



ANNUAL REPORT

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2009



Community Based Approach to Local Development Project



Project is financed
by European Union



Project is cofinanced
and implemented by UNDP

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LIST OF ABBREVIATIONS

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

Acknowledgement to Our Partners

Ministry of Regional
Development and Construction



Secretariat of the Cabinet of
Ministers of Ukraine



Cabinet of Ministers
and Supreme
Council of ARC



Cherkaska Oblast
State Administration
and Council



Chernihivska
Oblast State
Administration and
Council



Chernivetska
Oblast State
Administration and
Council



Dnipropetrovska
Oblast Council



Donetska
Oblast State
Administration and
Council



Ivano-Frankivska
Oblast State
Administration and
Council



Kharkivska Oblast
State Administration
and Council



Khersonska
Oblast State
Administration and
Council



Kirovohradska
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Administration and
Council



Khmelnytska
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Odeska
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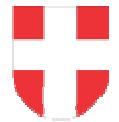
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Zhytomiryska
Oblast State
Administration

We acknowledge the support and cooperation on the part of the Government of Ukraine (especially the Secretariat of Cabinet of Ministers and the Ministry of Regional Development and Construction) and our regional partners, namely Oblast State Administrations and Oblast Councils. We also acknowledge the support of all pilot rayon authorities (rayon state administrations and councils) and village/city councils that are the partners of CBA Project for their support in CBA implementation.

Similarly, CBA team would like to thank all the institutions/individuals involved in the implementation process for their cooperation during the year, namely EU Delegation and UNDP management, the community organisations, officials of oblast and rayon state administrations/councils, NGOs, media, other public and private agencies.

Executive Summary

CBA Project was launched in December 2007 with objectives to strengthen participatory governance and improve living quality of the Ukrainian population living in rural areas. Over a period of 3.5 years, it is expected to involve 25 regions, 200 rayons, 1000 village/city councils and 1000 communities into the process of sustainable local development under the framework of self-help, partnership and mutual cooperation.

CBA operation in 2008 was dedicated to establishing regional implementation units, developing necessary human resources and guidelines, establishing partnership with oblast authorities, pilot rayon authorities, local councils and selected target communities for local action. CBA operation in 2009 was dedicated to completion of partnership establishment, creation of support structures at rayon and oblast level for joint decision-making and building capacity of the communities and local/regional authorities for implementation of community projects.

During 2009 following achievements were made in light of the targets. Quantitative details appear in statistical abstract given at the end of this chapter.

- **Partnership agreement** was signed with 3 oblast authorities and 27 rayon authorities making it 25 and 204 respectively since inception. With it, CBA reached its target.
- **Community coverage:** 117 new village/city councils and 222 local communities were selected for local action. In cumulative term since inception 1078 village/city councils and 1098 local communities were selected for local action. With this, CBA reached its target.
- **Support structure development:** 380 community organizations (COs) were formed during 2009 (total 1089 since inception in participation of 318797 persons); 106 local development forum (total 204 since inception) and 18 oblast coordination council (total 24 since inception) were formed for establishing joint decision-making and bottom-up planning process. With these achievements, CBA targets in the area of creation of support structures got accomplished in 2009. To support function of LDFs and OCCs, 132 rayon community resource centres and 23 oblast community resource centres were created/strengthened.
- **Human resource development:** In a bid to enhance skill of human resources involved in CBA implementation, 8640 CO-executives, 2325 officials of local government and district/regional/national level state bodies and 44 Project personnel were trained during the year. In total 18451 persons were trained since inception of the Project. Necessary logistics were provided for effective functioning of community organisations, rayon community resource centres and oblast community resource centres. As a result of the training and logistic support, CBA could witness effective implementation of its activities in the regions;
- **Community planning:** During 2009, 662 communities prepared community development plan (total 1051 since inception). Through bottom-up planning process, community priorities were mainstreamed into local government planning through joint decision-making at local development forum (LDF) meetings.
- **Micro-projects:** 899 COs submitted micro-project proposals to CBA. Upon appraisal, 832 proposals were approved for funding (total 879 since inception) under a framework of cost-sharing. In light of envisioned cost-sharing of 5% from community, 45% from local budget and 50% from CBA, the actual sharing of the total cost (UAH 128.5 mln) of the approved micro-projects indicate cost-sharing proportion as 7.5% (community), 44.5% local budget, 1.6% private sector and 46.4% CBA. It is expected that the approved micro-projects will directly benefit 742412 population in the CBA communities.

Analysis of community project proposals show that about 54% of the community priorities is focused on energy saving, followed by health (23%), water supply (17%), school transport (5%) and environment (1%). Similarly, 45% of the micro-projects were related with school/kindergarten followed by healthpost (23%) and various community needs (32%) e.g. streetlight, water supply, waste management. It is expected that energy saving portfolio will continue to remain focused in 2010 and beyond.

In total, 705 micro-projects were funded by 2009 of which 165 got completed while implementation continued for remaining 540 micro-projects.

- **Media** were found to be active in rendering transparency to Project activities. In 2009, 101 media events took place while 1098 media coverage were traced during the same period. Also, a total of 366 publications about CBA were circulated widely in hard copies or electronically. CBA website was enriched with information for wider audience.

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

- An environment for better health through improved health services and availability of clean water;
- Energy saving of 30-80% through repair of heating system, window insulation, roof repair, streetlighting etc.;
- Creation of employment opportunity at local;
- Improvement in education quality through school transportation and reduction in cold borne diseases;
- More than 3000 activists trained to carry out CBA methodology further.

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

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

Support from Secretariat of Cabinet of Ministers and Ministry of Regional Development and Construction were effective in motivating the regional authorities for partnership establishment. LDFs and OCCs were effective in dealing with technical, administrative, budgetary and procedural issues. In general, oblast authorities showed great support in mitigating the financial crunch with 11 of them allocating UAH 10.3 million as a part of cost sharing from the state budget. As a result, pace and quality of the Project implementation could be brought to satisfactory level.

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

Statistical Abstract

SN	Activity	Target		Achievement		
		Unit	Qty.	2008	2009	Total
1	Establishment of central office of CBA	Number	1	1	-	1
2	Establishment of regional implementation units	Number	25	24	1	25
3	Partnership Agreement signed with regions	Number	25	22	3	25
4	Rayons selected	Number	200	193	14	207
5	Partnership agreement signed with rayons	Number	200	177	27	204
6	VC/CC selected and partnership established	Number	1000	961	117	1078
7	Communities selected	Number	1000	876	222	1098
8	Community Organisation (CO)					
	Created	Number	1000	709	380	1089
	Enrolled with VC/CC	Number	1000	550	519	1069
	Legally registered	Number	1000	400	645	1045
9	Houeshold participation/membership					
	Target households (cumulative)	Number	-	267876	365055	365055
	Household participated	Number	-	82122	180358	262480
	Household participation level (cum.)	%		31%	72%	72%
	CO-members – total	Number	-	96698	222099	318797
	CO-members – female	%	-	60.1	60.5	60.4
	CO-members – male	%	-	39.9	39.5	39.6
10	Local Development Forum (LDF) created	Number	200	98	106	204
11	LDF sittings held	Number	-	107	654	761
12	Oblast Coordination Council (OCC) created	Number	25	6	18	24
13	OCC sittings held	Number	-	8	53	61
14	Rayon Resource Centers created	Number	200	10	122	132
15	Human resource development					
	Trainings conducted	Number	-	304	507	811
	Training participants	Number	-	7442	11009	18451
	CO-members	Number	-	5584	8640	14224
	Local authorities	Number	-	1791	2325	4116
	Project personnel	Number	-	67	44	111
16	Community planning and mainstreaming					
	CO with community dev. plan (CDP)	Number	1000	389	662	1051
	CDP Approved at LDF	Number	1000	232	786	1018
17	Micro-project (MP) proposals	Number				
	Approved by LDF	Number	1175	122	889	1011
	Submitted by COs to CBA	Number	1175	62	899	961
	Approved by CBA	Number	1175	47	832	879
	Related with energy saving	%		62	53	54
	Related with health	%		19	23	23
	Related with water supply	%		13	18	17
	Related with school transportation	%		6	5	5
	Related with environment	%		0	1	1
	Total cost of approved MPPs	UAH milln		6.3	122.2	128.5
	Share of CO	%	5.0	10.2	7.3	7.5
	Share of VC/CC	%	45	14.6	10.8	11.0
	Share of rayon/oblast	%		36.2	33.4	33.5
	Share of CBA	%	50	38.5	46.8	46.4
	Share from others (private sponsor)	%	-	0.5	1.6	1.6
	Bneficiary population	Number	-	37417	702995	742412
	Number of MPs funded by CBA	Number	1175	12	693	705
	MPs Completed	Number	1175	0	165	165
18	Information campaign and media strategy					
	Press conferences	Number	-	31	101	132
	Media coverage	Number	-	753	1098	1851
	Publications (web sites + Newsletters)	Number	-	203	363	566

Chapter One

INTRODUCTION

1.1 Background

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

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

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

1.2 Objectives

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

Specific objectives of the Project are to:

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

1.3 Project Area

CBA Project works in all oblasts of Ukraine and Autonomous Republic of Crimea covering total of 207 rayons (eight/oblast in general) and 1078 village/city councils (5/rayon in general) and 1098 villages/settlements (one per VC/CC in general). Distribution of target areas is given in detail in Annex – I.

