the process as it moves upward. The CBA implementation process involves a series of activities and action points that ultimately yield 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 the overall coordination of the Secretariat of the Cabinet of Ministers (SCMU) of Ukraine. At regional level the 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 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* on the criteria of socio-economic hardship especially in the area

of health, water supply, energy supply and environmental situation. Through this selection process, CBA reaches the most disadvantaged population areas of the region or rayon.

Local level activities of the CBA are carried out under the framework of *partnership* with the stakeholders. It is based on a willingness and a 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 the *social mobilisation tool* to mobilise stakeholders and create the environment (support structures) for joint decision-making and the joint implementation of activities. Community organisations (CO) are formed by representation of 80% or more households in the selected community to reflect a common community vision and the implementation of community priorities. A Local Development Forum (LDF) is developed at rayon level for joint decision-making, resource mobilization and local coordination. A Regional Coordination Council (RCC) is developed at regional (oblast/ARC) level to monitor CBA activities in the region, to resolve issues related to local policies/procedures, to support programming and resource mobilisation. At national level there is a steering committee to ensure national level coordination and provide advisory support.

The *Capacity* of the COs is constructed as such that they are able to make joint decisions with local authorities, mobilize resources, implement local priorities and sustain the result. The Capacity of partners (VC/CC, rayon/oblast etc.) is strengthened in terms of human resources to implement the participatory approach propagated by the Project. Training, exposure visits, dialogue 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 developmental problems by implementing community initiatives (micro-projects) within the major project priorities of:

- Health (local health posts);
- The Environment (waste utilisation, sewage & drainage etc.);
- Energy (energy conservation measures);
- Water supply;
- Rural economic development

Knowledge and experience acquired in the process of implementation will be gathered, analyzed and distributed through a knowledge hub in cooperation with academia and associations representing local self-governing bodies.

1.4 Management Arrangement

The Project is managed by UNDP/Ukraine under overall guidance of the Country Director and under direct supervision of the Senior Programme Manager. The Project is executed by an implementation team with a central body in Kyiv and 25 regional implementation units (RIUs), one in each region. RIUs are further supported by regional authorities in terms of office premises and human resources. Similarly, each rayon partner has assigned one official for coordination and implementation purposes and established modest district community resource centres. Together they all implement local components of CBA activities. LDF and RCC serve as the guiding body at local and regional level and the steering committee of the Project serve as the governing body at a national level.

For quality control purposes a 'quality supervision committee' (QSC) and 'management information systems' (MIS) are established to make stakeholders directly involved in the process of monitoring and assessment of the Project activities. The flow of information is bottom-up and participatory.

Various forms of *media outlets* are encouraged to raise public awareness about the activities of the CBA with the aim to ensure transparency.

1.5 Project Area

The CBA project works in all the oblasts of Ukraine and the Autonomous Republic of Crimea. Its target is to cover a total of 200 rayons (6-10 rayons per region in average) and 900 village/city councils (4-5 VCs/CCs per

rayon in average) with a population less than 10,000. In addition 60 rayons will be targeted for replication of CBA methodology.

Chapter II

ESTABLISHING PARTNERSHIP

The establishment of formal partnerships with local and regional authorities through the signing of partnership agreements is essential to formalize the role and commitment of the partners and to provide an official basis to work with community organizations. The targets of the project include partnerships with 25 regional authorities, 200 rayon authorities and 900 village and city councils.

By the end of 2011, partnerships were established with 25 regional authorities, 198 rayon authorities, and 833 village/city councils. In 2012, partnerships were established with 2 rayons and 9 village/city councils in a framework of regular approach whereas partnerships were established with 61 rayons and 243. Village and city councils, in the framework of the 'methodology replication', made it a total of 261 rayons and 1075 village/city councils since inception. With this the task of partnership establishment was accomplished. Details pertaining to this as given below:

2.1 Establishing Partnerships with Regional Authorities was finalized in 2011, reaching 100% of its target. Memorandums of Understanding (MoU) were signed with all 25 regional authorities. In general the MoUs were tripartite involving regional state administration, regional council and UNDP. Details on establishing partnership are available at: <http://cba.org.ua/ua/activities/partners>.

2.2 Establishing partnerships with rayon authorities

In 2011, a rayon quota was set for each region, this resulted in 200 rayons being selected from 557 competing rayons through standardised steps (Box – 1). To ensure further expansion of CBA methodology, higher priority was given to new rayons. In addition 76 rayons were selected as reserves in case any rayon dropped out, in order to maintain partnership quota targets. Signing of MoUs with 198 rayon authorities was completed in 2011 (Table – I).

Table – I: Selection of Rayons for Partnership

| SN | Activity | 2011 | 2012 | Total |
|----|--------------------------|------|------|-------|
| 1 | Application received | 557 | - | 557 |
| 2 | Selected for partnership | 200 | - | 200 |
| | Old (CBA-I) rayons | 100 | - | 100 |
| | New rayons | 100 | - | 100 |
| 3 | Selected for reserve | 76 | - | 76 |
| 4 | MoU signed | 198 | 2 | 200 |

* Region wise details in Annex – I (A)



Rayon leadership signing MoU in Chernivetska oblast

target of establishing partnerships with 200 rayons was fully achieved (Table – I).

During the first quarter of 2012, rayon seminars were launched in two rayons of the Chernivetska oblast. Participating in this were the head and deputy head of the rayon state administration (RSA) and the rayon council (RC), relevant departments of RSA/RC, heads of all village and city councils with less than 10,000 population and the local media etc. Details regarding CBA-II, implementation modality and terms of the partnership were presented to the participants. The rayon authorities found the CBA methodology and terms of partnership useful and signed MoU in the presence of the participants. With this, the

A list of pilot areas is available online at: <http://cba.org.ua/ua/activities/partners>.

During 2012, four rayons dropped out. The reasons for this were cited as: lack of budget for cost sharing and lack of interest among rayon authorities. Four of the reserve rayons were given their places.

Box – 1: Steps of Partnership with RSAs/RCs

Establishing partnerships with rayon authorities included the following 7 steps:

- a) Competition announcement – in a transparent way, during the regional launch;
- b) Quota distribution by region – based on such criteria as socio-economic status of the region, population size of the region, performance of the region during CBA-I;
- c) Ranking of rayons – Analysis of the rayon applications and ranking them in light of socio-economic hardship, access to water supply, health service, environmental situation, energy situation, commitment and performance during CBA-I;
- d) Selection of rayons – undertaken jointly by a committee consisting of representatives from UNDP, CBA, regional council and regional state administration;
- e) announcement of results – in public and/or through media channels
- f) holding rayon level launching seminars;
- g) signing of MoU.

On average 44 persons participated in each seminar rendering it transparent and hands-on. Occasionally, senior management from regional authorities and UNDP also participated in these seminars.

Table – II: Launching Seminar in Rayons and Signing of MoUs

| Year | # of Rayon seminars | Participants | | | | | | | | | | MoU Signed |
|--------------|---------------------|---------------------------|--------------------------|------------------------|-----------------------|---------------------------|------------------------------------|------------|------------|-----------|-------------|------------|
| | | OC/OSA 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 | |
| 2011 | 198 | 8 | 79 | 440 | 328 | 2204 | 4362 | 968 | 360 | 13 | 8762 | 198 |
| 2012 | 2 | 0 | 0 | 2 | 2 | 29 | 54 | 0 | 2 | 0 | 89 | 2 |
| Total | 200 | 8 | 79 | 442 | 330 | 2233 | 4416 | 968 | 362 | 13 | 8851 | 200 |

Box - 2: Opinions During Rayon Seminars

“The main effect of the implementation of the first phase of the project was the strengthening of community self-organization, creation of an effective system of public cooperation and support by executive power and local self-government authorities. This project enabled rural communities to develop a mechanism for self-accumulation of facilities for their particular priorities. This included collection of own funds by villagers and city inhabitants, fundraising, work with budgetary resources. The communities received a tangible tool for attracting additional funds in the future to aid the implementation of their own projects”.

Petro Goncharuk, the Deputy Head of the Zaporizhia Regional State Administration

“Establishment of cooperation with active communities is an important focus in our joint work with the ‘CBA Project’. An active community is the key to the development of the entire rayon”.

V.M. Danylov, Chairperson of Artemivsk RSA in Donetsk Oblast

2.3 Establishing Partnership with Village/City Councils

Establishing of partnerships with village and city councils involved 5 steps (Box – 3). During 2011, the selection of 833 village and city councils was accomplished with 382 VCs/CCs were selected in reserve. Partnerships were established with 763 VCs/CCs through the signing of MoUs.

In 2012, 5 VCs/CCs were selected in Cherkaska, Donetsk, Vinnytska, Luhanska and Dnipropetrovska oblasts while at the same time, 6 village councils (in Odeska, Cherkaska, Sumska, Vinnytska, and Volynska oblasts) terminated their partnership with the Project due to various reasons including automatic termination (if the rayon to which they belonged terminated partnership), lack of budget for cost sharing, passive attitude of the VC/CC-officials and/or the communities selected for local action. In net term as of end of 2012, a total of 832 village/town councils continued their cooperation with CBA Project (Table – III).

Box – 3: Steps of Partnership with VCs/CCs

Establishing of partnerships with village & city councils includes 5 steps:

Competition announcement – with transparency, during rayon seminars for VC/CC with less than 10,000 population

Ranking of VCs/CCs - Analysis of the rayon applications and ranking them in light of socio-economic hardship, access to water supply, health service, environmental situation, energy situation, commitment and performance during CBA-I;

Selection of VCs/CCs – jointly by CBA/CDO, oblast authority and rayon authority;

Holding VC/CC- level launching seminar;

Signing of MoU.

Table – III: Selection of VCs/CCs for Partnership

| SN | Activity | 2011 | 2012 | | | | | Total |
|----|----------------------------|------|------|----|----|----|-----------|-----------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | Application received | 2807 | - | - | - | - | - | 2807 |
| 2 | Selected for partnership | 833 | 2 | 0 | -3 | 0 | -1 | 832 |
| | <i>Old (CBA-I) VCs/CCs</i> | 161 | -2 | 0 | 1 | 0 | -1 | 160 (19%) |
| | <i>New VCs/CCs</i> | 672 | 4 | 0 | -4 | 0 | 0 | 672 (81%) |
| 3 | Selected for reserve | 359 | 25 | -2 | | | | 382 |

* Region wise details in Annex – I(A), (B)

During 2012, 70 launch seminars were organized in the selected VCs/CCs. During each seminar, details about the effectiveness of CBA-I at local level was shared with the help of a CBA film, leaflets and successful case studies. The process of CBA-II implementation, the process of community selection and the terms of partnership with VC/CC and beneficiary communities was elaborated upon. On average, 36 people participated in each VC/CC-level seminar including the VC/CC head, focal person (and other officials) from the rayon, focal person (and other officials) from the regions, local NGOs, local businesses, representatives of local social infrastructures (e.g. schools, kindergarten, health centres etc.) and interested members of the community.

Table – IV: Seminar in VC/CC and Establishing Partnership

| Year | # of VC/CC Seminar | Participants | | | | | | | | MoU Signed | |
|--------------|--------------------|--------------------|---------------------------|---------------------------|-------------|-------------|------------|-------------|--------------|------------|-----|
| | | Oblast Authorities | RSA/RC heads/deputy heads | Other officials of RSA/RC | VC/CC heads | NGO | Media | Others | Total | | |
| 2011 | 762 | 174 | 754 | 1818 | 836 | 8372 | 286 | 15129 | 27369 | 763 | |
| 2012 | Q1 | 41 | 7 | 37 | 54 | 41 | 49 | 15 | 1612 | 1815 | 49 |
| | Q2 | 27 | 0 | 7 | 17 | 8 | 233 | 4 | 231 | 500 | 22 |
| | Q3 | 2 | 0 | 3 | 17 | 5 | 93 | 3 | 3 | 124 | -11 |
| | Q4 | - | - | - | - | - | - | - | - | - | 9 |
| Total | 832 | 181 | 801 | 1906 | 890 | 8747 | 308 | 3358 | 29808 | 832 | |



Signing MoU with Nudyzhen village council, Volynska oblast

Following the seminars, partnership agreements were signed with 61 VCs/CCs (Table – IV). Since inception, a net of 832 village/city councils have been selected for partnership and a net of 824 partnership agreements have been signed. Details of this are given in Annex – I (A and B).

Among all VCs/CCs that remained as CBA’s partner at the end of 2012, 90.8% were of village councils, followed by 8.1% town councils and 1.1% were city councils (Chart – I).

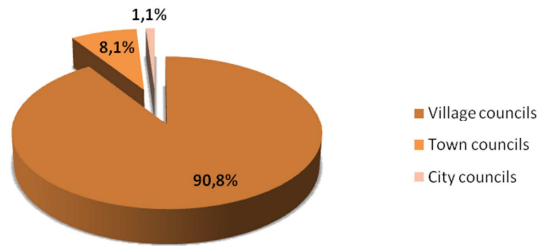


Chart - I: Distribution of VC\CC since inception of CBA-II

Box – 4: Opinions of Authorities About Cooperation with CBA

“People became more interested in the possibilities of problem solving in their own village. They became more interested in the general social–economic situation in their region. Village citizens started to participate actively in general meetings, proposing interesting solutions to solve local problems.”

A.V. Parkhomenko , the Head of Karashyn village council, Korsun’-Shevchenkivskiy rayon, Cherkaska oblast

“In a contemporary world, representatives of local authorities are aware that one community alone is not able to solve local problems. Therefore, the local authority is looking for partners and the support of active communities. Cooperation is the key factor of successful communities”.

N.M. Skrypchenko, Head of Tomakivska rayon Rada, Dnipropetrovska oblast

‘Participation in the CBA Project helped to establish trustful partnerships between authorities and community which contributed significantly to an increased level of self-organization both in piloting communities and in those that do not participate now in CBA. Moreover, community members increased their control over local authority activity.’

V. Petriv, Head of Kalush rayon administration, Ivano-Frankivsk region

Box - 5: Mykolaivska Oblast Extends Efficient Partnership Using CBA Methodology

Both Mykolaivska oblast communities and authorities have gained a substantial experience of cooperation with the CBA-II project. By the end of 2012, 34 micro-projects were completed benefiting more than 37'000 people in the rural communities of the Mykolaivska oblast.

The transparent and clear system of monitoring of micro-project implementation and accountability for each Hryvnia spent was the key factor in the growing confidence in the use of CBA methodology. Positive results are reflected in oblast reports on budget fulfillment. Often high-level oblast officials take part in CBA activities, monitor the quality of implementation and resolve operational issues.

Oleksandr Smyrnov, the Head of the Permanent Commission of Deputies on Planning, Budget and Investments at the Oblast Council, is the focal point and a liaison between the authorities and the CBA project. He regularly informs the Head of the Mykolaivska OSA in reports on the phased implementation of the micro-projects. This allows the senior officials of the oblast to be aware of CBA methodology and use it as the basis for enhancing cooperation with village councils and communities.

The Mykolaivska Oblast Council has approved decisions in support of local communities' initiatives through the oblast development programme. The idea of co-financing of community initiatives has been communicated from the Oblast Council to all rural communities. Moreover, according to the educational plan of the Council, representatives of CBA explain CBA-methodology and share experiences on its application at annual training courses on professional development delivered to the 320 heads of the village councils of the Mykolaivska Oblast.

Detailed information about CBA Project progress is available to all residents of the oblast via the internet. The oblast council places information pertaining to the project on the project website, its web portal. Due to the activity of local press and media, even the residents of the most remote locations are promptly informed about the ability to use the co-financing mechanism for solving local problems. Mykolaivska oblast is one of some fifteen oblasts of Ukraine where oblast authorities provide financing for micro-projects and small grant competitions for rural communities, using the CBA project methodology.

Chapter III

DEVELOPING OF SUPPORT STRUCTURES

Establishing support structures is one of the salient 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) and community resource centres at rayon level, regional coordination council (RCC) and community resource centres at regional level. Details of these aspects are given below.

3.1 Community Organisation Development

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

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

- a) Selection of the pilot community:** Following VC/CC level seminars, selection of the community for local action was initiated in each village/city council. A community selection committee comprising of the village or city council head, CBA staff and led by the 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; and (c) performance during CBA-I (for old COs only).

In 2012, 59 new communities were selected for support while 6 communities left the program thereby leaving 53 net communities for CBA support. The termination by existing communities was due to various reasons such as termination of partnership with the rayon authority and/or village/city council to which they belonged or passivity/conflict among the community members. In total, as of the end of 2012, 835 communities continued their cooperation with CBA Project. Among them, 682 were new communities while 153 came from CBA-I. This implies that CBA-II reached wider population over CBA-I (Table – V).

Table – V: Selection of Pilot Communities*

| SN | Activity | 2011 | 2012 | | | | | Total |
|----|--------------------------|------|------|----|----|----|-----------|-------------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | Selected for partnership | 782 | 51 | 7 | -3 | -2 | 53 | 835 |
| | <i>Old (CBA-I)</i> | 145 | 5 | 2 | -2 | 3 | 8 | 153 (18.3%) |
| | <i>New</i> | 637 | 46 | 5 | -1 | -5 | 45 | 682 (81.7%) |
| 2 | Selected for reserve | 568 | 122 | - | - | - | 122 | 690 |

* Region-wise details in Annex – I(A),(B)

- b) Formation of CO:** Following community selection, dialogue was held with the selected communities and the community mobilisation team. During the 1st dialogue, the community members were familiarised about CBA principles and methodology and were motivated to use it since they would be able to improve their living conditions by following the participatory approach recommended by the Project. The existing COs (from CBA-I or otherwise) went through special assessment before getting grafted into CBA-II (Box – 6).

Box – 6: Grafting of Existing Organisation

An existing community organisation is assessed through such tools as the participatory assessment system (PAS) and maturity index. These tools help identify strengths and weaknesses of the organisation. The assessment procedure requires participation of the CO-members in sharing their opinions in regarding such factors as participation, leadership, governance, micro-project implementation, sustainability of the CO and its

activities, coordination and linkage with local authorities and other development agencies. In cases where the assessment score is below a satisfactory level in one or more criteria, the CO is required to make the necessary improvement to become eligible for CBA-II.



Dialogue with local community (Menchykury village, Sumska oblast)

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).

During 2012, 2 COs quit CBA while 136 COs joined making it 134 COs net. Departure of COs was based on such reasons as difficulties with cost-sharing from local budgets.

Box – 7: Opinions on Co-operation with CBA Project

“These projects contribute to the development of a self-consciousness amongst citizens. If a person himself contributes something in the development and improvement of his village then his attitude to it changes”.

Yefim Fix, Executive secretary of the Centre of legislative initiatives of the ARC Parliament.

“We have been waiting for a long time for this project in our area; we held meetings ourselves and registered our organization. We received much information from those rayons which first started their work in 2008, we went to Gornostaivka to get acquainted with their experience. Then we were given the opportunity try ourselves. What a start that was! In our village, the level of activity was surprising - the general meetings on defining priority issues and later - on contractor’s selection both lasted for more than three hours! Each person gave their opinion, everyone wanted to speak. All questions had to be put to a vote – as everyone’s ideas were so diverse! Neither myself, nor the village head had observed the like for many years”.

Artishchev Volodymyr Ananiyovych, the Head of CO “Promin Mayaka”, v. Chervonyi Mayak, Beryslavsky rayon, Kherson region

“Participation in the project has opened our eyes to the fact that we do not just live in the same village but we also are the part of a community and our power is in unity”.

I. P. Stroya, the Head of CO “Rozvytok sela Dolynske”, Reniysky rayon, Odesa region

A net of 836 community organizations have been formed since the inception of CBA-II. Among them, 16.8% were ‘grafted on’ and 83.2% were newly formed. (Table – VI).

A total of 294`255 households represented by 256,279 women and 193`333 men, joined together to form 836 COs. It was natural that some households and members dropped out overtime due to various reasons such as internal conflict, non-belief in CO’s potential, passive attitude, lack of time, physical inability and so on. In comparison however, there were many members who actively participated in the activity of the CO despite the fact that they were geographically not in the immediate beneficiary area of the CO’s activity. In net terms, number of households increased over time taking total household participation to 82% against the standard rate of 80% recommended by CBA.

Table – VI: Formation of Community Organizations*

| SN | Activity | 2011 | 2012 | | | | Sub-total | Total |
|----|--------------------------------|--------------------|--------|--------|--------|--------|-----------|--------------------|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| 1 | No. of COs formed/grafted | 702 | 108 | - | 26 | - | 134 | 836 |
| | <i>CBA-I or existing ones</i> | 18.9% | 5 | - | 3 | - | 8 | 141(16.8%) |
| | <i>Newly formed</i> | 81.1% | 103 | - | 23 | - | 126 | 695(83.2%) |
| 2 | Household participation | | | | | | | |
| | <i>Target households</i> | 210`785 | 54`809 | 36`361 | 31`065 | 21`564 | 145`794 | 356`579 |
| | <i>Participated households</i> | 155,232 (73.6%) | 31`601 | 55`255 | 31`179 | 20`897 | 139`023 | 294`255 (82.2%) |
| 3 | Membership | 228`149 | 51890 | 91`932 | 29`649 | 27`318 | 221`463 | 449612 |

| | | | | | | | | |
|--|--------|-----|-------|-------|-----|-----|-----|-----|
| | Male | 43% | 42.8% | 42.5% | 43% | 43% | 43% | 43% |
| | Female | 57% | 57.2% | 57.5% | 57% | 57% | 57% | 57% |

* Details in Annex – IIA & IIB

c) **Formalisation of CO:** The newly-formed COs enrolled with their respective village or city councils and went through the legal registration process with the relevant agencies. The status of 'legal entity' is essential for the COs to carry out business in a formal manner and enables the opening of a bank account for financial transactions. This status also makes COs eligible to receive grants from national and international agencies. By the end of 2012, a net of 836 COs enrolled themselves with their respective village and city councils.



Meeting of CO "Yasna Polyana" management team (Popivka village)

During 2012, 219 community organizations achieved legal status in net terms. In total since inception, 836 COs have been legally registered (Table – VII). Most COs choose 'public organization' as their legal form since it has an obvious advantage over other legal forms whilst dealing with donors' money (Box – 8).

Table – VII: Enrollment and Legal Registration of COs*

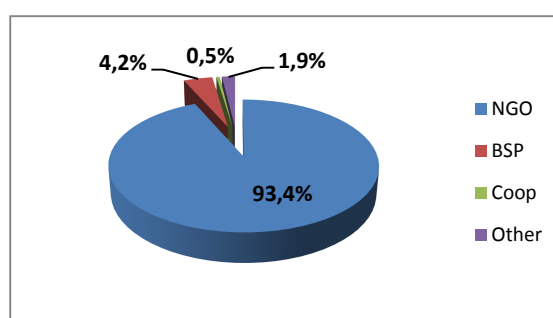
| Number | 2011 | 2012 | | | | | Subtotal | Total |
|-----------------------|------------|------------|-----------|-----------|-----------|------------|------------|-------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| Enrollment with VC/CC | 658 | 115 | 37 | 27 | -1 | 178 | 836 | |
| Legal registration | | | | | | | | |
| • ACMB | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| • Public organization | 588 | 126 | 36 | 18 | 13 | 193 | 781 | |
| • BSP | 12 | 5 | 10 | 9 | -1 | 23 | 35 | |
| • Cooperatives | 4 | 0 | 0 | 0 | 0 | 0 | 4 | |
| • Other | 13 | 3 | 0 | 0 | 0 | 3 | 16 | |
| Sub-Total | 617 | 134 | 46 | 27 | 12 | 219 | 836 | |

* Region-wise details in Annex III

Box – 8: Nature and Scope of Legal Forms

Each legal form has its own benefits and is suitable in a particular context. For example, an ACMB is appropriate for multi-story buildings where one building reflects one community. It has financial autonomy to create income and expenditures and accept communal property on its balance. A Public Organisation is relatively open to mobilising resources from various donors, but has limitations in accepting communal property on its balance sheet. 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 a profit and distribute dividends among its members.

Chart – II: CO Legal Forms, Since Inception



d) **Maturity of COs:** Following CO-formation and CO-registration, the COs underwent a series of activities to gain 'maturity'. This involved regular meetings and discussions on the community welfare agenda, undertaking small initiatives at their own cost and even assessing the strength and weaknesses of the COs.



Community members implementing their self-funded initiative in Kostyantynivka village of ARC



Participatory assessment of the CO by its members, Novogygorivka village, Dnipropetrovska oblast

Box – 9: Opinions of Citizens on Community Organization

“Thanks to the participation in CBA-II our community appeared to be able to mobilize and organize itself. Community members became more organized, and united, we understood that we are able to solve prioritized problems if we worked hard and in cooperation with our partners”.

O.O. Harkavenko, Deputy Head of Kotelivska rayon council, Poltavskiyi region

“Before we were usually suppliants, and constantly asked our local authorities for something. After the successful implementation of micro-projects on energy saving in our secondary school and village health centre, our community organization became a welcomed visitor in the village and rayon council and rayon administration.”

B.Lobach, Head of CO ‘Tzvitnenski horizonty’, Kirovohrad region

“CO ‘Konstantinovka’ is quite a successful community organization which has already implemented three micro-projects outside the CBA Project. We renovated a bus stop in our village, purchased new curbs for the road at the beginning of the village, whitewashed trees in the village and renovated flowerbeds. However, the main achievement of our community was gaining successful experience of independent work and confidence in our own abilities.”

I.Tyshkina, Head of CO ‘Konstantinovka’, Konstantinovka village, Simpheropolskiy rayon, ARC

“I can say that we did a lot. We participated in training session; studied and the technical manual became the main book for our community organization. We made a lot of mistakes, of course, and started again. We learned how to conduct tenders, prepare financial reports, and implement quality control. It was really difficult, but it was worth it!”

S. Bevzenko, activist of CO ‘Yednist’, Vinnytska region

3.2 Local Development Forum (LDF)

LDF is a mandatory support structure established in each rayon authority as a part of CBA methodology (Box – 10). In 2012, 4 LDFs were ‘grafted in’ and 14 new LDFs were created (Table – VIII). In cumulative terms, all 200 rayons had LDF in place by 2012 thereby the target was achieved in full.

Table –VIII: Formation and Grafting of LDFs*

| | 2011 | 2012 | | | | Sub-total | Total |
|------------------------|------|------|-----|-----|-----|-----------|-------|
| | | Q1 | Q2 | Q3 | Q4 | | |
| No. of partner rayons | 200 | - | - | - | - | - | 200 |
| LDF grafted from CBA-I | 96 | 1 | 3 | - | - | 4 | 100 |
| New LDF | 86 | 12 | 2 | - | - | 14 | 100 |
| No. of sittings held | 226 | 153 | 196 | 117 | 157 | 623 | 849 |

* Region-wise details in Annex – II (A), (B)

Box – 10: Nature and Scope of LDF

A 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. The LDF is also effective in resource mobilisation and in solving organizational issues facing the COs.

Usually a LDF consists of RSA and RC heads, heads of village/city councils, and

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

During the reporting period, 623 LDF sittings were held (849 in total since inception). Meetings were held 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. On an average three meetings were held per rayon during 2012, ranging from minimum of two to maximum 7 meetings (Table – IX). A higher frequency of meetings reflects the activeness of the local/regional partner and/or higher number of problems to be resolved or opportunities to be discussed.

Table – IX: Average No. of LDF Meeting Per Rayon (2012)

| 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|--------------------------------------|-------------------------------|---|-----------|
| ARC Chernivetska, Dnipropetrovska, Donetsk, Lvivska, Odeska, Ternopilska, Vinnytska, Volynska, Zakarpatska, Zaporizka, | Chernihivska, I-Frankivska, Khmelnytska, Kyivska, Luhanska Mykolaivska Zhytomyrska, | Cherkaska, Kirovohradska, Kharkivska | Khersonska Poltavska, Sumska, | - | Rivnenska |

Box – 11: Opinions of Authorities About Local Development Forums

“This project allows us to solve problems of the social sphere and helps our communities to become more proactive. Therefore, all rayon departments and services should work most efficiently and provide full support to the communities in the implementation of their initiatives”.

Yaroslav Stets, Head of Chortkivsky RSA, during LDF meeting

“Starting with the first sitting of LDF in the Novopskovskyi rayon, activists from the CO ‘Sukha Plotyna’ felt their significance. At the beginning the rayon authority planned to replace old windows in Novorozsoshnska village school. However, at a general community meeting it was decided that it was more important to insulate the ceiling, and to change the heating system in the school. We were surprised when head of rayon administration supported our idea, and helped us achieve this.”

O.Kotova, Head of CO ‘Sukha Plotyna’, Novorozsosh village, Novoprosvskyi rayon, Luhanska region.

“The sittings of the LDF are very important in order to support community initiatives. The ideas that were discussed and approved at an LDF sitting were usually included into program for economic and social development of the rayon, with allocation of finance resources from the local budget. In addition to this, we attempted to invite private entrepreneurs to start partnerships.”

V. Volchenko, Head of Department of Economy, Hadyatsk rayon state administration, Poltava region

“Village communities, at their meetings, must independently choose a problem they want to have solved with the help of our project and with our help, dear village heads. I am asking all representatives of local authorities not to interfere with the communities in making their decision”.

Leonid Zabela, Chairperson of Yemilchyne RSA in Zhytomyrska Oblast

“Recently our rayon established a Local Development Forum. We carefully prepared for its first session. Leaders of public organizations defended their micro projects and were able to ask questions to decision makers of rayon state administration seeking to receive answers and support. The attending leaders of COs and village heads also shared their experiences and reported back on their work. Problematic issues were resolved in the course of the meeting, co-financing for each of the four projects was planned. It did not matter that the LDF had met for the first

time, it is more important that it was effective”.

Olena Kuzmenko, focal point, Head of Finance Department at the Kirovohrad RSA, Kirovohrad Oblast
“Financial support provided by an international project in times of crisis, is doubtlessly important. Local communities do not have a lot of their own money, the rayons here are subsidized. However, the most important thing is that community participation is noticeable here.”

Vladimir Klychnikov, Member of the ARC Supreme Council, during a LDF meeting in Nyzhniogirsky rayon.
“At first I did not see a great need to hold Forum meetings; I considered that everything could be solved on a routine basis by addressing each to an individual specialist. And I recommended the heads of our village councils do so. However, as time passed, I realized that I was losing control on the situation when the requirements were changing, new legislative acts were approved, events occurred that could have negative consequences and that would be difficult to eliminate if they were not immediately rectified. It is necessary to discuss this experience, we must gather together and looking into each other`s eyes talk about problems and achievements”.

Vitaliy Oleksandrovych Yarmak, the Head of Novovorontsovsky RSA, Kherson region

3.3 Regional coordination council

During the first phase of CBA, 24 RCCs were established in 23 oblasts of Ukraine and in ARC to facilitate the implementation of CBA activities in the region. Since the same set of regional authorities were again the partner of CBA during the second phase, it was decided to resume the RCCs of CBA-I with appropriate reconstitution.

During the reporting period, 13 RCCs were grafted making it 24 since inception (Table – X). Grafting involved bringing on board only those members that were partners of CBA-II. Chernivetska oblast planned its first meeting to take place in 2013.

Table – X: Formation and Grafting of Regional Coordination Councils*

| | 2011 | 2012 | | | | | Total |
|---------------|------|------|----|----|----|-----------|-------|
| | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| RCC grafted | 11 | 10 | 1 | 1 | 1 | 13 | 24 |
| Sittings held | 11 | 11 | 9 | 8 | 12 | 40 | 51 |

* Region-wise details in Annex – II A and Annex – II B

The RCCs held 51 sittings during 2012. Most of the sittings held during the reporting period were focused on the following issues:

- Review the progress of micro-projects’ implementation;
- Involvement of OSA heads of departments into acceleration of MPP approval and implementation;
- Organization of CBA methodology replication;
- Participation in the Energy Efficiency and Rural Economic Development components.

It is expected that an RCC will meet twice a year in general. During 2012, an average RCC meeting was held two times per region but this ranged from 0 – 5 times (Table – XI). The level of activeness of regional authorities and the number of outstanding issues to be resolved were key factors determining the number of RCC meetings in the region. In many regions, the RCC was re-constituted during the second half of 2012. Only one meeting was needed to served requirements.

Box – 12: Nature and Scope of RCC

The Regional Coordination Council (RCC) is created at region level with an aim to coordinate and facilitate the financing of micro-projects. It serves to disseminate information about the Project among officials, monitor activities of the Project in the region and provide consultation on strategic issues regarding micro-projects’ implementation. The RCC is chaired by a deputy head of the oblast state administration or the deputy head of oblast council¹ and consists of representatives of rayon administration/council heads, appropriate departments of OSA/OC, selected village/city council heads, CO, NGO and the private sector.

Table – XI: Average No. of RCC Meeting by Region (2012)

| 0 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | | | | | |

¹ In case of ARC, the Republican Coordination Council is headed by speaker of Verkhovna Rada of ARC

| | | | | | |
|-----------------------------------|--|---|--|---|---------|
| Chernivetska (RCC not yet formed) | ARC Donetska, Kyivska, Khersonska, Mykolaivska Vinnytska, Zhytomyrska, | Chernihivska, Dnipropetrovska, Kharkivska Khmelnyska, Kharkivska Rivnenska Sumska, Ternopilska, Volynska, Zaporizka, | Cherkaska, I-Frankivska, Kirovohradska, Lvivska, Luhanska, Poltavska, Zakarpatska, | - | Odeska, |
|-----------------------------------|--|---|--|---|---------|



Meeting of Zaporizka regional coordination council



Regional coordination council in Cherkassy

Box- 13: Kherson Initiates the Practice of Holding RCC Meetings Outside Regional Capital

On 26 January, an RCC meeting of the Khersonska oblast was organized in the Hornostaiivskiy rayon to summarize the joint work on community development. Heads of all nine pilot rayons of the CBA participated in the council meeting. Opening the meeting, the Head of the oblast state administration Mr. Mykola Kostyak said: *"It is always easier to hold a meeting in the premises of an administration. However, this means we are further from people and don't see how they work and realize their dreams. Seeing with my own eyes, how interestingly this Project is developing in this rayon, I see the scope of holding our Regional coordination council meetings outside the regional capital, in the fields".*



Mr. Mykola Kostyak, Head of the oblast state administration and heads of the rayon state administrations during their community visits

3.4 Community Resource Centres

A Community Resource Centre is established by the partner rayon authorities and regional authorities. For this purpose, they provide the premises and appoint a liaison/ focal person. The CBA provides logistic facilities as necessary and trains the appointee. Resource centres are important in that they facilitate the functioning of the LDF and the RCC and support CBA (as well as non-CBA) communities in carrying out local development activities.

Box – 14: Nature and Scope of RCRC

A Rayon Community Resource Centre (RCRC) is created at rayon level under the direction of the RSA/RC leadership. The RSA focal person manages the RCRC, whose task is to coordinate and facilitate CBA implementation in the rayon. It collects, organizes and disseminates information about the CBA Project and other support programmes

- a) **Rayon resource centre:** In 2012, 30 rayon community resource centres were formed in eight oblasts (namely Chernivetska, Donetsk, Khmelnytska, Kirovohradska, Odeska, Sumska, Vinnytska, and Zakarpatska). Since inception, 200 rayon resource centres have been established or 'grafted' in pilot rayons (Table – XII). With this, the target of establishing rayon community resource centres was fully achieved.

relevant to local communities. It monitors the activity of the Project in the rayon and serves as the secretariat of the LDF. It organises training for local communities and local authorities and provides them all necessary 'backstopping'. It coordinates with the relevant departments of the rayon authorities, with local councils, with private sponsors and potential donors and ensures that COs in the rayon are able to function effectively.

Table – XII: Creation of Resource Centres*

| | Level of Resource Centre | Target | 2011 | 2012 | | | | | Total |
|---|------------------------------------|------------|------------|-----------|----------|----------|----------|-----------|------------|
| | | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | Regional Community Resource Centre | 23 | 23 | -- | - | - | - | - | 23 |
| 2 | Rayon Community Resource Centre | 200 | 170 | 22 | 5 | 3 | 0 | 30 | 200 |
| | Total | 223 | 193 | 22 | 5 | 3 | 0 | 30 | 223 |

* Region-wise details in Annex – II (A, B).

- b) **Regional Resource Centre:** 23 regional authorities continued with the Community Resource Centre (regional implementation unit) established during CBA-I (except in Kyiv and ARC, where the centres are located in CBA and UNDP Crimea sub-offices respectively). Some regions decided to move the Centre from outside to inside the administration or council buildings or related departments, while some regions added a number of rooms or allocated bigger spaces for their Centres. CBA provided additional logistics and facilities to the Centres as necessary.

Box – 15: Best Practice of RCRC: Bashtansky Rayon Community Resource Centre

In the 1st phase of CBA Project, Bashtansky rayon of Mykolaivska oblast was not selected to join the pilot. Nevertheless, the idea of mobilizing communities for cooperation with local government sounded very interesting to the authorities. They therefore decided to closely follow the process of CBA implementation and tried to replicate it. Thus, employees of rayon administration participated in CBA training and learned about CBA methodology. They formed 19 COs and established a LDF in late 2010.



Training at Bashtanka RCRC, Mykolaivska oblast

With a view to enhancing cooperation with organized communities and attracting more donors funding, an RCRC (official title - investment department) was created. It was staffed by four employees and UAH 110000 was allocated to equip it. According to Ivan Rubskyi, Head of Bashtanska RSA, within two years the investment has paid off with UAH 2 mln of investments for social projects having been secured.

In 2011, Bashtansky rayon was selected to become the pilot of CBA-II. The advanced position of the Bashtansky RCRC distinguished itself from other pilot rayons of CBA. In March – April 2012, during the training of representatives from 61 replication rayons, it was presented as a model of how to establish and run a resource centre.

Such an excellent example of an RCRC would not be possible without a visionary, strategic and action oriented leadership.

Box – 16: Shumsky Rayon Community Resource Centre, Ternopilka oblast

Shumsky rayon council took the decision on the 10th of January, 2012 to establish an RCRC in the framework of CBA implementation in the rayon for the period of 2012 to 2014. It allocated office premises and a budget

of UAH 5000 for purchasing a computer, a scanner, a printer and a copier.

Since then, the RCRC has been actively supporting implementation of CBA activities in the rayon and promotion of CBA methodology in non-CBA communities. It has carried out a substantial amount of information dissemination through various means including a newsletter, official websites and Facebook:

Facebook: <http://www.facebook.com/SumskijRajonnijResursnijCentrGromad>,

Official website of the Ternopilska OSA: <http://www.oda.te.gov.ua/shumska/ua/2622.htm>

Official website of Shumsky RSA: <http://www.shumsk.org.ua/xabitat/xabitat.html>

Newspaper "The News of Shumsky rayon" five articles (3 on front page) about communities activities

The Coordinator of the Shumsky Resource Centre has effectively managed regulation and replication of the COs and supported them in planning, micro-project proposal preparation and implementation. Besides CBA, the RCRC coordinates implementation of the UN-Habitat program.

Box – 17: Oblast Centre for Regional and Local Development Created in Cherkaska Oblast

Considering the fact that the terms and conditions in the MoU between UNDP and Cherkaska OSA for implementation of CBA, stipulates sustainability of the project, the oblast administration experts decided to look into the matter. Upon studying specifics of CBA/OIU activities as a Community Resource Centre, a conclusion was made that the OIU should continue to work as an Oblast Community Resource Centre after completion of the CBA-II Project. A decision was taken at the board meeting of the Oblast State Administration to extend the scope of OIU to cover all the rayons in the region. Respective accordingly, *Oblast Centre for Regional and Local Development* was established as a part of the administration's structure. A member of staff from the foreign relations department of the OSA was deputed as the head of the Centre, to manage the activities of the Centre.

With the support of the Centre, two rayons received grant assistance from the 'Kusanone' Programme of the Japanese Embassy in Ukraine and several communities received grants from the state fund for local self-government support. Many village councils that were not included in the CBA Project started to create and manage community organisations. The number of projects developed by community initiatives and submitted for contest-based funding to various charitable foundations and programmes, increased.

The Centre launched a course of lectures in "Community-Based Local Development" for village heads within the framework of professional development programme for staff members of bodies of local self-government. Together with CBA/CDO, officials of the Centre managed the implementation of the CBA component on replication of CBA methodology in four rayons of the Cherkaska Oblast. Experts were present at the Centre.

The OSA leadership evaluated highly the Centre's achievements and provided separate premises for it. Another decision was taken to employ a specialist to be in charge of implementation of the replication component, and to create a powerful information and methodical advisory Centre for the rayons.

On the 16th and 17th of January 2012, Cherkaska OSA undertook monitoring visits to all the nine RCRCs in the oblast. The specially created commission was composed of representatives of the oblast state administration, the oblast council, CBA regional coordinators and independent experts. Effectiveness of the RCRCs was assessed in the light of (a) institutional capacity, (b) efficiency of work, (c) communication activities, (d) activities beyond the scope of cooperation with the CBA. According to the mission's conclusions, the RCRC of Zvenihorodskyi rayon was found to be the best followed by the RCRCs of Smilyanskyi and Shpolyanskyi rayons.

Box – 18: Opinions About Rayon Community Resource Centres

"Certainly Milovsky Resource Centre, headed by Svitlana Kozhokar, was necessary to coordinate the work of all communities living on the territory of the Milovsky rayon. This was the first authority we applied to for help. Svitlana Oleksandrivna, despite her large workload, always helped us to find the right solution. During our work with the Resource Centre there was not once a refusal to lend advice or assistance in the preparation of documents and problem solving."

L. M. Kyslytsyna, the secretary of CO "Maybutnie Milovschyny", Luhanska region

"Oleksandrivsky Rayon Resource Centres provided us with assistance in finding new partners for the implementation of our initiatives. By using the resource centre we had the chance to become acquainted with the experience of communities not only of our rayon, but also of other rayons and the whole Ukraine."

V. Oleksiyyenko, the treasurer of CO, Kirovohrad region

"The Rayon Community Resource Centre has helped greatly with our communities in the implementation of micro-projects. Also, if I have an idea related to the implementation of community initiatives, I can go to the rayon community resource centre and discuss it. The rayon authorities are interested in projects and programs and will help in the locating of the specific department or person who is responsible for the solving of such questions. The rayon community resource centre helps to establish such cooperation."

B. Boychuk, the Head of Debeslavtsivsky village council, Ivano-Frankivsk region

"The Community Resource Centre of Artemivsk rayon organizes workshops, seminars, training for COs, initiative groups, and representatives of the local councils on planning, coordination, implementation and monitoring of the COs' activities at the rayon level. It also provides consulting services to the local communities for the establishment and operation of community organisation and the implementation of social initiatives and provides ties with donor organisations and foundations."

Maryna Yuhno, Head of economic department of Artemivsky rayon state administration, Donetska oblast

Due to the work of RCRC the activists of the COs have the opportunity to participate in competitions or micro-projects and get acquainted with the documentation and legislation that regulates the work of the sector. The main objective is dissemination of experience and good practice."

Vitaly Kuruch, head of economic department of Bolgradsk rayon state administration, Odeska oblast

Chapter IV

CAPACITY BUILDING

In the CBA Project, capacity building involves such activities as training, exposure visits and other techniques utilized for skill enhancement. The purpose is to enable local communities, local authorities and other partners to adopt and practice CBA methodology. To this end, the Project aims to train 16,000 representatives of COs and 2,000 officials from state and elected authorities and build a capacity of 100 community resource centres.

By end of 2012, 7171 representatives of COs and 2,282 officials from state and elected authorities were trained by the Project. The logistic capacity of 98 resource centres was enhanced. Details on capacity building activities are detailed below:

4.1 Preparation of Training Materials

Training materials are a pre-requisite for successful training. From the outset of CBA-II, training materials were developed in the form of manuals, guidelines and videos (Box - 19).

During 2012, manuals on the energy efficiency component and on rural economic development were devised, field-tested, finalized, published and distributed among partners and stakeholders. Also, a video on cooperative development was prepared, field-tested, finalised and disseminated to pilot regions. Financial manuals for COs (developed in 2011) went through field-test, finalization and publication in 2012. Posters were prepared, published and disseminated for mass awareness of the principles and the methodology of CBA. Manuals can be downloaded from <http://cba.org.ua/library/documents?lang=ua>.



Manuals on energy efficiency, financial management and RED

Box - 19: Key Manuals of CBA-II

- *Financial manual* (2012) – to train COs how to maintain accounts and prepare reports to donors;
- *Energy efficiency manual* (2012) - for COs and CBA teams in the regions. It deals with types of technology and renewable energy sources; and procedure of micro-project implementation under the CBA support structure;
- *Rural economic development manual* (2012) - for COs and CBA teams in the regions. It provides procedures for developing agricultural service cooperatives and procedures for implementing economic activities under CBA guidelines;
- *Developing Agricultural Service Cooperative* (2012) – video film for community members and the CBA team;
- *Accounting manual* (2012/13) - for cooperatives to learn how to maintain accounts within the framework of CBA;
- *Business planning manual* (2012/13) – for cooperatives and the CBA team. A ‘how to’ guide for preparing business proposals;
- *Operational manual* (2011) - includes detail descriptions on CBA methodology, policies and procedures intended for CBA staff and focal persons;
- *CO manual* (2011) - describes procedures to be followed by community members on CO development, planning, undertaking of priorities and sustainability of efforts;
- *Technical manual* (2011) - describes the process of micro-project implementation, sets a list of all necessary steps to be made by the CO to successfully realize micro-projects;
- *Manual for participatory assessment* (2011) - an instruction for community organizations on how to conduct participatory assessment of a CO;

- *Visibility guidelines* (2011) - an instruction on visibility for project personnel developed to ensure appropriate presentation of support provided by EU/Ukraine and UNDP/Ukraine to the CBA Project;

4.2 Training for COs' and Representatives of Rayon/Regional Authorities

a) Training for COs and state/elected officials

In the reporting period, 639 training sessions were conducted in 24 oblasts and ARCs by RIUs for 3373 CO executives and 1105 representatives of local authorities. Key topics of training included: accounting, planning, MP preparation and implementation, PAS and public audit. RIUs also organised special events (roundtables, trainings etc.) for raising awareness of stakeholders in the region (Box - 20). Since inception, 7171 CO-executives and 2282 representatives of local governments were trained through 1276 training sessions held since 2011 (Table – XIII).

Table – XIII: Trainings Organised in 2012*

| S N | Participants | No. of training sessions held | | | | | | | Persons trained ⁺ | | | | | | |
|--------|---|-------------------------------|------|-----|-----|----|-------|-------|------------------------------|------|-----|-----|-----|-------|------|
| | | 2011 | 2012 | | | | | Total | 2011 | 2012 | | | | Total | |
| | | | Q1 | Q2 | Q3 | Q4 | Sub-T | | | Q1 | Q2 | Q3 | Q4 | | S-T |
| 1 | CO executives | | | | | | | | 3795 | 1692 | 706 | 682 | 296 | 3376 | 7171 |
| 2 | Officials of rayon/regional authorities | 637 | 282 | 144 | 136 | 77 | 639 | 1276 | 1177 | 566 | 267 | 186 | 86 | 1105 | 2282 |
| 3 | CBA-II Project personnel | 1 | - | 1 | - | | 1 | 2 | 70 | - | 70 | - | - | 70 | 70 |
| 4 | Regional/rayon focal persons | 10 | 3 | 1 | - | - | 4 | 14 | 220 | 65 | 10 | - | - | 75 | 295 |

* Region-wise details in Annex – IV (A) (B); ⁺ Data without repetition. With repetition: CO-executives 16,934 and local authorities – 5,035

b) Training for CBA staff and state/elected officials

The following training sessions were organized during 2012 by CBA/PMU for CBA staff and local authorities:

- **Training on the energy efficiency component**

Training was held in Kyiv on the 12th to the 14th of July for six CDOs and six representatives of OSAs/OCs (coordinators of the energy efficiency component in their regions). Similarly, training on energy efficiency was conducted in Cherkassy on the 11th of December and Khmelnytsky on the 17th of December respectively. Details on training are available in Chapter - VIII

- **Trainings on economic component**

Training was organized on how to implement rural economic development in the framework of CBA-II during 10-12 July 2012 in Kyiv. Seven representatives of OSA/OC coordinating RED component participated in this training along with 7 CDOs from the respective regions. Upon the training, the participants initiated RED activity in their regions. A follow up training was held during 17-18 December 2012 in Kyiv for the same set of participants to train them in subsequent round of implementation activities. Details on training are available in Chapter- VII

- **Cluster training on methodology replication**

In 2012, four cluster training sessions were organized for over 75 focal persons from oblasts and rayons selected for partnerships with CBA within its replication component. The training agenda included an overview of theoretical and practical aspects of social mobilization, micro-project cycles, monitoring and evaluation and instruments of public relations. Participants also learnt about the mechanisms of joint planning and the role of each of the structures created for this purpose: LDF and RCC. Each training session included a visit to a community, allowing focal persons to meet with organizations that already had accomplished several projects and witness their results. Visits to exemplary Rayon Community Resource Centres demonstrated best practices of RCRC work, and inspired each rayon focal person to create a vision of their future RCRC.

- **Cluster training financial management of CO**

On the 19th to the 22nd of August, cluster training on financial management of the CO was organized in Lviv for seventeen CO representatives, coordinators of rayon community resource centres and CDOs of Lvivska, Rivnenska, Volynska, Khmelnytska and Ternopil'ska oblasts. The objective of the training was:

- to eliminate the major issues of finance management for CO economic activity on a yearly basis through analysis of registration documents, financial statements and tax reports, income & expenditures budgeting with data on MPP implementation.
- to clarify and eliminate weak points and recurrent failures within tranche reports on MPP implementation.
- to strengthen potential cooperation between COs and representatives of RCRC / authorities;

In addition to the theoretical part and the question & answer session, practical work was organized in the field: the group visited CO 'Novy obriy' and studied their financial management and documentation.

c) Equipping Community Resource Centres for effectiveness

In a bid to enhance the capacity of resource centres, the CBA Project provided grant support for equipment (e.g. computer, printer, camera, projector, copier etc.), furniture (book shelves, chairs, tables etc.), visual aids (e.g. screen, display board, flags etc.) and minor repairs of the premises. In the case of the Rayon Resource Centres, support was provided on a competition basis whilst Regional Resource Centres received support on case by case basis.

All regional authorities were invited in June 2012 to participate in the competition for enhancing the capacity of Rayon Resource Centres in their regions. The Key criteria of the competition included:

- Availability of premises for RCRC
- Availability of delegated staff to manage the resource centre
- Provision of logistic support to the resource centre by the rayon authority
- No. of communities in the rayon that implemented micro-projects
- Resource centre conduct training on project implementation
- Provision of technical, financial, administrative support by the rayon authority to communities

This support was available for both regular as well replication rayons but not for those rayons which received this award in 2010 (i.e. during first phase of CBA). All regions participated in the competition/tender. In total 180 rayon authorities applied for support. Of this number 73 received an award (Table - XIV) and utilised the support. By December 2012 this was equal to UAH 580,678 (\$ 72,584) with an average of UAH 23,227 (\$2,903) per award. Most regions received awards for 2-5 resource centres (Annex - V). In addition all 25 regional resource centres received capacity enhancement support over the 2011-12 period which totaled UAH 402,155 (\$ 50,271) with an average of UAH 16,086 (\$ 2,011).

Thus, 98 % of the target was achieved by end of 2012.

Table – XIV: Resource Centre Support in 2012*

| | Regular | Replication | Total |
|-----------------------------------|----------------|--------------------|--------------|
| Total rayons | 200 | 61 | 261 |
| Rayon participated in competition | 140 | 40 | 180 |
| Rayon won the competition | 63 | 10 | 73 |
| Total amount of award (UAH) | | | 580,678 |
| Support to 25 Regional CRCs (UAH) | | | 402,155 |

* Region-wise details in Annex – V



Example of an information board in a Rayon Community Resource Centre



Workstation equipment in Svalyavskiy Rayon Community Resource Centre, Zakarpatska oblast

Box – 20: Creative Training Activities

a) Creative workshops in Donetsk Oblast

The 'CBA II Creative Workshops' was launched in 2012 by the Donetsk Oblast Implementation Unit for representatives of communities. The main aim of this initiative was to 'hear, share and adopt' positive practical experience on local development from the source: demonstration CO, demonstration village and demonstration Rayon Community Resource Centres. In selecting participants for the workshop, the main criteria were willingness and ability to implement the knowledge gained in their community. The specific objectives of the Workshop was:

- To keep abreast of innovations occurring in communities in the course of the CBA-II implementation
- To train communities and rayons to analyse, generalize, disseminate and present their best practices
- To create a network of Donetsk oblast communities and rural RCRCs on Facebook

In the frame of the 'CBA II Creative Workshops' three rounds of workshops and practical seminars were held during 2012. The seminar participants reviewed criteria of RCRC quality work in the CBA II Project, conditions of RCRC competition, analysed intermediate results of project implementation in main and replication rayons in Donetsk oblast, budget cost sharing issues, EE and RED components peculiarities. Useful recommendations were received as a result of the Workshops.

It is planned to continue the 'Creative Workshop' in 2013 as well.

b) Creative training in Cherkaska Oblast

In February 2012, the Cherkaska regional centre for re-training of public servants and employees of local governments introduced a course 'Sustainable Development of Rural Communities' and invited CBA regional coordinators to teach practical aspects of community mobilization and local development. The cycle of twenty seminars was completed by the end of April 2012 with the participation of village council heads. CBA manuals were used as training materials.

Box – 21: Opinions of Training Participants

"We especially appreciate project's training sessions, which presented complex issues in a simple, accessible and understandable way for every village resident."

Vadym Gorpnych, Head of the CO 'Zubkivchany' in the village of Zubkovychi, Olevsk rayon, Zhytomyrska Oblast.

"I am grateful to you for your invitation to attend the first training session on CO management for representatives of the Rayon Department of Justice and the state registrar - it considerably accelerated some of our actions on registration of public organizations."

Yuri Prokopets - village head of the Sinhurivka village, council Zhytomyrska rayon

"The most important thing for us are the skills and knowledge that enable us to work together in the future, to unite people around different issues"

A.D. Kryzhanovska, head of the 'Oberig Katerynky' CO, Mykolaivska oblast

Chapter V

COMMUNITY PROJECTS

The implementation of community (micro) projects is a practical tool that leads to improvement in living conditions, strengthening of participatory governance and enhancement of energy efficiency. In general each CBA-community receives at least one opportunity to undertake a micro-project. CBA supports implementation of local priorities termed as community 'micro-projects' through small grants.

The target of CBA-II is to support 600 standard micro-projects (and 300 energy efficiency micro-projects). By 2012, CBA supported the implementation of 847 standard micro-projects (including 68 replication MPs) thereby meeting its target in full.

Key steps required to accomplish the implementation of community projects include:

- community planning,
- mainstreaming of plans,
- approval of micro-project proposal,
- implementation of micro-project,
- sustainability of the resulting object

Details of each step are given hereunder.

5.1 Community Planning

Upon the creation of a community organization and gaining maturity to manage the CO, community members prioritize village problems that they want to solve. Through dialogue, CO-members are familiarized with the needs and the process of participatory planning and bottom-up planning processes. Then the CO-members identify their development needs, set priorities and prepare a community development plan (CDP). The CDP is in the form of a conceptual proposition and it contains 1-5 or even more development priorities set by the community.

Box - 22: Dynamics of Community Planning

Community planning is a complex phenomenon. A community faces several development challenges which affect the population with varying intensity. As a result, it is difficult to converge the interest of the community members to a particular order of priority. In addition to this vested interests and personality clashes among individuals and hopes for possible support from external sponsors also influences priority setting. Often the planning sessions are witness to tense and difficult negotiations.

Under the framework of CBA, the priority of identified plans is set by the CO-members based on such criteria as *intensity* of need (80% or more households must feel it is a priority), *achievability* (is the plan simple enough to be implemented by the community on its own or with external support such as local government, private sponsor, donor agencies), *sustainability* (the beneficiary community should be able to sustain the object/services created under support of the Project). This arrangement has found to be effective in getting people to reach consensus.

Communities follow various techniques, suited to them, for collecting development problems from individual members and gaining a consensus to prioritize needs.

In the reporting period 320 COs developed their community development plans. Total CDP since inception reached 836 indicating that all COs had prepared their development plan by 2012 (Table – XV).

Table – XV: Community Development Plans*

| S N | Details | Unit | 2011 | 2012 | | | | Subtotal | Total |
|--------|------------------------------|------|------|------|------|------|----|----------|-------|
| | | | | Q1 | Q2 | Q3 | Q4 | | |
| 1 | CDPs prepared/granted | No. | 516 | 150 | 105 | 63 | 2 | 320 | 836 |
| 2 | Sectorial nature of priority | | | | | | | | |
| | <i>Energy saving</i> | % | 76.1 | 74.0 | 74.6 | 75.0 | - | 75.3 | 76.3 |
| | <i>Water supply</i> | % | 13.4 | 9.1 | 6.3 | 4.0 | - | 0.6 | 11.1 |
| | <i>Health</i> | % | 9.1 | 16.9 | 19.0 | 21.0 | - | 18.7 | 11.8 |

| | | | | | | | | | |
|--|-------------|---|-----|-----|-----|-----|---|-----|-----|
| | Environment | % | 1.4 | 0.0 | 0.0 | 0.0 | - | 0.0 | 0.8 |
|--|-------------|---|-----|-----|-----|-----|---|-----|-----|

* Region-wise details in Annex – VI

The majority of problems prioritized by the COs are devoted to energy saving (replacement of windows and doors; replacement or repair of heating systems; repair of roof and façade; street lighting, etc.) – 76.3 %, followed by health care (repair of health centres, medical equipment purchase etc.) – 11.8%, and water supply (repair or renovation of water supply systems) – 11.1% and 0.8% for the environment.



Community planning in Lyubomylskyi rayon, Volynska oblast. Community members fill in questionnaires listing the most important problems in their village. Questionnaires are summarized to show the ranking of priorities for CO activities, and are shaped into a Community Development Plan

Box – 23: Opinions of Authorities About Cooperation With CBA

"Due to participation in the CBA Project, the level of people`s trust in local authorities has increased".

Volodymyr Rudenko, the Head of Krasnoarmiyska rayon state administration, Donetsk region

"The advantage of this project is that the community coordinates and defines the priority areas of project implementation for the improvement of the socio-cultural conditions of the territory."

Oleksandr Krynytskyi, the Head of Dolynska rayon state administration, Ivano-Frankivsk region

"Participation in such projects is important for the rayon as it significantly reduces the load of the district budget and successfully resolves important social problems of the rayon."

Volodymyr Lutskiy, the Head of Dolynska rayon council, Ivano-Frankivsk region

5.2 Mainstreaming of Community Plans

A Community Development Plan must get mainstreamed into the local development plan for it to be effective. To this end, the CO shares its CDP with its local council and after any necessary consideration gets formal/informal approval. Upon approval from village/city councils, the CDP is submitted to the LDF for review and approval. CDPs from various communities are debated at the LDF meeting and the most appropriate plans are approved along with recommendations for rayon budget allocation. Other agencies (such as CBA) present in the LDF meeting also commit their contribution to the approved plan.

In 2012, village and city councils approved 347 CDPs (total 829/836 since inception) and LDFs approved 489 CDPs (810/829, since inception). Such approval ensures that the priorities of the communities are accepted by the authorities in the framework of their regular development plan or plan for subsequent year. This acceptance opens door for the allocation of budget for implementation of the plans in the form of micro-projects.

Table – XVI: Community Development Plans*

| S N | Details | Unit | 2011 | 2012 | | | | Subtotal | Total |
|--------|---------|------|------|------|----|----|----|----------|-------|
| | | | | Q1 | Q2 | Q3 | Q4 | | |
| | | | | | | | | | |

| | | | | | | | | | |
|---|------------------------|-----|-----|-----|-----|----|----|-----|-----|
| 3 | CDPs approved at VC/CC | No. | 482 | 144 | 163 | 28 | 12 | 347 | 829 |
| 4 | CDPs approved at LDF | No. | 321 | 175 | 169 | 76 | 69 | 489 | 810 |

* Region-wise details in Annex – VI

To accommodate community priorities, the majority of partner rayon authorities (134/200) and regional authorities (14/25) designed short to medium term special support programmes suitable for co-financing of community initiatives and gained approval by their respective councils (Table XVII). This demonstrates sound evidence of support by the authorities to CBA methodology and the possibility of their continued support to community plans in the future.

Table – XVII: Support Programme of Regional and Rayon Authorities

| SN | Region | Soc-Econ Prog | | Period Years | Concrete Budget (UAH million) | | Implicit Budget % of MP-cost |
|----|-----------------|---------------|------------|-----------------|----------------------------------|-------------|------------------------------------|
| | | Region | Rayon | | Region | Rayon | |
| 1 | ARC | 0 | 8 | 1 | 0 | 1.8 | |
| 2 | Cherkaska | 1 | 9 | 1-3 | 0 | 0 | 10-90% |
| 3 | Chernihivska | 0 | 6 | 1 | 0 | 1.2 | broad |
| 4 | Chernivetska | 0 | 6 | 1 | 0 | 2 | |
| 5 | Dnipropetrovska | 1 | 9 | 1-4 | 5 | 1.5 | |
| 6 | Donetska | 0 | 5 | 1 | 0 | 0.9 | |
| 7 | I-Frankivska | 0 | 0 | 0 | 0 | 0 | |
| 8 | Kharkivska | 1 | 6 | 1-4 | 0.3 | 0 | 10-35% |
| 9 | Khersonska | 1 | 0 | 4 | 0 | 0 | broad |
| 10 | Khmelnitska | 1 | 8 | 1-4 | 1.4 | 0 | % |
| 11 | Kirovohradska | 1 | 8 | 1-4 | 0 | 3 | % |
| 12 | Kyivska | 0 | 0 | 0 | 0 | 0 | |
| 13 | Luhanska | 1 | 0 | 1-4 | 7 | 0 | % |
| 14 | Lvivska | 0 | 0 | 0 | 0 | 0 | |
| 15 | Mykolaivska | 1 | 5 | 1-3 | 0 | 1.5 | % |
| 16 | Odeska | 1 | 8 | 1-4 | 0.5 | 3 | |
| 17 | Poltavska | 1 | 8 | 4 | 1.9 | 1.5 | |
| 18 | Rivnenska | 0 | 6 | 1-2 | 0 | 0.9 | |
| 19 | Sumska | 1 | 9 | 2 | 0 | 3.3 | % |
| 20 | Ternopil'ska | 0 | 10 | 1-3 | 0 | 2 | |
| 21 | Vinnitska | 1 | 6 | 1-2 | 0.4 | 0 | % |
| 22 | Volyn'ska | 1 | 9 | 1 | 1.5 | 1.5 | |
| 23 | Zakarpatska | 0 | 8 | 1 | 0 | 2.6 | |
| 24 | Zaporizka | 1 | 0 | 4 | 0 | 0 | % |
| 25 | Zhytomyrska | 0 | 0 | 0 | 0 | 0 | |
| | Total | 14 | 134 | | 18.0 | 26.7 | |

Box – 24: Opinions of Oblast Authorities on Cooperation With CBA Project

"At the last session of the Regional Council, we adopted a new target program 'Community-Based Approach to Local Development' for the years 2012 to 2015. The Oblast budget alone allocated UAH 850 thousand for the program this year".

Oleksandr Klepakov, First Deputy Chairperson of Zaporizka Oblast Council

"My personal ten-year experience of project management suggests that not everyone understands how to plan, prepare programs, execute documents, but now in the Oblast there are communities that have overcome these difficulties, where people have gained self-confidence. Community members now own and control expenditure of funds with confidence."

Petro Goncharuk, Deputy Chairperson of Zaporizka Oblast State Administration

5.3 Approval of Micro-project Proposals

Approval of micro-projects involves (a) preparation of micro-project proposal (MPP) by the CO and submission to RIU, (b) review of MPP by CDO and submission to PMU; (c) appraisal of the MPP by engineers and institutional experts of the PMU and (d) approval of the MPP by the MPP-selection committee.

In general an MPP includes an application form, technical document, cost estimation commitment letters from co-financing agencies, protocol of the CO, protocol of the LDF, COs' bank account information, the CO's registration certificate and so on.



Preparation of MPP, Rivnenska oblast

In 2012, COs prepared 669 micro-projects proposals submitted to PMU. PMU appraised 669 MPPs. Of them, 667 micro-project proposals were approved by the MPP selection committee for funding and 752 MPPs were funded upon the signing of grant agreements with COs and the release of the first tranche (Table – XVIII).

In total, as of the end of 2012, 779 micro-project proposals were approved for funding. With this, the target of micro-projects was surpassed to the level of 130%.

Table – XVIII: Approval of Micro-Projects*

| | Activity | 2011 | 2012 | | | | | Total |
|---|---|------|------|-----|-----|----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | MP Proposal prepared by COs | 117 | 194 | 320 | 119 | 36 | 669 | 786 |
| 2 | MPPs Approved by CBA | 112 | 116 | 318 | 189 | 44 | 667 | 779 |
| 3 | MPPs funded by CBA (1 st tranches) | 89 | 69 | 176 | 335 | 83 | 663 | 752 |

* Region-wise details are given in Annex – VII A and Annex – VII B

The approved micro-projects showed strong inclination by the communities to address energy saving/energy efficiency problems (Box–25). As seen in Table – XVIII, of 779 micro-projects approved over the 2011–12 period, 77.8% belonged to this sector followed by health (10.9%), water supply (10.7%) and the environment (0.6%).

On average a micro-project costs UAH 175,224 (about US \$ 21,900). Of the UAH 136.2 million (the total cost of 779 micro-projects) 7.5% was shared by the beneficiary community, 48.3% was shared from government budget, 1.8% comes from private sponsors and 42.4% was shared by the CBA Project. High levels of willingness and commitment among local stakeholders towards joint implementation of micro-projects is reflected in the fact that they contributed more than expected to considering the cost sharing norm of the CBA Project (Table – XIX).

Table – XIX: Distribution of Cost, Sector and Benefit of Approved MPPs*

| Description | Unit | 2011 | 2012 | Total |
|-------------------------------------|---------|---------|---------|---------|
| Sectorial distribution | | | | |
| <i>Energy efficiency</i> | % | 85.7 | 76.4 | 77.8 |
| <i>Water supply</i> | % | 5.4 | 11.5 | 10.7 |
| <i>Health posts</i> | % | 8.0 | 11.4 | 10.9 |
| <i>Environment</i> | % | 0.9 | 0.7 | 0.6 |
| Cost distribution | | | | |
| Total cost of MPPs | UAH mln | 20.4 | 115.8 | 136.2 |
| <i>Shared by COs</i> | % | 8.2 | 7.3 | 7.5 |
| <i>Shared by VC/CC</i> | % | 17.4 | 12.4 | 13.2 |
| <i>Shared by rayon authority</i> | % | 30.6 | 32.0 | 31.7 |
| <i>Shared by regional authority</i> | % | 1.4 | 3.8 | 3.4 |
| <i>Shared by CBA</i> | % | 40.4 | 42.8 | 42.4 |
| <i>Shared by private sponsors</i> | % | 2.0 | 1.7 | 1.8 |
| Beneficiary distribution | | | | |
| Beneficiary population | No. | 146,704 | 749,748 | 896,452 |
| Institutional beneficiary | No. | 112 | 667 | 779 |
| <i>School/kindergarten (cum.)</i> | % | 73.1 | 65.4 | 66.6 |
| <i>Health post (cum.)</i> | % | 9 | 11.7 | 11.3 |

| | | | | |
|--------------------------|---|------|------|------|
| Local communities (cum.) | % | 17.9 | 22.9 | 22.1 |
|--------------------------|---|------|------|------|

* Details in Annex – VII A, B

It is estimated that 891,000 men, women and children would benefit directly or indirectly from 779 approved micro-projects (1,143 persons/project in average). In terms of institutional beneficiaries, schools and kindergartens top the list with two third of all micro-projects in their support, followed by communities (for street lighting, water supply, waste disposal etc.) and health centres (Table – XIX).

Benefits includes –

- Warm classrooms for children (i.e. an improved learning environment),
- Better living condition through an improved health service, quality water supply and better sewerage/waste disposal;
- An average saving of UAH 19,888 per year/micro-project is expected to take place through increased energy efficiency and/or reduced energy consumption;
- Employment generation due to the investment made through micro-projects;
- Communities learn planning skills and undertake initiatives in a sustainable manner;
- Improved relationships between residents and local authorities;
- Process of participatory governance, transparency and accountability strengthened.

Box – 25: Significant Gain From Energy Saving and Energy Efficiency

A random sample of 250 energy saving/efficiency MPPs was reviewed in light of the amount saved through increased energy efficiency and/or reduced energy consumption. Analysis of the 'saving' estimated by the COs in their MPPs showed that on average UAH 19,888 is saved per micro-project per heating season. Considering 606 energy micro-projects (77.8% of 779 micro-projects) approved by CBA as of 2012, a total saving of UAH 12 million can be expected per season. This saving may be considered as a strong incentive to invest in energy sector.

A brief analysis of the saving data is as follows:

| SN | No. of MP | Range of Saving | Av. Saving |
|--------------|------------|------------------|---------------|
| 1 | 8 | 70000 - 145000 | 94245 |
| 2 | 5 | 60000 - 70000 | 64589 |
| 3 | 7 | 50000 - 60000 | 56087 |
| 4 | 18 | 40000 - 50000 | 44204 |
| 6 | 20 | 30000 - 40000 | 35394 |
| 7 | 30 | 20000 - 30000 | 25488 |
| 8 | 44 | 10000 - 20000 | 14474 |
| 9 | 118 | 500 - 10000 | 4951 |
| Total | 250 | 4,972,037 | 19,888 |

Problems and solutions

The procedure of MPP preparation took longer than expected. This is related to the changes introduced in Ukrainian legislation. According to Article 31 of the Law 'On regulation of city construction' and Regulation #560 of the Cabinet of Ministers' (dated 11.05.2012) on expertise of construction projects, projects related to construction of new buildings, repair and renovation should undergo an 'expert review'. The time frame of the review of the project documentation can be as long as 30 days, and the review budget/cost estimate of the project up to 15 days. If amendments are recommended to the project proposal, it has to undergo another round of reviews. The time frame of the second review may take another 15 days. Therefore, in cases where micro-project proposals had to undergo several rounds of review, the process was often delayed.

Furthermore, budgetary constraints occurred due to the national election and caused delays in initiation and implementation of micro-project as the local authorities found it difficult to commit and provide resources under the cost sharing arrangement.

Two main factors influenced successful solutions to the problem:

- Strong support from local/regional authorities;
- Effective roles of the LDFs and the RCCs where the issues discussed and solutions sought. Relevant departments were instructed by the leadership to facilitate the MP-approval process.

Representatives of the state committee on architecture and building was invited to RCC sittings where they got full information about the Project and adopted simplified procedures and document requirements for processing of proposals submitted by COs.

5.4 Implementation of Micro-project

Following the approval of a micro-project proposal, grant agreements were signed in an environment of transparency so that the CO-members, local government, media and other stakeholders learned of the micro-project implementation.

Upon signing of grant agreements, the first tranche was released to enable COs to initiate MP implementation. The

amount of the first tranche is often 20% of CBA's share in the MP-cost followed by 70% of the share as the 2nd tranche and 10% of the share as the 3rd tranche. Each tranche is linked to concrete results. Three tranches facilitate the step by step completion of tasks and proper reporting and monitoring. The 2nd and 3rd tranches are released only upon completion of the tasks set out in the previous tranche.

During 2012, 663 micro-projects got into the implementation process upon release of first tranche (Table – XX).