1.4 Implementation Methodology

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

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

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

Social mobilisation tool is used to unleash the potentials of selected communities to help themselves and mobilise local authorities and other development partners in the locality to address common basic needs of the people on participatory basis. To this end, following support structures are created to facilitate smooth implementation:

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

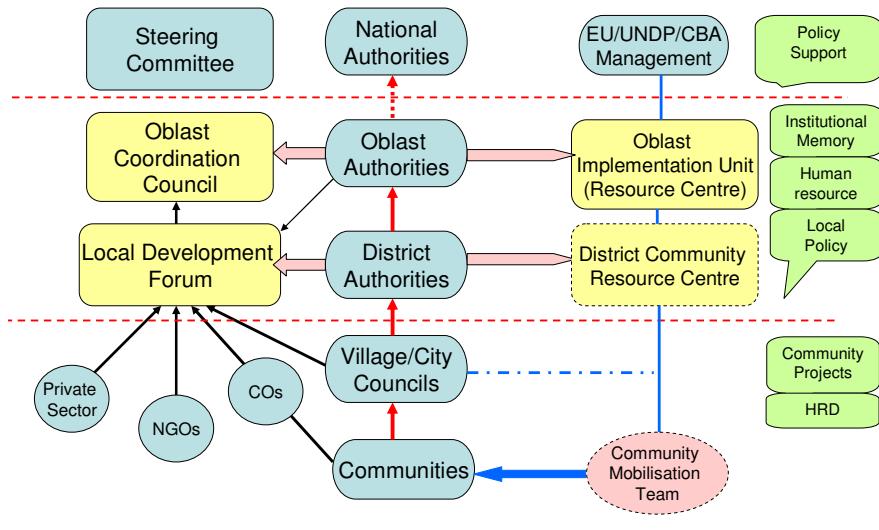


Chart – I: CBA model

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

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

1.5 Implementation Process

CBA Implementation process follows a 4-stage cycle of intervention (Chart-II) – namely institution development, planning, implementation and utilisation. Each stage involves a series of activities and action points that ultimately yields results intended by the Project (as given in Annex – II)

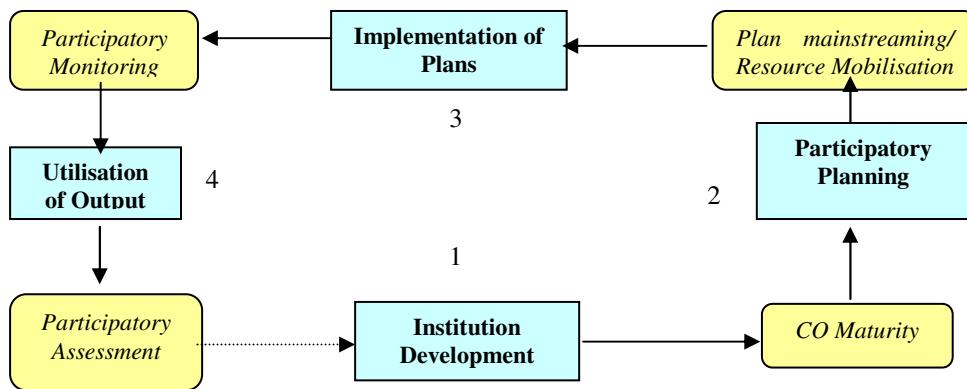


Chart – II: CBA Implementation Process

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

1.6 Management Arrangement

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

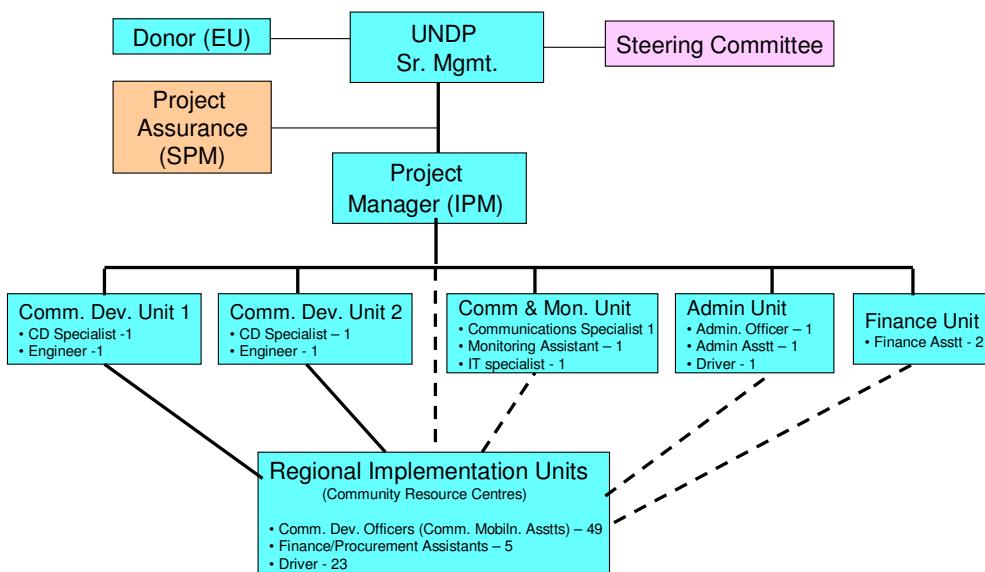


Chart – III: CBA Organogram

1.7 Project Implementation in 2008

2008 was focused on establishing the foundation for CBA implementation with following key events:

- Project implementation units in Kyiv and 25 regions were established. To facilitate the implementation, necessary operational guidelines and training materials were developed. The Project personnel and officials from rayon and oblast authorities were trained.

- CBA Project was launched in all regions involved. Through open competition 193 rayons and 961 village/city councils (with less than 10,000 population) were selected for local action. These rayons and village/city councils represented territories suffering from income crunch and problems related with water supply, energy, health etc. Partnership agreement was signed with 22 oblast, 177 rayons and 440 village/city councils.
- In terms of support structure creation, 709 community organisations (COs), 98 LDFs and 6 OCCs were developed.
- A series of training were organized for CO-executives, officials of local/district/region/central level partner agencies.

During 2008, the Project faced various challenges, some of them are mentioned below:

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

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

Chapter Two

ESTABLISHING PARTNERSHIP

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

During 2009, partnership was signed with 3 oblast authorities, 27 rayon authorities and 489 village/city councils. In cumulative term since 2008, 24 oblasts and ARC, 204 rayons and 929 village/city councils established partnership with CBA. In terms of partnership establishment, the Project reached 25 regions, 207 rayons and 1078 village/city councils, thereby accomplishing its target.

Details on partnership establishment are described hereunder:

2.1 Partnership with oblast authorities

In 2009, partnership agreement was signed with 3 oblast authorities namely Odeska, Dnipropetrovska and Donetska with Donetska oblast being the last one (Box – I). With it, signing of partnership agreement with regional authorities reached 100% of the target by August 2009. Details on regional partnership can be found at <http://www.cba.org.ua/Partners.aspx> and in Annex - III.



Signing Partnership Agreement in Odessa

In all cases, the agreement signing event was preceded by a regional launching seminar hosted and led by heads/deputy heads of oblast state administrations and oblast councils. Participants of the seminars included heads/deputy heads of OSAs, OCs, RSAs, RCs; representatives of NGOs and mass media. During the seminar, the participants were informed about importance of participatory approach in resolving local development problems; about the CBA Project and its modus operandi, highlighting experiences of EU Tacis and UNDP- projects on participatory approach. These information were

followed by discussion on terms of partnership with oblast and rayon authorities, call for application from the rayon authorities for partnership with the Project and criteria of rayon selection. To ensure that the participants carried enough information materials on the Project and partnership, information packs were distributed containing materials including printed version of PowerPoint presentation, application form for rayons and draft Partnership Agreement with Rayons. Dissemination of this information pack was effective in raising wide awareness, creating competition among rayons and ensuring high degree of transparency about the process initiated by CBA.

Challenges and solutions: Launching of regional seminars was completed in all oblasts and in ARC during 2008. However, signing of partnership agreements was completed in 2009. Delays in signing agreement was due to various factors such as change in leadership (new leaders were not aware about the previous commitment; change in focal person deputed by OSA/OC for facilitating the process; level of focal person deputed for facilitating the process (too junior could not reach the leadership as frequently as needed); change in priority of the oblast authorities; conflict between OSA and OC; time taken by OSA/OC in making review/clearance of the draft partnership agreement offered by CBA etc. Some oblasts sent request to relevant ministry for approval to sign agreement but did not get a reply.

To help accelerate the process, the Secretariat of Cabinet of Ministers issued a letter on 13 November 2008 asking the oblast authorities to cooperate with the Project. Most of oblast authorities which could not sign agreement in 2008 did support in selection of rayons and implementation of local activities. Successful activities at local level did create trust and bottom-up pressure for signing the agreement in 2009.

Box - I: Donetska Oblast Marks Completion of Signing Partnership Agreement

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

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



Mr. Teixeira addressing session of PA signing event



Partnership Agreement being signed in Donetsk oblast

Ambassador **Jose Manuel Pinto Teixeira**, Head of the EU Delegation to Ukraine, also attended the event. He underlined the importance of EU's support to this UNDP-led Community-Based Approach to Local Development Project in the context of strengthening local governance and promoting further decentralization. "I look forward to meeting with communities who have empowered themselves thanks to this project and are working together to improve their living standards," Ambassador Teixeira added.

Ercan Murat thanked the leadership of Donetsk region and representatives of districts for their commitment to enhancing the quality of communal infrastructure and public services through involvement of local communities and local governments. He

expressed the hope that the joint efforts by international partners, local authorities and communities would make a significant difference. "In the current global financial crisis, joint effort of all of us has a greater value than ever in the past," Murat said.

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

2.2 Partnership with rayon authorities

During the reporting period, partnership agreement was signed with 27 rayon authorities. With it, signing of partnership agreement with rayon authorities reached 204 since inception of CBA, thus completing the target of the Project. List of rayon partners can be found at <http://www.cba.org.ua/Partners.aspx/>. Following steps were followed for establishing the partnership:

- Announcement of call for participation: announcement was made during each regional seminar (in 2008) for rayon authorities to send application forms, along with expression of commitment, to CBA office within 3 weeks. This announcement was for ensuring the principle of competition and transparency;
- Receiving and analyzing applications: As a follow up action to the announcement, 8 interested rayon authorities sent their application to the CBA office during the year (Table - I). The applications included information on hardship (access to water supply, access to medical services, environment situation, energy saving, school transportation) facing the rayon and level of commitment expressed by the rayon authority. Information was also secured from the oblast state administration offices on ranking of rayons in their oblasts using 'social economic' data collected and updated by each OSA. Received rayon applications were reviewed and analyzed by CBA Project and rayons were ranked according to the hardship facing them.
- Selecting pilot rayons: Selection of the pilot rayons for each oblast was done by a 'Rayon Selection Committee' consisting of representatives from the respective oblast state administration, oblast council, UNDP and CBA Project. In total 14 rayons were selected during the year by the Committee with no rayons in reserve.
- Announcement of selection results: In order to increase transparency and inform stakeholders and public about results of rayons selection, regional press conference was organized in each oblast in participation of representatives of OSA/OC and media and announcement was made.

Table – I: Selection of Rayons for CBA Partnership*

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	Application received	338	8	0	1**	5**	8	346
2	Selected for partnership	193	8	0	1	5	14	207
3	Selected for reserve	79	0	0	-1	-5	-6	73
4	Signed partnership agreement	177	2	10	12	3	27	204

* Oblastwise details in Annex – III

** from reserve

- Holding rayon seminars:** Following to this announcement, rayon level seminar was held in each selected rayon in participation of heads/deputy heads of RSA/RC, relevant officials from rayon departments, heads of village/city councils, CBA and media in the rayon. The participants were sensitized about the importance of participatory approach for sustainable local development and familiarized about EU, UNDP, CBA. Terms of partnership and modus operandi of CBA were explained to them. During the year, 14 rayon seminars were held in 6 regions in participation of 469 officials and 13 media representatives (Table – II). Officials of the OSAs and OCs were often key speakers during the seminars. Ownership showed by the oblast authorities in reaching rayons is expected to have strong positive effect on the result of the Project in the rayon.



Rayon Seminar in Donetsk oblast

Table – II: Participation in Rayon Seminars

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	No. of regions	24	0	1	3	2	6*	25
2	Rayon seminar held	193	0	8	3	3	14	207
3	Participation level**							
a	RSA/RC, VC/CC, NGOs	5966	0	241	155	62	458	6424
b	Oblast authorities	86	0	4	5	2	11	97
4	Media	263	0	8	3	2	13	276

* includes 5 repetitions

** Details in Annex - IV

- Signing of Partnership Agreement:** In general heads of rayon authorities signed the partnership agreement following to the seminar. In some cases, signing of Agreement took longer time because the responsible authorities were not available or the responsible legal department took time to review the draft of the Partnership Agreement. Also, some rayon authorities waited for oblast authorities to sign Agreement first. In total, 27 Partnership Agreements were signed (Table – I) with rayon authorities during the year (total 204 since inception).



Signing of Partnership, Chernihivska oblast

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

2.3 Partnership with village/city councils

During 2009, partnership was established with 117 village/city councils making it total 1078 since inception. Thus the Project completed the target of reaching 1000 village/city councils. Partnership with village/city council was established through following steps:

- **Announcement of call for participation:** Announcement was made during each rayon seminar for the village/city councils (with less than 10,000 population) in the rayon to send application, along with expression of commitment, to the oblast community resource centre explaining their situations in terms of hardship on access to water supply, access to medical services, environment situation, energy saving and school transportation. In general, one week was set as a time for making such application.
- **Review and analysis of applications:** The team of the oblast community resource centre analysed the applications received from the respective village/city councils. Based on the socio-economic hardship and commitment, they ranked the participating local councils. In total, 213 applications were received during the reporting period.
- **Selection of village/city councils:** The ranked applicants were discussed in 'village/city council selection committee' meetings and 117 most potential village/city councils were selected for partnership with CBA along with reserves. The Meetings were presided by CBA focal point of Oblast State Administration. Other participants of the meeting included representatives from regional council, rayon state administrations, rayon councils, and CBA in the oblast. In total, 1078 village/city councils were selected for partnership while 596 were selected as reserve. For transparency purpose, the list of selected village/city councils was placed on the website of rayon/oblast authorities and where possible, announcement was made through local media such as TV, radio and newspapers.

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

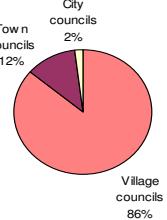
SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	Application received	2478	7	88	26	92	213	2691
2	Selected for partnership	961	0	40	0	77	117	1078
3	Selected for reserve	561	3	11	6	40	60**	596
4	Signed partnership agreement	440	105	54	248	82	489	929

* Oblastwise details in Annex – III and Annex – IIIB

** Excluding 25 VC/CCs selected from reserve list, the net increment was 35 VCs/CCs only

Of all the local councils selected, 86% were village councils, 12% were town councils and 2% were city councils (Chart – IV).

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

Chart – IV: Distribution of VC/TC/CC**Table – IV: Participation in VC/CC Seminars**

SN	Activity	2008	2009					Cumul -ative
			Q1	Q2	Q3	Q4	Total	
1	No. of regions	24	15	13	13	13	25*	25
2	VC/CC seminar held	907	97	28	74	83	282	1189
3	Participation level**							
a	Rayon authorities	964	125	44	76	103	348	1312
b	Oblast authorities	62	5	3	5	2	15	77
c	VC/CC-authorities, community members	13773	2317	719	2483	2386	7905	21678

* includes 24 repetitions

** Details in Annex - IV

Representatives of oblast and rayon authorities often participated in these seminars. Their participation reflected their commitment towards citizens' participation in decision-making process and raised effectiveness of the seminar. In total, 282 seminars were held during 2009 with 1189 seminars since inception (Table – IV).

- Signing of Partnership Agreement:** In general heads of the village/city councils signed the partnership agreement following to the seminar or at any other time convenient to them. In total, 489 village/city councils signed Partnership Agreement (Table – III) during 2009 (total 929 since inception).

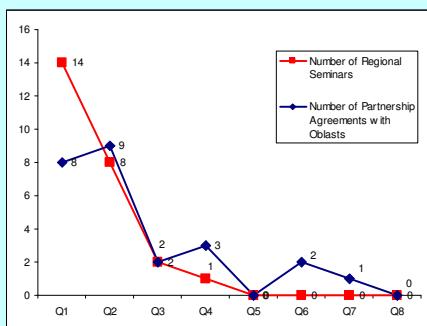
Challenges and solutions: Some of the partner village/city councils turned to be passive due to various reasons such as lack of budget for cost-sharing, passive leadership, lack of support from the citizens, mis-perception about CBA support etc. A few of them became active upon re-motivation and clarification and upon allocation of budget from rayon/oblast authorities. Those village/city councils which could not be activated were replaced by the ones from the reserve list. In total, 112 VC/CCs were replaced. More information is given in Box – II.



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

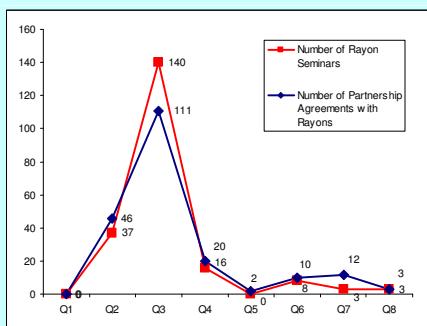
Box – II: Partnership Initiation and Signing Response

Experience show that in general there is a gap between initiation of proposal for partnership by CBA and concrete formal establishment of partnership. There are many reasons for the gap as described below.