Table – XX: Initiation of Micro-Project Implementation*

| | Activity | 2011 | 2012 | | | | Sub-total | Total |
|---|---|------|------|-----|-----|----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| 3 | MPPs funded by CBA (1 st tranches) | 89 | 69 | 176 | 335 | 83 | 663 | 752 |

Following the release of the first tranche, the COs start preparation for implementation. They form a functional group (to implement the micro-project) and a tender committee (to identify and recommend potential contractors to the CO). Also, a quality supervision committee is set up to monitor the works.



Training on micro-project implementation, Skolivskiyi rayon (Lvivska oblast)

Training was provided to each functional group on how to implement micro-projects with due diligence to ensure the intended quantity and quality of results. They were familiarised with the key steps of implementation such as tendering, selection of contractor, financial management and reporting, supervision systems, public auditing, commissioning and handover and sustainability of results. Training was provided in piecemeal in line with the stage of implementation.

Accordingly, the COs announce tenders for the selection of contractors. In general, announcements were made in local and regional newspapers by the COs. Where possible, the websites of the rayon and regional partners and CBA websites also posted the announcements.

Box - 26: Public Audit of Micro-projects

Upon completion of the project, the CO organises a public audit of the sub-project. Public auditing is a process during which the CO members assess the performance of their executives and the functional group. It involves general members, VC/CC officials, contractor, OIU team, and media. During the meeting the functional group presents a final progress report to the CO. The CO members are invited to inspect the quality of physical output of the sub-project and financial transactions. They can receive clarification on queries and make suggestions. Upon finding it satisfactory, the CO makes a 'public clearance' of the tasks accomplished. The clearance is recorded in the minutes and signed by all the beneficiaries. Public audit promotes transparency, accountability and local ownership over the resulting object.

The best bid was chosen by the COs and contracts signed between the COs and the winning contractors for implementation of the micro-project.

As the implementation proceeded, the quality supervision committee monitored the work from time to time.

Based the completion of work, reporting and verification, the subsequent tranche was released. The second tranche was released after

utilisation of the first tranche and receipt of reports on validation of the task completion and utilisation of first tranche. Third tranche was released after full completion of work and full utilisation of the 2nd tranche.



Tender opening in Akimovka village, ARC (left) and Ptycha Community Organization, Rivnenska oblast

Among 779 micro-projects initiated by end of 2012, 445 were completed. Besides, monitoring from the quality supervision committee from time to time, 348 events of public audit were conducted during the year in participation of 36`239 CO-members and 962 representatives of local authorities to verify the quantity and quality of works done and resources utilised.

Table – XXI: Post-micro project-completion Activities*

| | Activity | 2011 | 2012 | | | | | Total |
|---|---------------------------|------|------|----|-----|-----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | MPs completed (work done) | - | 12 | 37 | 150 | 246 | 445 | 445 |
| 2 | Public audit conducted | - | 6 | 28 | 123 | 191 | 348 | 348 |

* Region-wise details are given in Annex – VIII



Quality supervision committee in Dubensky rayon (Rivnenska oblast) checks the process of water supply project implementation

The role of the quality supervision committee (Box – 27) and that of public auditing (Box – 28) was highly appreciated by the authorities and community members. They paved the way for enhanced transparency and accountability.

Problems and solutions

The nature of micro-projects vary from technically simple to complex. Implementation requires multi-stakeholder coordination and cost-sharing from multi-agencies, which operate in the institutional/financial environment of their own. Thus, the MP implementation posed several challenges such as -

- Tender process of some COs was temporarily affected by lack of an adequate bidder and conflict during tender finalization, thus, leading to such action as cancellation (and re-announcement) of tender; review of tender results and even black-listing of the bidder;
- COs were expected to follow UNDP-financial procedures (when utilising grant funding) while national financial procedures were to be followed in cases of budgetary fund utilisation. The account keeping and reporting task of the COs often became difficult. A series of training and backstopping was arranged from the CBA to enhance the skills of the COs;

- New legislation introduced from January 2012, stipulated that licensed contractors only were eligible to undertake construction tasks. This affected all the micro projects that aimed to carry out construction. Without a license, a contractor was not permitted to work on a construction project even if they had previously won the tender bid. There was a severe scarcity of licensed contractors in the regions. Many of the existing contractors applied for licenses but found that the pace of issuing these from relevant agency was very slow.
- Due to the shortage of licensed contractors, a few contractors won several bids within and outside of their region. They started work on several sites simultaneously using their own minimal capital and the first tranche released from the CBA. But as their capital was exhausted the work stopped or got delayed. These contractors became unable to start any more work unless they received payment in advance. This specifically affected the part of the micro-project pertaining to budget responsibility. Due to financial constraints, budgetary funds assigned to development purposes, remained blocked for a large part of the year.
- Financially strong contractors opted to continue and complete their work in full based on an understanding with authorities (that they would be reimbursed upon receipt of next budget). The Project continued with its part of support on the basis of guarantee from the authorities regarding fulfilling of their obligation. This option proved to be conducive for smooth implementation of the micro-projects.

Box – 27: Opinions About Quality Supervision Committee

“Control, control and control again! I have been working for many years as a chief accountant, and I am well aware how difficult it is to work with budgets. The UNDP, although a grant organization is also a budget organization, and its demands are no less stringent than the State Financial Inspector. At meetings of the Forum I was listening to the project coordinator and thought, ‘technical supervision, SFI, prosecutors, other law enforcement agencies and even the Quality Supervision Committee - how many things a poor community must have to deal with!’ And yet the residents themselves should have financial control as they have collected their own money! But it is good, this increases the desire to learn, to improve professional levels, to do their job qualitatively and what is the most important thing for me as an accountant - to spend the money correctly and transparently!”

Olga Volodymyrivna Poriadina, the chief accountant of the education department of Nyzhnyosirogozky rayon, Kherson region

“In my opinion, the QSC activities are very effective because they make it possible to achieve high-quality results and efficient usage of resources”.

V. B. Melnychenko, the Head of Architecture Department of the Balta rayon state administration, Odesa region

“It is essential that there is QSC because this is one more quality control stage regarding the quality of the project implementation, financial flows and their usage. The community believed in themselves, in their capabilities. The level of trust in each other and to the government authorities has been increased. We are very grateful to the CBA Project that it taught us how to work together and to solve community problems”.

Bogdan Vasylyovych Bilyi, the Director of Cherniatynska secondary school, CO functional group member, Ivano-Frankivsk region

“The activities of the Quality Supervision Committee enable the community to be sure that all works on the project implementation will be executed efficiently. Because the work of the contractor is evaluated by the experts”.

Roman Kos, the Head of regional development and construction department of the Dolynsky RSA, Ivano-Frankivsk region

“The Quality Supervision Committee, in my opinion, is very necessary because the communities are not competent in all aspects concerning construction, and the committee consists of experts from the rayon state administration and can control the accuracy of performance and compliance with all standards and provide technical assistance to the community”.

Zoriana Orlovska, the Head of the economic department of the Galytsky RSA, Ivano-Frankivsk region

“According to the opinion of the Quality Supervision Committee members its work is necessary to ensure the control on the implementation of the community micro-projects, achieving qualitative results and monitoring work performance”.

Oleg Oleksandrovych Tatarkov, the Deputy Head of the Krasnoarmiysky rayon state administration, Donetsk region

Box – 28: Opinions About Public Audit

"We had been carrying out public audit for the second time. What conclusions have I made? The community where people from the very beginning gathered together for meetings, listened to their suggestions and were informed about each step, never would have problems with a public audit! And all actions such an organization would be evaluated as 'excellent!'"

L. V. Pavliuchenkova, the Head of Velykoblagoivshchensky village council, Kherson region

"At first we were surprised when at the next general meeting of our CO we were asked to analyze and evaluate the implementation and completion of the micro-project, because before villagers had never been involved in such actions. And then during the process of the public audit we felt responsible for every small mistake, but this did not minimize our optimism for future initiatives."

T. Koroliuk, the member of CO "Zorya", v. Gvizdiv, Koretsky rayon, Rivnenska region

"The public audit is really an interesting device, similar to a survey. Five very simple questions can give at once an answer as to how transparent the work of the community has been, how trusted the leader is and whether it makes sense to continue to work in this format, or is it necessary to change something."

T. S. Magdych, the activist of CO 'Sich', town Gornostayivk, Gornostayivsky rayon, Kherson region

"During the audit there is an additional opportunity to provide to all participants and community members honest and transparent information about the usage of funds - because this issue is always problematic, and people should be assured that every kopeck had been spent for benefit."

O. Demidova, the Head of CO 'Dobrobut', Mykolaiivska region

"When we carried out a public audit in the community for the first time we thought that it was some necessary formality, but when the public audit became normal practice we were surprised by the results ourselves, how the teamwork brought people together and the adherence to principles in the assessment helped us to solve current problems."

S. M. Zaluzhna, the Secretary of CO 'Neptun', Poltava region

"All people, not only community members, should be invited to participate in the public audit, because it is not just an element of control but also the opportunity to hear everyone drawing conclusions on people`s opinion, to improve the work of the organization in the future because we will not confine ourselves to one micro-project".

Svitlana Ivanivna Kutishcheva, secretary of Nyzhnosirohozhkoyi village council, Kherson region

"Villagers always would like to know who, and how much money was spent doing work in the village. A 'Public Audit' allows us 'to lift the veil' and see any omissions. The figures are open to all and individuals independently assess the results of the project".

Liudmyla Sverdel, v. Sygnayivka, Shpoliansky rayon, Cherkasy region

"Usually the work of the contractor is approved and evaluated by representatives of the senior management, and here we, the community, evaluate! I have seen such a situation for the first time, but how should we evaluate that fact that we have finally got water after waiting for such a long time? Now our own water has not been transported! And look how the new tower of Rozhnovsky is shining, it's just a miracle. Thanks to the Project, to the contractor and to all people who helped us to solve our urgent problem. My rating of the work is 'excellent'".

Natalia Vozna, CO 'Rivnopillya', v. Rivnopillia, Guliyapolsky rayon, Zaporizhia region

"Due to the public audit the work on the project becomes publicized. During the audit the community assess if rationally has been used involving finances, both from the community and the Program side".

Yulia Zharonkina, the treasurer of Luhanska CO 'Luhan', Artemivsky rayon, Donetsk region

5.5 Sustainability of Micro-project

The CBA Project puts effort in sustainability of the resulting 'amenity' upon completion of the micro-project. Once the micro-project is completed, the CO passes through a series of steps involving commissioning, handover, inauguration, media outreach, permanent donors' visibility, operation and maintenance etc. All these ensure high degrees of transparency and local ownership of the amenity created. The feeling of

ownership of the completed micro-projects is necessary for its operation and maintenance with community participation.

5.5.1 Commissioning and handover

Ensuring ownership of results obtained by the COs in the framework of CBA is of the utmost importance. Therefore, understanding must be reached between COs and the amenity owner (VC/CC/RSA) regarding the ownership of the property that has been created or renovated. This is done through a commissioning and handover process. The relevant departments of the government or local council conduct checks for quantity and quality of the task carried out under the contract. They clear the work if it is found to be satisfactory. Upon clearance, the CO formally hands over the amenity to its owner.

Of 445 completed micro-projects, 291 completed amenities were handed over by the COs to the owner of the amenities - mostly village councils and some rayon departments (Table – XXII).

Table – XXII: Handover and Sustainability of MPs*

| | Activity | 2011 | 2012 | | | | | Total |
|---|-----------------------|------|------|-----|-----|-----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | MPs handed-over | - | 6 | 19 | 100 | 166 | 291 | 291 |
| 2 | O&M funds established | 72 | 144 | 269 | 119 | 66 | 598 | 670 |

* Region-wise details are given in Annex – VIII

5.5.2 Operation and maintenance of amenities

The CBA Project promotes the idea of sustainable development at local level. This idea envisages creation of appropriate mechanism enabling enable the CBA communities to continuously receive the stream of benefit from the amenity created or renovated.

In principle, the amenity owner (i.e. the local government) is responsible for maintenance. However the participation of community in this task has proved to be more effective. Participation of community in maintenance of the amenity is a relatively new concept and skepticism, resistance and hope prevail among residents and the authorities. The CBA undertook the following steps to ensure a community based sustainability mechanism:

- In the first quarter of 2012, guidelines on operation and maintenance of micro-projects were developed and distributed to RIUs so as to provide guidance to COs and local authorities on establishment of O&M mechanisms;
- Training and backstopping was arranged for the functional groups or the COs with participation from the local authorities;
- Establishment of an operation and maintenance mechanism was ensured before approval of the micro-project proposal by motivating the COs and the amenity owners to enter into partnership arrangements for joint maintenance;
- Evidence of a maintenance fund for the previous micro-project was made obligatory for the COs when applying for additional support.



In Horbakiv village, CO accumulates membership fees from 3 funds: The Community Development Fund, The Micro-Project Fund and The Operation & Maintenance Fund

In the reported year, 598 operation and maintain funds were established making this 670 since inception (Table – XXII). From the sample of 779 micro-projects, the average size of the maintenance fund was UAH 1000. It is expected that all micro-projects will have maintenance funds established by completion of their implementation.

Problems and solutions

Public Audit: Getting clearance from dozens of departments and conducting handovers is a time consuming task. Linking commissioning events with public audit is found to be helpful as department authorities can see the results and clear the documents with confidence.

Maintenance Fund: COs tried various options to actualize the idea of a maintenance fund. Despite appreciation from local authorities, the lack of policy and procedures made adoption of this idea difficult. COs have no motivation to hold adequate size maintenance funds due to the issues of tax reporting to the authorities and the risk of the fund being used for some unintended purpose. Experience sharing, lobbying and advocacy is required to get this important idea adopted widely and consistently.

Box – 29: Micro-projects as a Way of Problem Solution

a) *Parallel community are together now*

The Rozivka village of Yakymivsky rayon is unique because one half of it is situated on the territory of Kherson region, and the second half belongs to the Zaporizhia region. The half of the village which belongs to Zaporizhia region for a long time has been deprived of safe drinking water due to the lack of a functioning water supply system. So far, farmers' fees for their land shares in the village that lived 'in two parallels' were quite different, and the people of Zaporizhia part of the village had to buy water from Kherson residents of the village. Sometimes the cost of overcoming the lack of 200-300 meters of water supply pipe amounted to 1,5-2 UAH per bucket of drinking water in the summer. Due to the implementation of micro-project (repairing of the water well and the installation of 1,5 km of water pipeline), all residents received access to potable water. The geographical discrimination disappeared. Farmers increased payments to residents of the Zaporizhia part of the village by a multiple of six. Now every member of the community has access to water without leaving their own yard. Currently villagers have plans in place to plant new apple orchards to replace those which had dried up twenty years ago due to lack of water.

b) *Micro-project brings solution to health problem*

According to the results of the survey of inhabitants of v. Verba (Dubensky rayon) it was found that the most important problem was the bad quality of drinking water. For decades the inhabitants of v. Verba had been drinking water carried by harmful asbestos pipes! Two 24-apartment houses, Verbsky hospital, boarding school, kindergarten and three streets Verba were connected to the contaminated water supply system. This created a threat to public health, and most importantly to lives of children. The community united and work started gathering documents for the micro-project proposal, selecting contractors, and researching sources of co-financing. Villagers looked on in horror at the dismantled asbestos pipes. There it was in front of their eyes, the reason for the increased number of gastrointestinal problems, blood diseases and tumors ...

The transparent activities of CO provided the opportunity to save a lot of much due to the organized tender. A control station was also equipped with a deep pump and frequency converter.

Today the work on the micro project has been completed. Nearly 1,000 residents receive safe drinking water. Food in the kindergarten and boarding school no longer threatens the health of pupils. To some extent, the solution of one of the burning problems of the community reduced social tension in the village and returned confidence in the power of every single member of the community which became united by collective work.

c) *Community breathe a sigh of relief in mining area*

Problems with water supply is a common situation for territories that are close to oil fields and gas deposits. The effects of low level industrial output can result in wells contaminated with harmful substances. The central water supply system in the village of Zasullia was built almost thirty years ago and was connected only to three streets. All other villagers were using water from wells that in addition to becoming contaminated also dried up in hot summers'. The problem was known at all levels, but not tackled because of financial constraints and technical aspects. The nearest well with safe drinking water was situated half a mile away from v. Zasullia, and the river Sula separated the well from the village.

When at the end of 2011, it became known that Zasully had won the right to participate in the CBA Project, the decision of the villagers was unanimous. The CO 'Vodogray-2012' was formed and members selected the building of a new water supply system by overwhelming consensus. The functional group had to work hard to solve this crucial issue. The only engineering solution was to build an underwater pipeline across the river utilizing aqueducts. It was only possible to perform work with the help of divers. Of course, from the engineering point of view, it was a bold project not only for the CO, but for the specialists of the rayon in general. The

development plans impressed the participants and the partners, but the cost was 344 thousand UAH. As the financial obligations of the Project could not exceed the equivalent of 10 thousand US dollars, the partners had to agree about their share of co-financing. It is difficult to overestimate the initiative of the Head of Zasulsky village council, Ivan Mykhaylovych Gordiyenko, who had set for itself as a matter of honor to help the community organization complete the initiative. The question was put to the rayon local development forum where the participants agreed that local budgets and the Project would allocate 80 UAH thousand each and the rest of the funds (which constituted - 184 thousand UAH) would be collected by the community of v/ Zasullia itself.

The head of CO 'Vodogray-2012' Oleksandr Tatsenko remembers that it was difficult to convince people of the feasibility of this project and to overcome mistrust and modern pessimism. Of course, the goal of the project was been achieved and the quality of life of the inhabitants of v. Zasullia has been improved. But now, looking back, all partners understand that the implementation of this project was a real test for professionalism, the ability to negotiate and interaction between all parties. Each participant has learnt a lesson: the community has received the understanding that it can actively participate in solving of their own problems, regardless of their complexity and local government authorities have seen tremendous potential in partnership with local communities.

Box – 30: Opinions About Realisation of Community Dream

"The community members believed in their strength and gained the opportunity to build a better life. During project implementation the villagers were convinced again that 'united we are powerful'. Even those inhabitants who initially had been skeptical about the effectiveness of the project implementation changed their minds".

Vasyl Vasylyv, the Head of the CO 'Menchil', v. Senechova Dolynsky rayon, Ivano-Frankivsk region

"It has become possible to solve those problems that the community could not solve itself, which allowed the community to become more united for further resolving of village problems. The outlook of communities on participatory decision-making, planning and building capacities has changed. All dreams can come true when a united community takes on the case."

I. M. Kabynets, the Head of CO 'Nadiya', v. Trostianets, Dolynsky district, Ivano-Frankivsk region

"Today, the village knows how to solve complex issues independently. Most people themselves define who will be responsible for the completion of specific tasks and who will control the money. And nowhere was any misuse of the allocated funds detected because everyone understands that it is for the benefit of the whole community. Moreover, I believe that punishment by the community for unfair usage or embezzlement of funds can be worse than any court decision!"

Grygoriy Derkun, the Deputy Head of Vinnytska Regional State Administration

"We have for a long time worked on making our dream a reality. The Hryshyne outpatient clinic welcomes us with comfort, new windows and doors. This is only our first major step in the development of our village and we took it thanks to cooperation with the CBA Project"

L.M. Nagorna, Chairperson of the "Yednist" CO, Hryshyne rural local community, Krasnoarmiysk rayon, Donetsk Oblast

"We did not even believe that our water supply line could be repaired - the pump started to malfunction and the villagers had to go to other streets for water. But participation in phase II of the CBA project gave us hope that our problems would finally be resolved. Support was promised by both the Ustynivka Rayon State Administration and the Rayon Council, as well as by private entities. Most importantly, Dymytrove residents themselves actively raised funds for the project co-financing, not limiting it to 5%"

G.D. Bondar, Chair of the Dymytrove Village Council, Ustynivska rayon, Kirovograd oblast

"Different situations emerge in the course of a micro project implementation, and problems cannot be ruled out. Therefore, at certain points, it is very effective to monitor rational performance. In addition inspections are carried out in the presence of a contractor's representative and this makes it possible to point out shortcomings and influence the process, correcting any errors"

O.I. Kharchenko, the project facilitator from Domanivka RSA, Mykolayivska oblast

"When we initially start our work with the community, our primary task is to convince the community that only together can we implement such projects."

Volodymyr Snigur, the Head of the department of education of Krasylivsky RSA of Khmelnytsky region,

"Once we have implemented two projects with the united community, the community understands its problems and the community sees that we can solve them, that by our own efforts we can change and improve our lives".

Larysa Grynchuk, the Head of Korchiivsky rural council

"Our main goal was to show people that having united we could solve the problems of the village, which had been accumulating for many years. We started with the school, because our children study there and they are the future of the village. Kosntantinovka school has not been repaired for more than thirty years, the windows are completely impractical, it was very cold in winter and our children were often sick. "

"At the beginning people had mistrust towards the project, but when the work started the community activity increased. At 21:00 pm I received a call from an old women, I thought something was wrong but she gleefully shouted into the phone – 'Nina, in our small village we have a working street light'. In this part of the village street lighting had absent for about 20-30 years, if it had not been for the CBA-II project we would not have been able to light the village".

Nina Laput, village Buzhanka, Lysiansky rayon, Cherkasy region

"To be honest - even during the general meeting of the community, preparation of micro-project and then signing the grant agreement we did not fully believe that we would succeed. First, in our understanding it was fixed that European experience would not take root on our territory. But the results say otherwise. And it is good".

Nina Mykhaylivna Pospelko, a member of CO v. Novoberyslav Beryslav district Kherson region

"All people are convinced that the funds can be directed to solve one problem chosen by the community. 'Together we have the power'. The community has become more active, purposeful and united. The management of the project has managed to create an enabling environment for sustainable socio-economic development at the local level through self-realization and social activities of the community. All dreams can come true when a consolidated community takes on the case. "

Larysa Bezsmertna, the Head of Yakovlivsky rural council, Artemivsky rayon, Donetsk region

Chapter VI

REPLICATION COMPONENT

CBA-II envisions that the community based development methodology will be gradually internalized into the national framework of local development. From this perspective, there is a provision for capacity building support to competent partners at regional and local level.

Under the component of CBA methodology replication, it is expected that oblast and rayon focal persons will be intensively involved in model implementation, with technical support and backstopping from the CBA team. Grants for community projects are based on special cost sharing - local/rayon/regional authority – 70%, CBA Project – 25% (maximum ceiling USD 2600 equivalent in UAH) and community organisation – 5%.

The target for the replication component was 60 rayons. This component was launched in 2012 with the following activities undertaken during the year:

6.1 Establishing Partnerships with Rayon Authorities

The following activities were carried out during 2012 to establish partnerships with rayons and village/city councils for the replication of CBA methodology:

- a) **Selection of pilot rayons:** A notice of competition among rayons in all 25 oblasts was announced during the first quarter of 2012. The process of selection of replication rayons followed the same procedure as the selection of the main pool of pilot rayons. The main criteria for a rayon's selection was the same. However, priority was given to selecting new rayons (which participated neither in CBA-I, nor in CBA-II) and the rayons from the reserve list of CBA-II.

In total, 123 rayons from 21 regions (except ARC, Chernihivska, Kharkivska and Zhytomyrska) participated in the competition. Of them 62 rayons were selected for partnership and 19 were selected as reserve (Table – XXIII). Of all the replication rayons, 29 participated in CBA-I and 33 were new. No. of pilot replication rayon per region ranged from 2 – 5 (Table – XXIV).

Table –XXIII: Selection of Rayons for Replication *

| SN | Activity | No. |
|----|--------------------------|-----|
| 1 | Application received | 123 |
| 2 | Selected for partnership | 62 |
| | Old (CBA-I) rayons | 29 |
| | New rayons | 33 |

| | | |
|---|----------------------|----|
| 3 | Selected for reserve | 19 |
|---|----------------------|----|

* Regionwise data in Annex - IX

Table – XXIV: Regionwise Quota of Replication Rayons

| No. of rayons | Oblast |
|---------------|---|
| 2 | Chernivetska, Donetska, Khmelnytska, Kyivska, Zakarpatska, Rivnenska, Sumska |
| 3 | Mykolaivska, Odeska, Poltavska, Zaporizka |
| 4 | Cherkaska, Dnipropetrovska, Ivano-Frankivska, Khersonska, Kirovohradska, Luhanska, Lvivska, Ternopilska, Volynska |

b) Holding rayon seminars: After the selection of replication rayons, launching seminars were 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 a population of less than 10,000 residents, NGOs, local media etc. On average there were forty two participants in each seminar. In general, the authorities were familiar with the CBA through participation in CBA-I or CBA-II or through experience sharing. Thus, the focus of seminars was the concept of replication, processes of participation and terms of partnership.

Table – XXV: Participation in Rayon Launching Seminar (Replication)*

| # of Rayon seminars | Participants | | | | | | | | | | |
|---------------------|----------------|---------------|--------------------------|----------------|---------------|---------------------------|------------------------------------|-----|-------|----------|-------|
| | OSA leadership | OC leadership | Other oblast authorities | RSA leadership | RC leadership | Other officials of RSA/RC | VC/CC heads and other VC officials | NGO | Media | Academia | Total |
| 57 | - | - | 31 | 98 | 88 | 559 | 1171 | 388 | 74 | 23 | 2432 |

* Data pertaining to March 2012

During the seminars officials in general appreciated the value of CBA methodology and expressed that it was time for Ukraine to adopt this tool for implementing local developmental activities with the public's participation (Box - 31).

c) Signing partnership agreements: In the reporting period, Partnership agreements was signed with 61 replication rayon (Table – XXVI) thereby completing the target of partnership with rayons.

Table – XXVI: Partnership with Rayon Authorities (Replication)*

| SN | Activity | 2012 | | | | Total |
|----|--------------------|------|----|----|----|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| 1 | Rayon seminar held | 57 | 2 | 2 | 0 | 61 |
| 2 | MoU signed | 53 | 7 | 1 | 0 | 61 |

Region-wise details are given in Annex – IX

Box – 31: Opinions About Methodology Replication

"The main thing, of course, it not money, but the positive changes we see in other communities. People become more interested in the life of their village. Not indifferent to the initiatives. People are willing to work together. "

O.I. Smashnyuk, focal point at Pervomayske RSA, Mykolayiv Oblast

"During 2009-2010 my community had been observing how other communities in the rayon collaborated with the CBA-I Project; their achievements were constantly highlighted by the local press. Due to this and to the support of the Kostiantynivsky rayon community resource centre the community organization 'Eneyida' was established in the village council building. In the beginning, even without the support of the Project we implemented two small social projects, but it became apparent that the community initiative group didn't have enough knowledge on sustainable development of the CO and organizational issues. Therefore, participation in the CBA-II became very

important for us, even on the condition of the proposed funding.”

V. V. Shapovalov, the Head of the Oleksandro-Kalynivsky village council, Kostiantynivsky rayon, Donetsk region

“In May I had an opportunity to visit a village in a neighboring rayon – a partner of the EU/UNDP Project. I was impressed by: how conscientiously residents worked on their subbotnik (regular community tidy-up days), how the initiative group in the community organized visits to households and took charge of this event. I can only envy the rural council and village leaders that there is such a good attitude amongst the people and involvement in everything that happens in the village. Thus, I am confident that a similar environment will emerge in my village through replication.”

Mykhaylo Laryn, Head of VC of a replication rayon

During the first phase of CBA Project, Terebovliansky rayon was one of the most successful in the region, and despite the fact that today we cooperate through replication modality, we will continue to strongly support every initiative of our communities. The most important factor is not the amount of allocated funds, what is most important is that we focus on the problems of people”.

Mykhayliuk Dmytro Vasylyovych, First Deputy Head of Terebovliansky Rayon State Administration (replication rayon)

“Replicating the project methodology, making certain decision the leaders of the newly formed community organization will take into consideration proposals of the entire community, which will facilitate project implementation. Thus, an atmosphere of success will be created, self-organization will improve and the overall culture of participants will increase. We will not have to wait for a long time for good results from this cooperation”.

Sheremetieva Oleksandra Ivanivna, Omelnytsky village Head, Kremenchug rayon, Poltava region

6.2 Establishing Partnerships with Village Councils

- a) Selection of pilot VC/CCs:** Competitions among VC/CCs were announced during rayon seminars along with a quota of 4 VC/CC per rayon (i.e. 244 in total). The main criteria of competition and the process of selection of replication VC/CC followed the same procedure as in cases of regular VC/CC selection. However, priority was given to selecting new VC/CC (which participated neither in CBA-I, nor in CBA-II) and the VC/CC in the reserve list of CBA-II.

In 2012, 243 village\city councils were selected for participation in replication component reaching 98.8% of the target. Of the selected VCs/CCs, 45 were old (CBA-I) and 198 were new (Table – XXVII).

Table – XXVII: VC/CC Selected for Replication*

| SN | Activity | 2012 | | | | Total |
|----|----------------|------|-----|----|----|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| 1 | Selected VC/CC | 44 | 162 | 22 | 15 | 243 |
| | Old VC/CC | 3 | 35 | 4 | 3 | 45 |
| | New VC/CC | 41 | 127 | 18 | 12 | 198 |

Region-wise details are given in Annex – IX

- b) Holding VC/CC seminars and signing of MoU:** After the selection of pilot VC/CC, seminars were held for the participation of the rayon focal person, VC/CC head, members of local councils and representatives of the community to familiarize them with CBA methodology, concepts and processes of replication and terms of partnership.

229 launching seminars were held in selected village and city councils during 2012 with an average participation rate of twenty people per seminar. Generally, oblast and rayon authorities participated in the seminars along with leadership and officials of local councils, active citizens, representatives of public service agencies, NGOs and media (Table – XXVIII).

In total 207 VCs/CCs signed MoU during 2012.

Table – XXVIII: Participation in Launching Seminar in VC/CC (Replication)

| Year | # of | Participants | MoU |
|------|------|--------------|-----|
|------|------|--------------|-----|

| (2012) | VC/CC Seminar | Oblast Authorities | RSA/RC heads/dep duty heads | Other officials of RSA/RC | VC/CC heads | NGO | Media | Others | Total | signed |
|--------------|---------------|--------------------|-----------------------------|---------------------------|-------------|-------------|------------|-------------|-------------|------------|
| Q1 | 4 | 0 | 4 | 8 | 4 | 212 | 8 | 0 | 240 | 0 |
| Q2 | 187 | 29 | 145 | 155 | 144 | 2201 | 57 | 162 | 2893 | 159 |
| Q3 | 32 | 3 | 29 | 49 | 32 | 34 | 34 | 750 | 931 | 34 |
| Q4 | 6 | 0 | 10 | 26 | 9 | 161 | 3 | 146 | 355 | 14 |
| Total | 229 | 32 | 188 | 238 | 189 | 2608 | 102 | 1058 | 4419 | 207 |

6.3 Developing Support Structures

As described in Chapter-III, various forms of support structures form basic a foundation for CBA methodology. The same foundation structures and same procedures for their formation were followed in cases of methodology replication as well. Accordingly, the following achievements took place as of the end of 2012 (Table – XXIX):

- **Community selection:** 239 communities were selected in the pilot VC/CC through competition reaching 97.8% of target. Three quarters of the communities were new, reflecting an extension of the CBA to newer territory.
- **Community organisation:** 179 community organisations were formed in participation of 51`792 men and women representing 38`173 households. The level of household participation was 74%, women accounted for 58.7% of this population. This is in keeping with CBA norms.
Of 179 COs formed, 174 were legally registered and 169 were enrolled with the relevant VC/CC.
By 2012, the formation of COs reached 73.3% of the set target.
- **Local development forum:** 47 local development forums were established/granted during 2012 making this 77% of the target.



LDF meeting in Kostyantynivskiy rayon (replication), Donetsk oblast



LDF meeting in Trostyanetsky rayon (Sumska oblast)

- **Rayon community Resource Centre:** 52 Rayon Community Resource Centres were established/granted, this was 85% of the project target.

Table – XXIX: Support Structures Developed in Replication Areas*

| SN | Activity | 2012 | | | | Total | |
|----|------------------------|------|-----|----|-----|-------|------|
| | | Q1 | Q2 | Q3 | Q4* | No. | % |
| 1 | Community selection | - | 169 | 55 | 15 | 239 | |
| | <i>CBA-I community</i> | - | 34 | 8 | - | 42 | 19.7 |
| | <i>New community</i> | - | 135 | 47 | 15 | 197 | 80.3 |
| 2 | COs formed/granted | - | 95 | 55 | 24 | 179 | |
| | <i>CBA-I COs</i> | - | 25 | 7 | 9 | 41 | 23 |
| | <i>New COs</i> | - | 70 | 48 | 20 | 138 | 77 |

| | | | | | | | |
|---|--------------------------------|---|-------|-------|-------|--------|------|
| 3 | CO formalisation | | | | | | |
| | <i>Enrolled with VCs/CCs</i> | - | 92 | 53 | 29 | 174 | 97.2 |
| | <i>Legally registered</i> | - | 82 | 62 | 25 | 169 | 94.4 |
| 4 | Household participation | | | | | | |
| | <i>Target households</i> | - | 28017 | 14226 | 10706 | 52949 | |
| | <i>Participated households</i> | - | 21227 | 12385 | 5414 | 39026 | 73.7 |
| 5 | CO membership | - | 22771 | 19332 | 10298 | 52,401 | |
| | <i>Male members (%)</i> | - | 41.2 | 43.2 | 44.2 | 22,285 | 42.5 |
| | <i>Female members (%)</i> | - | 58.8 | 56.8 | 55.8 | 30,116 | 57.5 |
| 6 | LDFs (formed/grafted) | 3 | 30 | 12 | 2 | 47 | 77.0 |
| | LDF sittings held | 3 | 42 | 36 | 30 | 111 | - |
| 7 | CRCs formed/grafted | | 33 | 15 | 4 | 52 | 85.0 |

* Region-wise details in Annex – IX; + data estimated

6.4 Building Capacity

As described in Chapter-IV, various forms of training activities were carried out to build capacity of stakeholders while implementing CBA methodology. The same activities were also carried out in the case of methodology replication as well, to build the capacity of stakeholders in the replication pilot areas. In particular –

- Guidelines were prepared for replication methodology for Project staff and partner authorities;
- Project staff and focal persons of the replicating rayons were trained on how to implement replication;
- Community members and representatives of local authorities were provided with training and exposure visits. Training included areas of CO-management, planning, project implementation and so on.

During the year, 195 training sessions were organized for 930 CO-executives, and 327 representatives of local authority were trained (Table - XXX).

Table – XXX: Training Sessions Organised in Replication Areas (2012)*

| SN | Participants | No. of training sessions held | | | | | Persons trained | | | | |
|----|--------------------------------|-------------------------------|----|----|----|-------|-----------------|-----|-----|-----|-------|
| | | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 | Q4 | Total |
| 1 | CO-executives | 9 | 74 | 45 | 67 | 195 | 90 | 273 | 176 | 391 | 930 |
| 2 | Officials of local authorities | | | | | | 66 | 112 | 60 | 89 | 327 |

* Region-wise details in Annex – X

In March, 3 cluster training sessions were organized for over 60 focal persons from oblasts and rayons selected for partnership with CBA within its replication component. Schedule of training was as follows:



Cluster training in Odessa, 27-29 March 2012

- 20-22 March – in Zaporizhia for representatives of 20 rayons from Zaporizka, Dnipropetrovska, Donetsk, Kyivska, Luhanska, and Poltavska oblasts;
- 21-23 March – in Khmelnytskyi, for representatives of 14 rayons from Rivnenska, Khmelnytska, Sumska, and Ternopilska oblasts;
- 27-29 March – in Odessa, for representatives of 15 rayons from Cherkaska, Kirovohradska, Mykolaivska, Odeska, and Khersonska oblasts.