25 regional seminars were launched in total since 2008-09, mostly focused in first half of 2008. Some of the regional authorities signed Partnership Agreement during the seminar itself, while some took time. Delay in response was observed due to –

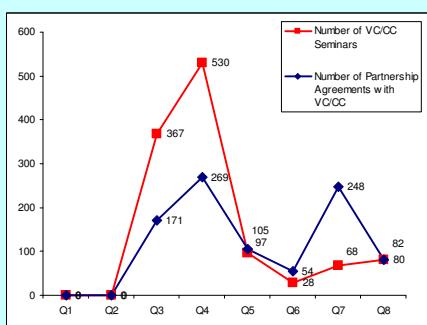
- Necessity for deep understanding of the project concept, strategy, terms of partnership;
- Internal consultation within relevant departments and experts;
- Understanding to be reached between OSA and OC;
- Time taken in seeking approval from the relevant ministry;
- Change in the leadership of the OSA;
- Old mindset of the officials;
- Placing of more value on money (grant) than on technology;



In total 207 rayon seminars were conducted in 2008-09, mostly done during 2nd half of 2008. 204 Partnership Agreements were signed during 2008-09. Many of the rayon authorities signed Partnership Agreement during the seminar itself. In some cases, they signed Agreement, in group, during the regional seminar itself. Some rayons took time to sign the agreement. The delay was mainly due to:

- Change in the leadership of the RSA;
- Waiting for OSA/OC to sign their Agreement first;
- Lack of budget for cost-sharing

Direct correlation is observed with the pattern of signing oblast-level Partnership Agreements and rayon-level Agreements in that the latter follows the former.



A total of 1189 VC/CC level seminars were held during 2008-09 with focus during 2nd half of 2008. In total, 929 of VC/CCs signed Partnership Agreement during 2008-09. Almost no Partnership Agreement was signed during the seminar. The time gap was much bigger compared to that in case of regional and rayon. Main reasons for these gaps were:

- High focus of CBA on community level action, just after the VC/CC seminar, rather than on signing Partnership Agreement;
- Time taken at CBA/UNDP in designating the officials who would sign Agreement with VC/CC;

Rise in number of PA signatures in Q-4 and Q-7 was due to increased number of MPP which required VC/CCs to sign Agreement in case their money was involved in cost-sharing.

Chapter Three

DEVELOPING SUPPORT STRUCTURES

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

During 2009, 380 COs were formed by target communities, 106 LDFs were formed by the partner rayon authorities and 18 OCCs were formed by oblast authorities. In cumulative term, 1089 COs, 204 LDFs, 24 OCCs and a steering committee were formed since inception of CBA. Thus, CBA has reached its targets on support structure creation.

Details of support structures development are given hereunder:

3.1 Community Organisation Development

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



Using social mobilisation technique, about 180358 households from 380 communities were mobilised across the country during 2009 to get organised for collective action. In total, 1089 community organisations (COs) were formed by 192553 women and 126244 men representing 262480 households. To reach this result, following steps were followed:

- Selection of target communities: Following to the village/city seminar, a comparative situation assessment of the settlements belonging to the council was made jointly from the perspective of socio-economic hardship facing them e.g. water supply, health services, energy efficiency, environment and school transportation etc. Based on the ranking, one settlement was selected (with one reserve) for CBA Project. Maintaining reserve was necessary to ensure competition and attract the community which was the most willing and committed to apply self-help approach to resolve their problem. During 2009, 222 communities (1098 since inception) were selected for local action. More details can be found in Annex – III and V.

Table – V: Selection of Communities for CBA Partnership

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	No. of region involved	24	5	2	3	14	24*	25
2	No. of rayons involved	169	32	2	10	38	82**	207
3	No. of VC/CC involved	864	82	4	47	81	214	1078
4	Community selected for partnership	876	83	4	47	88	222	1098
5	Community selected for reserve	276	169	22	20	23	234	510

* 23 repetitions ** 44 repetitions

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

- Formation of community organisation:** The dialogue sparked among the community members to interact among themselves and come to consensus regarding need of forming organisation. The communities which believed the principles of collective action and which were active, formed their COs. During the reporting period, 380 communities formed their COs as given in Table - VI. Female strength is often reflected in CO-management team with 58% of executive members being female (Chart - V).



Meeting of community organization in Odeska oblast

Profile of all COs formed along with their contact details is given on CBA website: <http://www.cba.org.ua/Participants.aspx>

- Formalisation of community organisation:** The COs formed thus were enrolled with their respective village/city councils as well as went through legal registration with relevant agencies. Legal status is essential for the COs to carry out business in formal mode and to open bank account for financial transactions. Legal status also makes them eligible to receive grants from national/international agencies. During the reporting period, 519 COs got enrolled with their respective VCs/CCs and 645 COs got legally registered with appropriate registration agencies (Table - VI).

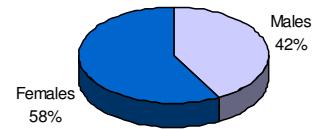


Chart – V: Gender Balance in CO-MT

Table – VI: CO Development

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	No. of region involved	22	24	19	17	14	25+	25
2	No. of rayons involved	162	105	67	58	58	207#	207
3	No. of VC/CC involved	731	422	195	191	128	936@	1078
4	No. of CO formed	709	201	51	55	73	380	1089
5	Target households (cum.)	267876	240833	267762	306360	365055	365055	365055
6	Households participated (Participation level- %, cum.)	82122 (31%)	36881 (49%)	76709 (73%)	30152 (74%)	36616 (72%)	180358 (72%)	262480 (72%)
7	Membership - Total	96698	43111	95587	59687	23714	222099	318797
a	Female members	58089	29617	52573	38423	13825	134438	192553
b	Male members	38254	13494	43014	21265	9889	87662	126244
8	COs enrolled with VCs/CCs	550	233	113	94	79	519	1069
9	COs legally registered	400	262	133	150	100	645	1045
a	Registered as NGO	321	254	130	137	93	614	935
b	Registered as BSP	46	-11**	6	15	6	16	62
c	Registered as Coop.	14	6	0	0	-3**	3	17
d	Registered as ACMB	13	7	0	3	2	12	25
e	Others	6	6	-3**	-5**	2	0	6

* Oblastwise details are given in Annex – III and V.

** Part of them terminated their partnership with CBA, part of them re-registered choosing other legal forms of CO

+ 22 repetitions

162 repetitions

@ 589 repetitions

In cumulative term since CBA inception, 1089 communities were mobilised. Of them 1089 communities formed COs in participation of 318797 persons (60.4% women) representing 262480 households (72% of the total households). Of them, 1069 COs enrolled with their village/city councils and 1045 COs got legally registered. Legal form preferred by most communities for their organizations is public organization (89%) followed by bodies of self-organization of population (6%), cooperatives (2%), associations of co-owners of multi-apartment buildings (2%) and other forms of CO (1%) as visualized in Chart – VI. Further details are given in Annex – V, VI, VII and VIII.

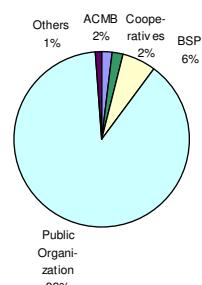


Chart – VI: Legal Form of COs

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

Motivation from officials of local councils and rayon/regional authorities mitigated the problem of trust and suspicion to great extent. Also, peer-to-peer interaction with successful communities/COs in the region or beyond proved to be effective in motivating the passive communities. However, those COs which could not become active were replaced by the ones from reserve list. In total at least 115 COs were replaced by 2009 (*details in Annex – VII and IX*).

Box - III : Masevychi Community's Enthusiasm Gets Rewarded

On 8th July 2008, village council selection committee of Rokytnivsky rayon put Masevychi VC in reserve list. Village activists were very disappointed at such decision but did not lose faith and decided to prove that their community is worth becoming a pilot. On that very day they held the first community meeting, where people voted to create a community organization and called it *Vidrodzhennya*, selected activists, approved the statute, and applied to the CBA Project management for including them in all seminars, dialogues and trainings held in frames of the CBA Project.

Active position of the community was really impressive. Taking into consideration that representatives from the community participated in trainings, did not miss a meeting, and stating passive attitude of Snovydovyska village council, the second meeting of village council selection committee considered a decree to include reserve Masevychi VC for partnership with the CBA Project. That very month CO *Vidrodzhennya* was registered as a legal entity, opened an account, produced a seal and started to actively elaborate micro-project proposals and to defend it at LDF of Rokytnivsky rayon. In December 2008, CO *Vidrodzhennya* obtained award for its efforts as its micro-project proposal *Energy Saving Activities in Masevychi School* was approved.

Finally comes good result of CO faith, activity and aspiration for improving their lives. On 19th February 2009 Partnership Agreement between UNDP/CBA Project and CO *Vidrodzhennya* from Masevychi village (Masevychi VC, Rokytnivsky rayon) was officially signed.

In this way, competitive approach allows CBA to single out most enthusiastic communities and work with them to demonstrate the use of community based approach to local development in practice.

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

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

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

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

Development of tourism in the village is hindered by the absence of street lighting, this is why community prioritized this problem and suggested it as their initiative for micro-project proposal within the framework of CBA project. Total cost of the project will be UAH 132934. Community's project was approved, and works are in process to install in the community a new streetlighting system.

Vox Populi - Changes in the Life of Community with Participation in CBA

With participation in the Project we started to communicate among ourselves, more on different matters for instance, to send documents, meet, calculate cost estimate, or to resolve problems with collecting money, or with gathering people, drafting letters etc... We also started to communicate with communities from other village councils, to visit and consult them, as we have common interests. (*O. Yarovenko*, head of CO Prolisok, Rivnenska village council, Ochakivsky rayon, Mykolaivska oblast)

Our community faced bureaucratic realities of which we only heard before. Now we understand our local authorities better and realise how difficult it is to reach the goal when legislation constantly changes. (*P.S. Maenchuk*, head of CO Promin, Novomykolaivka urban village, Zaporizka oblast)

Our community has become more active. All members have received evidence that funds can be directed to the community account to solve problems selected by the community members. (*Lyubov Mandzyuk*, CO Krok, Molodkiv village, Nadvinyansky rayon, Ivano-Frankivska oblast)

When we created our organization we did not fully believe in this project. But as of today we can say that our dream came true. People believed us. Everything was based on trust of people. When you come to an old granny now, she says, 'I will give you 50 UAH from my little pension, but I want to contribute to those new windows to be installed in that hospital – I want it to be my hospital as well...' (*Yevdokiya Bozhynska*, head of CO Association of Development of Territorial Community Trebukhivtsi village, Khmelnytska oblast)

We felt that realization of the project is very important, while difficulties only united us. The most important is social victory. Now we have to achieve such a level of economic development that our community could ensure its life of dignity without donors' help (*Mykhailo Shevchuk*, CO Dzherelo, Ulashanivka village, Slavutsky rayon, Khmelnytska oblast)

There were many skeptics. But when we started to install new windows in the school, hope sprang up among people that their lives will improve. Villagers say: if the school is being repaired, we have future. We started to think about future plans of CO activities more courageously. (*Mykola Savenko*, head of Kuibyshevska community organization Selo Maibutnyoho, Bobrynetsky rayon, Kirovohradska oblast)

Every day we are asked about a school that pupils of our village need so badly - when it will be, what will be its color and so on. And children even joked about booking seats. Now that all funds from all sources are paid out, and the bus is on its way from Kyiv to our village, we feel real satisfaction from joint work. We are grateful to the CBA Project for creating possibility for us to take part in quota 40 + and realize one more energy saving project in the school premises. (*Olga Barkar*, head of CO Ivanivska Veselka, Ivanivka village, Novoukrainsky rayon, Kirovohradska oblast)

When we started collecting fund to repair local kindergarten, we faced lack of understanding among villages. Some of them had children and grandchildren but did not give a kopeck! When we installed windows on the next floor people started to come and look at it! Many of them did not believe first, they said, 'you will not receive money, and moreover, you will lose yours!' Now they are ashamed! Because we completed this work ourselves! Now people come and propose to extend their help! (*Tetyana Vasylivna Kornijchuk*, head of CO Nadiya na Maibutnye, Tarasivka village, Skadovsky rayon, Khersonska oblast)

3.2 Establishment of Local Development Forum/Rayon Community Resource Centre

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

- Assisting COs in legal registration
- Making decision on drafting of necessary documentation for community projects
- Assisting COs in receiving local financing
- Approving community development plans

- Helping in preparation of cost-estimate documentation for community projects
- Approving micro-project proposals
- Approving replacement of village/city councils and communities
- Reviewing progress of CBA implementation in the rayon
- Provide help in technical investigation of the constructions
- Supporting handover of community projects
- Organization of public audit



LDF Meeting in Pidvolochysk rayon, Ternopilska oblast

During 2009, 106 LDFs were established by the partner rayon authorities (total 204 since inception). Delay occurred only in Donetsk oblast where CBA was launched late (in July 2009). These LDFs held 654 sittings to debate and decide on the matters mentioned above. More importantly the LDFs approved 786 community development plans and proved to be instrumental for mobilizing UAH 54,1 million worth of resources from local budget to support community projects.

Table - VII: Formation and Function of LDFs*

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	No. of LDFs formed	98	48	35	13	10	106	204
2	No. of sittings held	107	93	139	185	237	654	761
3	No. of RCRC established	10	28	53	25	16	122	132

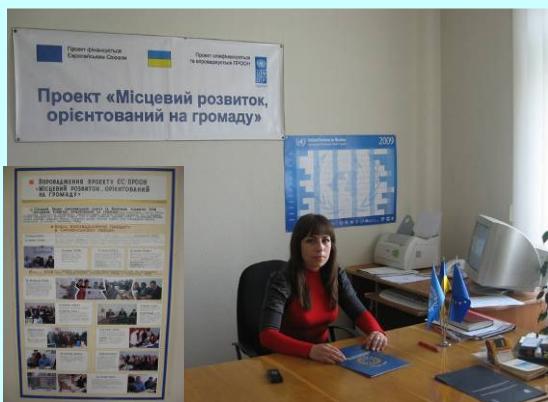
* Oblastwise details are given in Annex – III and X.

Each partner rayon also creates a Rayon Community Resource Centre (RCRC) to serve as a secretariat of the LDF and coordinate for carrying out the decisions of the LDF. RCRC is managed by a staff of the RSA, deputed to carry out special function to support CBA implementation in the rayon and to promote CBA methodology in communities outside the CBA area. Visible and equipped RCRCs were established in 122 rayons during 2009 (total 132 since inception).

"We are happy that there are projects like this; we are grateful for invitation to participate in the meeting of the Local Development Forum; we will support and help you in your work."

(V.S. Boldar, head of State Treasury in Bilovodsky rayon, Luhanska oblast)

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



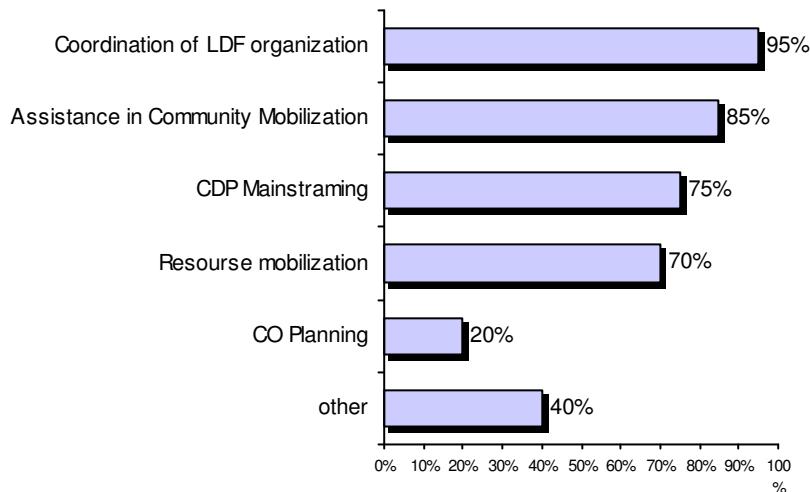
Community Resource Centre of Sarny (Rivnenska oblast) came into effect on 25 May 2009 through directive of the head of Sarny Rayon State Administration. The rayon authority allocated separate office premises, equipment and full time human resource to promote community based development approach in the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

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

According to terms of partnership, focal points are expected to coordinate Project implementation in the rayon and to cooperate with CDOs. As estimated by Community Development Officers, rayon focal persons are mostly engaged in coordination and organization of LDF (in 95% of oblasts) and assistance in

community mobilization (85%). They also assist in mainstreaming community plans (75%) and mobilization of resources (70%). Details are given in Chart - VII.

Chart –VII: Role of Rayon Focal Points on CBA Activities



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

3.3 Establishment of Oblast Coordination Council/Oblast Community Resource Centre

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

During 2009, 18 OCCs were formed (total 24 since inception). With it, target of forming OCC in all 24 oblasts got accomplished. To get ARC level coordination council formed, a roundtable was held on 19 November, 2009 under the chair of Mr. Pavel Iyeno. The meeting decided to (a) explore the possibility of establishing ARC level coordination committee and (b) establish RCRC in all partner rayons.

Table - VIII: Formation and Function of OCCs*

SN	Activity	2008	2009					Cumulative
			Q1	Q2	Q3	Q4	Total	
1	No. of OCCs formed	6	4	8	6	0	18	24
2	No. of sittings held	8	2	11	18	22	53	61

* Oblastwise details are given in Annex - III.

OCCs held 53 sittings during the year to discuss and decide over various agenda related with CBA implementation in their oblast. In particular, they proved effective in –

- Accelerating the pace of implementation
- Reinforcing partnership with rayon authorities
- Mitigating the effect of financial crisis on cost-sharing by allocating oblast budget for community projects. (11 Oblasts allocated UAH 10.3 million for this purpose. See Box - X)

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

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

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

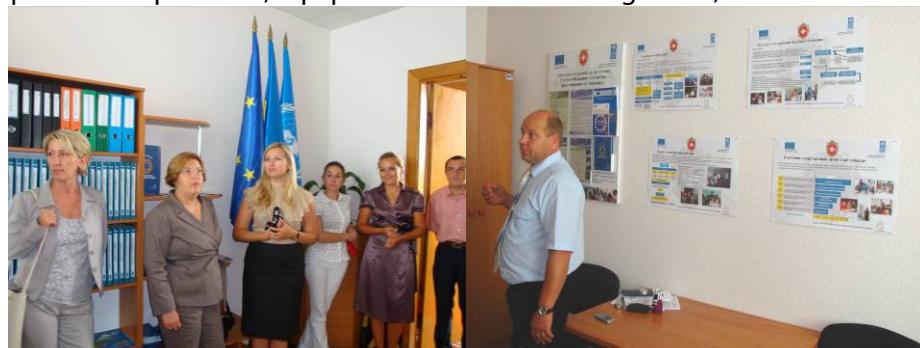
Support of regional/local authorities was helpful for oblast implementation unit to establish sound process at the grassroots. The response and the results came to be positive. CBA methodology was appreciated from local level to oblast level.