Training for coordinators of replicating RCRC in Lviv (3-5 April, 2012)

The training agenda included an overview of theoretical and practical aspects of social mobilization, micro-project cycle, monitoring and evaluation and instruments of public relations. Participants also learnt about the mechanisms of joint planning and the role of each of the structures created for this purpose: LDF and RCC. Each training session included a community visit, allowing focal persons to meet with organizations that already had accomplished several projects and witnessed their results. Visits to exemplary Rayon Community Resource Centres demonstrated best practices of RCRC work, and inspired each rayon focal person to create a vision of his/her future RCRC.

Box – 32: Opinions of Training Participants

"I would like to emphasize that organization of training for COs is very important. The opportunity to see a different experience, self-analyze and evaluate, and work creatively in small groups makes it possible to understand the communities' own recipe of success. To believe, set a goal and do it! ",

Petrichenko V.V., Head of economic department of Myronivsky RSA

"We are thankful to CBA project for their manuals because we are actively using them for working with other donor organizations".

The Head of the CO 'Polissia' of the village of Cherche of Kamin-Kashyrsky rayon of Volynska region Valeriy Savchuk,

"Participation in training sessions for rayon focal persons responsible for the replication of the CBA methodology provided an opportunity to gain a lot of new and useful information. I clearly defined my position regarding further participation in the project, goals and approaches to the community organization and staff management. I identified the human qualities that I will develop myself. Communication with participants of the training allowed me to establish new contacts which I will try to develop in the future",

Protsenko Tetiana Borysivna, the chief specialist of the economic department of the RSA, Novi Sanzhary, Poltava region

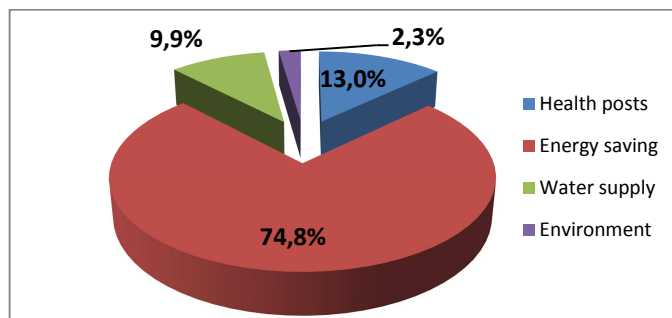
6.5 Community Projects

As per procedural details given in Chapter-V, activities were initiated for supporting COs to proceed step by step regarding implementation of micro-projects. Since CBA methodology is process-oriented and requires COs to be mature before undertaking planning and micro-project activities, and since the replication activity

was initiated during early 2012, not all COs reached at the stage of micro-project by the end of reporting period. Nonetheless substantial activities took place during 2012 as follows:

a) Community planning and mainstreaming: 139 community organizations prepared community development plans. Of them, 130 were approved at village\town councils, and 126 were approved at LDF sitting. As in the main component, the majority (74.8%) of community development plans were devoted to energy saving, followed by health centres (13%), water supply system (9.9%) and environmental issues (2.3%)

Chart - III: Sectoral Priorities of Replication COs (2012)



b) MPP preparation and approval: 92 micro-project proposals were prepared by community organizations during 2012. Of them, 75 were sent to the CBA central office for assessment. During the year, 67 MPPs were approved, reaching 22% of target. Of the approved micro-projects sixty went into implementation upon signing of grant agreements and release of the 1st tranche (Table- XXXI).

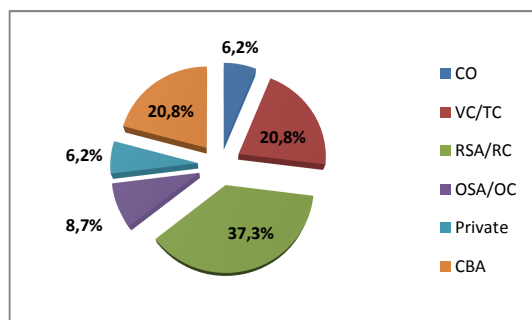
Table - XXXI: Approval of Replication Micro-Projects*

| | Activity | 2012 | | | | Total |
|---|-----------------------------|------|----|------|------|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| 1 | MP Proposal prepared by COs | - | 5 | 48 | 39 | 92 |
| 2 | MPPs Approved by CBA | - | 3 | 22 | 42 | 67 |
| 3 | MPPs funded by CBA | - | - | n.a. | n.a. | 60 |

* Region-wise details are given in Annex - XI

The total cost of approved micro-projects was more than 8.7 mln UAH (Annex - XI). As seen in Chart - IV, this cost was shared among beneficiary CO (6.2%), local budget (66.8), private sponsor (6.2%) and CBA Project (20.8%). More than expected level of cost sharing from COs, local budget and private sponsors indicate value placed by them to CBA methodology.

Chart - IV: Cost Distribution of Replication MPs



The approved micro-projects are expected to benefit more than 77,000 citizens, 43 schools/kindergartens, 11 hospitals and 13 communities. Details on micro-projects are given in Annex - XI

c) Micro-project implementation

Following the release of first tranche, the replication COs followed the same process as described in section 5.4 They formed a functional group and tender committee. They selected a contractor and carried out the implementation of the micro-project. Necessary training and backstopping was provided by CBA specialists and the rayon focal person. The quality supervision committee provided monitoring and guidance support. In total, 15 micro-projects got completed during the year, 9 of them being cleared by community members through the process of public audit (Table – XXXII).

Table – XXXII: Microproject Completion Activities*

| | Activity | 2012 | | | | Total |
|---|----------------------------|------|----|----|----|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| 1 | MPs completed (works done) | - | - | 3 | 12 | 15 |
| 2 | Public audit conducted | - | - | 3 | 6 | 9 |

* Region-wise details are given in Annex – XII



CO of Korniivka village (Zaporizka oblast) completed their micro-project on energy saving in a local school



Children in a local kindergarten – happy that their old windows have been replaced with new ones

d) Sustainability of Micro-projects

Following the principles and process mentioned in section 5.5, the replication COs took initiatives for sustainability of the amenity created or modernized as a result of micro-project implementation.

Of 15 completed micro-projects, 9 amenities were handed over by the COs to the owner of the amenities, mostly village councils and some rayon departments. Of 60 micro-projects funded by the CBA, 51 had established O & M funds (Table – XXXIII). By handing over the amenity to the owner and by establishing O & M funds, COs took care of sustainability agenda.

Table – XXXIII: Post-microproject-completion Activities*

| | Activity | 2012 | | | | Total |
|---|-----------------------|------|----|----|----|-------|
| | | Q1 | Q2 | Q3 | Q4 | |
| 1 | MPs handed-over | 0 | 0 | 3 | 6 | 9 |
| 2 | O&M funds established | 0 | 2 | 28 | 21 | 51 |

* Region-wise details are given in Annex – XII

Problems and Solutions

- **Budget constraint:** Replication component assumes larger technical support from the Project with smaller financial support compared to the regular component. This means that share of the local budget is significantly bigger. Some of the rayon authorities and village councils found it difficult, despite their high degree of enthusiasm, to meet the obligation because resource constraints which occurred due to policy of the national government. As a result two rayons (one in Donetsk and one in Mykolaivska) and four village councils terminated partnerships. In some regions, the regional authorities came up with additional support from their budget as per their socio-economic programme (see Table – XVII) and saved partnerships from being terminated.

Chapter VII

RURAL ECONOMIC DEVELOPMENT

Under the Rural Economic Development component (RED), CBA-II Project envisions supporting small economic initiatives of rural communities in a limited scale. The main focus is on the promotion of collective actions that could lead to income generation and employment creation in rural areas.

The objective is to be achieved through the development of 17 cooperatives, and value-added to local products through efficient production, packaging and shared marketing. Key steps involves, (a) development of vision, (b) preparation of manual, guidelines and training materials, (c) training of CBA staff, (d) selection of target communities, (e) development of cooperatives, (f) capacity building, (g) business planning and mainstreaming, (h) implementation of economic plans, (I) sustainability of resulting object. Budgetary provision for this component is US\$ 645,700. It is envisioned that a cooperative can receive micro-grant support of up to \$25,000 equivalent but not exceeding 70% of the cost of the micro-project. The remaining 30% must come from local partners (minimum 15% from cooperative members, and remaining from local authorities and private sector, if possible).

Implementation of the RED component was launched in March 2012 and all preparatory work was undertaken during the year for development of cooperatives in rural areas. The following specific activities were carried out to this end during 2012:

7.1 Vision Development

a) *Situation assessment*

From the 26th to the 30th of March 2012, the CBA supported a mission on local economic development from the Bratislava Regional Centre. The expert of the mission, Mr. Nick Maddock, met with officials at the Ministry of Agriculture Policy, Institute of Economic prognosis, USAID Agro Invest Project, Committee on Agrarian Policy and Land Relations of Verkhovna Rada, Secretariat of the Cabinet of Ministers, CIDA Agriculture-Insurance Sector Development, Union of Agricultural Cooperatives of service, Association of farmers and landowners, UNDP/Sub-Office and stakeholders in ARC. The mission found the following situations in Ukraine, relevant to economic component of CBA-II:

- The business environment for forming anything other than service cooperatives in Ukraine is not conducive unless there is to be a change to taxation law;
- Defining sub-sectors, farm size and cooperative size where agricultural cooperation is likely to be feasible will be critical for success of the cooperatives;
- An Extension Referral Centre would be beneficial for information and technology supply, especially when the Centre has a good institutional base e.g. an agricultural universities or the association of extension providers;
- Exploiting rural-urban linkages must be considered in light of the trend of labour movement out of rural areas causing labour shortages in rural areas, cultural change (as the population urbanises), affecting age structure in rural areas, and the disappearance of small farmings



Mr. Nick Maddock after his meeting with Mr. Kaletnik, Head of Committee on Agrarian Policy and Land Relations of Verkhovna Rada

b) *National level consultation*

A working group on rural economic development was formed on the 30th of March 2012 with the participation of representatives of key relevant governmental and non-governmental institutions including the Ministry of Agricultural Policy, Institute of Prognosis and Forecasting of the Academy of Science of Ukraine, Union of Agricultural Service Cooperatives, State Fund for Farm Support, Association of Farmers and Private Landowners and several specialized universities etc.

The RED component of CBA-II was presented to the participants detailing its concept and implementation methodology.



Deputy Country Director Ms. Elena Panova addressing the first meeting of the working group on rural economic development

sustainability of created cooperatives.

The participants considered the RED component in light of existing situation of rural economic development in Ukraine and made the following conclusions:

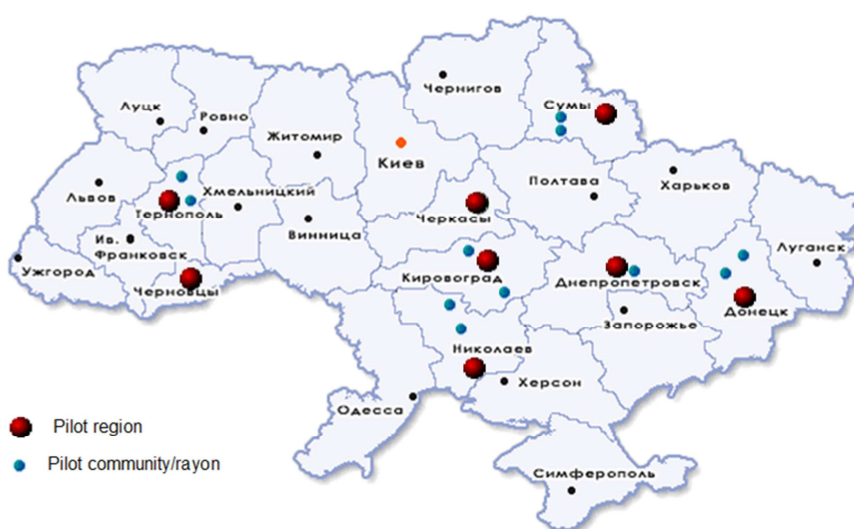
- Rural citizens have low levels of knowledge regarding the opportunities of small scale economic activity in the rural area, especially regarding the moratorium on land sale and consequences of its abolition;
- The mentality and mind set of rural citizens' should be taken into account when implementing the RED component of CBA-II;
- Special attention should be paid to

7.2 Selection of Pilot Areas

It was envisioned to pilot the RED component over a smaller area so that the knowledge gained becomes disseminated widely across Ukraine. It was also envisioned that the pilot would be carried out in CBA communities as well as in non-CBA communities with the purpose of understanding the difference in the quality of results in these two situations.

a) Selection of region

In light of above considerations, five clusters were defined: north, south, east, west and centre. In each cluster one pilot region was selected through competition, which was based on a set of criteria including level of agricultural activity, unemployment and poverty, level of accessibility of rural population to cooperative, willingness of oblast authorities to support the pilot cooperatives, level of CBA rayon coverage in the region, performance of the region during CBA-I and the competency of CBA regional staff to implement RED component. The selected regions (referred to as 'normal piloting') are: Donetsk, Kirovohradska, Mykolaivska, Sumska and Ternopil'ska. In these regions, cooperatives will be created in CBA communities. In addition, three regions were selected to implement (special) piloting in non-CBA communities: Cherkaska, Chernivetska and Dnipropetrovska.



b) Holding regional seminars

In July 2012, launching seminars were held in each 'normal pilot' region with an aim to launch the RED program. Participants of the seminars were the heads or deputy heads and contacts person of CBA-rayon authorities, heads of CBA-village/city councils, chairpersons of those COs in the region, that were interested to participate in the RED programme of the CBA. During these seminars, the terms of partnership were presented, action plans and competition among CBA/COs were also announced.

Launch seminars were organized in the 'special pilot' regions of Cherkaska and Chernivetska regions in participation of CBA-II rayons. Terms of cooperation were presented, and competition of rayons was announced. Four rayons were selected through the competition. In each of the selected rayons a rayon seminar was organized and competition of non-CBA village councils was announced.

c) Selection of pilot communities

As a result of competition announcement during the seminars, applications from CBA/COs (in normal pilot regions) and village councils (in special pilot regions) were received and ranked by RIUs and submitted to PMU for review and approval. Ranking was carried out based on the criteria - (a) level of unemployment and poverty, (b) level of CO-members/community members willing to join cooperative and undertake economic activities, (c) past performance while working with CBA (only in case of CBA/CO), and (d) commitment of the rayon authority to facilitate and support cooperative activities. In Dnipropetrovska region, Petrykivskiy rayon was selected as a special case to pilot production and marketing of local crafts.

The most competent two COs/communities per region were selected by a selection committee of CBA/PMU upon necessary review of the applications except in Dnipropetrovska region, where Petrivka village was selected as a special case to pilot production and marketing of local crafts.

"Present day realities leave the ordinary farmer in a location where there is no work. The opportunity and ability for households to develop their own business is vague, because the loan funds are an unwieldy burden, also there are no institutions that would provide for free knowledge regarding new technologies and their implementation in the small agricultural business for farmers. Creation of the cooperative with CBA-II will become a sufficiently effective lever to change this situation and to remove this question."

O. V. Zhadan, the inhabitant of the village Oleksandro-Kalynove, Donetsk region

List of pilot regions, pilot rayons and pilot communities/COs is provided in Table – XXXIV.

Table – XXXIV: RED Pilot Areas

| Nº | Oblast | Type of Pilot | Rayon | Village | Name CO |
|----|----------------|---------------|------------------|--------------------|--------------------|
| | Donetska | Normal | Artemivskiy | Berestove | Vidridgennia |
| | | | Kostiantynivskiy | Olexandro-Kalinove | Eneida |
| | Kirovogradska | Normal | Olexandrivskiy | Pidlisne | krok u maibutne |
| | | | Dolinskiy | Gurievka | Gurivka maibutnogo |
| | Mykolaivska | Normal | Snigurivskiy | Barativka | Ellada |
| | | | Bashtanskiy | Novopavlivka | Impuls |
| | Sumska | Normal | Burinskiy | Chernecha Slobidka | Chernechoslobidske |
| | | | Lipovodolinskiy | Pobivanka | Pobivanka |
| | Ternopil'ska | Normal | Pidvolochiskiy | Koshliaky | Zelena Krinit'sa |
| | | | Kremeneckiy | Losiatin | Dobrobut |
| | Cherkaska | Special | Zgashkivskiy | Kryvchunka | |
| | | | Zvenigorodskiy | Majdanetska | |
| | Chernivetska | Special | Storogenetskiy | Ropcha | |
| | | | Kitsmanskiy | Khlivyshche | |
| | Dniprpetrovska | Special | Petrykivskiy | Petrikivka | |

7.3 Capacity Development

a) Training of staff and authorities

On 10-11 July 2012, training was organized in Kyiv for seven focal persons from OSA/OC deputized by the authorities to supervise the implementation of the RED component in their regions and seven CBA community development officers. The programme of training included:

- concept and principles of cooperation,
- legal framework for cooperatives in Ukraine,
- strategy of the RED component and its implementation procedure,

On the 17th and 18th of December 2012, training was organized for eight CBA community development officers. Training programmes included experience exchange on 1st dialogues in communities, practical tasks on business-plan development, and discussion of possible changes in Ukrainian legislation. Two guest speakers from successful cooperatives ('Zahid', Rivnenska oblast, and 'Khutir Sokolynyi', Chernihivska oblast) presented their experience of cooperation and business activity in the rural environment.

b) Preparation of training/awareness materials: During 2012, leaflets, operational manuals and training materials were prepared, field-tested, printed and distributed among partners and stakeholders in pilot regions. A thirteen minute film about cooperatives was produced, to be used during 1st dialogues with communities. In December, because of changes in Ukrainian legislation related to service cooperatives, the RED manual was revised and a second edition was prepared, published and disseminated. An accounting manual was also prepared and field tested and a manual on business skills was devised. These two manuals will be finalised, published and disseminated during the first quarter of 2013. More information on manual development and training is also given in section 4.1.

7.3 Establishing of Support Structures

a) Working group formation

A working group on rural economic development was formed on the 30th of March 2012. Participants included representatives of key relevant governmental and non-governmental institutions including the Ministry of Agricultural Policy, Institute of Prognosis and Forecasting of the Academy of Science of Ukraine, Union of Agricultural Service Cooperatives, State Fund for Farm Support, Association of Farmers and Private Landowners and several specialized universities etc. The working group will advise the CBA as and when necessary for smooth implementation of the RED component and help build synergy with relevant programmes and agencies.

b) Cooperative development

As of the end of 2012, dialogues were held with target communities in all pilot oblasts. Community members were sensitized about the necessity of mutual cooperation and collective actions for ameliorating their economic wellbeing. Initiative groups were created by community members to perform study of economic status and priorities of local households.

Box - 33: Key Steps of Cooperative Formation

- a) Informing selected communities (1st dialogue)
- b) Formation of initiative group by the community
- c) Training of initiative group by CBA
- d) Household survey by initiative group
- e) Identification of target (low income) households and potential economic activity
- f) Statute development in perspective of target households and potential economic activities;
- g) General assembly and formation of ASC
- h) Registration of ASC

As CBA methodology is aimed to support not less than 80% of target low income population it requires more intensive social mobilization and awareness raising of community members. In some (Sumska, Dnipropetrovska, Donetska, Cherkaska oblasts) community members decided not to continue with cooperative creation therefore other communities from reserve list were selected for the implementation of the RED component.

One cooperative ('Zhmenka' Chervony Promin village, Snegiriovsky rayon) in Mykolaivska oblast was formed by community members according to requirements of CBA methodology.

7.4 Lessons and Outlook

A study of ongoing and traditional cooperative activity in Ukraine shows that CBA methodology differs significantly in that (a) it targets low income households, (b) there is 80% participation of target households, (c) proposes multi activities to capture economic potential of all members, (d) high degree of transparency in decision making, (e) financial commitment of members to ensure ownership. These elements, although appreciated, are not easily understood by community members as well as other stakeholders and lot of hesitation was observed during dialogue. The conditions proposed by the CBA might cause the exclusion of middle class families and the steps of the cooperative formation proposed by the CBA were considered as cumbersome and time consuming. Training and sensitization efforts were to be repeated again and again to make the concept and methodology clear.

Low income households found it difficult to contribute their portion of the funds or find source of borrowing to run economic activities, despite their willingness to get involved. Since a 'pro-poor' banking sector is yet to develop in Ukraine, many target households lost interest in joining the cooperative. Thus, a need emerged to find alternative arrangement to back-up the credit needed. The programme of the regional authorities 'fund for private initiative' offers a hope in this direction and could be explored.

Enthusiasm among regional/rayon authorities and local councils was observed at a higher level than expected and room was created for cost sharing by them. The role offered by the Project to the authorities for economic activities in the remote parts of the region was perceived by them as a positive one . As a result, more output can be expected.

2012 was devoted to preparatory work. Repeated announcements were made during 2011/12 and it took about six months to get the appropriate staff on board, who could undertake implementation of the RED component. It is expected that the RED component will become fully fledged during 2013 and concrete results will be seen.

Chapter VIII

ENERGY EFFICIENCY

The overall objective of the energy efficiency component of CBA-II (EE) is to enhance local capacity by enabling citizens and local authorities to learn about energy efficiency technologies and use them jointly to solve their energy problem in a sustainable manner. This is to be achieved through (a) review and improvement of regional energy efficiency strategies; (b) support to pilot micro-projects of energy efficiency based on the introduction of micro-scale innovative technology and renewable energy sources; (c) awareness raising campaigns.

EE component targets updating of six regional energy strategy, support to 300 micro-projects half of which is covered in the form of the standard micro-project) and making 10,000 citizens aware about energy efficiency.

As of 2012, preparatory work was accomplished to this end. Six regions were selected for strategy updating; energy strategy updating was undertaken in three regions; 23 micro-project ideas were approved and draft awareness materials were prepared.

Detail activities on energy efficiency component are presented below:

8.1 Taking Stock of Experience

a) National study

In March 2012, an independent expert was recruited to conduct research on the existing situation in the area of energy strategy development in Ukraine, identify gaps in light of national energy efficiency policy and CBA experience and draw recommendations for CBA actions in support of improving energy efficiency strategy of the regions.

In course of the situation assessment, the expert participated in the roundtables organized by regional authorities in Dnipropetrovska, Kirovogradska and Cherkaska on 'raising energy efficiency of the social infrastructure of rural areas and the use of renewable sources of energy' and made a study visit to Pereyaslav-Khmelnytskyi of Kyivska oblast.

The main findings of the research are as follows:

- At the national level in the realm of energy efficiency priority is given to solar and wind energy for large facilities. Solving problems with thermo modernization and improvement of heating systems is delegated to local level.
- At the regional level, regional or/and local programs created to solve problems with energy efficiency at regional level are not completed. The authors of regional and local programs do not include analysis of possible technical solutions for each object in the micro-project. The lack of technical support/expertise in regions and lack of initiatives from local communities causes risks for the final result of the micro-project. This problem is exacerbated by the lack of interest from the State Agency of Energy Efficiency and Conservation in Ukraine.
- At the community level, there is lack of information about modern technologies and knowledge how to use them. Lack of financing is also among the most urgent problems

b) International workshop

In collaboration with UNDP/Bratislava Regional Centre, a prototype workshop was co-organised from the 26th to the 27th of April 2012 in Odessa with an objective to learn about possible innovative technologies and renewable energy sources affordable by the average family in rural areas of CIS countries. Participants of the workshop included national and international experts, private companies, academicians, students, CO-members, and state officials. The content of the workshop was helpful in developing the vision of CBA-II on the subject and building knowledge of relevant staff of the CBA Project.

8.2 Selection of Pilot Area and Launching of Activities

The EE component is implemented in two dimensions: 'advance piloting' involving upgrading of energy strategy and awareness elements and 'normal piloting' without strategy upgrading and with less focus on awareness campaign.

Box – 34: Nature and Scope of Piloting Energy Efficiency Component

'Advanced piloting' focuses on strategic dimension of energy efficiency. It aims to cover 6 regions, 24 rayons, 48 COs with such activities as:

- a) updating of existing energy strategy
- b) preparing technical documentation for advanced energy efficiency micro projects
- c) implementation of micro projects by COs (up to 8/region) on renewable/innovative energy technologies
- d) experience documentation, dissemination and advocacy

'Normal piloting' is executed in remaining 19 regions, where up to 57 rayons (3/region) and 114 COs (6 per region) are eligible for receiving CBA support for implementing initiatives on renewable/innovative energy technologies through micro-projects.

Cost sharing arrangement in both cases is the same: CBA-70% (up to US \$ 20,000 equivalent), community – 5% and local authorities – 25%.

In the reporting period, following actions were undertaken in order to launch EE-component:

a) Selection of pilot regions

During April 2012, all regional authorities were invited to participate in the competition for advanced piloting. The competition was based on following criteria:

- Level of diversification form of renewable energy sources,
- Degree of per capita CO₂ emission,
- Level of commitment of the regional authorities to promote and support energy efficiency in rural area (including through renewable energy sources),
- Level of realization of such plans under mentioned program in the past,
- Level of technical capacity (expertise) of the regional authority to pursue energy efficiency vision,
- Existence of analysis of 'local/renewable energy sources' appropriate for rural areas,
- Existence of the list of budget objects with technical and maintenance information, and
- Performance of the region in implementing CBA methodology.

Twenty regional authorities participated in the competition, of them the following six were selected:

- Ivano-Frankivska, Lvivska, Kharkivska, Zaporizhia, Zakarpatska and Dnipropetrovska oblasts.

The remaining 19 regions were proposed the option of participation in the normal piloting. All of them confirmed their intention to cooperate within normal piloting.

Box – 35: Opinion on Energy Efficiency Component

"I would like to draw the attention of the rayon leaders: take an active part in the competition of projects on energy efficiency in the frame of the CBA project, it's a great opportunity to introduce innovative technologies in the communities."

Head of Volynska OSA, Borys Klimchuk

"If it had been introduced at least twenty years earlier, namely, together with the formation of Ukrainian statehood, it would be possible to achieve a significant economic effect of implemented measures and already would have saved several annual budgets of local communities."

Yuriy Golota, the First Deputy Head of Veselivsky RSA, the deputy of Zaporizhia Regional Council

"The main objective is to improve regional energy efficiency strategy, focusing on rural areas, innovative energy efficient

technologies and renewable energy sources.”

Vasyl Pliaviuk, the First Deputy of Ivano-Frankivsk Regional State Administration

“Artemivsky Rayon State Administration believes that innovative energy technologies on energy efficiency at the moment are a promising direction of development. Each year more and more becomes a question of reducing the cost of energy resources required for heating and hot water supply. Crisis, increasing the prices of energy resources and improvement of environment bring renewed interest to alternative sources of energy.”

Viktor Danylov, the Head of Artemivsky rayon state administration, Donetsk region

“For a long time we considered the replacement of windows from metal to plastic ones, repairing roofs, and facades as innovation projects on energy efficiency... Today these works do not surprise anybody, though they do keep heat in the premises. What is actually required are alternative sources of energy, new heating systems and lighting. But here the demands differ greatly, even construction estimates, and the project costs are considerably higher, and the experts are not always to be found to ensure a high level of professionalism. So the responsibility also differs.”

Oleksandr Fedorovych Grushko, the Head of Nyzhnyosirohozky village council, Nyzhnyosirohozky rayon, Kherson region

“The usage of alternative energy allows saving of hundreds of thousands tons of equivalent fuel. At the same time this is the most important direction of energy efficiency growth of economy and the best way to take care of the environment.”

Oleksandr Sergiyenko, the Head Paraskoviyivsky village council, Artemivsky rayon, Donetsk region

“Alternative energy is the friendliest for environment among the energy sources. It kept limited mineral resources and significantly reduces the amount of harmful substances in the atmosphere. The usage of alternative energy not only has a positive impact on the environment, but also saves a lot of money, monthly and annually. ”

Oksana Sopolnyk, the Head of the Sector for Investment Policy and Territorial Development of Economic Department of Artemivsky RSA, Donetsk

“The implementation of energy efficient technologies will not only allow us to stop using natural gas and use less costly natural resources, but also to improve the natural environment, which is also an important recent problem.”

N. G. Sardina, the Head of CO "Kindrativets", v. Kindrativka, Kostiantynivsky rayon, Donetsk region

“The project support formation of the energy independent system of local communities that allows receiving energy from multiple sources, reducing tariffs on utilities and saving the budget and community funds.”

Pavlo Trypolsky, the Head of CO “Omelynyk”, v. Omelynyk, Orikhivsky rayon, Zaporizhia region

b) Launching of the EE component at the regional level

During June and July of 2012, the launching seminars of the EE component were organised in all 25 regions with an aim to launch both kinds of piloting. During these seminars, terms of partnership were announced, as well as the action plan. In each region, competition among CBA rayons was announced for selection of pilots for implementation of EE component. Quota of rayons per region is:

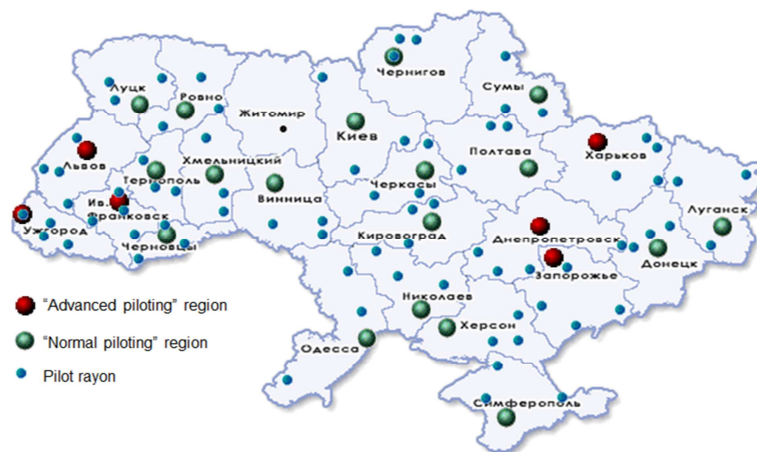
- 4 rayons per region through advance piloting;
- 3 rayons per region through normal piloting.

c) Selection of pilot rayons

During July-August, rayons submitted their applications: 58 rayons applied from ‘advance pilot’ regions and 142 applications were received from rayons of ‘normal piloting’ regions. Applications were analyzed, evaluated based on a set of criteria (Box - 36), and approved by CBA in close cooperation with the officials of the regional authorities. Accordingly, 24 rayons in the advanced piloting regions and 54 rayons in the normal piloting regions (except Zhytomyrska oblast) were selected. Among the selected rayons 13 were replication rayons.

Box – 36 : Criteria for Selection of Pilot Rayons for Implementation of the EE Component

- Potential of renewable energy sources in the rayon;
- No. of rural communities lacking gas supply;
- No. of rural communal infrastructures facing serious energy inefficiency;
- Availability of special programme & budget to exploit renewable energy opportunities;
- Level of technical capacity (in term of human resource) to work on renewable energy sector;
- Level of pro-activeness (performance) in implementing CBA methodology



Map – III. Area of implementation of the EE component

d) Launching of the EE component at the rayon level: During August and September of 2012, introductory seminars were organized in the selected rayons of ‘normal piloting’ regions in order to present the terms of participation in the EE component and announce the competition of micro-project ideas.

Box - 37: Micro-project Idea for Finding Most Potential Project

Under EE component, opportunity is given to all communities in the rayons selected for EE component. A community (CBA-II or otherwise) that has a sound idea of energy efficiency micro-project could become eligible for competition. The idea includes a clear estimate of the nature (energy saving, innovative technology, renewable energy) of the energy project the community would like to implement along the cost estimation and cost sharing vision. Among all applicants from the selected rayons, two MP-ideas per rayon are selected for support based on following criteria:

- Nature of MP Idea (energy production and/or saving)
- Nature of Technology (innovative, renewable, mixed)
- Energy Independence (contributes, consumes, both)
- Level of Coverage (comprehensive, partial)
- Level of Expected Benefit (pollution reduction, energy saved/added)
- Proposed cost sharing arrangement
- Past performance of CO
- Potential of demonstration effect

In case, the selected community is not a CBA-II community, then the process is initiated to bring the community into CBA-II framework through implementation of all the steps required to this end, before extending concrete support towards implementation of micro-project idea.

8.3 Capacity Building

a) Training/information materials development: in 2012 manual on energy efficiency component was prepared, tested, published and disseminated among partners in regions. 5000 copies of a leaflet on the EE component was prepared, printed and disseminated.

b) Trainings: In order to develop the necessary capacity for advanced piloting, training was organized on the EE implementation during the 12th and 14th of July, for six focal persons from OSA/OC and six CDOs from advance pilot regions. The programme of the training in Kyiv included presentation of the EE component and modality of its implementation, regions’ needs assessment in terms of energy efficiency and case study of best practice of regional energy strategy. By the end of the training, each region drafted an action plan of the EE component implementation, based on their actual needs and vision.

8.4 Micro-project Support to Local Communities

a) Selection of micro project ideas (normal pilot)

As of 2012, 47 micro-project ideas were received from 5 normal pilot regions (Donetska, Luhanska, Cherkaska, Ternopilska, and Khmelnytska). Of them 23 MP-ideas were approved upon due assessment.

The average cost of each micro-project idea is UAH 217,000. Proposed cost sharing reflects 38.3% from local budget, 6.1% from communities, 2.2% from other donors and 53.4% from CBA Project.

Following approval of micro-project idea, process was initiated to allow CBA-II COs to proceed towards approval of the proposal at LDF and technical document preparation. In case of Non-CBA-II communities, process was initiated to develop the communities into full fledged CBA-II COs.



Inter-rayon local development forum on energy efficiency, Donetska oblast

It is expected that the MP-idea will be received from all regions by first quarter of 2013. Approval MP-idea will lead to preparation of micro-project proposal. Fully fledged implementation of this component will take place in 2013-14.

Problems and solutions

Review of MP ideas revealed that the local authorities and local communities had not well understood the idea behind energy efficiency. Despite CBA's presentations during roundtables/launching seminars and dialogues, they strongly carried the experience on energy saving and heavily reflected this component in the MP-idea making energy efficiency component just a token in the proposal. CBA staff had to work with the COs and authorities to get the MP-ideas improved. It was learned that need of energy saving component is so big in the communal buildings of the rural areas that villagers and authorities could hardly imagine anything innovative. CBA however, persisted with its vision and initiated orientation training for all potential COs and relevant authorities in each region before they developed MP-idea. The initial result was encouraging. Several COs decided to change their idea altogether. While, the orientation will continue in first quarter of 2013, the delay already took place.

8.5 updating of Regional Energy Strategy in Advance Pilot Regions

Following activities were taken in 2012 in the realm of improvement\development of regional energy efficiency strategy:

- Following the recommendation of the national study and international workshop (section 8.1), the concept of regional energy strategy improvement was elaborated and ways of cooperation with region authorities was sought by getting an energy focal person deputized by pilot regional authorities;
- In September 2012, announcements were made for six consultants on energy strategy – one for each of six advance pilot regions. However, only three consultants could be selected due lack of adequate number of competent candidates.
- The selected consultants were provided with necessary orientation and field exposure. In November 2012, joint vision on methodology of reaching the objective were developed;
- In December 2012, launch sessions were held in three pilot regions, Lvivska, Ivano-Frankivska and Zaporizka. An energy working group was formed in each region involving the energy focal person

and experts and officials from the relevant departments. The consultants pursued the task of information collection and analysis.

Problems and solutions

Energy strategy exists in each region in line with the national vision. However, their structure and content varies greatly from region to region. Also, vision on energy efficiency/innovative technology/renewable energy suitable for rural areas is almost non-existent. The same is true about concept of sustainability and people based implementation of energy efficiency concept. In course of roundtables and expert consultations, environment was developed in favour of this vision thanks to exposure of authorities with CBA methodology since past many years.

The existing strategy is for the period up to 2015. In 2014, the regional authorities will undertake the task of developing energy strategy for 2015-20 period. In this situation updating of current strategy in 2013 will have less value from the perspective of getting into implementation. Therefore, the regional authorities have suggested to support strategy development in two steps: first prepare concept for 2015-20 strategy this time and then support strategy development for 2015-20 period upon approval of the concept from regional council. This proposition sounds good for consideration.