OCC Meeting in Cherkaska oblast in participation of all rayons, key departments, VCs/CCs, media & other donors

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

Oblast Community Resource Centre (OCRC), established jointly in each oblast by CBA and oblast authorities, serves as secretariat of the OCC. CBA supported OCRCs with display logistics, materials for dissemination, and minor repairs of the premises, equipment and furniture. In general, oblast authorities have deputed best possible staff to support the OCRCs ranging from programme specialist level to head of department and deputy head of oblast state administration. In some cases, oblast councils deputed their own staff as well.



UNDP Country Director Ms. Ricarda Rieger observing the Rivnenska Oblast Community Resource Centre

OCRC for Kyiv oblast is located at CBA/PMU and OCRC for ARC is located at CIDP office

3.4 Participation of Local Authorities in CBA Process

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

Table - IX: Participation of Authorities in CBA Process (2008-09)

SN	Level of Seminar	No. of seminar held	Total No of participants	No of media	Participation of officials by no. of event			
					OSA/OC*	OSA-FP	RSA-FP	RSA/RC*
1	Rayon	207	6521	276	97	57	n. a.	n. a.
2	VC/CC	1189	28210	n. a.	n. a.	124	856	908
	Total	1396						

* Head/Deputy Head/representative employee of the institution

FP = focal person

Details in Annex - IV

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

Vox Populi: Representatives of Local Authorities about CBA Project

We decided to further the project realization through creation of Republican Coordination Council. We should prepare Statute of Coordination Council and fix its all requirements, as well as appropriate contribution from ARC budget. (*Pavlo Yeno*, Head of Permanent Committee on local self-governance and administrative-territorial matters of Verkhovna Rada of ARC)

With every step in realization of their projects communities become more informed and more inspired. Everything was quite different a year ago: first dialogue, distrust, people's reluctance. And today besides 5 pilot communities of our rayon we have more communities being mobilized, registered and willing to work seeing their neighbours' progress. (*O.I. Kharchenko*, focal person from Domanivska RSA, Mykolaivska oblast)

Thanks to realization of the project village council will save 50% of budget funds on payments for natural gas. It is really nice to attract a community to development of its settlement and is a good example for other communities. Fellow villagers received evidence that improbable became evident. I think that participation in the Project and solving of one of the problems is one of the much-needed measures to minimize aftermath of financial-economic crisis (*Mariya Khoma*, head of Chernyatyn village, Horodenkivsky rayon, Ivano-Frankivska oblast)

I walk along the village street with pleasure and when I hear 'Good afternoon! Thank you for the water in our houses!' I reply, 'Good day! Thank you, we have done it together!', and villagers then suggest, 'Let us gather again - we need to replace windows in the school. Let's calculate, we will perform part of works by ourselves... and we will look for help – we will apply to rayon, write to CBA... (*Mykola Stepanovich Novosad*, head of Purpurivka village, Novomyrhorodsky rayon, Kirovohradska oblast)

Allocation of budget funds does not always allow to control their rational use. But thanks to implementation of UNDP approaches funds are received by communities that really need them and that use them most effectively (*Ihor Duleba*, head of apparatus of Ternopilska Oblast Council)

We should move to European way of life. And thanks to the Project we are moving ahead - with all responsibility, transparently and openly. (*Mykhailo Popel*, head of Rohatynska rayon council, Ivano-Frankivska oblast)

Chapter Four

DEVELOPING CAPACITY

Capacity building is one of the crucial activities of CBA Project. It involves such activities as training, exposure visits, dialogues and various other forms of techniques utilized for skill enhancement/knowledge transfer. The purpose is to enable local communities, local authorities and other partners to adopt and practice the approach promoted by the Project. During the year, 507 capacity building events took place in participation of 11009 persons representing CBA Project (44), oblast/rayon authorities, village/city councils (2325) and community organisations (8640). In total since inception, 811 capacity building events took place in participation of 18451 persons. Details on these events are given hereunder:

4.1 Training For CBA Project Personnel

During 2009, 7 training courses were organized for enhancing skill of 44 Project personnel (community development officers, finance procurement assistants, training officer and assistants and drivers). The training was in form of pre-job orientation, on-the job training and exposure visit. In total, 111 Project staffs were trained since inception.

Training courses included:

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

4.2 Training For National/Regional/Local Counterparts

Trainings were organized for officials of national counterparts during 2009 – jointly with CBA-staffs as well as independently. In total, 2325 officials of elected/state authorities received training (4116 since inception) organized by CBA on its own or in partnership with other agencies on various dates and in various locations (Table - X). Most of the participants included officials from village/city councils, focal persons from the rayon and oblast authorities.

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



Officials of CBA partners during training in Yaremche

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

accordance with the international standards ISO 9001:2000.

During 10-16 May 2009, study visit to Czech Republic was organized for 7 Ukrainian authorities of national, regional and local level under support of UNDP/Bratislava Regional Centre and Czech Trust Fund (CTF). The main objective of the study tour was to strengthen capacity of the representatives of Ukrainian authorities to undertake pro-active role in promoting participatory governance, sustainable energy production and utilization and emergency preparedness.



Ukrainian delegation on study visit to Czech Republic

The agenda of the visit combined lectures, field visits and meetings with authorities of national and local level focusing on (a) emergency planning, (b) co-operation between state and local authorities and Dukovany nuclear power plant operators, (c) access to information and (d) involvement of local population in safety arrangement.

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

Box – VII: Lessons Learnt From CTF Study Visit

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

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

A study tour and training for 13 Eastern CBA partners from Luhansk, Kharkiv, Poltava, Cherkaska, Chernihivska and Kyiv oblast was organized during 7-9 July 2009 to exchange the experience of project implementation between East and West regions of Ukraine. During the visit, the team interacted with the authorities of Ivano-Frankivska oblast and Rohatynsky rayon and community organization of



Officials of Eastern Ukraine interacting with community in Rohatynsky rayon of Ivano-Frankivska oblast

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

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



Learning from best practices: study visit of Donetsk oblast delegation to Luhanska oblast communities

Centres coordinators. The delegation also visited two pilot communities: Varvarivka (implementing micro-project on water-supply) and Yepifanivka (working on improvement of healthcare services via modernization of local health post).

Similarly, study tour was organized during 15-16 December 2009 for 18 officials of Cherkaska and Kirovogradksa oblasts. Another visit was held on 17-18 December 2009 to Zaporizhka oblast for 22 officials of Rivnenska, Volynska, Ternopilska and Ivano-Frankivska Oblasts (participation list given in Annex - XI). During this exchange visit, officials from eastern/southern region observed quality of rayon resource centres and CO-activities in Rivnenska oblast while officials from western region observed Project activities (OCRC, RCRC, COs) in Zaporizhka oblast. This visit proved useful in that the participants could recognize –

- Effective process of establishing a RCRC and its role in promoting community based approach
- Effective role (e.g. technical support, CO-financing) of local/regional authorities in CBA implementation
- Experience of local communities in implementing CBA methodology and micro-projects

"They say: one eyewitness is better than two hear-so's. Organization of work of Rayon Community Resource Center in Sarny, Rivnenska oblast, impressed us greatly. We are grateful to managers of the CBA Project for a possibility to learn RCRC work when we visited the oblast as a part of delegation. We wanted to create similar structure in our rayon and now we know how to do it."

(Serhiy Mykolaiovich Sovenko, deputy head of Novomyrhorodska rayon council, Kirovohradska oblast)

4.3 Training For Community Members

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



Training for community members, Rivnenska oblast

In the reported period, 500 trainings were organized for 8640 representatives of COs (Table - X). They learned how to create, register and maintain a community organization; how to maintain account and carry out financial transactions transparently; how to write and defend a project proposal, and how to implement an initiative to improve the living quality of local community. The CO-members were also trained to keep an eye upon their CO to keep it institutionally sound and financially sustainable.

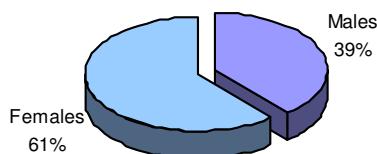
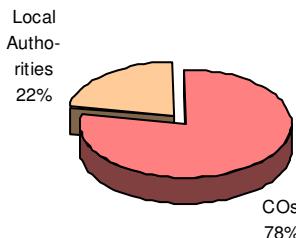
Since CBA inception, 804 trainings were organized through which 14224 CO-executives were trained. Of the total persons trained, 60% were females and 40% were males. In general, female constituted higher proportion of the training participation. It was by virtue of higher participation of women in the CBA activities across the country.

Table – X: Trainings Organised During 2008-09*

	No of trainings	Total participants	of Total Participants				of Total Participants			
			Male	%	Female	%	CO-members	%	Local Authorities	%
Total in 2008	304	7375	2831	38.4	4544	61.6	5584	75.7	1791	24.3
Total in 2009	500	10965	4390	40.0	6575	60.0	8640	78.8	2325	21.2
Cumulative	804	18340**	7221	39.4	11119	60.6	14224	77.6	4116	22.4

* Oblastwise details are given in Annex - XII.

** Excludes 67 and 44 project staffs trained during 2008 and 2009 respectively

Chart – VIII: CO Training Participants by Sex**Chart – IX: CO Training Participants by Institution**

Trainings were found to be useful raising skill and confidence of the participants to carry out CBA activities as opined by some of the participants (below).

Vox Populi: Feedbacks of Training Participants

All trainings were useful and timely during this year. Everything was new for us, that is we have worked before, had meetings of our community, but new approaches to work, planning, assessment of community opinion, MPP preparation – that is what we managed to learn and tried to realize in our community. (*Olga Panteleeva*, CO Akvatoriya, Parutynska village council, Ochakivsky rayon, Mykolaivska oblast)

The most interesting were trainings on CO administration and MPP preparation; thanks to them we received preliminary skills of self-organization, and community administration. Training on MPP preparation helped us to learn how to realize our initiative (*O.A. Minayeva*, head of CO Hyunivske community organization, Velykobilozersky rayon, Zaporizka oblast)

We are grateful to the Project for a possibility to learn, now we are going to participate in other Projects; now we are not scared! (*Liliya Dzyama*, CO Together We are Strong, Obertyn urban village, Tlumatysky rayon, Ivano-Frankivska oblast)

All trainings were interesting and useful. But the number of trainings was small; we had to adjust everything in the process of the project realization. It would be very useful if these trainings were held not only in rayon for some representatives, but also in communities. (*Tetyana Khamuk*, CO Revival of Dertka, Dertka village, Izyaslavsky rayon, Khmelnytska oblast)

It is very nice that similar trainings are held not only in the initial period of the Project implementation, when it is necessary to learn how to prepare micro-project proposal properly, but also in the period when we have certain knowledge and skills, when we have already faced many difficulties, when we started to realize our project, held tenders, signed contracts with the contractor. Training is a method to find answers disturbing questions, as well as to hear to the opinion of invited experts, share their experience with other communities or adopt their methods. (*N.A. Andruschenko*, Head of CO Future of Kropyvnytske, Kropyvnytske village, Novoukrainsky rayon, Kirovohradska oblast)

All trainings without exception opened our eyes to proper preparation of documents and reports on micro-projects realization, supervising technical works performed by contractors, as well as additional seminar with decision bodies. We should also admit that trainings were timely, in line with our needs. As soon as we told the Project coordinators that we did not understand something, they immediately suggest us to participate in trainings on these matters or personal additional consultations. And everything is competently and professionally stated, using presentations and well-prepared materials. And manuals are very useful! Everything was though over for us, practically unskilled in MPP preparation and reporting (*N.P. Smetanina*, member of CO Lozy, Antrazytivsky rayon, Luhanska oblast)

In the past we did not know what trainings are, and now we attend them with pleasure. Thus, we see that they bring us benefit and knowledge to use in further community development. Trainings helped us to see our work in perspective. We hope that there will be more and more trainings, as well as our knowledge and benefit from them. (*N. Yukhno*, head of CO Varvarivska community, Kreminsky rayon, Luhanska oblast)

4.4 Organizational Maturity

Training to CO-members make them understand that it is important that the CO must reach certain level of maturity before undertaking development task of significant size. To this end, the CO undertake small social/economic/environmental activities of household and community nature during first few months within their own capacity and within the resources available locally.

Most COs implement self-funded initiatives before they receive funding from CBA for their micro-project. Typical cases of such initiatives are: repair works, cleaning the territory, planting trees etc. (Box-VIII).

Box –VIII: Examples of Self-funded Community Initiatives Before Achieving Funding From CBA Project

Mykolaivska oblast:

- “Beregynya” village charity foundation got a grant (about \$ 4500 US) to create a crisis-management centre for women to hold consultations, seminars etc.
- Village community organization *Skarbnytsya Dobrykh Sprav* (meaning ‘well-doing treasure house’) got a grant of UAH 38000 from Ukrainian Women Foundation for the project on activization of women and youth of the village, organizing a fair
- Mykolaiv Development Fund (\$ 800 US) – Novosevastopolska community organization *Nova Khvylya* (meaning ‘new wave’) (*New Life of Dobra River* project)

Cherkaska oblast:

- CO Nadiya, Vyazivok village, Horodyschensky rayon has realized the project on repairing local health post in the village. Olga Petrivna Hava, CO head, feared at the beginning that villagers would be passive in collecting money to realize the project, but local health post has not been yet completed when villager gave 5000 UAH more than they had to and subvention from oblast budget was transferred only after village council had entirely carried out its commitments. Thus, CO decided at its meeting to use this additional money for replacement of 5 more windows and re-papering walls in local health post.

Ivano-Frankivska oblast:

- CO from Molodkiv village, Nadvirnyansky rayon – by community efforts roof was repaired at the school and new heating house has been built.
- CO from Oleshiv village, Tlumatsky rayon – attracted sponsor funds and procured sports suits for pupils and sports kits.
- CO from Zhovchiv village, Rohatynsky rayon replaced windows in local kindergarten with the assistance of the Project, while local authorities helped to install heating system in the kindergarten. Now problem of energy saving has been finally solved.

Zaporizka oblast:

- Community of CO *Vidrodzhennya* replaced windows in local secondary comprehensive school and at the same time replaced heating system in the school with the assistance of local authorities. This step was a stimulus for both the community and local executive bodies. When rayon leaders saw community’s activity to replace windows they decided to replace heating system in frames of joint EU/ UNDP Project.

Ternopilska oblast:

- Community of Velyky Hovyliv village (CO Nadiya, Terebovlyansky rayon) successfully replaced windows and at the same time repaired village culture center; for this purpose it attracted funds of local farmer I.Huta (10 000 UAH), local businessmen (1 000 UAH), local budget (4 000 UAH). Rayon council assigned 5 000 UAH to procure new curtains, while Budanivske forestry gave 4 cubic meters of stock.
- CO *Sonechko* (Kozova urban village) repaired a veranda in local kindergarten by their own effort; for this purpose it attracted 3 000 UAH from local budget, performed works for the same sum; besides it installed shadow sheds for children, collecting 4 000 UAH from community members, and performing works for 2 000 UAH. Moreover, the community replaced 5 sandpits (more than 1 000 UAH).
- CO *Dobrobut* (Uvysla village, Husyatynsky rayon) managed to attract budget funds of 769 000 UAH to repair local kindergarten (namely, repaired the boiler house, connected the building with gas, water supply systems, reconstructed sewerage system, replaced windows and doors, as of today it performs inside repair works). This was the forth problem in the Community Development Plan prepared by its members at General Meeting. In parallel the community successfully solved its priority problem of reconstruction of the premises for local outpatients’ clinic in frames of the CBA Project and received an additional project in frames of a quota «40+» to solve energy saving problem at local school.
- Community of Bilokrynytsya village, Zborivsky rayon repaired the premises of LHP and at the same time repaired the roof covering on local church having collected more than 20 000 UAH for this purpose (800 UAH a household).
- CO *Mriya*, Ivanivka village, Pidvolochysky rayon replaced windows at school, as well as repaired the premises meant for an inside lavatory having collected more than 5 000 UAH among community members (sewerage system was installed, water was connected, the room was tiled).

Chapter Five

COMMUNITY PROJECTS

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

During 2009, a total of 832 micro project proposals (MPPs) were approved by CBA for funding (879 MPPs since inception). Of the total MPPs approved since inception, 705 MPPs entered into implementation upon release of grant amount to the COs. In total, implementation of 165 micro-projects got completed during 2009. Details of micro-projects supported by CBA are given on CBA website: <http://cba.org.ua/MicroProjects/aspx>

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

5.1 Preparation of Community Development Plan (CDP)

During 2009, about 660 second dialogues were conducted (1061 dialogues since 2008) to initiate participatory planning in the COs. Through 2nd dialogue, CO-members are familiarised with the need and process of participatory planning and bottom-up planning process. They are also sensitised to observe human rights in priority setting such that weaker section of the society are not left out from the stream of benefits and more than 80% of the members get benefit from their plan in general.

Table - XI: CDP of COs by 2009*

Region	COs with CDP		
	2008	2009	Total
All	389	662	1051

* Region-wise details given in Annex - XIII

As a result of the planning dialogues during 2008-09, 662 COs defined their priorities (1051 since inception) and prepared community development plans (CDPs) as given in Table-XI and Chart - X. Most communities prioritized energy saving as top priority (55%), followed by medical services (21%) and water supply (18%) as their primary need. Less pressing was the problem of local transportation (5%) and environmental problems (1%).

Box- IX: CO's Plan Contributes to VC's Development Plan

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

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

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

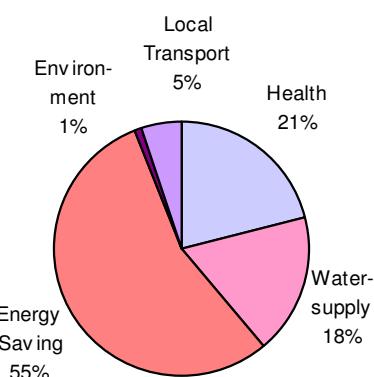


Chart-X: Sectoral Distribution of CDP

5.2 Mainstreaming of Community Priorities

During the year, 662 COs submitted their priorities to their respective village/city councils. Of them, 662 plans were concurred by VCs/CCs and tabled at local development forum (LDF) meeting for debate and approval. Often their plans competed with proposals from non-CBA communities. Thus, COs defended

their plans during LDF-meeting with support of their respective council representatives. Because of training and technical support from CBA, the CO-plans were often recognised as superior quality and enjoyed higher probability of getting approved.