8.6 Raising Public Awareness on Energy Efficiency

The following preparations were made during 2012 towards raising public awareness on energy efficiency:

- Information about best practice in energy saving and energy efficiency was regularly disseminated via mailing list and through CBA Facebook page: <http://www.facebook.com/cbaproject>;
- CBA communities, local councils, rayon authorities and regional authorities are motivated to invite professional companies and organization to help the study and in choosing technology. <http://www.aea.org.ua/2012/12/blog-post.html#more>;
- A draft leaflet was prepared on 'energy for all' in line with UN publications on the subject. This leaflet will be published for wider dissemination in 2013;
- Materials were collected for preparing a video on energy efficiency. The film will be prepared in 2013 and will be used widely for raising public awareness;
- A vision was developed to adapt the document 'The Heat Is On' prepared by the Bratislava Regional Centre based on an Odesa workshop (section 8.1 b) to suit Ukrainian needs and bring out the adapted version for wider circulation

8.7 Future Course of Action

The following activities are to be undertaken within the EE component in 2013:

- Improvement of energy strategies in six regions;
- Support of technical documentation development for big projects in the realm of renewable energy;
- Support to energy efficiency micro-projects
- Experience documentation and dissemination for raising public awareness on energy efficiency

Chapter IX

KNOWLEDGE MANAGEMENT

The national level application of the 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, the knowledge management component of CBA activities aims to document and disseminate the experience on participatory governance and community based local sustainable development.

To this end, the target of CBA-II is to support the creation of a locally owned and managed repository (knowledge management hub) and introduce a community based approach in specific courses of higher education in ten universities. By 2012, the knowledge management hub was established and twelve universities incorporated the subject into their curriculum thereby fully achieving the target.

Details on these activities are given below:

9.1 Knowledge Management Hub

With a proposal to create a nationally owned repository, a grant agreement was signed on the 11th of May 2012 with the Association UADRC with the purpose to establish the *Knowledge management hub*. UADRC has a country wide network and has authority to support legislative process in the country. Thus, this is the most suitable institution for housing the hub. The grant also included provision for building capacity of a knowledge management team and officials of district and regional authorities across the country. In the spirit of the vision, the following activities were carried out in 2012:

- UADRC recruited a knowledge management team which was trained by the CBA during July 2012;
- Equipment and logistic required for the hub were procured;
- The concept of the KM web platform was developed and agreed with stakeholders;
- A web portal was developed by an expert recruited under terms of reference drafted in line with the concept;
- On the 13th of September, the knowledge hub and the web platform was launched at the board meeting of UADRC in front of 30 heads of rayon councils;
- On the 24th of September, the concept of knowledge hub was presented by CBA Communications & Monitoring Specialist at Social Good Summit 'How new technologies and social media can help solving the problems of community and humanity', organized in Taras Shevchenko National University of Kyiv;
- On the 3rd and 4th of December, training for coordinators of 15 rayon resource centres from 15 regions was held. The main aim of the training was to test the web portal and knowledge hub. The participants were familiarized with the purpose of the web portal, its structure and functions. They were asked to conduct various practical tasks like - registering a new user; uploading information about their resource centres including photos and videos; etc.;

KMH focuses on collecting and systematizing the existing knowledge about CBA methodology and Ukrainian best practice of the community based development approach application to make it available for potential and actual partners / users. The overall objective of the activity is to support the creation of a locally owned and managed repository and network of good practices and knowledge on community based development and participatory governance.

The total cost of the KMH activities in 2012 was estimated to be UAH 402,300 of which 19% was borne by UADRC and UAH 81% was supported by CBA as grant. The hub can be accessed at <http://rozvytok.in.ua/>

Problems and solutions

- Capacity of UADRC: The Idea of KMH is relatively new to Ukraine and the UADRC-authorities have low understanding about its value and function. The same was true in cases of KM-staff. Thus, the authorities and KMH-staff need to be sensitized time and again and exposed to successful knowledge management cases in other counties;

Internalization of KMH into its structure is an important milestone to sustainability of the hub. However, capacity building support must be continued to equip it and train additional staff recruited by the association;

Capacity building support will also be needed to (a) further develop the portal, (b) enrich the hub with relevant information, (c) make a membership drive and (d) make efficient moderation.

9.2 Partnership with Academia

Within the framework of its knowledge management component, the 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. The following activities were carried out on this aspect:

a) *Signing of MoU:* During 2012, memorandum of understanding was signed with 20 universities (Annex - XIII) with a view to cooperating on three components: a teaching course on sustainable development, students' internship in the regional implementation units of CBA Project, and competition of students' research papers. Two more universities (National University of Kyiv-Mohyla Academy, and Lviv Bank University) remained in process of signing of MoU with CBA Project.

b) *Introducing 'Sustainable Society Development' course into curriculum*

Twenty universities expressed their intention to introduce into their teaching curriculum the course 'Sustainable Development' or 'Sustainable Society Development'. Both courses were expanded with support from the UNDP/MGSDP and piloted in the Academy of Municipal Management (Kyiv).

On the 30th and 31st of May 2012, a training session was organised for professors from partner universities. Twenty professors from thirteen universities, who will each teach a separate course or module on sustainable development of society in their universities, participated in the session. The main aim of the training was to present theoretical and practical aspects of the community based approach to local development methodology used by the CBA project, and to show how dissemination of experience could be made with the cooperation with academia. In the course of the training, a visit to the community of Studenytsya village of Zhytomyrska oblast was organized where the participants witnessed practical results of CBA implementation.

In the autumn semester, 12 universities introduced the course into their teaching curriculum. Thus target of reaching academia during CBA-II was achieved in 2012.



Training for trainers included seminar, presentations and a field visit to Studenytsya village in the Zhytomyrska oblast



Presentation of the Sustainable Society Development course at Luhanska National University (left) and a seminar for the opening of the Learning and Practice Centre of the Sustainable Development of Rural Territories, held by Mykolaiv National Agrarian University (right)

c) Linking Ukrainian academia to the global debate on sustainable development

Under the initiative of the CBA Project, eight universities were involved in the national awareness raising campaign on 'Rio+20', namely: Chernihiv state technological university, Poltava state agrarian academy, Kherson agrarian university, Uzhhorod national university, Kharkiv national economic university, Cherkasy state technological university, East-Ukrainian national university and Sumy state university.

Each of these universities organized *Sustainable Development Days* featuring open lectures, presentations, students' debate and other initiatives. Finals of inter-regional debates were organized in Sumy State University during the conference "Economics for Ecology", scheduled for the 27th to the 30th of April 2012.



International Conference 'Economics for Ecology' and the finals of inter-regional students' debates on sustainable development at Sumy State University

d) Support for research on community based development among students



With a view to encouraging students to conduct research on various aspects of community based development, the CBA Project conducted a competition of students' papers on the subject. Four professors were contracted to evaluate and rank the papers, based on average scores. 43 students from 11 universities participated in the research.

The twenty best papers were agreed upon and published in a special publication. The collection of best students' papers can be viewed at: <http://issuu.com/cbaproject/docs/studentpapers> Authors of these papers were invited to participate in a summer school called 'Sustainable development and

community participation'

Box – 38: Impressions of Jury Members on Students' Papers and Research

The jury members shared their impressions of student research papers. *"The overall impression about the work is very positive. A large variety of topics, approaches and ideas were presented. Even if only a third of the young scientists proposed initiatives were put into practice it would be a great success and a significant contribution to the improvement of living standards in Ukrainian communities."* - Yuriy Petrushenko, Ph.D., Associate Professor of Economics at the Sumy State University.

The jury was particularly impressed how some authors were sincerely concerned about community development issues in Ukraine. *"The impression is that the diversity of subjects, approaches, opinions and links to various sources is a positive indication of the authors' relevant knowledge and skills in analyzing social processes at the local level. Most of them quite confidently use the issues of the community based approach to local development trying to make conclusions and recommendations. I think that this aspect should be expanded in the future facilitating young peoples' creative scientific understanding of the current issues of community activities."* - Mr. Sadovenko, the Candidate of Historical Sciences, Associate Professor of Political Sciences of the Academy of Municipal Management.

"Students' research papers enlightened current regularities of economic, social, environmental threats to community development at the local and regional levels. Some research papers included practical proposals that could be implemented at the local level." - Oleksandr Kalinichenko, the Candidate of Economic Sciences, Associate Professor of Economics of Enterprises of the Poltava State Agrarian Academy.

"This competition has shown that besides interest in the problems of sustainable development the students also have deep understanding of the current problems of communities, the ability to combine community development issues with social, economic, cultural, environmental problems of the regions. We were pleasantly surprised by the fact that many students were familiar with the project activities, particularly in their research papers as they used successful examples of communities that had participated in the Project 'CBA to Local Development' finding the ways of solving certain problems of the community, preparing business plans for implementation of the individual community development projects", – Galina Lutsyshyn, the Candidate of Political Sciences, Assistant Professor of Political Sciences at the National University 'Lviv Polytechnics'.

e) Summer school 'Sustainable development and community participation'

On the 6th to the 10th of August, a Summer school entitled 'Sustainable development and community participation' was held in Yevpatoriya. Fourteen young scientists from five Ukrainian universities presented results of their research of social, economic and environmental aspects of sustainable development.

The opening of the Summer school was attended by the Deputy Country Director of UNDP in Ukraine Elena Panova and the Head of Operations Section of the EU Delegation to Ukraine Mr. Jose Roman Leon Lora. Welcoming the participants, Mr. Jose Roman Leon Lora highlighted the important role of sustainable development issues in the vision and activities of the European Union. Ms. Elena Panova mentioned that taking into consideration the multiple-aspect character of sustainable development problems it is possible to achieve success in this direction only by joining of government efforts and the efforts of communities and businesses with involvement of national scientists to the dialogue and practical cooperation.



The opening of the Summer school was attended by Jose Roman Leon Lora, Head of operations section II of the EU Delegation to Ukraine and Elena Panova, UNDP Deputy country Director



Participants of Summer school visiting a community organization in AR Crimea

During the weeks of the summer school participants exchanged their visions on various aspects of sustainable development as well as learned about the achievements of international organizations in reaching sustainable development goals. Study tours to two CBA communities and one pilot community of MGSDP were organized to give the opportunity to communicate with people who had implemented principles of sustainable development in practice.

f) Support for research on community based development

CBA-supported research *'Impact of CBA Project Activities on Social Capital in Sumy Region'* carried out by a group of researchers from Sumy State University, continued. Results of the first round of survey were summarized and analyzed. The second round of interviews will be organized in October and November 2012 with an aim to reveal the impact of CBA activities on social capital.

Box – 39: Research “Impact of CBA Project Activities on Social Capital in Sumy Region”

In January 2012, Sumy State University (SSU) launched the research *'Impact of CBA Project on Social and Economic Indicators in Sumy Region'*, carried out by a group of researchers from SSU. Objective of this study is to assess impact of CBA-I socio-economic characteristics and social capital characteristics. The study was conducted in Sumska oblast considering CBA-I communities as intervention group and newly selected CBA-II communities (yet to receive benefit from CBA) as a comparison group to understand what would be socio-economic and social capital situation in those CBA-I communities had they not been benefited from CBA-I.

The study utilised secondary data on 11 social-economic characteristics of villages of Sumy oblast pertaining to 2005-2010 period. A survey of 960 households was undertaken to gather information on 9 social capital characteristics from intervention and comparison group using sociological survey and pipeline matching methodology. The information was analysed and inferences were drawn using percentage analysis and regression analysis tools.

Findings of the research shows that –

Intervention communities experienced significant impact on the socio-economic characteristics over comparison communities, namely (a) village population; (b) bus connectivity; (c) migration; (d) No. of people employed per sector; (e) No. of people employed out of the village; (f) No. of people employed in the entrepreneurial sector; (g) No. of seats at school and kindergartens; (h) No. of health centre visits;

The rate of growth of social capital characteristics was significantly higher in intervention communities compared to comparison communities. The characteristics included (a) traditions of the community, (b) information and communication, (c) empowerment and political action, (d) (anti-)paternalism, (e) level of trust, (f) solidarity and inclusion, (f) general norms, (g) collective action and cooperation, and (h) general characteristics of the community (e.g. propensity to migrate, employment conditions, safety and others);

Communities in the districts belonging to culturally and historically known for collectivism offered

higher propensity of adopting organizational and financial mechanism of CBA compared to the districts who carried individualism in their culture and history.

Detail summary of the study is given in Annex - XIV.

g) Workshop for partner universities

On the 13th and 14th of December 2012, the annual workshop for coordinators of partner universities was held in Lviv. The National University 'Lvivska Politechnika' hosted this event. The main aim of the event was to assess results of academia related activity in 2012, and to develop a vision of further cooperation in 2013. Followings are the findings of the workshop:



Results of 2012 activities

- First experiences in teaching the course/module on 'Sustainable Society Development' revealed that (a) the textbook on sustainable society development provided by CBA Project was very useful and (b) sustainable society development is a very wide topic and may be included in a variety of courses (sociological, economic, political science, ecology etc.);
- Competition of student papers was proved to be useful. However, (a) it should be announced in March and involve students of not only the third and fourth year but in the second year also. This is because students in their second and third years are still interested in learning and undertaking different forms of research, while those in their final year may be more focused on finding a graduate job rather than their studies; (b) criteria of papers should be more specific and on given topics;
- The Summer school 'Sustainable Development with community participation' was effective in terms of motivation and exchange of inter-regional experience and should be continued. However, it should also include winners of the students' debate;
- Student internships offered positive result as the students gained practical experience in communication with communities and knowledge on bureaucratic procedures. Later on students had the opportunity to apply for jobs in official institutions. Therefore, this activity should be continued. However, a data base of available OIUs for internship with specification of dates and duration of internship along with a guidelines on methodology of internship should be circulated to universities.

Proposal for 2013 activities: In light of the experience of 2012 needs identified for 2013 were -

- To develop a collection of successful and unsuccessful cases of community activities in the realm of solving their problems (for example, using CBA cases);
- To develop a set of teaching video materials;
- To invite guest speakers to participate in lectures. Community organization's head, activists might serve as guest speakers and present their experience of community mobilization and local development of their territories;

- To develop a distant course in order to involve more students with sustainable development topics;
- To involve students in internship, debate on sustainable development, small research on CBA and Summer school;
- To link academia with the knowledge management hub established at UADRC under the support of the CBA.

Coordination and networking: The participants recognised the need for networking with partner universities at national level because it offered the opportunity for linking teaching with field reality and promoted the idea of sustainable development of society by student participation. However, a need was felt to make a serious assessment of the institutional procedures to bring this idea into action as each university had its own procedure of participation into networks. In the meantime it was agreed to introduce ownership of the universities in the activities of CBA through activity-based coordination arrangement.

9.3 Knowledge Sharing

Sharing and dissemination of knowledge is the key priority of the CBA-II KM component. Responding to frequent requests, CBA often hosts/participates in visits meant for exchange of experience. In the reporting period, following events took place:

- From the 12th to the 17th of March, Jaysingh Sah, CBA International Project Manager undertook a mission to UNDP/Armenia to streamline the efforts of Ministry of Territorial Administration (MTA) in the resource mobilisation within the framework of EU-PRDP instrument.
- On 16 March, a presentation of CBA-II and a field visit was organized for a group of College of Europe students, majoring in EU regional policy. Their interest lied in observing the results of EU aid to Ukraine. The group visited Kornalovychi village of Lvivska oblast where at the general community meeting its activists presented the overview of their CO's activities and demonstrated the results of two micro-projects: on improvement of healthcare services and energy saving in the school.
- On the 21st of March a visit of a Belarusian delegation was hosted by Donetsk RIU. The delegation included representatives of local communities and governments, as well as employees of social sphere. The visit aimed at learning Ukrainian experience of community based development initiatives implemented in framework of CBA Project, and in particular, to study the experience of energy efficiency projects implemented by community organizations. In addition to the presentation in Donetsk RIU, a field visit was organized to two communities of the Krasnoarmiyskiy rayon.

The visitors were impressed by the proactive approach of the people and opined, *"The proactiveness of people is impressive. Together they implement the impossible. Efficiency of CBA Project is visible primarily in people's eyes, shining with the desire to further develop their community"*.

- On the invitation of the European Journalism Centre, Ms. Ganna Yatsyuk, communications and monitoring specialist of CBA, participated in the seminar 'The State of the European Neighbourhood Policy', held in Brussels from the 14th to the 16th of May 2012. At the seminar, she presented the CBA Project to the journalists from fifteen European countries. This included journalists from the BBC, Gazeta Wyborcza, Czech TV, Fygello, and FAZ amongst others. This international seminar covered foreign affairs to discuss EU's relationship to its neighbour countries and its commitment to the ENP. The Project was presented in framework of an experts' plenary discussion on the topic of Ukraine-EU relations (discussing political and economic ties, EU perspective for Ukraine, trade and investment relations, cultural and social cooperation). The panel was moderated by Gareth Harding, director of the Missouri School of Journalism's Brussels Program. Other panellists included representatives of the European Commission and Ukraine's Ministry of Foreign Affairs, Department on Relations with the EU. This presentation served a good purpose in promoting CBA ideology beyond Ukraine.
- An intern from France joined the CBA team for the period from January to June 2012 and conducted research on the joint planning aspect of CBA Project implementation taking Mykolaiv, Luhansk, Chernihiv Khmelnytski and ARC as study regions. Findings of her research show that:
 - CBA succeeded in involving people into the planning process. A significant portion of inhabitants were found to be well-aware of development planning;

- In parallel of micro-projects (MP) other minor projects are organized by populations due to Rayons Resources Centre (RRC). It means that the Development Planning Methodology is well-understood and re-implemented;
 - There is a significant rise in the trust between the community and the local authorities. Existence of CO is main factor of building the trust;
 - There is significant increase in level of skill and confidence among community members regarding undertaking initiatives beyond CBA micro-projects
- From the 3rd to the 7th of September, the CBA hosted a study visit of the Arminian delegation, including representatives of UNDP Armenia, Ministry of Territorial Administration, Ministry of Labor and Social Affairs, Ministry of Nature Protection and Deputy Governor of Tavush region.

The visit was organized with the aim to present Ukraine's experience of community based development. The programme of the visit included a meeting with UNDP Ukraine management, briefings on local development cluster and its projects, presentations about CBA methodology and a two day field visit to Cherkaska and Kirovohradska oblasts.



Armenian delegation meetings with communities, rayon and regional authorities

During the visit, the delegation met with pilot communities of Kirovohradska and Cherkaska oblasts, interacted with representatives of rayon and oblast authorities, visited micro-projects sites and interacted with community members.

9.4 Policy Recommendations

In 2012, the CBA Project continued to supported UADRC for development of policy recommendations and amendments to draft *Law on Bodies of Self-Organisation of Population (BSP)*. Several round tables were organized to discuss the draft law. In August, the finalized draft was submitted to the Ministry of Regional Development, Housing and Construction, to be reviewed and submitted to Verkhovna Rada.

Box – 40: Opinion on Process of Policy Formulation

"For improving local policy directions, it is necessary to pay attention to work at the community level, which must become an important aspect of that policy. The Implementation of the CBA project may be regarded as an important step in development of the participating communities, as well as in establishment of civil society in our country. However, in spite of significant achievements in working with the community, many aspects of work with this category still require new developments, improvements and implementations."

O.S. Kapelyukha, Deputy Head of the Economics Directorate of the Chernihivska OSA.

Chapter X

COMMUNICATION AND VISIBILITY

The CBA Project aims to maximise the level of transparency of its implementation, and strives to involve media to inform about its milestones. It is done through media activities and visits of the donors and partners. The following activities took place during the reporting period in this regard:

10.1 Media Events

During the reporting period, opportunities for organizing public/media events occurred. These were mostly opening ceremonies of micro-projects, partners' and donors' visits. Media events at local and regional level were often organised in coordination with authorities at the level. Very often the press departments of OSA/OC played significant roles in inviting media and coordinating the event. In total, 144 media events took place in the 2012. Since inception, 413 media events were organized (Table – XXXV).

Table – XXXV: Media Events (2012)*

| SN | Activity | 2011 | 2012 | | | | Sub-total | Total |
|----|--------------|------|------|----|----|----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| 1 | Media events | 269 | 20 | 54 | 32 | 38 | 144 | 413 |

* Region-wise details are given in Annex – XV

a) Models' visit: During Ukrainian Fashion week (19th and 20th March 2012), supermodel Dji Dieng, Rocco Leo Gaglioti (Fashion News Live), Stumik Icewater and Donny Cacsh of Wu Tang Clan, Marcia Favre and DJ Laris Alexander visited the regional government of Kharkov to discuss about the UNDP Water Project and promoted the issue of clean water for the population. As a result of a special charity event, funds of roughly UAH 32'000 were raised to be donated to the community of Kunje village in Kharkivska oblast for their project on solving water supply problem.

b) EU Energy Week: The CBA presented its achievements on the implementation of energy saving and energy efficient projects in rural communities, as well as displayed the concept and scheme of the 'advanced' energy efficiency component, to be implemented within CBA-II.



Exhibition of children's posters during Energy Week, European village

In order to reflect the visions of the young community members on energy efficiency, a competition of posters and slogans was held for pupils of years five to eleven. The best posters were exhibited during Energy Week, on the 23rd of June. Selected posters have been published on the CBA web site:

<http://cba.org.ua/ua/news/announcements/1149--q-g>. and can be viewed at: <https://picasaweb.google.com/108202663309480216183/yhNBMF>



Winners of the poster competition on energy saving and energy efficiency

c) **EU journalists tour:** On the 6th of September, a press tour to Yabluneve village (Kyivska oblast) was organized for twelve journalists from the Ukrainian and Armenian mass media. The press tour was organized within the framework of the EU-supported Media Neighbourhood Programme. During the press tour journalists had the opportunity to meet and communicate with community members, and representatives of rayon state administration and rayon council. Journalists got familiarized with results of first micro-project implementation in energy saving.



A group of Armenian and Ukrainian journalists participated in the opening of micro-project (energy saving in school) and met with the community organization to learn about their path towards self-organization

Selected journalists' reports can be viewed at following links. In general, the writing depicts positive impressions after observing the results of community's self-organization and implementation of micro-project:

- <http://www.facebook.com/photo.php?v=545155415498143>
- <http://glavcom.ua/articles/8177.html>
- <http://www.mynews.am/hy/node/2017>
- <http://blogs.pravda.com.ua/authors/andrushko/504c6d3193c51/>

d) **TV journalists visit:** In September, four visits to communities of Poltavaska, Luhanska and Lvivska oblasts were organized for journalists of Channel 5 with the aim to create video stories. Stories were aired on Channel 5 in "Window to Europe", and posted on the CBA Facebook page and uploaded on YouTube:

- Univ, Lvivska oblast: http://www.youtube.com/watch?v=CAJ0eiQOs0A&feature=player_embedded;
- Milove, Luhanska oblast: http://www.youtube.com/watch?v=YzxHZGSBCZ4&feature=player_embedded;
- Novi Martynovychi, Poltavaska oblast: <http://www.youtube.com/watch?v=yMDG28yVr3Y&feature=relmfu>;
- Luka, Poltavaska oblast: http://www.youtube.com/watch?v=CUR_n023_Q4&feature=youtu.be

10.2 Media Coverage

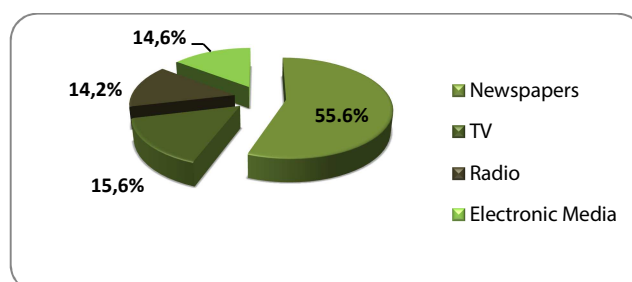
During the reporting period, 1872 cases of media coverage were noted. The majority of cases are in newspapers (43.4%), followed by electronic media (23.9%), radio and TV (32.6%). Total number of the recorded media coverage since inception of CBA-II is 3165 (Table – XXXVI).

Table – XXXVI: Media Coverage (2012)*

| SN | Activity | 2011 | 2012 | | | | | Total |
|----|----------------|------|------|-----|-----|-----|-----------|-------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 2 | Media coverage | 1282 | 407 | 464 | 529 | 483 | 1883 | 3165 |

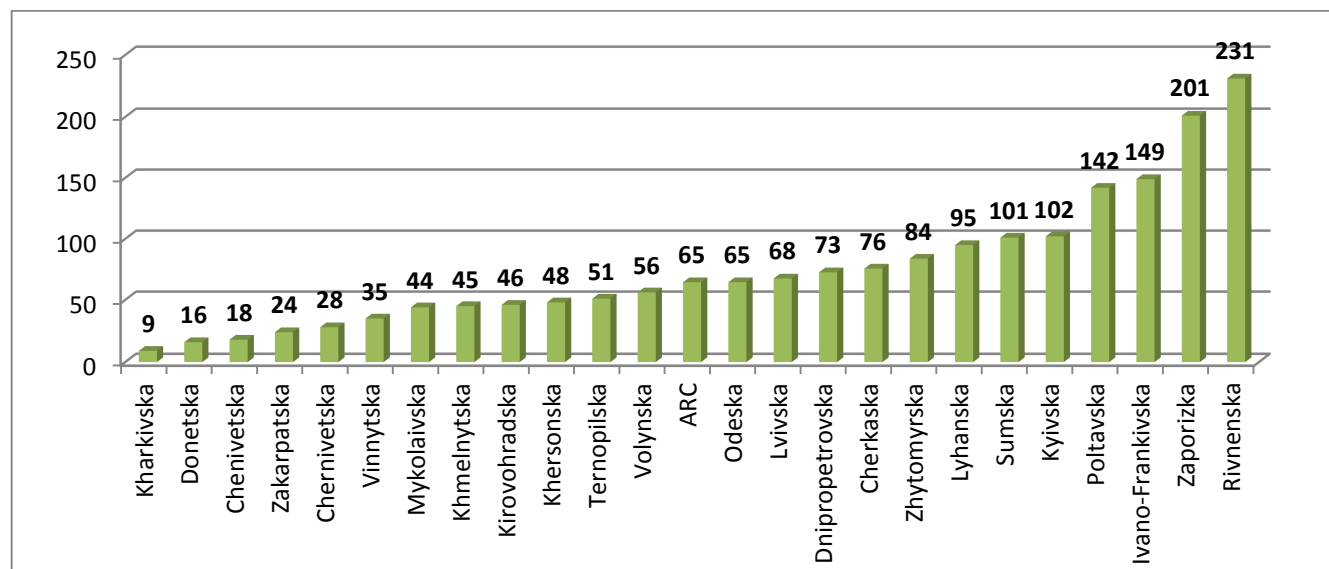
* Region-wise details are given in Annex – XV

Chart - IV: Distribution of Media Coverage in 2012



The most media coverage during 2012 was recorded in Rivnenska, Zaporizka, Ivano-Frankivska, Poltavka, Sumska and Kyivska oblasts (Chart – V)

Chart - V: Distribution of Media Coverage by Regions, in 2012



10.3 CBA in Social Media

CBA page on Facebook (<http://www.facebook.com/cbaproject>) 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, RCRCs followed the suggestion on creating their pages on Facebook and actively use them to publish and exchange information and experience. As of end of 2012, 67 RCRCs became part of the virtual network of RCRCs created under initiative of CBA.

An analysis of the users of CBA Facebook during 2012 shows that –

- The number of unique people who saw content associated with CBA page ranges from 1 to 17 per day;
- The Facebook page mostly reached the age group of 25-34 years old (43.9%), followed by the group of 35-44 years old (almost 25%) and 13% of visitors between 18-24 years old;
- People from 17 countries visited the sites, with Ukrainians occupying the highest number

10.4 Regional Newsletters

In order to disseminate information about the Project among stakeholders, potential participants and wider public audience, regional implementation units published newsletters regularly. During the reporting period, 112 issues of newsletters were published in all regions. They were disseminated both electronically (2441) and printed copies (10056) according to the distribution lists. The recipients of the newsletters were regional administrations, regional councils, rayon administrations and councils, village/city councils, local communities, local media, and NGOs. Since inception, 183 issues of regional newsletters were produced, with 20176 hard copies disseminated among stakeholders, and 5061 copies disseminated electronically (Table - XXXVII).

Table – XXXVII: Distribution of CBA Regional Newsletters*

| SN | Issues | 2011 | 2012 | | | | | Total |
|----|-------------------------------------|-------|------|------|------|------|-----------|--------|
| | | | Q1 | Q2 | Q3 | Q4 | Sub-total | |
| 1 | No. of issues published | 71 | 20 | 29 | 25 | 38 | 112 | 183 |
| 2 | No. of copies printed & distributed | 10020 | 2158 | 4052 | 1815 | 2031 | 10,056 | 21,076 |

| | | | | | | | | |
|---|-----------------------------------|------|-----|-----|-----|-----|-------|-------|
| 3 | No. of copies sent electronically | 2620 | 648 | 640 | 714 | 439 | 2,441 | 5,061 |
|---|-----------------------------------|------|-----|-----|-----|-----|-------|-------|

* Oblast wise details in Annex – XV

10.5. Communications Activities on RCRCs and COs

Rayon Community Resource Centres and pilot communities of CBA are encouraged to apply in their actions the same principles of transparency and accountability. Thus, many rayon resource centres have adopted the good practice of publishing their news at the RSA/RC web site, and RCRC's Facebook page. Many RCRCs started to issue their own newsletters, at their own expense.

In the attempt to provide due level of transparency and accountability, COs regularly inform members of their organization about each step taken by the CO management team. For this purpose, COs often install information board where key information and announcements are placed.



Information boards in community organizations of Maryivka village, (Mykolaivska oblast) and the CO 'Nadiya' (Luhanska oblast)

10.6 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. Such visits empower local communities and enhance their confidence to keep undertaking community activities together. Some of the events are mentioned as follows:

- a) On 31 January, Mr. Oliver Adam, UNDP Ukraine Resident Representative visited Kirovohradska oblast. In framework of his visit, Mr. Adam visited the oblast implementation unit and met with CBA staff and Ms. Svitlana Lobanova, the focal person from the oblast state administration to discuss progress of community development initiatives in the region. Guests also visited the photo exhibition on CBA-I results.



- b) On the 27th of April 2012, the Country Director of UNDP Ukraine, Ms. Ricarda Rieger, participated in the opening of the international conference on sustainable development 'Economics for Ecology', organized by Sumy State University under support of EU/UNDP Community Based Approach to Local

Development. Over 150 students and young researchers from over fifteen countries came to the Sumy conference between the 27th and the 30th of April to present the findings of their research on sustainable development.



In her key-note address Ricarda Rieger encouraged accelerating the transformation to sustainable development and making economies 'green' now: "The more we postpone the transformation, the higher will be the cost. In the medium and long term, new lifestyles, production and consumption patterns will emerge by necessity". Ms. Rieger also mentioned that Ukraine has the potential to become a regional leader and drive the change to sustainable development.

- c) On May the 18th, 2012 in honor of Europe Day the Head of the European Commission to Ukraine Jose Manuel Pinto-Teixeira visited Vinnytska Oblast, along with the ambassadors of Austria, the United Kingdom, Denmark, the Netherlands, Romania and Sweden, as well as representatives of the Embassies of the Czech Republic, Germany, Slovakia and Slovenia.

The agenda of EU representatives` visit included, in addition to participation in the celebrations, acquaintance with the experiences of a number of projects supported by the EU, including - EU/UNDP Project "CBA to Local Development".



The Delegation met with the residents of the village Selysche (Tyvrivsky Rayon) and activists of the CO 'Selysche'. They presented the stages of organization development and their activities, showed the results of community actions: new street lights, a new heating system for the kindergarten and a renovated house of culture. The head of the CO 'Selysche' Natalia Postupaylo noted that after participation in the CBA Project the community

became 'alive', started working, found new donors and successfully implemented several more projects.

The chief of the village Valery Slobodian thanked all the European dignitaries, particularly the ambassadors, for their help and emphasized that the community would continue its institutional development and was ready to share its experiences with others. The Members of the Delegation appreciated the results achieved by the community members. Mr. Teixeira said that he was extremely impressed how effectively the community had used the opportunity not only to utilise European funds but also the European experience. He said: "*In this community I've seen democracy in action!*"



- d) On May the 25th, 2012 UNDP Resident Representative in Ukraine Mr. Olivier Adam visited Mykolaiv oblast. During his visit he met with government officials of the oblast and Maryivka village community. Mr. Adam also visited Bashtansky Rayon Community Resource Centre.



During his meeting with the First Deputy Head of the Mykolaiv Regional State Administration Gennady Nykolenko and the Head of Mykolaiv Regional Council Igor Diatlov Mr. Adam discussed results and prospects of cooperation between Mykolaiv oblast and UNDP Ukraine in different spheres of activities, including human development, sustainable community development and oblast prospects in social projects of the United Nations, promotion of the local governance reform and social responsibility of businesses.

In the community of the village of Maryivka he observed the energy saving measures installed at a school. The Head of the CO Larysa Lutskyna said: "Collaboration with the CBA Project has become a happy start for us. It has opened the borders of opportunities. Through our public organization 'The Agency for Rural Development' we have gained access to useful information and knowledge. In our work all parties win and all receive the benefits. Thus, realizing this fact we all are working together on the realisation of the our community development plan".



During his visit to Bashtansky rayon, Mr. Adam visited the Community Resource Centre established at the initiative of the rayon authorities for closer cooperation with communities and donor fund raising. The head of the Bashtansky Rayon State Administration, Ivan Rubskyi said: "*The main achievement of our cooperation with EU/UNDP and directly with the CBA Project is that we have managed to mobilize local communities of the rayon that are able to work together and solve common problems on their own efforts and with the help of the local*

authorities. We gained interest and learned the methodology and experience of the project in 2010 through the creation of the LODF and the Community Resource Centre. Thus upon conclusion of the Partnership Agreement with the CBA Project, community organizations have been registered and started their work in all of 19 village councils of the rayon".

- e) On May the 30th, 2012 the Head of the EU Delegation in Ukraine, Ambassador Jose Manuel Pinto Teixeira, as well as ambassadors of Finland, Latvia, Lithuania and representatives of the embassies of Estonia, Austria, Slovakia, Poland, France, Holland and the Great Britain were met at the village school in Kostiantynivka by the Perovsky village council. The ambassadors and other honorable guests were there because of the framework of the EU/UNDP Project 'CBA to Local development- II'.



EU and UNDP representatives were warmly welcomed at Kostiantynivka school. The guests observed the school premises and saw the work completed by the community organization. The Head of the Delegation of the European Union expressed satisfaction at the well-organized work of the village community.

"Our objective today is just to put new windows in the school, but in fact the community is doing much more. Such projects constitute the stage of the democratic management school which cultivates European values. When we arrived the students greeted us in three languages - Russian, Ukrainian and Crimean Tatar. You have shown your appreciation of ethnic values and tolerance. We have been assured that all the activities of the community organization are transparent. I believe in the successful future of the community and the village if you continue your work,"- Mr. Jose Manuel Pinto Teixeira.

Box – 41: Communities’ Opinion on Donor’s Visits

“During the visit of foreign guests to our community we encouraged all interested people to participate in the preparations: so many ideas were received regarding organization of fairs, master classes and concerts. We are very pleased that all members of our rural community felt involved in the preparation and worried what impressions the guests will form after the meeting, what they know about us and how can we talk about ourselves. Most importantly, we would like to see the people by whose efforts such great projects are being implemented”, Reznichenko Lidiya, member of CO ‘Agency for Rural Development’, Maryivka village

“I could never image that visits to the community could be so pleasant. Mr. Adam, UN Resident Coordinator in Ukraine, who has such a high position and a very busy schedule, visited us. It is impressive that he found time to visit and meet the community of our small village and talked with us and answered all our questions, and he listened to us with interest. Indeed, such meetings stay for a long time in the memory of people”, Oleksandr Kovtun, member of CO ‘Agency for Rural Development’.

f) On 27 July, 2012 Mr. Andrew Rasbash, the Head of Operations of the EU Delegation in Ukraine, paid a working visit to the community of the village Univ (Peremyshlyansky rayon) and the community of the village Kornalovychi (Sambirsky rayon). During his visits Mr. Rasbash, together with the members of community organizations and their partners from rayon and village authorities learned about the results of energy efficiency micro-projects completed in the school of the village Univ and improvement of health services at the rural health centre of the village Kornalovychi. Activists of the community organization presented their successes in the frame of abovementioned micro-projects and spoke about other community initiatives that not only would develop and strengthen the community but also contribute to improving of lives of common people.



- g)** On the 9th and 10th of August 2012 Ambassador Jose Manual Pinto Teixeira, Head of the EU Delegation to Ukraine and Mr. Olivier Adam, UN Resident Coordinator and UNDP Resident Representative paid a two-day working visit to Dnipropetrovska region to witness their efforts towards grass-roots democracy.



During the first day of the visit Mr. Adam and Mr. Pinto Teixeira together with the Oblast council Head Mr. Yevgen Udod met with community of Ordzhonikidze village, who carried out self-help initiatives on improvement of their living conditions under support of EU, UNDP and local / regional authorities.

In Ordzhonikidze village, the local community got organized and created the community organization Association 'Nadiya' and initiated energy saving projects in the kindergarten and school. On the 10th August the diplomats visited 'Petrykivska Beregynya' – another pilot community supported by CBA project, and rayon community resource centre in Petrykivske.

While interacting with the community members Mr. Teixeira expressed that CBA has succeeded in strengthening the democratic process in Ukrainian villages and has improved the living condition of the citizens. It has inspired the European Union to further support the Ukrainian people with additional resources to cover more communities." Mr. Adam, on this occasion, underlined that in its local development programmes, UNDP puts a strong emphasis on community self-empowerment, regeneration, building up the spirit of self-organization and social inclusion.

At the end of a two-day visit to Dnipropetrovsk region, the delegate participated in the final working meeting with the Governor Mr. Alexander Vilkul and the Head of the Regional Council Mr. Yevgen Udod. On this occasion Mr. Udod explained that a systematic approach to cooperation between international foundations, oblast council and local communities has been implemented in Dnipropetrovska oblast within frameworks of Complex strategic program of region development. Mr. Vilkul appreciated the support of EU and UNDP and opined, "common coordinated activity and implementation of cost-sharing principle are key factors that have contributed to increase the quality of life in towns and rayons of Dnipropetrovska oblast. This is a significant contribution to region development".

Mr. Teixeira thanked the leaderships of the oblast and informed that CBA project is important for the European Union. It perfectly self-organizes people, teaches them to select priorities, mobilize efforts and successfully resolve common problems. We already see that the initiative has passed to regional authorities. We are encouraged for the achievements and would like to extend the project to a third phase.

- h)** On the 23rd and 24th of August, UNDP Resident Representative Olivier Adam visited Zakarpatska oblast. The programme of the visit included a meeting with the Governor, participation in OCC and LFD, a visit to a Rayon community resource centre and a visit to a community. Mr. Olivier Adam participated in an Oblast coordination council sitting, where eight pilot rayons reported the results of micro-projects' implementation.



UNDP Resident Representative Mr. Olivier Adam, met with the Governor of Zakarpatska oblast Mr. Oleksandr Ledyda, and participated in the oblast coordination council meeting

On the 24th of August, Mr. Adam participated in the sitting of Local development forum of Mukachivskyi rayon. He also visited the community of Vyshkovo village and observed the results of implementation of two micro-projects – energy saving and reconstruction of sewage system of the village health centre.

Chapter XI

ADVISORY AND MANAGEMENT

The CBA Project is under the direct execution of the UNDP. The UNDP ensures quality of management, resource utilization and timely achievement of results. In addition, partners and donors independently monitor the implementation of the CBA Project, and regional/local authorities provide feed-back for effective implementation of the initiative.

During 2012 several activities took place for smooth management of CBA implementation. Some of them are reported in following sections:

11.1 Personnel Management

In the reporting period, Some of the old staff left during the work period while additional staff were recruited for new components of CBA-II. In the reporting period, the following personnel were hired: financial assistant (PMU), Small Business Development Officer (PMU), driver (Volynska oblast). The newly recruited staff were provided with all necessary theoretical and practical training before commencing their duties. At the end of the year, the performance of all staff was evaluated and tenure for competent staff was extended for 2013.

11.2 Procurement & Asset Management

In the reporting period, air conditioners for 24 RIU cars were purchased and installed. Equipment (e.g. laptops, photo cameras etc.), supplies (e.g. fuel for vehicles) and services (e.g. vehicle insurance) were procured for new staff as well as for replacement of old/worn-out equipment.

11.3 Annual Review of Project Implementation

On June the 11th and 12th , the annual review of CBA implementation was held. All CDOs and representatives/focal persons from regional authorities participated.

Speaking on this occasion, Ms. Elena Panova, UNDP/Deputy Country Director, appreciated the CDOs and the focal persons for their achievements and encouraged them to ensure the Project's targets were achieved in each region.



Ms Elena Panova, Deputy Country Director of UNDP Ukraine addresses the CBA team during the annual review meeting

The first part of the Annual review meeting was focused on the analysis of intermediary results of CBA-II implementation and defining main bottle-necks hampering the speed of micro-project preparation and implementation. In a brainstorming session, the regional teams defined the best solutions to existing problems and drafted their joint work plan for the second half of 2012.

Focal persons for partner regions estimated the impact of the CBA Project to be high in the region. They stated that they were facing high demand for CBA support from the local authorities and communities. They did conform the difficulties facing micro-project implementation due to new regulation of approval process and due to budgetary constraint. However, they assured the meeting that the authorities are doing their best to resolve the problems and the Project will be able to achieve its annual target.

The second half of the meeting was focused on presentation and training of the new components on CBA: the Rural Economic Component (RED), Energy Efficiency component (EE) and Knowledge Management (KM). All these components were well appreciated by the representatives of the regional partners. It was understood that sound preparation would be required to put these new ideas into action.

11.4 Synergy with Other Donors/Initiatives

On the 24th of January, SPM Oksana Remiga, IPM Jaysingh Sah, CDS Olena Ruditch and Denis Poltavets participated in meeting with representatives of ERSTE-Bank to discuss possible synergy in the CBA framework.

On the 25th of July, a working meeting was organized with Mr Vadim Ivchenko, Head of the Board of the Ukrainian Association of Village Councils with an aim to discuss the possibilities of cooperation.

11.5 Advisory Support

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

11.6 Steering Committee Meeting

The second meeting of CBA Steering Committee took place on the 17th of October 2012 at the office of the Delegation of the European Union to Ukraine. Twenty four participants took part including representatives from the relevant ministries, secretariat of cabinet of ministers, associations of local self-government bodies, union of agricultural service cooperatives, academia, regional state administration regional councils and donors (EU & UNDP) and CBA project (Annex - XVI).

Prior to the meeting, representatives of the member agencies visited local community and rayon resource centre in Kyvska oblast to get a firsthand experience of CBA implementation. The visiting team was highly impressed by the results obtained by the joint action of citizens and the local authorities.



An official of CO in Kyivska oblast briefing the steering committee members regarding her CO

The Meeting was chaired by Mr. Andrew Rasbash, the Head of Operations Section of the Delegation of the European Union to Ukraine and co-chaired by Ms. Ricarda Rieger, UNDP Country Director in Ukraine.



Mr. Rasbash praised the success of CBA-II implementation and underscored that the Project's success has resulted in initiation of the 3rd phase of CBA with an increased budget of EUR 23 million. He recognised the existing high demand for CBA among communities as well as among the authorities and expressed that the EU would like to see the CBA methodology to be more widely replicated and used by the regional and local authorities. From this point of view, the Steering Committee meetings are of great importance

as they bring together key stakeholders who may help facilitate the process of internalization of CBA methodology.

Ms. Ricarda Rieger, UNDP Country Director in Ukraine underscored the value of cooperation with the key national partners - Ministries, agencies and associations of local governments - as crucial for the work of UNDP and, in particular, for the CBA Project. In its implementation, CBA devotes a major effort to community development, but also pays attention to building viable partnerships with authorities of all levels in order to secure sustainability of results.

During the meeting the results of the Project pertaining to 2012 were shared. Difficulty in micro-project implementation and new opportunities (e.g. knowledge management hub) were highlighted. The Committee members appreciated the results and brought to attention the huge demand from the local population for CBA support. They proposed to link CBA with national resources and programmes (through synergy to obtain further scaling up). The members estimated and recognised KMH highly as a national resource centre for sustainable local development. UADRC was encouraged to intensify its activities in this direction. A need was expressed to build human resources and extend its networking to academia.



On the occasion the deputy governor of Zaporizhka oblast Mr. Petro Honcharuk shared the vision of the Zaporizhka regional authority on development of his oblast and underscored the indispensable role of CBA methodology in fulfilling the vision.

Mr. Vyacheslav Andronovych Negoda, Head of the territorial organization department of the government authorities and First Deputy Director of the department of coordination with Verkhovna

Rada and the regions of Ukraine, Secretariat of the Cabinet of Ministers of Ukraine praised CBA achievements and characterized it as one of the best technical assistance projects currently operating in Ukraine. He noted that the high expectations from this Project were fulfilled and exceeded. The strength of CBA project lies in its systematic work and comprehensive methodology, as well as active and professional work of its team. The main value of the Project consists in going beyond solving problems of local infrastructure, towards uniting the efforts of the citizens and local governments and creating instruments for their permanent cooperation towards sustainable regional development.

In order to address the issues raised by CBA management regarding existing challenges in Project implementation, Mr. Negoda proposed to hold a working meeting to discuss the best solutions in participation of representatives of the relevant departments of the Ministry of Regional Development, the relevant committee of the Verkhovna Rada and the Secretariat of Cabinet of Ministers.

11.7 Support to Preparation of CBA-III

Support was provided to UNDP country office in context of preparation for third phase of the CBA Project. It involved supporting roundtable for stakeholder consultation and contributing towards preparation of draft project document.

11.8 Financial Management

During 2012, an estimated of € 6.5 million (US \$ 8.5 million) was spent to carry out project activities. It leaves a balance of € 9.5 million for the remaining part of the Project period. Activity wise details are given in Table – XXXVIII below.

Table – XXXVIII: Item wise Project Budget and Expenditure (Estimate)

| SN | Activity | Total Budget | | Expenditure (2011) | | Expenditure (2012) | | Balance | |
|----|--------------------------------|--------------|--------------|--------------------|-------------|--------------------|-------------|-------------|--------------|
| | | € '000 | \$ '000 | € '000 | \$ '000 | € '000 | \$ '000 | € '000 | \$ '000 |
| 1 | Human Resource | 3511 | 4777 | 507 | 722 | 1181 | 1587 | 1824 | 2468 |
| 2 | Travel | 92 | 126 | 25 | 35 | 58 | 76 | 9 | 15 |
| 3 | Equipment & Supplies | 97 | 132 | 47 | 66 | 29 | 37 | 21 | 28 |
| 4 | Local Office | 1016 | 1383 | 154 | 219 | 210 | 278 | 652 | 886 |
| 5 | Other Costs & Services | 265 | 360 | 47 | 67 | 155 | 201 | 63 | 92 |
| 6 | Others | | | | | | | | |
| a | Seed grant (social/communal) | 4358 | 5929 | 119 | 169 | 4231 | 5483 | 8 | 277 |
| c | Seed grant (energy efficiency) | 5190 | 7061 | 0 | 0 | 0 | 0 | 5190 | 7061 |
| d | Seed grant (small business) | 475 | 646 | 0 | 0 | 0 | 0 | 475 | 646 |
| e | Approach internalisation | 368 | 500 | 0 | 0 | 0 | 0 | 368 | 500 |
| f | Curriculum development | 96 | 131 | 6 | 9 | 3 | 5 | 87 | 117 |
| g | Training/visits | 178 | 242 | 25 | 35 | 98 | 134 | 55 | 72 |
| h | LDF/RCC/Review meetings | 225 | 306 | 100 | 142 | 44 | 59 | 81 | 105 |
| i | Capacity of CRCs | 70 | 95 | 25 | 36 | 43 | 56 | 2 | 3 |
| j | Knowledge Management | 65 | 88 | 0 | 0 | 23 | 32 | 42 | 56 |
| 7 | Contingency & Administrative | 1120 | 1524 | 78 | 111 | 425 | 557 | 617 | 857 |
| | Total | 17126 | 23300 | 1132 | 1612 | 6500 | 8505 | 9494 | 13183 |

11.9 Lessons Learned and Outlook for 2013

(A) Opportunities

- Receptiveness of the CBA principles and methodology is high among regional and local authorities and among local communities as reflected by the high demand for CBA, adoption of short/medium term socio-economic programmes (for CBA related activities) by a large number of regional and rayon authorities and from the results of various studies and media reports. Clear change in the mindset of people and authorities is visible;
- Energy saving occupies highest interest among regional and local partners and dominates other priority areas;
- Training for focal persons of replication rayons has proved effective in enabling them to implement CBA methodology under backstopping from CBA experts;
- The Knowledge Hub created at UADRC offers promising scope for sustainable knowledge management;
- Enthusiasm among academic institutions was found to be high to study CBA methodology in the context of sustainable development, giving rise to an opportunity of curriculum development;

(B) Challenges

- Risk is experienced (a) in terms of new regulations requiring all micro-projects with co-financing from local budget to undergo review by the state-owned monopolist enterprise 'Ukrinvestexperyza' (b) budget constraint for cost sharing due to the recent decision of the government to limit budget disbursement for development activities.
- Slow response is observed among communities and local authorities on the theme of cooperative development and energy efficiency. It is because CBA-II has offered technology/process that requires additional understanding over CBA-I type process and technology. The difficulty will be soon overcome once CBA-II is able to develop some demonstration sites

(C) Outlook for 2013

The energy efficiency, the rural economic development component and methodology replication will go into full implementation mode in 2013. The knowledge management hub will be brought to a full

operational stage. Micro-projects initiated in 2011-12 will be completed. Other activities will continue as normal.

Annex – I(A)
Establishing Partnership: Progress in 2012

| Oblast | Rayons selection | | | | | | PA signed by rayons | Rayon seminars | VC/CC selection | | | | | | PA signed by VC/CC | Community selection | | |
|-----------------|----------------------|---------------------|--------------|------------|-------------------|-----------------|---------------------|----------------|----------------------|---------------------|-------------|-----------|--------------------|--------------------|--------------------|---------------------|-----------------|--|
| | 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 | Community selected | | CBA-I communities | New communities | |
| ARC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | |
| Cherkaska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 0 | 0 | 1 | 0 | 1 | |
| Chernihivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Chernivetska | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 24 | 5 | 19 | |
| Dnipropetrovska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 2 | 1 | 0 | 1 | |
| Donetska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 1 | 1 | 0 | 1 | |
| I-Frankivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | |
| Kharkivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0 | |
| Khersonska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Khmelnyska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Kirovohradska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Kyivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Luhanska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 0 | |
| Lvivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Mykolaivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 | |
| Odeska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -2 | 0 | -2 | 0 | -2 | -2 | 0 | -2 | |
| Poltavska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Rivnenska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Sumska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 0 | 0 | 0 | -1 | 1 | |
| Ternopilska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Vinnyska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -4 | 1 | -5 | -1 | 17 | -4 | 0 | -4 | |
| Volynska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 0 | 1 | 0 | -1 | 1 | |
| Zakarpatska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 0 | 1 | |
| Zaporizka | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | |
| Zhytomyrska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 24 | 2 | 22 | |
| Total | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | -1 | -1 | 0 | -1 | 67 | 53 | 8 | 45 | |

Annex – I(B)

Establishing Partnership: Status as of 2012

| 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 | 32 | 32 | 32 | 9 | 23 | |
| Cherkaska | 9 | 20 | 9 | 3 | 6 | 3 | 9 | 9 | 39 | 171 | 39 | 3 | 36 | 0 | 39 | 39 | 39 | 4 | 35 | |
| 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 | 24 | 24 | 24 | 5 | 19 | |
| Dnipropetrovska | 9 | 44 | 9 | 3 | 6 | 2 | 9 | 9 | 37 | 84 | 39 | 6 | 33 | 24 | 39 | 39 | 39 | 5 | 34 | |
| Donetska | 10 | 17 | 10 | 4 | 6 | 4 | 10 | 10 | 42 | 109 | 42 | 4 | 38 | 30 | 41 | 41 | 41 | 4 | 37 | |
| I-Frankivska | 9 | 17 | 9 | 5 | 4 | 3 | 9 | 9 | 36 | 197 | 36 | 6 | 30 | 0 | 36 | 36 | 36 | 6 | 30 | |
| Kharkivska | 6 | 46 | 6 | 2 | 4 | 3 | 6 | 6 | 26 | 67 | 26 | 4 | 22 | 18 | 24 | 26 | 26 | 4 | 22 | |
| Khersonska | 8 | 16 | 8 | 4 | 4 | 2 | 8 | 8 | 32 | 73 | 32 | 7 | 25 | 0 | 32 | 32 | 32 | 7 | 25 | |
| Khmelnyska | 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 | 25 | 24 | 24 | 6 | 18 | |
| Luhanska | 9 | 18 | 9 | 3 | 6 | 3 | 9 | 9 | 36 | 98 | 37 | 5 | 32 | 62 | 37 | 37 | 37 | 5 | 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 | 39 | 39 | 2 | 37 | |
| Odeska | 8 | 23 | 8 | 2 | 6 | 3 | 8 | 8 | 32 | 92 | 30 | 4 | 26 | 24 | 30 | 30 | 30 | 2 | 28 | |
| 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 | 10 | 28 | 0 | 38 | 38 | 38 | 9 | 29 | |
| Ternopil'ska | 9 | 15 | 9 | 5 | 4 | 3 | 9 | 9 | 37 | 165 | 37 | 5 | 32 | 37 | 38 | 37 | 37 | 5 | 32 | |
| Vinnytska | 6 | 24 | 6 | 4 | 2 | 4 | 6 | 6 | 33 | 72 | 29 | 8 | 21 | -1 | 29 | 29 | 29 | 7 | 22 | |
| Volynska | 9 | 16 | 9 | 5 | 4 | 3 | 9 | 9 | 41 | 152 | 41 | 7 | 34 | 27 | 42 | 41 | 41 | 7 | 34 | |
| Zakarpatska | 9 | 13 | 9 | 5 | 4 | 3 | 9 | 9 | 36 | 100 | 37 | 8 | 29 | 0 | 37 | 37 | 37 | 8 | 29 | |
| Zaporizka | 9 | 19 | 9 | 5 | 4 | 3 | 9 | 9 | 36 | 167 | 36 | 12 | 24 | 18 | 36 | 37 | 37 | 18 | 19 | |
| Zhytomyrska | 6 | 36 | 6 | 3 | 3 | 0 | 6 | 6 | 24 | 84 | 24 | 2 | 22 | 12 | 24 | 24 | 24 | 2 | 22 | |
| Total | 200 | 557 | 200 | 100 | 100 | 76 | 200 | 200 | 835 | 2798 | 832 | 160 | 672 | 382 | 832 | 835 | 835 | 153 | 682 | |

Note: Since inception 386 village councils were selected and partnership agreements signed, however, due to different reasons 3 of them terminated partnership with the Project

Annex – II (A)

Establishing Support Structures: Progress in 2012

| 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 | Rayon RC grafted | Rayon RC new | Total |
| ARC | 32 | 3 | 5170 | 4438 | 31040 | 15018 | 16022 | 0 | 0 | 0 | 15 | 0 | 0 | 0 | 0 | 0 |
| Cherkaska | 38 | 35 | 9451 | 9123 | 9123 | 4081 | 5042 | 0 | 0 | 0 | 39 | 1 | 3 | 0 | 0 | 0 |
| Chernihivska | 25 | 0 | 1873 | 5423 | 2665 | 1419 | 1246 | 0 | 0 | 0 | 16 | 1 | 2 | 0 | 0 | 0 |
| Chernivetska | 24 | 24 | 19505 | 19324 | 19505 | 8719 | 10786 | 0 | 0 | 0 | 12 | 0 | 0 | 6 | 0 | 6 |
| Dnipropetrovska | 36 | 1 | 1171 | 1171 | 2354 | 1139 | 1215 | 0 | 0 | 0 | 19 | 0 | 1 | 0 | 0 | 0 |
| Donetska | 42 | 2 | 26020 | 22797 | 22267 | 9567 | 12700 | 0 | 0 | 0 | 21 | 1 | 1 | 0 | 2 | 2 |
| I-Frankivska | 36 | 0 | 1320 | 1066 | 1066 | 388 | 678 | 0 | 0 | 0 | 26 | 0 | 3 | 0 | 0 | 0 |
| Kharkivska | 24 | 2 | 8698 | 7135 | 7502 | 3423 | 4079 | 0 | 0 | 0 | 21 | 1 | 1 | 0 | 0 | 0 |
| Khersonska | 32 | 0 | 1577 | 1326 | 3380 | 1398 | 1982 | 0 | 0 | 0 | 37 | 1 | 1 | 0 | 0 | 0 |
| Khmelnyska | 32 | 0 | 9296 | 7676 | 7676 | 2426 | 5250 | 0 | 0 | 0 | 27 | 1 | 1 | 4 | 1 | 5 |
| Kirovohradska | 33 | 0 | 392 | 101 | 8093 | 3402 | 4691 | 0 | 0 | 0 | 31 | 0 | 3 | 0 | 3 | 3 |
| Kyivska | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 1 | 1 | 0 | 0 | 0 |
| Luhanska | 36 | 1 | 200 | 1840 | 3903 | 1434 | 2469 | 0 | 0 | 0 | 29 | 1 | 1 | 0 | 0 | 0 |
| Lvivska | 38 | 10 | 4694 | 4397 | 4397 | 2039 | 2358 | 0 | 0 | 0 | 19 | 0 | 2 | 0 | 0 | 0 |
| Mykolaivska | 36 | 3 | 916 | 3384 | 3941 | 1697 | 2244 | 0 | 0 | 0 | 23 | 1 | 1 | 0 | 0 | 0 |
| Odeska | 32 | -2 | 7255 | 9074 | 12020 | 5751 | 6269 | 0 | 6 | 6 | 17 | 0 | 4 | 0 | 4 | 4 |
| Poltavska | 33 | 0 | 9020 | 9641 | 25931 | 11812 | 14119 | 0 | 0 | 0 | 38 | 0 | 2 | 0 | 0 | 0 |
| Rivnenska | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 58 | 0 | 2 | 0 | 0 | 0 |
| Sumska | 31 | 4 | 7118 | 6842 | 6942 | 3125 | 3817 | 1 | 2 | 3 | 48 | 0 | 2 | 2 | 2 | 4 |
| Ternopil'ska | 37 | 0 | -1651 | -1722 | 204 | 57 | 147 | 0 | 0 | 0 | 22 | 0 | 2 | 0 | 0 | 0 |
| Vinnytska | 33 | 23 | 22563 | 21611 | 26096 | 11426 | 14670 | 0 | 0 | 0 | 13 | 1 | 1 | 0 | 2 | 2 |
| Volyn'ska | 41 | 2 | 850 | 850 | 12344 | 3883 | 8461 | 3 | 3 | 6 | 17 | 0 | 0 | 0 | 0 | 0 |
| Zakarpatska | 36 | 1 | 453 | 363 | 444 | 221 | 223 | 0 | 0 | 0 | 19 | 1 | 3 | 0 | 4 | 4 |
| Zaporizka | 36 | 1 | 223 | 643 | 6745 | 2587 | 4158 | 0 | 0 | 0 | 21 | 1 | 2 | 0 | 0 | 0 |
| Zhytomyrska | 24 | 24 | 9680 | 2520 | 3825 | 1591 | 2234 | 0 | 3 | 3 | 16 | 1 | 1 | 0 | 0 | 0 |
| Total | 835 | 134 | 145794 | 139023 | 221463 | 96603 | 124860 | 4 | 14 | 18 | 623 | 13 | 40 | 12 | 18 | 30 |

Establishing Support Structures: Status as of 2012

| Oblast | CO Formation | | | | | | | LDF | | | | RCC | | Resource Centre | | |
|-----------------|-----------------|------------|------------------|------------------|----------------------|-------------|---------------|------------------------|----------------|------------|--------------|-------------|--------------|--------------------|--------------|----------------|
| | Allocated Quota | CO Formed | Target HH ('000) | Participated HHs | Total Members ('000) | Male ('000) | Female ('000) | LDF grafted from CBA-I | New LDF formed | Total LDF | LDF sittings | RCC grafted | RCC sittings | Rayon RC (grafted) | Rayon RC new | Rayon RC Total |
| ARC | 32 | 32 | 13734 | 12172 | 41637 | 19 | 22 | 5 | 3 | 8 | 17 | 1 | 1 | 5 | 3 | 8 |
| Cherkaska | 38 | 39 | 11081 | 10753 | 12413 | 6 | 7 | 3 | 6 | 9 | 48 | 1 | 3 | 3 | 6 | 9 |
| Chernihivska | 25 | 25 | 13470 | 12122 | 26869 | 13 | 14 | 3 | 3 | 6 | 23 | 1 | 2 | 3 | 3 | 6 |
| Chernivetska | 24 | 24 | 19505 | 19324 | 19505 | 9 | 11 | 6 | 0 | 6 | 12 | 0 | 0 | 6 | 0 | 6 |
| Dnipropetrovska | 36 | 39 | 7030 | 4050 | 9838 | 3 | 5 | 3 | 6 | 9 | 32 | 1 | 2 | 3 | 6 | 9 |
| Donetska | 42 | 42 | 36173 | 31526 | 31921 | 14 | 18 | 4 | 6 | 10 | 32 | 1 | 1 | 4 | 6 | 10 |
| I-Frankivska | 36 | 36 | 7320 | 5927 | 5936 | 3 | 3 | 5 | 4 | 9 | 32 | 1 | 3 | 5 | 4 | 9 |
| Kharkivska | 24 | 26 | 9922 | 8188 | 8555 | 4 | 5 | 2 | 4 | 6 | 32 | 1 | 2 | 2 | 4 | 6 |
| Khersonska | 32 | 32 | 6679 | 5583 | 15676 | 7 | 9 | 4 | 4 | 8 | 48 | 1 | 1 | 4 | 4 | 8 |
| Khmelnyska | 32 | 32 | 12771 | 10659 | 11382 | 4 | 7 | 5 | 3 | 8 | 37 | 1 | 2 | 5 | 3 | 8 |
| Kirovohradska | 33 | 33 | 8524 | 4992 | 13402 | 5 | 8 | 4 | 4 | 8 | 45 | 1 | 3 | 4 | 4 | 8 |
| Kyivska | 25 | 24 | 11768 | 9974 | 10020 | 4 | 6 | 3 | 3 | 6 | 31 | 1 | 1 | 3 | 3 | 6 |
| Luhanska | 36 | 37 | 21289 | 15285 | 21452 | 8 | 13 | 3 | 6 | 9 | 38 | 1 | 3 | 3 | 6 | 9 |
| Lvivska | 38 | 38 | 17418 | 11298 | 11682 | 5 | 6 | 5 | 3 | 8 | 30 | 1 | 3 | 5 | 3 | 8 |
| Mykolaivska | 36 | 39 | 11633 | 7105 | 8460 | 3 | 5 | 4 | 5 | 9 | 32 | 1 | 1 | 4 | 5 | 9 |
| Odeska | 32 | 30 | 16402 | 16152 | 20531 | 9 | 11 | 2 | 6 | 8 | 19 | 1 | 5 | 2 | 6 | 8 |
| Poltavska | 33 | 33 | 13063 | 10805 | 28080 | 13 | 15 | 3 | 5 | 8 | 52 | 1 | 3 | 3 | 5 | 8 |
| Rivnenska | 32 | 32 | 14357 | 12166 | 18431 | 9 | 10 | 4 | 4 | 8 | 70 | 1 | 2 | 4 | 4 | 8 |
| Sumska | 31 | 38 | 10572 | 10062 | 10062 | 4 | 6 | 5 | 4 | 9 | 55 | 1 | 2 | 5 | 4 | 9 |
| Ternopil'ska | 37 | 37 | 10228 | 10037 | 32919 | 15 | 18 | 5 | 4 | 9 | 32 | 1 | 2 | 5 | 4 | 9 |
| Vinnyska | 33 | 29 | 25872 | 22315 | 26840 | 12 | 15 | 4 | 2 | 6 | 18 | 1 | 1 | 4 | 2 | 6 |
| Volynska | 41 | 41 | 9892 | 9892 | 21386 | 8 | 14 | 5 | 4 | 9 | 22 | 1 | 2 | 5 | 4 | 9 |
| Zakarpatska | 36 | 37 | 35815 | 29149 | 29230 | 10 | 20 | 5 | 4 | 9 | 37 | 1 | 3 | 5 | 4 | 9 |
| Zaporizka | 36 | 37 | 2381 | 2199 | 9560 | 4 | 6 | 5 | 4 | 9 | 39 | 1 | 2 | 5 | 4 | 9 |
| Zhytomyrska | 24 | 24 | 9680 | 2520 | 3825 | 2 | 2 | 3 | 3 | 6 | 16 | 1 | 1 | 3 | 3 | 6 |
| Total | 835 | 836 | 356579 | 294255 | 449612 | 194 | 255 | 100 | 100 | 200 | 849 | 24 | 51 | 100 | 100 | 200 |

Annex – III
CO Formalization Progress

| Region | During 2012 | | | | | Total | Total Since Inception | | | | | Total |
|-----------------|-------------|---------------------|-----|--------------|-------|-------|-----------------------|---------------------|-----|--------------|-------|-------|
| | ACMB | Public organization | BSP | Cooperatives | Other | | ACMB | Public organization | BSP | Cooperatives | Other | |
| ARC | 0 | 18 | 5 | 0 | 0 | 23 | 0 | 26 | 6 | 0 | 0 | 32 |
| Cherkaska | 0 | 35 | 0 | 0 | 0 | 35 | 0 | 39 | 0 | 0 | 0 | 39 |
| Chernihivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | 0 | 0 | 0 | 25 |
| Chernivetska | 0 | 24 | 0 | 0 | 0 | 24 | 0 | 24 | 0 | 0 | 0 | 24 |
| Dnipropetrovska | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 31 | 0 | 0 | 8 | 39 |
| Donetska | 0 | 8 | 0 | 0 | 0 | 8 | 0 | 42 | 0 | 0 | 0 | 42 |
| I-Frankivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 36 | 0 | 0 | 0 | 36 |
| Kharkivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 0 | 0 | 0 | 26 |
| Khersonska | 0 | 2 | 2 | 0 | 0 | 4 | 0 | 30 | 2 | 0 | 0 | 32 |
| Khmelnyska | 0 | 8 | 0 | 0 | 0 | 8 | 0 | 32 | 0 | 0 | 0 | 32 |
| Kirovohradska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33 | 0 | 0 | 0 | 33 |
| Kyivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 | 0 | 24 |
| Luhanska | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 37 | 0 | 0 | 0 | 37 |
| Lvivska | 0 | 6 | 1 | 0 | 3 | 10 | 0 | 30 | 2 | 0 | 6 | 38 |
| Mykolaivska | 0 | 3 | 0 | 0 | 0 | 3 | 0 | 35 | 0 | 2 | 2 | 39 |
| Odeska | 0 | 9 | 16 | 0 | 0 | 25 | 0 | 10 | 20 | 0 | 0 | 30 |
| Poltavska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33 | 0 | 0 | 0 | 33 |
| Rivnenska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 32 | 0 | 0 | 0 | 32 |
| Sumska | 0 | 11 | 0 | 0 | 0 | 11 | 0 | 38 | 0 | 0 | 0 | 38 |
| Ternopilska | 0 | 13 | 0 | 0 | 0 | 13 | 0 | 35 | 2 | 0 | 0 | 37 |
| Vinnytska | 0 | 23 | 0 | 0 | 0 | 23 | 0 | 29 | 0 | 0 | 0 | 29 |
| Volynska | 0 | 4 | 1 | 0 | 0 | 5 | 0 | 38 | 3 | 0 | 0 | 41 |
| Zakarpatska | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 37 | 0 | 0 | 0 | 37 |
| Zaporizka | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 35 | 0 | 2 | 0 | 37 |
| Zhytomyrska | 0 | 24 | 0 | 0 | 0 | 24 | 0 | 24 | 0 | 0 | 0 | 24 |

| | | | | | | | | | | | | |
|--------------|----------|------------|-----------|----------|----------|------------|----------|------------|-----------|----------|-----------|------------|
| Total | 0 | 192 | 25 | 0 | 3 | 220 | 0 | 781 | 35 | 4 | 16 | 836 |
|--------------|----------|------------|-----------|----------|----------|------------|----------|------------|-----------|----------|-----------|------------|

Annex – IV (A)
Capacity Building: Progress in 2012

| Oblast | Training | | | | | | | | | | | | | | | | | | | |
|-----------------|------------------|------------------|-----------|------------------|-----------------|-------------------|------------|--------------|------------------------------|-----------|--------------------------------|-------------|--------------|-------------|-------------|-----------------------------------|-------------|-------------|-------------|-------------|
| | No. of Trainings | Type of Training | | | | | | | | | Participants (with repetition) | | | | | Participants (without repetition) | | | | |
| | | CO Management | Planning | MP - Preparation | Financial Mgmt. | MP Implementation | PAS | Public Audit | MP-handover & Sustainability | Other | Male | Female | Total | CO-members | Authorities | Male | Female | Total | CO-members | Authorities |
| ARC | 34 | 0 | 0 | 1 | 12 | 2 | 5 | 8 | 5 | 1 | 292 | 413 | 705 | 557 | 148 | 117 | 165 | 282 | 223 | 59 |
| Cherkaska | 51 | 0 | 0 | 9 | 9 | 9 | 9 | 9 | 0 | 6 | 28 | 60 | 88 | 88 | 0 | 11 | 24 | 35 | 35 | 0 |
| Chernihivska | 9 | 0 | 0 | 0 | 0 | 0 | 9 | 0 | 0 | 0 | 83 | 115 | 198 | 180 | 18 | 33 | 46 | 79 | 0 | 0 |
| Chernivetska | 24 | 6 | 6 | 6 | 0 | 6 | 0 | 0 | 0 | 0 | 140 | 211 | 351 | 330 | 21 | 56 | 84 | 140 | 132 | 8 |
| Dnipropetrovska | 15 | 1 | 1 | 3 | 0 | 8 | 2 | 0 | 0 | 0 | 49 | 136 | 185 | 125 | 60 | 20 | 54 | 74 | 50 | 24 |
| Donetska | 18 | 1 | 0 | 4 | 0 | 2 | 3 | 5 | 2 | 1 | 191 | 311 | 502 | 292 | 210 | 76 | 124 | 201 | 117 | 84 |
| I-Frankivska | 68 | 4 | 4 | 4 | 1 | 10 | 27 | 9 | 9 | 0 | 224 | 408 | 632 | 558 | 74 | 90 | 163 | 253 | 223 | 30 |
| Kharkivska | 6 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 67 | 71 | 138 | 124 | 14 | 27 | 28 | 55 | 50 | 5 |
| Khersonska | 22 | 0 | 0 | 0 | 0 | 8 | 8 | 6 | 0 | 0 | 205 | 225 | 430 | 209 | 221 | 82 | 90 | 172 | 84 | 88 |
| Khmelnytska | 18 | 0 | 0 | 4 | 4 | 6 | 4 | 0 | 0 | 0 | 120 | 187 | 307 | 233 | 74 | 48 | 75 | 123 | 93 | 30 |
| Kirovohradska | 37 | 0 | 0 | 8 | 0 | 8 | 5 | 8 | 8 | 0 | 206 | 311 | 517 | 459 | 58 | 82 | 124 | 207 | 184 | 23 |
| Kyivska | 18 | 0 | 0 | 0 | 6 | 6 | 6 | 0 | 0 | 0 | 190 | 276 | 466 | 352 | 114 | 76 | 110 | 186 | 140 | 46 |
| Luhanska | 17 | 0 | 0 | 0 | 8 | 8 | 0 | 0 | 0 | 1 | 64 | 133 | 197 | 131 | 66 | 26 | 53 | 79 | 53 | 26 |
| Lvivska | 33 | 0 | 8 | 8 | 1 | 8 | 8 | 0 | 0 | 0 | 415 | 565 | 980 | 782 | 198 | 166 | 226 | 392 | 313 | 79 |
| Mykolaivska | 20 | 0 | 0 | 0 | 3 | 9 | 0 | 3 | 3 | 2 | 168 | 264 | 432 | 352 | 80 | 67 | 106 | 173 | 141 | 32 |
| Odeska | 17 | 1 | 0 | 0 | 0 | 6 | 8 | 1 | 1 | 0 | 18 | 39 | 57 | 42 | 15 | 7 | 16 | 23 | 17 | 6 |
| Poltavska | 24 | 0 | 0 | 0 | 8 | 8 | 0 | 0 | 8 | 0 | 276 | 294 | 570 | 429 | 141 | 110 | 118 | 228 | 172 | 56 |
| Rivnenska | 20 | 0 | 0 | 3 | 1 | 8 | 8 | 0 | 0 | 0 | 218 | 375 | 593 | 412 | 181 | 87 | 150 | 237 | 165 | 72 |
| Sumska | 22 | 3 | 3 | 3 | 9 | 4 | 0 | 0 | 0 | 0 | 259 | 324 | 583 | 433 | 150 | 104 | 130 | 233 | 173 | 60 |
| Ternopil'ska | 31 | 0 | 0 | 5 | 0 | 4 | 6 | 8 | 8 | 0 | 191 | 305 | 496 | 350 | 146 | 76 | 122 | 198 | 140 | 58 |
| Vinnytska | 23 | 4 | 3 | 6 | 0 | 3 | 6 | 1 | 0 | 0 | 171 | 288 | 459 | 267 | 192 | 68 | 115 | 184 | 107 | 77 |
| Volynska | 19 | 5 | 4 | 6 | 3 | 1 | 0 | 0 | 0 | 0 | 90 | 123 | 213 | 174 | 39 | 36 | 49 | 85 | 70 | 15 |
| Zakarpatska | 33 | 0 | 0 | 9 | 1 | 9 | 9 | 5 | 0 | 0 | 359 | 477 | 836 | 695 | 141 | 144 | 191 | 334 | 278 | 56 |
| Zaporizka | 45 | 1 | 1 | 1 | 1 | 11 | 13 | 14 | 3 | 0 | 354 | 597 | 951 | 604 | 347 | 142 | 239 | 380 | 243 | 139 |
| Zhytomyrska | 21 | 6 | 6 | 3 | 1 | 5 | 0 | 0 | 0 | 0 | 97 | 212 | 309 | 254 | 55 | 39 | 85 | 124 | 102 | 22 |
| Total | 639 | 32 | 36 | 83 | 68 | 149 | 136 | 77 | 47 | 11 | 4325 | 6534 | 10859 | 8128 | 2731 | 1790 | 2688 | 4478 | 3373 | 1105 |

Annex – IV (B)
Capacity Building: Status as of 2012

| 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 | 62 | 8 | 8 | 4 | 12 | 5 | 8 | 8 | 8 | 2 | 732 | 1073 | 1805 | 1512 | 293 | 213 | 388 | 601 | 455 | 146 |
| Cherkaska | 66 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 0 | 9 | 114 | 194 | 308 | 186 | 122 | 97 | 158 | 255 | 133 | 122 |
| Chernihivska | 31 | 6 | 6 | 6 | 0 | 0 | 12 | 0 | 0 | 1 | 179 | 242 | 421 | 385 | 36 | 129 | 183 | 312 | 287 | 25 |
| Chernivetska | 24 | 6 | 6 | 6 | 0 | 6 | 0 | 0 | 0 | 0 | 140 | 211 | 351 | 330 | 21 | 56 | 84 | 140 | 132 | 8 |
| Dnipropetrovska | 48 | 7 | 7 | 11 | 0 | 10 | 12 | 0 | 0 | 1 | 181 | 560 | 741 | 575 | 166 | 117 | 329 | 446 | 399 | 47 |
| Donetska | 52 | 10 | 10 | 10 | 0 | 6 | 6 | 6 | 2 | 2 | 475 | 1038 | 1513 | 977 | 536 | 153 | 318 | 471 | 203 | 268 |
| I-Frankivska | 84 | 9 | 9 | 9 | 1 | 10 | 27 | 9 | 9 | 1 | 393 | 624 | 1017 | 833 | 184 | 126 | 202 | 328 | 291 | 37 |
| Kharkivska | 18 | 6 | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 103 | 121 | 224 | 192 | 32 | 98 | 107 | 205 | 181 | 24 |
| Khersonska | 48 | 8 | 8 | 8 | 0 | 8 | 10 | 6 | 0 | 0 | 254 | 341 | 595 | 349 | 246 | 168 | 221 | 389 | 257 | 132 |
| Khmelnyska | 40 | 8 | 8 | 9 | 4 | 7 | 4 | 0 | 0 | 0 | 175 | 294 | 469 | 354 | 115 | 119 | 154 | 273 | 225 | 48 |
| Kirovohradska | 59 | 8 | 8 | 11 | 0 | 8 | 8 | 8 | 8 | 0 | 316 | 468 | 784 | 664 | 120 | 193 | 281 | 474 | 389 | 85 |
| Kyivska | 36 | 6 | 6 | 6 | 6 | 6 | 6 | 0 | 0 | 0 | 349 | 565 | 914 | 709 | 205 | 168 | 256 | 424 | 355 | 70 |
| Luhanska | 57 | 14 | 14 | 8 | 8 | 8 | 4 | 0 | 0 | 1 | 162 | 351 | 513 | 389 | 124 | 124 | 271 | 395 | 310 | 84 |
| Lvivska | 48 | 10 | 10 | 10 | 1 | 8 | 8 | 0 | 0 | 1 | 569 | 779 | 1348 | 1072 | 276 | 263 | 360 | 623 | 510 | 113 |
| Mykolaivska | 47 | 9 | 9 | 9 | 3 | 9 | 0 | 3 | 3 | 2 | 346 | 483 | 829 | 678 | 151 | 110 | 159 | 269 | 222 | 47 |
| Odeska | 39 | 8 | 8 | 8 | 0 | 6 | 8 | 1 | 1 | 0 | 161 | 309 | 470 | 359 | 111 | 87 | 171 | 258 | 209 | 49 |
| Poltavska | 58 | 8 | 8 | 8 | 8 | 8 | 9 | 0 | 8 | 1 | 639 | 665 | 1304 | 992 | 312 | 219 | 219 | 438 | 293 | 145 |
| Rivnenska | 41 | 8 | 8 | 8 | 1 | 8 | 8 | 0 | 0 | 0 | 472 | 676 | 1148 | 856 | 292 | 173 | 281 | 454 | 338 | 116 |
| Sumska | 40 | 9 | 9 | 9 | 9 | 4 | 0 | 0 | 0 | 0 | 483 | 608 | 1091 | 843 | 248 | 122 | 152 | 274 | 205 | 69 |
| Ternopil'ska | 51 | 8 | 8 | 8 | 0 | 5 | 6 | 8 | 8 | 0 | 324 | 540 | 864 | 605 | 259 | 133 | 220 | 353 | 246 | 107 |
| Vinnytska | 36 | 7 | 7 | 7 | 0 | 5 | 9 | 1 | 0 | 0 | 257 | 402 | 659 | 412 | 247 | 155 | 229 | 384 | 252 | 132 |
| Volynska | 42 | 11 | 10 | 9 | 3 | 9 | 0 | 0 | 0 | 0 | 182 | 252 | 434 | 365 | 69 | 67 | 96 | 163 | 131 | 32 |
| Zakarpatska | 60 | 11 | 11 | 11 | 1 | 11 | 9 | 5 | 0 | 1 | 673 | 859 | 1532 | 1193 | 339 | 267 | 320 | 587 | 467 | 120 |
| Zaporizka | 159 | 29 | 29 | 29 | 1 | 11 | 32 | 25 | 3 | 0 | 830 | 1336 | 2166 | 1725 | 441 | 300 | 512 | 812 | 580 | 232 |
| Zhytomyrska | 22 | 6 | 6 | 3 | 1 | 5 | 0 | 0 | 0 | 1 | 108 | 223 | 331 | 255 | 76 | 39 | 85 | 124 | 102 | 22 |
| Total | 1276 | 229 | 228 | 222 | 68 | 172 | 195 | 89 | 50 | 23 | 8534 | 13285 | 21969 | 16934 | 5035 | 3696 | 5757 | 9453 | 7171 | 2282 |

Annex – V

List of Winners of RCRC Competition

| SN | Oblast/Rayon | SN | Oblast/Rayon |
|----|----------------------------|----|-----------------------------|
| | 1. Volynska | | 14. Cherkaska |
| 1 | Ratnivskyi | | Smilyanskyi |
| 2 | Kivertsivskyi | 37 | Mankivskyi |
| 3 | Liubomylskyi | 38 | Drabivskyi |
| 4 | Ivanychivskyi | 39 | Umanskyi |
| | 2. Lvivska | | 15. Dnipropetrovska |
| 5 | Sambirskyi | 40 | Tomakivskyi |
| 6 | Starosambirskyi | 41 | Apostolovskyi |
| | 3. Khmelnytska | 42 | Verhnyodniprovskyi |
| 7 | Iziaslavskyi | 43 | Petrykivskyi (replication) |
| 8 | Novoushytskyi | 44 | Kryvorizhskyi (replication) |
| | 4. Chernihivska | | 16. Donetska |
| 9 | Shchorskyi | 45 | Artemivskyi |
| 10 | Chernihivskyi | 46 | Kostyantynivskyi |
| | 5. Vinnytska | | 17. Kharkivska |
| 11 | Teplytskyi | 47 | Borivskyi |
| 12 | Kmilnytskyi | 48 | Velykoburlutskyi |
| | 6. Ivano-Frankivska | | 18. Khersonska |
| 13 | Tlumatskyi | 49 | Novotroitskyi |
| 14 | Kolomyiskyi | 50 | Velykooleksandrivskyi |
| 15 | Kosivskyi | | 19. Kirovogradska |
| 16 | Tysmenytskyi | 51 | Novomyrhorodskyi |
| | 7. Sumska | 52 | Hayvoronskyi |
| 17 | Velykopysarivskyi | 53 | Novoukrayinskyi |
| 18 | Trostianetskyi | | 20. Kyivska |
| 19 | Hlukhivskyi | 54 | Skvyrskyi |
| | 8. Ternopilska | 55 | Baryshevskyi |
| 20 | Kozivskyi | 56 | Tarashanskyi |
| 21 | Shumskyi | | 21. Luganska |
| 22 | Zborivskyi | 57 | Popasnyanskyi |
| 23 | Kremenetskyi | 58 | Novopskovskyi |
| | 9. Zakarpatska | 59 | Novoaydarskyi (replication) |
| 24 | Svaliavskyi | 60 | Svativskyi |
| 25 | Mukachivskyi | 61 | Perevalskyi (replication) |
| 26 | Uzhgorodskyi | | 22. Mykolayivska |
| | 10. Chernivetska | 62 | Berezneguvatskyi |
| 27 | Sokyrianskyi | 63 | Voznesenskyi |
| 28 | Zastavnivskyi | 64 | Bashtanskyi |
| 29 | Hertsavivskyi | | 23. Poltavska |
| | 11. Rivnenska | 65 | Lohvytskyi |
| 30 | Dubenskyi | 66 | Gadyachskyi |
| 31 | Kostopilskyi | 67 | Chutivskyi |
| 32 | Radyvylivskyi | | 24. Zaporizka |
| | 12. Zhytomyrska | 68 | Hulaypilskyi |
| 33 | Korostyshivskyi | 69 | Veselivskyi |
| 34 | Olevskyi | 70 | Orihivskyi |
| | 13. ARC | | 25. Odeska |
| 35 | Pervomayskyi | 71 | Ivanivskyi |

Annex – VI

Sectoral Distribution of Community Development Priorities

| Regions | No. of Target CDP | During 2012 | | | | | | | | Total Since Inception | | | | | | | |
|-----------------|-------------------|-------------------------------------|---|--------------|---------------|-------------|-------|-----------------------|-----------------|-------------------------------------|---|--------------|---------------|-------------|-------|-----------------------|-----------------|
| | | No of COs with CDP prepared/grafted | Sectoral Distribution of Community Priorities | | | | | Mainstreaming of Plan | | No of COs with CDP prepared/grafted | Sectoral Distribution of Community Priorities | | | | | Mainstreaming of Plan | |
| | | | Health post | Water Supply | Energy Saving | Environment | Total | Approved by VCs/CCs | Approved at LDF | | Health post | Water Supply | Energy Saving | Environment | Total | Approved by VCs/CCs | Approved at LDF |
| ARC | 32 | 3 | 1 | 2 | 0 | 0 | 3 | 3 | 28 | 32 | 3 | 4 | 25 | 0 | 32 | 32 | 32 |
| Cherkaska | 38 | 35 | 12 | 1 | 22 | 0 | 35 | 35 | 35 | 39 | 12 | 1 | 26 | 0 | 39 | 39 | 39 |
| Chernihivska | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 17 | 25 | 2 | 2 | 21 | 0 | 25 | 25 | 25 |
| Chernivetska | 24 | 24 | 3 | 3 | 18 | 0 | 24 | 24 | 20 | 24 | 3 | 3 | 18 | 0 | 24 | 24 | 20 |
| Dnipropetrovska | 39 | 16 | 2 | 0 | 14 | 0 | 16 | 16 | 28 | 39 | 2 | 0 | 37 | 0 | 39 | 39 | 38 |
| Donetska | 42 | 30 | 5 | 1 | 23 | 1 | 30 | 27 | 27 | 40 | 6 | 1 | 32 | 1 | 40 | 41 | 38 |
| I-Frankivska | 36 | 16 | 8 | 5 | 3 | 0 | 16 | 16 | 16 | 36 | 10 | 7 | 17 | 2 | 36 | 36 | 36 |
| Kharkivska | 26 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | 26 | 3 | 0 | 22 | 1 | 26 | 24 | 24 |
| Khersonska | 32 | 5 | 1 | 0 | 4 | 0 | 5 | 5 | 20 | 32 | 2 | 9 | 21 | 0 | 32 | 32 | 32 |
| Khmelnyska | 32 | 25 | 2 | 2 | 21 | 0 | 25 | 25 | 25 | 32 | 2 | 2 | 28 | 0 | 32 | 32 | 32 |
| Kirovohradska | 33 | 8 | 0 | -2 | 10 | 0 | 8 | 8 | 24 | 33 | 2 | 1 | 30 | 0 | 33 | 33 | 33 |
| Kyivska | 24 | 0 | 1 | -1 | 0 | 0 | 0 | 0 | 0 | 24 | 6 | 0 | 18 | 0 | 24 | 24 | 24 |
| Luhanska | 36 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 37 | 8 | 1 | 27 | 1 | 37 | 37 | 37 |
| Lvivska | 38 | 30 | 2 | 2 | 26 | 0 | 30 | 30 | 22 | 37 | 2 | 2 | 33 | 0 | 37 | 37 | 30 |
| Mykolaiivska | 36 | 15 | 0 | 1 | 14 | 0 | 15 | 14 | 14 | 39 | 2 | 8 | 29 | 0 | 39 | 38 | 38 |
| Odeska | 32 | -2 | 3 | -2 | -1 | -2 | -2 | 12 | 28 | 30 | 4 | 5 | 21 | 0 | 30 | 30 | 30 |
| Poltavska | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33 | 1 | 8 | 24 | 0 | 33 | 33 | 33 |
| Rivnenska | 32 | 11 | 1 | 0 | 10 | 0 | 11 | 10 | 10 | 32 | 4 | 2 | 26 | 0 | 32 | 32 | 32 |
| Sumska | 38 | 9 | 0 | 2 | 7 | 0 | 9 | 9 | 13 | 38 | 3 | 14 | 21 | 0 | 38 | 38 | 38 |
| Ternopilka | 37 | 19 | 2 | 1 | 16 | 0 | 19 | 29 | 28 | 37 | 2 | 1 | 33 | 1 | 37 | 37 | 36 |
| Vinnytska | 33 | 23 | 3 | 3 | 17 | 0 | 23 | 21 | 18 | 27 | 3 | 3 | 21 | 0 | 27 | 27 | 24 |
| Volynska | 41 | 26 | 8 | -3 | 21 | 0 | 26 | 26 | 28 | 45 | 12 | -2 | 35 | 0 | 45 | 41 | 41 |
| Zakarpatska | 37 | 1 | 0 | 0 | 1 | 0 | 1 | 9 | 9 | 37 | 4 | 2 | 31 | 0 | 37 | 37 | 37 |
| Zaporizka | 36 | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 32 | 37 | 0 | 12 | 25 | 0 | 37 | 37 | 37 |
| Zhytomyrska | 24 | 24 | 4 | 4 | 16 | 0 | 24 | 24 | 24 | 24 | 4 | 4 | 16 | 0 | 24 | 24 | 24 |

| | | | | | | | | | | | | | | | | | |
|--------------|------------|------------|-----------|-----------|------------|-----------|------------|------------|------------|------------|------------|-----------|------------|----------|------------|------------|------------|
| Total | 836 | 320 | 59 | 20 | 242 | -1 | 320 | 347 | 489 | 835 | 102 | 90 | 637 | 6 | 835 | 829 | 810 |
|--------------|------------|------------|-----------|-----------|------------|-----------|------------|------------|------------|------------|------------|-----------|------------|----------|------------|------------|------------|

Annex – VII A

Micro-projects: Progress in 2012

| | MPPs Approved by CBA | Cost Sharing of Approved MPs (thousands, UAH) | | | | | | | Sectoral Distribution of Approved MPPs | | | | | Beneficiary Population | | | Beneficiary Institution | | |
|-----------------|----------------------|--|--------------|-----------------|--------------------|----------------|--------------|---------------|--|---------------|--------------|-------------|------------|------------------------|---------------|---------------|-------------------------|-----------------------|------------|
| | | COs | VC/CC | Rayon Authority | Regional Authority | Private sector | CBA | Total | Health | Energy saving | Water Supply | Environment | Total | Total | Male | Female | Hospitals | Schools/kindergartens | Community |
| ARC | 30 | 365 | 1093 | 1166 | 161 | 31 | 2245 | 5061 | 3 | 23 | 4 | 0 | 30 | 41652 | 19470 | 22182 | 3 | 20 | 7 |
| Cherkaska | 35 | 307 | 1444 | 545 | 237 | 347 | 2599 | 5479 | 12 | 22 | 1 | 0 | 35 | 38919 | 18100 | 20819 | 11 | 14 | 10 |
| Chernihivska | 20 | 278 | 43 | 1545 | 0 | 0 | 1457 | 3323 | 3 | 15 | 2 | 0 | 20 | 16695 | 7925 | 8770 | 3 | 15 | 2 |
| Chernivetska | 20 | 206 | 56 | 1396 | 0 | 0 | 1511 | 3169 | 2 | 16 | 2 | 0 | 20 | 46234 | 21667 | 24567 | 2 | 16 | 2 |
| Dnipropetrovska | 29 | 301 | 1004 | 813 | 1416 | 88 | 2184 | 5806 | 2 | 27 | 0 | 0 | 29 | 33742 | 15605 | 18137 | 2 | 19 | 8 |
| Donetska | 32 | 279 | 769 | 1668 | 0 | 138 | 2410 | 5264 | 5 | 24 | 2 | 1 | 32 | 66667 | 30748 | 35919 | 5 | 22 | 5 |
| I-Frankivska | 30 | 325 | 182 | 2333 | 0 | 0 | 2273 | 5113 | 5 | 21 | 4 | 0 | 30 | 24412 | 11282 | 13130 | 5 | 21 | 4 |
| Kharkivska | 23 | 210 | 517 | 1106 | 0 | 0 | 1637 | 3470 | 3 | 18 | 0 | 2 | 23 | 22804 | 11304 | 11500 | 3 | 15 | 5 |
| Khersonska | 27 | 249 | 1320 | 700 | 0 | 0 | 2117 | 4386 | 2 | 17 | 8 | 0 | 27 | 22440 | 10149 | 12291 | 2 | 17 | 8 |
| Khmelnyska | 26 | 481 | 271 | 2407 | 0 | 222 | 2026 | 5407 | 2 | 22 | 2 | 0 | 26 | 14882 | 6526 | 8356 | 2 | 19 | 5 |
| Kirovohradska | 28 | 260 | 633 | 1241 | 0 | 218 | 2160 | 4512 | 1 | 26 | 1 | 0 | 28 | 41225 | 18079 | 23146 | 1 | 26 | 1 |
| Kyivska | 21 | 177 | 312 | 1245 | 0 | 152 | 1628 | 3514 | 6 | 15 | 0 | 0 | 21 | 7869 | 3302 | 4567 | 6 | 14 | 1 |
| Luhanska | 27 | 359 | 322 | 3410 | 0 | 49 | 2025 | 6165 | 6 | 20 | 1 | 1 | 27 | 30273 | 14105 | 16168 | 6 | 17 | 4 |
| Lvivska | 31 | 303 | 563 | 2069 | 34 | 27 | 1949 | 4945 | 2 | 27 | 2 | 0 | 31 | 30464 | 13687 | 16777 | 2 | 28 | 1 |
| Mykolaivska | 28 | 516 | 748 | 1503 | 0 | 42 | 2175 | 4984 | 0 | 18 | 10 | 0 | 28 | 31017 | 14463 | 16554 | 0 | 17 | 11 |
| Odeska | 28 | 371 | 863 | 1356 | 0 | 0 | 2207 | 4797 | 4 | 19 | 5 | 0 | 28 | 49272 | 22120 | 27152 | 4 | 15 | 9 |
| Poltavska | 30 | 349 | 296 | 1417 | 1430 | 26 | 2340 | 5858 | 1 | 22 | 7 | 0 | 30 | 25968 | 11809 | 14159 | 1 | 17 | 12 |
| Rivnenska | 27 | 240 | 108 | 2351 | 0 | 0 | 2041 | 4740 | 2 | 23 | 2 | 0 | 27 | 27333 | 12948 | 14385 | 2 | 20 | 5 |
| Sumska | 32 | 1184 | 1619 | 663 | 261 | 0 | 2250 | 5977 | 3 | 18 | 11 | 0 | 32 | 14216 | 6368 | 7848 | 3 | 9 | 20 |
| Ternopil'ska | 29 | 472 | 58 | 2022 | 0 | 84 | 2282 | 4918 | 1 | 26 | 1 | 1 | 29 | 20854 | 9883 | 10971 | 1 | 26 | 2 |
| Vinnitska | 9 | 77 | 295 | 409 | 0 | 76 | 581 | 1438 | 0 | 8 | 1 | 0 | 9 | 5747 | 2483 | 3264 | 0 | 6 | 3 |
| Volyn'ska | 38 | 358 | 348 | 1896 | 759 | 0 | 2705 | 6066 | 7 | 31 | 0 | 0 | 38 | 17211 | 7666 | 9545 | 8 | 28 | 2 |
| Zakarpatska | 28 | 245 | 647 | 1757 | 0 | 69 | 1994 | 4712 | 1 | 25 | 2 | 0 | 28 | 38459 | 17705 | 20754 | 3 | 20 | 5 |
| Zaporizka | 31 | 385 | 773 | 1752 | 36 | 421 | 2417 | 5784 | 2 | 22 | 7 | 0 | 31 | 52150 | 23465 | 28685 | 2 | 11 | 18 |
| Zhytomyrska | 8 | 46 | 113 | 342 | 0 | 0 | 401 | 902 | 1 | 5 | 2 | 0 | 8 | 6409 | 2914 | 3495 | 1 | 4 | 3 |
| Total | 667 | 8343 | 14397 | 37112 | 4334 | 1990 | 49614 | 115790 | 76 | 510 | 77 | 5 | 667 | 726914* | 333773 | 393141 | 78 | 436 | 153 |

* Estimated actual total is 749,748.

Annex – VII B

Regular micro-projects: Status as of 2012

| | Target No. of MPPs | MPPs Approved by CBA | Cost Sharing of Approved MPs (thousands, UAH) | | | | | | | Sectoral Distribution of Approved MPPs | | | | | Beneficiary Population | | | Beneficiary Institution | | |
|-----------------|--------------------|----------------------|--|-------|-----------------|--------------------|----------------|------|-------|--|---------------|--------------|-------------|-------|------------------------|-------|--------|-------------------------|------------------------|-----------|
| | | | COs | VC/CC | Rayon Authority | Regional Authority | Private sector | CBA | Total | Health | Energy saving | Water Supply | Environment | Total | Total | Male | Female | Hospitals | Schools/ kindergartens | Community |
| ARC | 32 | 32 | 388 | 1293 | 1234 | 161 | 31 | 2400 | 5507 | 3 | 25 | 4 | 0 | 32 | 43710 | 20436 | 23274 | 3 | 22 | 7 |
| Cherkaska | 38 | 38 | 368 | 1539 | 582 | 244 | 396 | 2780 | 5909 | 12 | 25 | 1 | 0 | 38 | 42209 | 19572 | 22637 | 11 | 17 | 10 |
| Chernihivska | 25 | 23 | 385 | 105 | 1803 | 0 | 0 | 1697 | 3990 | 3 | 17 | 3 | 0 | 23 | 19427 | 9222 | 10205 | 3 | 17 | 3 |
| Chernivetska | 24 | 20 | 206 | 56 | 1396 | 0 | 0 | 1511 | 3169 | 2 | 16 | 2 | 0 | 20 | 46234 | 21667 | 24567 | 2 | 16 | 2 |
| Dnipropetrovska | 39 | 39 | 389 | 1401 | 1118 | 1530 | 116 | 2881 | 7435 | 2 | 37 | 0 | 0 | 39 | 46658 | 21487 | 25171 | 2 | 25 | 12 |
| Donetska | 42 | 42 | 367 | 1566 | 1740 | 0 | 138 | 3205 | 7016 | 6 | 33 | 2 | 1 | 42 | 85048 | 39217 | 45831 | 6 | 31 | 5 |
| I-Frankivska | 36 | 36 | 391 | 192 | 2780 | 0 | 0 | 2752 | 6115 | 6 | 26 | 4 | 0 | 36 | 51490 | 22214 | 29276 | 6 | 26 | 4 |
| Kharkivska | 26 | 25 | 250 | 586 | 1141 | 0 | 0 | 1780 | 3757 | 4 | 19 | 0 | 2 | 25 | 24261 | 11959 | 12302 | 4 | 16 | 5 |
| Khersonska | 32 | 32 | 293 | 1618 | 827 | 0 | 0 | 2480 | 5218 | 2 | 21 | 9 | 0 | 32 | 25553 | 11530 | 14023 | 2 | 21 | 9 |
| Khmelnyska | 32 | 31 | 564 | 352 | 2998 | 0 | 306 | 2408 | 6628 | 2 | 27 | 2 | 0 | 31 | 22116 | 9906 | 12210 | 2 | 24 | 5 |
| Kirovohradska | 33 | 33 | 356 | 766 | 1619 | 0 | 262 | 2543 | 5546 | 2 | 30 | 1 | 0 | 33 | 45922 | 20308 | 25614 | 2 | 30 | 1 |
| Kyivska | 24 | 24 | 203 | 328 | 1380 | 0 | 207 | 1866 | 3984 | 6 | 18 | 0 | 0 | 24 | 11401 | 4898 | 6503 | 6 | 17 | 1 |
| Luhanska | 37 | 37 | 481 | 360 | 4222 | 0 | 134 | 2801 | 7998 | 8 | 27 | 1 | 1 | 37 | 50094 | 23095 | 26999 | 8 | 23 | 6 |
| Lvivska | 38 | 38 | 361 | 726 | 2455 | 34 | 43 | 2408 | 6027 | 2 | 34 | 2 | 0 | 38 | 40826 | 18555 | 22271 | 2 | 34 | 2 |
| Mykolaivska | 36 | 34 | 572 | 827 | 1917 | 0 | 42 | 2643 | 6001 | 1 | 23 | 10 | 0 | 34 | 39084 | 17709 | 21375 | 1 | 22 | 11 |
| Odeska | 32 | 28 | 371 | 863 | 1356 | 0 | 0 | 2207 | 4797 | 4 | 19 | 5 | 0 | 28 | 49272 | 22120 | 27152 | 4 | 15 | 9 |
| Poltavska | 33 | 33 | 374 | 331 | 1649 | 1468 | 26 | 2513 | 6361 | 1 | 24 | 8 | 0 | 33 | 28080 | 12774 | 15306 | 1 | 18 | 14 |
| Rivnenska | 32 | 32 | 314 | 180 | 2629 | 0 | 0 | 2424 | 5547 | 2 | 28 | 2 | 0 | 32 | 37776 | 17908 | 19868 | 3 | 24 | 5 |
| Sumska | 38 | 37 | 1524 | 1838 | 1087 | 332 | 0 | 2634 | 7415 | 3 | 21 | 13 | 0 | 37 | 16675 | 7423 | 9252 | 3 | 11 | 23 |
| Ternopil'ska | 37 | 35 | 634 | 58 | 2519 | 0 | 104 | 2745 | 6060 | 1 | 32 | 1 | 1 | 35 | 26668 | 12692 | 13976 | 1 | 32 | 2 |
| Vinnyska | 33 | 12 | 93 | 307 | 531 | 0 | 89 | 741 | 1761 | 0 | 11 | 1 | 0 | 12 | 8094 | 3618 | 4476 | 0 | 7 | 5 |
| Volyn'ska | 41 | 40 | 376 | 354 | 1967 | 831 | 0 | 2801 | 6329 | 8 | 32 | 0 | 0 | 40 | 21754 | 9575 | 12179 | 9 | 29 | 2 |
| Zakarpatska | 37 | 35 | 383 | 1431 | 2137 | 0 | 69 | 2552 | 6572 | 2 | 31 | 2 | 0 | 35 | 55383 | 25762 | 29621 | 4 | 26 | 5 |
| Zaporizka | 36 | 35 | 428 | 803 | 1752 | 36 | 441 | 2689 | 6149 | 2 | 25 | 8 | 0 | 35 | 52308 | 23911 | 28397 | 2 | 12 | 21 |
| Zhytomyrska | 24 | 8 | 46 | 113 | 342 | 0 | 0 | 401 | 902 | 1 | 5 | 2 | 0 | 8 | 6409 | 2914 | 3495 | 1 | 4 | 3 |

| | | | | | | | | | | | | | | | | | | | | |
|--------------|------------|------------|-------------------------|-------------------------|-------------------------|------------------------|-------------|-------------------------|--------------------------|-----------|------------|-----------|----------|-----------------------|--------------------------|--------------------------|--------------------------|-----------|------------|-----------------------|
| Total | 837 | 779 | 1011 7 | 1799 3 | 4318 1 | 463 6 | 2404 | 5786 2 | 13619 3 | 85 | 606 | 83 | 5 | 77 9 | 89645 2 | 41047 2 | 48598 0 | 88 | 519 | 17 2 |
|--------------|------------|------------|-------------------------|-------------------------|-------------------------|------------------------|-------------|-------------------------|--------------------------|-----------|------------|-----------|----------|-----------------------|--------------------------|--------------------------|--------------------------|-----------|------------|-----------------------|

Annex – VIII
Micro-project Completion (regular)

| Region | Progress During 2012 | | | | Approved MPPs | Total Since Inception | | | |
|-----------------|--|------------|-------------------|------------|---------------|--|------------|-------------------|------------|
| | Operation and maintenance fund created | Works done | Public audit held | Handover | | Operation and maintenance fund created | Works done | Public audit held | Handover |
| ARC | 28 | 22 | 21 | 19 | 32 | 32 | 22 | 21 | 19 |
| Cherkaska | 44 | 34 | 34 | 34 | 38 | 48 | 34 | 34 | 34 |
| Chernihivska | 22 | 0 | 0 | 0 | 23 | 22 | 0 | 0 | 0 |
| Chernivetska | 20 | 5 | 0 | 0 | 20 | 20 | 5 | 0 | 0 |
| Dnipropetrovska | 29 | 30 | 8 | 8 | 39 | 39 | 30 | 8 | 8 |
| Donetska | 27 | 34 | 15 | 34 | 42 | 38 | 34 | 15 | 34 |
| I-Frankivska | 8 | 16 | 16 | 16 | 36 | 10 | 16 | 16 | 16 |
| Kharkivska | 14 | 17 | 15 | 0 | 25 | 16 | 17 | 15 | 0 |
| Khersonska | 10 | 13 | 6 | 3 | 32 | 10 | 13 | 6 | 3 |
| Khmelnyska | 26 | 4 | 4 | 0 | 31 | 26 | 4 | 4 | 0 |
| Kirovohradska | 26 | 26 | 26 | 16 | 33 | 26 | 26 | 26 | 16 |
| Kyivska | 3 | 10 | 10 | 10 | 24 | 6 | 10 | 10 | 10 |
| Luhanska | 32 | 31 | 27 | 28 | 37 | 32 | 31 | 27 | 28 |
| Lvivska | 10 | 0 | 0 | 0 | 38 | 10 | 0 | 0 | 0 |
| Mykolaivska | 34 | 27 | 28 | 22 | 34 | 38 | 27 | 28 | 22 |
| Odeska | 45 | 3 | 13 | 3 | 28 | 45 | 3 | 13 | 3 |
| Poltavska | 22 | 16 | 18 | 18 | 33 | 33 | 16 | 18 | 18 |
| Rivnenska | 32 | 27 | 27 | 27 | 32 | 32 | 27 | 27 | 27 |
| Sumska | 20 | 29 | 0 | 5 | 37 | 25 | 29 | 0 | 5 |
| Ternopil'ska | 35 | 21 | 26 | 0 | 35 | 35 | 21 | 26 | 0 |
| Vinnytska | 12 | 6 | 3 | 2 | 12 | 12 | 6 | 3 | 2 |
| Volynska | 33 | 24 | 10 | 9 | 40 | 41 | 24 | 10 | 9 |
| Zakarpatska | 29 | 19 | 11 | 11 | 35 | 37 | 20 | 11 | 11 |
| Zaporizka | 36 | 31 | 30 | 26 | 35 | 36 | 31 | 30 | 26 |
| Zhytomyrska | 1 | 0 | 0 | 0 | 8 | 1 | 0 | 0 | 0 |
| Total | 598 | 445 | 348 | 291 | 779 | 670 | 446 | 348 | 291 |

Annex – IX

Establishing Partnership (Replication): as of 2012

| Oblast | Allocated quota | Rayons selection | | | PA signed by rayons | Rayon seminars | VC/CC selection | | | | VC/CC level seminar | PA signed by VC/CC | Community selection | | | CO Formation | | | | | | LDF | | | | RCRC | | | | | | | | | | | | | | | | | | | | | |
|-----------------|-----------------|---------------------|--------------|------------|---------------------|----------------|-----------------|---------------------|-------------|------------|---------------------|--------------------|---------------------|-------------------|--------------------|--------------------|-----------------------|-----------------------|--------------|------------------|---------------|------------------------|----------------|-----------|--------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---|---|---|---|
| | | # of rayon selected | CBA-I rayons | New rayons | | | Target | # of VC/CC selected | CBA-I VC/CC | New VC/CC | | | New communities | CBA-I communities | Community selected | COs formed/granted | COs enrolled at VC/CC | CO legally registered | Target HH | Participated HHs | Total Members | LDF grafted from CBA-I | New LDF formed | Total LDF | LDF sittings | RCRC grafted | New RCRC | Total | | | | | | | | | | | | | | | | | | | |
| ARC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| Cherkaska | 4 | 4 | 2 | 2 | 4 | 4 | 16 | 16 | 5 | 11 | 16 | 16 | 11 | 5 | 16 | 16 | 16 | 16 | 4500 | 4050 | 4050 | 2 | 2 | 4 | 20 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 4 | | | | | | | | | | | |
| Chernihivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| Chernivetska | 2 | 2 | 2 | 0 | 2 | 2 | 8 | 4 | 0 | 4 | 4 | 4 | 4 | 0 | 4 | 4 | 4 | 4 | 3367 | 260 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| Dnipropetrovska | 4 | 4 | 1 | 3 | 4 | 4 | 16 | 18 | 1 | 17 | 18 | 18 | 17 | 1 | 18 | 18 | 18 | 18 | 5839 | 4762 | 9489 | 1 | 3 | 4 | 8 | 1 | 3 | 4 | 1 | 3 | 4 | 1 | 3 | 4 | 1 | 3 | 4 | | | | | | | | | | |
| Donetska | 2 | 1* | 1 | 0 | 1 | 1 | 4 | 8 | 1 | 7 | 8 | 8 | 8 | 0 | 8 | 8 | 8 | 3 | 1219 | 1032 | 1032 | 1 | 0 | 1 | 4 | 1 | 0 | 1 | 4 | 1 | 0 | 1 | 4 | 1 | 0 | 1 | 4 | | | | | | | | | | |
| I-Frankivska | 4 | 4 | 3 | 1 | 4 | 4 | 16 | 16 | 0 | 16 | 16 | 16 | 14 | 2 | 16 | 14 | 14 | 14 | 7644 | 6116 | 6387 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 0 | | | | | | | | |
| Kharkivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | |
| Khersonska | 2 | 2 | 1 | 1 | 2 | 2 | 8 | 9 | 4 | 5 | 9 | 9 | 5 | 4 | 9 | 9 | 9 | 9 | 3844 | 2145 | 3506 | 0 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 2 | | | | | | | | |
| Khmelnyska** | 2 | 2 | 0 | 2 | 2 | 2 | 8 | 8 | 0 | 8 | 8 | 8 | 8 | 0 | 8 | 4 | 4 | 4 | 1157 | 853 | 1145 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 1 | | | | | | | | | |
| Kirovohradska | 4 | 4 | 1 | 3 | 4 | 4 | 16 | 16 | 2 | 14 | 16 | 16 | 14 | 2 | 16 | 2 | 2 | 2 | 2557 | 641 | 657 | 1 | 3 | 4 | 8 | 1 | 3 | 4 | 1 | 3 | 4 | 1 | 3 | 4 | 1 | 3 | 4 | 1 | 3 | 4 | | | | | | | |
| Kyivska | 2 | 2 | 2 | 0 | 2 | 2 | 8 | 8 | 2 | 6 | 8 | 8 | 6 | 2 | 8 | 8 | 8 | 8 | 2290 | 2290 | 2290 | 2 | 0 | 2 | 6 | 2 | 0 | 2 | 6 | 2 | 0 | 2 | 6 | 2 | 0 | 2 | 6 | 2 | 0 | 2 | | | | | | | |
| Luhanska | 4 | 4 | 2 | 2 | 4 | 4 | 16 | 16 | 5 | 11 | 16 | 16 | 12 | 4 | 16 | 16 | 16 | 16 | 7061 | 5681 | 8203 | 2 | 2 | 4 | 12 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 4 | | | | | | | |
| Lvivska | 4 | 4 | 0 | 4 | 4 | 4 | 16 | 16 | 0 | 16 | 16 | 8 | 16 | 0 | 16 | 5 | 5 | 5 | 2088 | 1615 | 1615 | 0 | 4 | 4 | 4 | 0 | 4 | 4 | 4 | 0 | 4 | 4 | 0 | 4 | 4 | 0 | 4 | 4 | 0 | 4 | 4 | | | | | | |
| Mykolaivska | 3 | 3 | 0 | 3 | 3 | 4 | 12 | 12 | 0 | 12 | 12 | 12 | 12 | 0 | 12 | 8 | 8 | 8 | 2895 | 2362 | 2430 | 0 | 3 | 3 | 5 | 0 | 3 | 3 | 5 | 0 | 3 | 3 | 5 | 0 | 3 | 3 | 5 | 0 | 3 | 3 | | | | | | | |
| Odeska | 3 | 3 | 2 | 1 | 1 | 3 | 12 | 12 | 6 | 6 | 8 | 2 | 10 | 2 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 1 | 2 | 0 | 2 | 1 | 2 | 0 | 2 | 1 | 2 | 0 | 2 | 1 | 2 | 0 | 2 | | | | | | | |
| Poltavska | 3 | 3 | 1 | 2 | 3 | 4 | 12 | 12 | 3 | 9 | 12 | 12 | 9 | 3 | 12 | 11 | 11 | 11 | 835 | 669 | 669 | 1 | 2 | 3 | 6 | 3 | 1 | 3 | 6 | 3 | 1 | 3 | 6 | 3 | 1 | 3 | 6 | 3 | 1 | 3 | 6 | 3 | 1 | 3 | | | |
| Rivnenska | 3 | 2 | 1 | 1 | 2 | 2 | 8 | 8 | 4 | 4 | 8 | 8 | 4 | 4 | 8 | 4 | 4 | 4 | 903 | 838 | 838 | 2 | 1 | 3 | 6 | 2 | 1 | 3 | 6 | 2 | 1 | 3 | 6 | 2 | 1 | 3 | 6 | 2 | 1 | 3 | 6 | 2 | 1 | 3 | | | |
| Sumska | 3 | 2 | 2 | 0 | 2 | 2 | 8 | 8 | 6 | 2 | 9 | 9 | 2 | 6 | 8 | 8 | 8 | 8 | 721 | 682 | 682 | 0 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 3 | 0 | 0 | | | |
| Ternopil'ska | 4 | 4 | 2 | 2 | 4 | 3 | 8 | 16 | 2 | 14 | 13 | 13 | 14 | 2 | 16 | 12 | 12 | 12 | 2848 | 2592 | 3572 | 2 | 1 | 3 | 8 | 1 | 1 | 3 | 8 | 1 | 1 | 3 | 8 | 1 | 1 | 3 | 8 | 1 | 1 | 3 | 8 | 1 | 1 | 3 | | | |
| Vinnyska | 0 | 2 | 0 | 2 | 1 | 1 | 8 | 4 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| Volyn'ska | 4 | 4 | 2 | 2 | 4 | 4 | 8 | 16 | 4 | 12 | 16 | 16 | 12 | 4 | 16 | 16 | 11 | 11 | 211 | 168 | 168 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Zakarpatska | 2 | 2 | 1 | 1 | 2 | 2 | 8 | 8 | 0 | 8 | 8 | 0 | 7 | 1 | 8 | 4 | 4 | 4 | 1620 | 1300 | 3888 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 | 2 | | |
| Zaporizka | 3 | 3 | 0 | 3 | 3 | 3 | 12 | 12 | 0 | 12 | 12 | 12 | 12 | 0 | 12 | 12 | 12 | 12 | 1350 | 970 | 1520 | 0 | 3 | 3 | 12 | 0 | 3 | 3 | 12 | 0 | 3 | 3 | 12 | 0 | 3 | 3 | 12 | 0 | 3 | 3 | 12 | 0 | 3 | 3 | | | |
| Zhytomyrska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 62 | 61 | 26 | 35 | 61 | 61 | 244 | 243 | 45 | 198 | 229 | 207 | 197 | 42 | 239 | 179 | 174 | 169 | 52949 | 39026 | 52401 | 20 | 27 | 47 | 111 | 24 | 28 | 52 | 24 | 28 | 52 | 24 | 28 | 52 | 24 | 28 | 52 | 24 | 28 | 52 | 24 | 28 | 52 | | | | |

* Originally 2 rayons selected but one of them terminated partnership

** Average data used for household target, participation and membership

Annex – X
Replication component Capacity building: as of 2012

| Oblast | CDPs | | | No. of Trainings | Training | | | | | | | | | | | | | | | | | | |
|-----------------|---------------|---------------------|----------------------|------------------|------------------|-----------------|-----------|------------------|-------------------|-----------|--------------|------------------------------|----------|--------------------------------|-------------|-------------|-------------|-------------|-----------------------------------|------------|-------------|------------|-------------|
| | COs with CDPs | CDPs approved at VC | CDPs approved at LDF | | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cherkaska | 16 | 16 | 16 | 28 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 0 | 0 | 41 | 59 | 100 | 71 | 29 | 16 | 24 | 40 | 28 | 12 |
| Chernihivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chernivetska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dnipropetrovska | 18 | 18 | 18 | 6 | 1 | 1 | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 13 | 42 | 55 | 40 | 15 | 5 | 17 | 22 | 16 | 6 |
| Donetska | 3 | 3 | 3 | 4 | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 25 | 60 | 85 | 64 | 21 | 10 | 24 | 34 | 26 | 8 |
| I-Frankivska | 9 | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kharkivska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Khersonska | 9 | 9 | 9 | 12 | 2 | 2 | 2 | 0 | 2 | 2 | 2 | 0 | 0 | 71 | 99 | 170 | 93 | 77 | 28 | 40 | 68 | 37 | 31 |
| Khmelnyska | 4 | 4 | 0 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 14 | 25 | 12 | 13 | 4 | 6 | 10 | 5 | 5 |
| Kirovohradska | 0 | 0 | 0 | 15 | 3 | 4 | 4 | 0 | 4 | 0 | 0 | 0 | 0 | 96 | 132 | 228 | 187 | 41 | 38 | 53 | 91 | 75 | 16 |
| Kyivska | 8 | 8 | 8 | 9 | 2 | 2 | 1 | 2 | 0 | 2 | 0 | 0 | 0 | 55 | 85 | 140 | 120 | 20 | 22 | 34 | 56 | 48 | 8 |
| Luhanska | 16 | 16 | 16 | 24 | 4 | 4 | 4 | 4 | 4 | 4 | 0 | 0 | 0 | 31 | 106 | 137 | 109 | 28 | 13 | 42 | 55 | 44 | 11 |
| Lvivska | 2 | 2 | 2 | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 32 | 58 | 14 | 44 | 10 | 13 | 23 | 5 | 18 |
| Mykolaivska | 8 | 12 | 12 | 9 | 3 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 98 | 119 | 217 | 193 | 24 | 39 | 48 | 87 | 77 | 10 |
| Odeska | 0 | 0 | 0 | 4 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 17 | 22 | 20 | 2 | 2 | 7 | 9 | 8 | 1 |
| Poltavska | 0 | 0 | 0 | 12 | 3 | 3 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 130 | 135 | 265 | 210 | 55 | 52 | 54 | 106 | 84 | 22 |
| Rivnenska | 3 | 0 | 0 | 6 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 65 | 79 | 144 | 126 | 18 | 26 | 32 | 58 | 50 | 8 |
| Sumska | 8 | 8 | 8 | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 34 | 41 | 75 | 64 | 11 | 14 | 16 | 30 | 26 | 4 |
| Ternopil'ska | 12 | 12 | 10 | 14 | 2 | 2 | 3 | 0 | 3 | 2 | 1 | 1 | 0 | 77 | 136 | 213 | 147 | 66 | 31 | 54 | 85 | 59 | 26 |
| Vinnyska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Volynska | 8 | 0 | 0 | 8 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 39 | 63 | 48 | 15 | 10 | 15 | 25 | 19 | 6 |
| Zakarpatska | 3 | 1 | 3 | 6 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 54 | 72 | 126 | 108 | 18 | 21 | 29 | 50 | 43 | 7 |
| Zaporizka | 12 | 12 | 12 | 30 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 4 | 385 | 635 | 1020 | 699 | 321 | 154 | 254 | 408 | 280 | 128 |
| Zhytomyrska | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 139 | 130 | 126 | 195 | 41 | 42 | 34 | 14 | 24 | 22 | 10 | 4 | 4 | 1241 | 1902 | 3143 | 2325 | 818 | 496 | 761 | 1257 | 930 | 327 |

Annex - XI

Replication: micro-projects: Progress in 2012 and Status as of 2012

| | MPPs Approved by CBA | Cost Sharing of Approved MPs (thousands, UAH) | | | | | | | Sectoral Distribution of Approved MPPs | | | | | Beneficiary Population (thousands) | | | Beneficiary Institution | | |
|-----------------|----------------------|--|-------------|-----------------|--------------------|----------------|-------------|-------------|--|---------------|--------------|-------------|-----------|------------------------------------|--------------|--------------|-------------------------|-----------------------|-----------|
| | | COs | VC/CC | Rayon Authority | Regional Authority | Private sector | CBA | Total | Health | Energy saving | Water Supply | Environment | Total | Total | Male | Female | Hospitals | Schools/kindergartens | Community |
| ARC | | | | | | | | | | | | | | | | | | | |
| Cherkaska | 16 | 102 | 872 | 236 | 120 | 102 | 872 | 2304 | 2 | 14 | | | 16 | 16170 | 7459 | 8711 | 3 | 8 | 5 |
| Chernihivska | | | | | | | | | | | | | | | | | | | |
| Chernivetska | | | | | | | | | | | | | | | | | | | |
| Dnipropetrovska | 13 | 92 | 492 | 202 | 631 | 92 | 492 | 2001 | 1 | 12 | | | 13 | 15711 | 7205 | 8506 | 1 | 10 | 2 |
| Donetska | 4 | 13 | 124 | 75 | 0 | 13 | 124 | 349 | 1 | 3 | | | 4 | 4220 | 1961 | 2259 | 1 | 3 | |
| I-Frankivska | 1 | 4 | 0 | 60 | 0 | 4 | 0 | 68 | | 1 | | | 1 | 1235 | 564 | 671 | | 1 | |
| Kharkivska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Khersonska | 5 | 33 | 0 | 312 | 0 | 33 | 0 | 378 | | 5 | | | 5 | 8044 | 3746 | 4298 | | 5 | |
| Khmelnyska | | | | | | | | | | | | | | | | | | | |
| Kirovohradska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Kyivska | 1 | 5 | 0 | 71 | 0 | 5 | 0 | 81 | | | 1 | | 1 | 10064 | 4755 | 5309 | | | 1 |
| Luhanska | 11 | 89 | 291 | 1039 | 0 | 89 | 291 | 1799 | 3 | 5 | | 3 | 11 | 5916 | 2862 | 3054 | 3 | 5 | 3 |
| Lvivska | | | | | | | | | | | | | | | | | | | |
| Mykolaiivska | 3 | 27 | 12 | 415 | 0 | 27 | 12 | 493 | 1 | | 2 | | 3 | 4299 | 1999 | 2300 | 1 | | 2 |
| Odeska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Poltavska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Rivnenska | 0 | | | | | | | | | | | | | | | | | | |
| Sumska | 0 | | | | | | | | | | | | | | | | | | |
| Ternopilaska | 11 | 157 | 12 | 697 | 0 | 157 | 12 | 1035 | 1 | 10 | | | 11 | 10460 | 5096 | 5364 | 2 | 9 | |
| Vinnyska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Volynska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Zakarpatska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Zaporizka | 2 | 17 | 0 | 132 | 0 | 17 | 0 | 166 | | 2 | | | 2 | 1301 | 592 | 709 | | 2 | |
| Zhytomyrska | 0 | | | | | | | | | | | | 0 | | | | | | |
| Total | 67 | 539 | 1803 | 3239 | 751 | 539 | 1803 | 8674 | 9 | 52 | 3 | 3 | 67 | 77420 | 36239 | 41181 | 11 | 43 | 13 |

Annex – XII
Replication component: Micro-project Completion

| Region | Progress During 2012 and Since inception | | | |
|-----------------|--|------------|-------------------|----------|
| | Operation and maintenance fund created | Works done | Public audit held | Handover |
| ARC | 0 | 0 | 0 | 0 |
| Cherkaska | 16 | 3 | 3 | 3 |
| Chernihivska | 0 | 0 | 0 | 0 |
| Chernivetska | 0 | 0 | 0 | 0 |
| Dnipropetrovska | 17 | 3 | 0 | 0 |
| Donetska | 3 | 4 | 4 | 4 |
| I-Frankivska | 0 | 0 | 0 | 0 |
| Kharkivska | 0 | 0 | 0 | 0 |
| Khersonska | 0 | 0 | 0 | 0 |
| Khmelnyska | 0 | 0 | 0 | 0 |
| Kirovohradska | 0 | 0 | 0 | 0 |
| Kyivska | 1 | 0 | 0 | 0 |
| Luhanska | 10 | 0 | 0 | 0 |
| Lvivska | 0 | 0 | 0 | 0 |
| Mykolaivska | 0 | 0 | 0 | 0 |
| Odeska | 0 | 0 | 0 | 0 |
| Poltavska | 0 | 0 | 0 | 0 |
| Rivnenska | 2 | 0 | 0 | 0 |
| Sumska | 0 | 0 | 0 | 0 |
| Ternopilkska | 0 | 3 | 0 | 0 |
| Vinnytska | 0 | 0 | 0 | 0 |
| Volynska | 0 | 0 | 0 | 0 |
| Zakarpatska | 0 | 0 | 0 | 0 |
| Zaporizka | 2 | 2 | 2 | 2 |
| Zhytomyrska | 0 | 0 | 0 | 0 |
| Total | 51 | 15 | 9 | 9 |

Annex – XIII
List of Partner Universities

| # | Oblast | University |
|----|-----------------|---|
| 1 | Cherkaska | Cherkasy State Technological University |
| 2 | Chernihivska | Chernihiv State Technological Univeristy |
| 3 | Dnipropetrovska | Dnipropetrovsk National University of Railway Transport Named After Academician V. Lazayan |
| 4 | Donetska | Donetsk State University of Management |
| 5 | Kharkivska | Kharkiv National Academy of Municipal Economy |
| 6 | Kharkivska | Kharkiv National Economic University |
| 7 | Khersonska | Kherson State Agricultural University |
| 8 | Khmelnyska | Khmelnyskiy University of Management and Law |
| 9 | Kirovohradska | Kirovohrad National Technical University |
| 10 | Kirovohradska | Kirovohrad Institute of Human Development of the Open International University of Human Development "Ukraine" |
| 11 | Kyivska | State Higher Educational Establishment 'Vadym Hetman Kyiv National Economic University' |
| 12 | Luhanska | Volodymyr Dahl East Ukrainian National University |
| 13 | Lvivska | Lviv Polytechnic National University Institute of Humanities and Social Sciences |
| 14 | Mykolaivska | Mykolaiv State Agrarian University |
| 15 | Poltavska | Poltava State Agrarian Academy |
| 16 | Rivnenska | University of International RelationsInternational University of Economics and Humanities named after Academicial Stepan Demyanchuk |
| 17 | Rivnenska | National University of Ostrog Academy |
| 18 | Sumska | Sumy State Univeristy |
| 19 | Zakarpatska | Uzhgorod National University |
| 20 | Zaporizka | Tavria State Agrotechnological Univeristy |

Annex – XIV
Summary of the Report on Impact of CBA-I²

Background

The world level experience on the activation of the rural communities for rural development is incorporated in the organizational and financial mechanism of CBA Project. The Project can be considered as an initial incitement for certain positive changes in the social and economic indicators and social capital characteristics in Ukrainian rural communities. The communities were selected based on social and economic indicators and reflect rayon, village councils and villages. First phase of CBA Project lasted in Ukraine over December 2007 – June 2011. During this period, the Project supported over 1000 Ukrainian communities, across the country, in improving their living conditions through such tools as social mobilisation, training and small grants. Social mobilisation was expected to promote social capital characteristics. Training intended to enhance knowledge and skill among the target population. Small grant aimed to promote joint implementation of micro-project leading to increase in cooperation between communities and local authorities; increase in local economic growth; and improvement in living condition. Small grant is based on cost sharing from communities, local authorities and CBA project in a mechanism that reflects commitment, transparency and accountability. First phase of CBA had budget of €13.5 million (0.002% Ukraine's GDP in 2007). Second phase of CBA started in June 2011 with €17 million (0.086% of Ukraine's GDP in 2011). The project is one of the most large-scale project of economic cooperation and social mobilisation of rural community members in the history of Ukrainian independence.

The project observed a set of socio-economic criteria for selection of district, village councils and villages (communities) for support e.g. poverty, level of services in such basic sectors as water supply, health, energy, environment (waste disposal, sanitation etc.), school transportation and level of commitment etc. The districts/village councils/communities that reflected dire situation were eligible for participation in the programme.

In Sumska oblast has 18 districts with 183 villages. In first phase, CBA covered 8 districts, 42 village councils and 46 villages. Rest of them either did not apply or were not selected. During 2nd phase, 10 districts and 46 village councils were selected for participation in the programme. Among them, 15 belonged to CBA-I and 31 were new. Historically and culturally, Sumska oblast can be divided into two regions– districts in northern region have are rich in collectivism and districts in southern regions have more of individualistic nature.

Objective

It was hypothesized that the communities which have benefited from the participation in the first phase of CBA reveal better socio-economic indicators of development than the ones which have not yet benefited from such participation. It was also hypothesized that the positive changes in the level of social capital of those communities which have benefited from the participation in CBA are expected to be one of the reasons underlying the stated difference in socio-economic indicators. Positive changes in the level of social capital should occur due to organisational and financial mechanism of CBA. Objective of this study is to test these hypotheses.

Methodology

All the 46 villages that participated in CBA-I were considered as intervention group whereas the villages which were similar to intervention villages in terms of observables but did not participate in CBA-I are considered as comparison group. Information collected from the comparison group will allow to estimate counterfactual information i.e. "what would happen to the beneficiaries had they not been included in CBA project?"

For analysis of the impact on social capital characteristics, 33 villages participated in CBA-I for which data were collected from intervention group. Pipeline matching methodology was used to analyse CBA's impact on social capital characteristics. Accordingly, 31 communities which were assigned to participate in CBA-II but were not a part of CBA-I, form the comparison group.

Data on social-economic indicators pertaining to intervention and comparison groups were availed from 'conditioning of Sumy region villages 2011' relevant to 2005-10 period. The indicators included (a) village population size; (b) No. of households; (c) bus connection (No. of trips/day); (d) No. of streets in the village; (e) No. of people who left village/capita; (f) No. of people occupied at all sectors/capita; (g) No. of people occupied out of village/capita; (h) No. people died per year

² Excerpt from 'How the Participation in Economic Cooperation Programme Affect the Changes in Social and Economic Indicators of Treated Communities: Analysis of First Phase of CBA Project' by Yuriy Petrusenko and Nadiya Kostyuchenko; Sumy State University, Ukraine

per capita; (i) No. of people occupied at entrepreneurial sector/capita; (j) No. of seats at school and kindergartens; (k) No. of health post visits.

Data on social capital characteristics were obtained through survey at the end of 2011 and beginning of 2012 for both intervention and comparison communities. Questionnaire to measure level of social capital characteristics was designed based on the ones used by the World Bank, European Social Survey and social capital question bank. 9 characteristics were used in the questionnaire namely, (a) traditions of the community, (b) information and communication, (c) empowerment and political action, (d) (anti-)paternalism, (e) level of trust, (f) solidarity and inclusion, (f) general norms, (g) collective action and cooperation, and (h) general characteristics of the community (e.g. propensity to migrate, employment conditions, safety and others).

For social capital survey, 960 households (10% of the total) were interviewed using systematic sampling technique.

Percentage and regression analysis tools were used to analyze the information and derive inferences.

Findings

Followings were the key findings as revealed by the analysis of the survey information and secondary data. The findings confirm the hypotheses of the study. Result of percentage analysis and regression analysis were found to be consistent.

On socio-economic characteristics

- Village population in intervention group declined at a lower rate than in comparison group (10% significance level);
- No. of people occupied at all sector/capita in intervention group increased in comparison to comparison group (5% level of significance);
- Lower number of people in intervention community started to work out of the village compared to comparison community (5% level of significance);
- Growth rate of number of people occupying entrepreneurial sector was higher in intervention community than in comparison community (10% level of significance);
- Growth rate of bus connection was higher in intervention community than in comparison community (5% level of significance);
- Growth rate of number of seats in schools and kindergartens was higher in intervention community than in comparison community (1% level of significance);

On social capital characteristics

It was expected that participation of the communities in CBA programme will lead to transition of social capital and the willingness of the people to help themselves – from passive to active state. Followings changes were observed in the level of social capital characteristics:

- Traditions of community in the intervention group was higher than in comparison group (0.1% level of significance);
- Average value of information and communication in the intervention group was higher than in comparison group (5% level of significance);
- Average value of empowerment and political action was higher in intervention group than in comparison group (0.1% level of significance);
- Average value of (anti-)paternalism was higher in intervention group than in comparison group (1% level of significance);
- Average value of level of trust was higher in intervention group than in comparison group (1% level of significance);
- Average value of solidarity and inclusion was higher in intervention group than in comparison group (10% level of significance);
- Average value of collective action and cooperation was higher in intervention group than in comparison group (0.1% level of significance);
- Average value of general characteristics was higher in intervention group than in comparison group (1% level of significance);

It was noted that the change in the level of trust between intervention group and comparison group was positive but small. Regression analysis showed positive change in 8 of 9 characteristics. Level of trust over 5 year period decreased (in CBA-I community) to a bigger extent compared to new communities in CBA-II which had not received benefit yet. This situation was explained with the fact that the participation in economic cooperation and social mobilisation programmes not only improves community members' awareness about the community and local authority activities, but also broadens the community members' thinking. Community members' argumentation during decision-making process changes qualitatively. As a result, the members of CBA-I communities took more factors into account while answering the survey questions. They assessed the reality objectively that could lower the trust level as a social capital characteristic.

On spatial characteristics

CBA-I districts in the northern region of Sumskaya oblast showed significantly higher socio-economic impact in compared to CBA-I districts in the southern region. They appeared to be more receptive and were easily trained to adopt new organisational and financial mechanism of CBA. They did it effectively and faster. They bear high propensity to economic cooperation and social mobilisation. This difference was explained by the cultural and historical features namely collectivism versus individualism.

Annex – XV
Media Coverage and Media Events

| Region | Progress During 2012 | | | | | | | | | | Total Since Inception | | | | | | | | | |
|-----------------|----------------------|----------------|------------|------------|------------------|-------------|--------------------|---------------|--------------|-------------------|-----------------------|----------------|------------|------------|------------------|-------------|--------------------|---------------|--------------|-------------------|
| | Media Events | Media Coverage | | | | | Publications | | | | Media Events | Media Coverage | | | | | Publications | | | |
| | | Newspapers | TV | Radio | Electronic media | Total | Partners' websites | Info bulletin | Print copies | Electronic copies | | Newspapers | TV | Radio | Electronic media | Total | Partners' websites | Info bulletin | Print copies | Electronic copies |
| ARC | 2 | 26 | 11 | 5 | 23 | 65 | 50 | 16 | 505 | 27 | 12 | 40 | 19 | 12 | 45 | 116 | 90 | 16 | 505 | 27 |
| Cherkaska | 4 | 53 | 11 | 3 | 9 | 76 | 42 | 3 | 150 | 130 | 10 | 71 | 19 | 7 | 22 | 119 | 77 | 4 | 250 | 180 |
| Chernihivska | 0 | 3 | 2 | 3 | 10 | 18 | 5 | 3 | 63 | 63 | 9 | 4 | 6 | 7 | 13 | 30 | 24 | 5 | 98 | 103 |
| Chernivetska | 0 | 25 | 1 | 2 | 0 | 28 | 39 | 4 | 200 | 100 | 1 | 25 | 1 | 2 | 0 | 28 | 39 | 4 | 200 | 100 |
| Dnipropetrovska | 1 | 35 | 12 | 2 | 24 | 73 | 12 | 1 | 0 | 40 | 12 | 66 | 23 | 4 | 27 | 120 | 17 | 3 | 0 | 108 |
| Donetska | 0 | 12 | 4 | 0 | 0 | 16 | 6 | 0 | 0 | 0 | 12 | 34 | 14 | 3 | 1 | 52 | 48 | 0 | 0 | 0 |
| I-Frankivska | 0 | 40 | 26 | 15 | 68 | 149 | 35 | 4 | 465 | 120 | 11 | 71 | 42 | 30 | 110 | 253 | 58 | 10 | 1315 | 237 |
| Kharkivska | 1 | 4 | 4 | 1 | 0 | 9 | 12 | 1 | 1 | 0 | 9 | 13 | 10 | 3 | 11 | 37 | 28 | 3 | 2 | 2 |
| Khersonska | 7 | 27 | 6 | 1 | 14 | 48 | 36 | 1 | 100 | 100 | 16 | 34 | 10 | 2 | 21 | 67 | 44 | 1 | 100 | 100 |
| Khmelnyska | 1 | 16 | 14 | 15 | 0 | 45 | 49 | 1 | 240 | 30 | 11 | 44 | 34 | 27 | 0 | 105 | 113 | 3 | 720 | 56 |
| Kirovohradka | 9 | 14 | 11 | 14 | 7 | 46 | 19 | 1 | 150 | 150 | 20 | 39 | 23 | 31 | 14 | 107 | 38 | 3 | 350 | 350 |
| Kyivska | 63 | 45 | 21 | 15 | 21 | 102 | 42 | 13 | 1300 | 59 | 102 | 96 | 32 | 20 | 27 | 175 | 67 | 16 | 1810 | 70 |
| Luhanska | 9 | 41 | 17 | 2 | 35 | 95 | 44 | 8 | 1840 | 99 | 21 | 62 | 22 | 10 | 94 | 188 | 76 | 12 | 4930 | 212 |
| Lvivska | 5 | 38 | 9 | 7 | 14 | 68 | 31 | 5 | 1200 | 33 | 14 | 67 | 15 | 15 | 32 | 129 | 75 | 5 | 1200 | 33 |
| Mykolaivska | 1 | 12 | 10 | 0 | 22 | 44 | 20 | 5 | 825 | 235 | 12 | 29 | 20 | 3 | 35 | 87 | 30 | 19 | 3055 | 603 |
| Odeska | 0 | 43 | 15 | 2 | 5 | 65 | 35 | 1 | 12 | 12 | 10 | 70 | 17 | 4 | 12 | 103 | 46 | 1 | 12 | 12 |
| Poltavska | 4 | 44 | 11 | 77 | 10 | 142 | 63 | 2 | 250 | 30 | 14 | 77 | 29 | 161 | 21 | 288 | 100 | 5 | 540 | 150 |
| Rivnenska | 10 | 88 | 37 | 40 | 66 | 231 | 67 | 12 | 636 | 511 | 29 | 121 | 51 | 72 | 111 | 355 | 113 | 14 | 686 | 618 |
| Sumska | 11 | 18 | 8 | 60 | 15 | 101 | 42 | 1 | 250 | 0 | 21 | 27 | 14 | 80 | 20 | 141 | 58 | 2 | 350 | 10 |
| Ternopil'ska | 1 | 23 | 3 | 21 | 4 | 51 | 49 | 5 | 241 | 166 | 11 | 46 | 9 | 32 | 11 | 98 | 77 | 9 | 289 | 276 |
| Vinnyska | 2 | 14 | 2 | 2 | 17 | 35 | 10 | 2 | 110 | 25 | 5 | 24 | 3 | 4 | 21 | 52 | 24 | 7 | 435 | 200 |
| Volynska | 3 | 44 | 6 | 1 | 5 | 56 | 28 | 4 | 135 | 222 | 12 | 58 | 9 | 2 | 35 | 104 | 37 | 5 | 136 | 223 |
| Zakarpatska | 7 | 5 | 11 | 0 | 8 | 24 | 15 | 0 | 0 | 0 | 16 | 27 | 15 | 0 | 40 | 82 | 46 | 4 | 1050 | 1050 |
| Zaporizka | 2 | 74 | 46 | 10 | 70 | 201 | 38 | 8 | 613 | 135 | 14 | 90 | 53 | 14 | 72 | 229 | 46 | 18 | 1163 | 145 |
| Zhytomyrska | 1 | 69 | 1 | 14 | 0 | 84 | 63 | 11 | 770 | 154 | 9 | 78 | 5 | 16 | 1 | 100 | 69 | 14 | 980 | 196 |
| Total | 144 | 813 | 299 | 312 | 447 | 1871 | 853 | 112 | 10056 | 2441 | 413 | 1313 | 495 | 561 | 796 | 3165 | 1440 | 183 | 20176 | 5061 |

Annex – XVI
Participants of Steering Committee Meeting

(A) Member Institutions

| SN | Institution | Representative | Designation |
|-----------|---|---------------------------|---|
| 1. | Delegation of the European Union to Ukraine | Mr Andrew RASBASH | Head of Operations / Coordinator for Cooperation |
| 2. | United Nations Development Programme | Ms Ricarda RIEGER | Country Director |
| 3. | Secretariat of the Cabinet of Ministers of Ukraine | Mr Vyacheslav NEHODA | First Deputy Head of Department of Cooperation with Verkhovna Rada and the Regions, CBA Coordinator from SCMU |
| 4. | Ministry of Education and Science, Youth and Sport of Ukraine | Mr Andriy BOZHKO | Head of the Department of International Cooperation |
| 5. | Ministry of Regional Development, Construction and Housing of Ukraine | Mr Samvel ARUSTAMIAN | Main Specialist of the Department of Inter-Regional and International Cooperation |
| 6. | Ministry of Energy and Coal of Ukraine | Ms Svitlana HRYTSAI | Main Specialist of the Department of European Integration and International Cooperation |
| 7. | Ministry of Agricultural Policy of Ukraine | Ms Liudmyla STAVNYCHA | Deputy Head of Department of Scientific Support to Agricultural Development and Rural Development |
| 8. | Ministry of Healthcare Protection of Ukraine | Mr Vyacheslav YEVTUSHENKO | Head of Department of Healthcare Reform |
| 9. | State Agency on Energy Efficiency and Energy Conservation of Ukraine | Ms Tetyana PUGACHOVA | Head of Department of Communications |
| 10. | Foundation for Local Self-government under President of Ukraine | Mr Dmytro LOSYEV | Deputy Head |
| 11. | Foundation for Local Self-government under President of Ukraine | Mr Andriy HUK | Deputy Head of Department of International Cooperation and Communication |
| 12. | Ukrainian Association of Rayon and Oblast Councils | Mr Yuriy ANDRIYCHUK | Head of Secretariat |
| 13. | All-Ukrainian Association of Village Councils | Mr Vadym IVCHENKO | Head of Executive Board |
| 14. | All-Ukrainian Association of Village Councils | Ms Olena TOMNIUK | Deputy Head of Center of Development and International Cooperation |

(B) Participants from other partner institutions

| | | | |
|-----|---------------------------------------|--------------------|---|
| 15. | Zaporizka Oblast State Administration | Mr Petro HONCHARUK | Deputy Head |
| 16. | Sumy Oblast Council | Ms Vira PAVLOVA | Head of the Department of Oblast Programs and Budget Analysis |

| | | | |
|-----|--|-----------------------|--|
| 17. | Sumy State University | Mr Yuriy PETRUSHENKO | Assistant Professor, Department of Economic Theory, CBA Project focal person |
| 18. | Resource Center On Sustainable Local Development (Knowledge Hub) under UADRC | Mr Yaroslav MATIYCHYK | Head of Resource Center on Sustainable Local Development |
| 19. | UADRC | Ms Iryna KORDUBA | Deputy Head of Secretariat |
| 20. | Union of Agriculture Service Cooperatives of Ukraine | Mr Ivan TOMYCH | Head of the Union |
| 21. | Union of Agriculture Service Cooperatives of Ukraine | Mr Vitaliy LVOV | Vice-president of the Union |

C) Participants from EU/UNDP/CBA Project

| | | | |
|-----|---|---------------------|-------------------------------|
| 22. | Delegation of the European Union to Ukraine | Ms Miroslava DIDUKH | Project Manager |
| 23. | UNDP Ukraine | Ms Oksana REMIGA | Senior Programme Manager |
| 24. | CBA Project | Mr Jaysingh SAH | International Project Manager |