Of 786 CDPs reviewed at LDF during the year, 786 were approved (Table - XII). Approval of CO-plans was followed by mainstreaming into the development plan the local authorities. With the approval, the rayon and local authorities also agreed to allocate budget for the same into their own plan.

Table - XII: Mainstreaming of COs' Plan*

Year	At VC/CC		At LDF	
	Submitted	Approved	Submitted	Approved
2008	389	389	232	232
2009	662	662	786	786
Total	1051	1051	1018	1018

* Region-wise details given in Annex – XIII

Box – X: Oblast Authorities Allocate Budget for Community Initiatives

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

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

This issue was discussed at the Poltavska Oblast Coordination Council meeting. The oblast authorities did recognize the issue and explored the possibility of mobilizing oblast resources. The relevant specialists found out a mechanism to allocate budget in favour of the COs' plans. Under this mechanism, the oblast council allocated UAH 800,000.

Ternopilska oblast followed its own mechanism and allocated UAH 1,000,000 in support of community projects.

These cases soon spread in other oblasts as well and they too established appropriate mechanism to allocate resource as follows, upon discussion at their OCC. Thus, 11 oblast authorities (mentioned below) allocated more than UAH 10.3 million during the year in support the community projects.

SN	Oblast	For 2009	For 2010
1.	Cherkaska	- UAH 270,000	10% of total cost
2.	Dnipropetrovska	- UAH 1,796,000	UAH 700,000
3.	Ivano-Frankivska	- -	UAH 950,000)
4.	Khersonska	- UAH 834,000	-
5.	Kirovogradksa	- UAH 200,000	-
6.	Luhanska	- UAH 594,800	-
7.	Poltavska	- UAH 800,000	-
8.	Sumska	- UAH 1,000,000	-
9.	Ternopilska	- UAH 1,000,000	-
10.	Volynska	- UAH 1,700,000	-
11.	Zaporizska	- UAH 200,000	UAH 200,000

5.3 Approval of Micro-project Proposal (MPPs)

MPP Preparation: Upon approval from LDFs, 902 COs prepared micro-project proposals (MPPs), during 2009, with support from technical departments of their respective rayon state administrations, officials of the community resource centres and private companies. Necessary training was provided by CBA to the representatives of COs and local authorities as necessary. The proposals included cost estimate, technical documentation/drawings, commitments on cost-sharing etc. Competitive pricing in the cost estimation was ensured through quotations/preliminary tendering. General meeting of the COs discussed upon the project design and cost estimate and approved them if found satisfactory. In total since inception, 1024 MPPs were prepared.



Appraisal of MPPs: 899 COs submitted their MPPs to CBA through their respective OCRCs. The MPPs were appraised at two level – (a) primary assessment of information and availability of required documents was done by regional team of CBA, (b) technical and institutional appraisal was done at central office of CBA by engineers and community development experts. During reporting period, 848 MPPs were appraised (total 910 since inception).

Approval of MPPs: Project Selection Committee of CBA³ made final review of the appraised MPPs and approved the upon finding satisfactory. During 2009, 832 MPPs were approved for funding. In cumulative term, 879 MPPs were approved since inception. By end of December 2009, 6 oblasts reached the target of 40 MPPs approval while remaining oblasts remained between 22 to 39 MPPs except Donetsk oblasts which started field implementation in 2nd quarter of 2009 and still could get 14 MPPs approved by end of 2009 (*details in Annex - XIII*)

Typology of MPPs: Of total approved MPPs, 54% belonged to energy saving, followed by 23% to health, 17% to water supply, 5% to school transport and 1% to environment (Chart – XI). This distribution truly reflects priority of the communities and local authorities with CBA standing as neutral in their choice making.

Cost of MPPs: Total cost of all approved MPPs was about UAH 128.5 mln with an average cost UAH 146169 per micro-project. According to the cost-sharing arrangement, micro-projects will be co-funded by local budget (44.5%) with 11.0% contribution from village/city budget, 27.5% from rayon budget and 6.1% from oblast budget. Average input of CO is 7.5% and that of CBA share constitutes 46.4%. Moreover, communities managed to attract private sector to co-fund their initiatives (1.6%). Details are given in Table - XIII and Chart - XII.

Table - XIII: MPPs Submitted and Approved*

Period	MPPs			Total Cost UAH million	Av. Cost UAH '000	Cost Sharing (in %) By					
	Submi tted	Appra ised	Appro ved			CO	VC/CC	Rayon	Oblast	Pvt	CBA
2008	62	62	47	6.3	134	10.2	14.6	33.7	2.5	0.5	38.5
2009	899	848	832	122.2	147	7.3	10.8	27.2	6.3	1.6	46.8
Total	961	910	879	128.5	146	7.5	11.0	27.4	6.1	1.6	46.4

* Region-wise details given in Annex - XIII

Chart – XI: Typology of MPPs

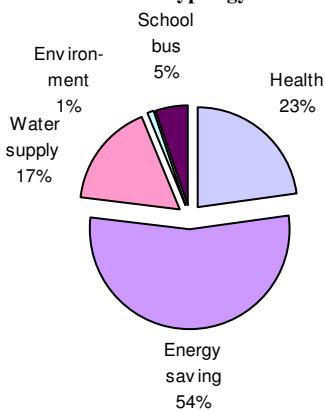
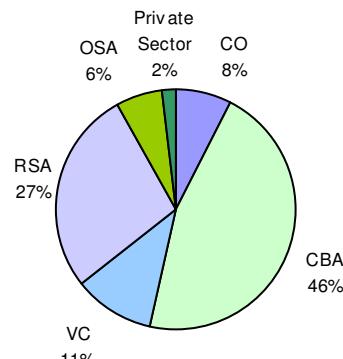


Chart – XII: Cost Sharing of Approved Projects



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

- School/kindergarten - 45% (energy saving, building repair, sanitation, school bus etc.)
- Local health post - 23% (energy saving, building repair, equipments etc.)
- Community territory - 32% (street lighting, water supply, waste management, community development centre etc.)

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

Benefit distribution by sector of project indicate that energy sector benefited target population the most followed by health and water supply (Chart - XIII). It is expected that at least 742412 persons will benefit from the realization of the 879 community projects (Annex – XIV). Of them, 45% are males, 55% are females (Chart - XIV).

Chart – XIII: Beneficiaries by Sector

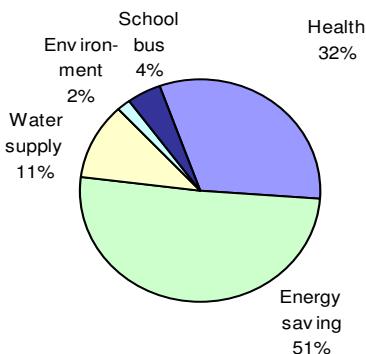
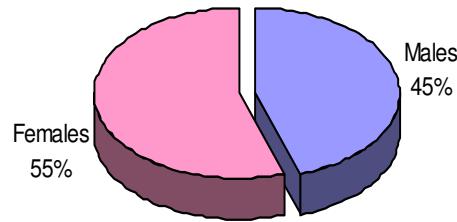


Chart – XIV: Beneficiaries by Sex



Benefit distribution in terms of oblast (Annex - XV) indicate that 10 oblast (Donetska, Ivano-Frankivska, Kharkivska, Khmelnytska, Kirovohradska, Lvivska, Mykolaivska, Rivnenska, Volynska and Zakarpatska) focus on energy saving with half or more of their micro-project support in this sector.

Vox Populi: Difficulties in Implementation of Micro-Projects

The main difficulty is the very co-financing process as it is realized in Zaporizka oblast for the first time (V.V. Ostroverkh, head of CO Bazanske community organization, Polohivsky rayon, Zaporizka oblast)

The main difficulty is paperwork. Everything is new; it is difficult to understand what we are required. Many questions arise, when it comes to reconcile documents concerning co-financing and assigning state funds. Rayon helps, but rayon officials do not know everything as well. We do everything by trial and error. But the most important is not to evaporate optimism. (Vira Yarmoshuk, head of FG, CO Dzherelo Schastya (meaning ‘source of happiness’), Yampil urban village, Bilohirsky rayon, Khmelnytska oblast)

Requirements to tender documents are very strict. Volume of tender documents is very large and needs some knowledge and experience of its preparation. Besides, problems with budget funds arise, while mechanisms of money transfer are not perfect and clearly defined. Project coordinator from oblast authorities helps to solve problems with tender documents, and experts from rayon state administration and village council facilitate salvation of problems with receiving budget funds and signing agreements with contractors. (V.H. Nikolaenko, head of CO Onykieve for Descendants, Onykieve village, Malovyskivsky rayon, Kirovohradska oblast)

Despite many teachers and people with higher education among CO members, it was very difficult for us to prepare reports on the use of the 1st tranche. Luckily, officials from RSA helped us, namely, Vitaliy Orel, head of economy department, Vitaliy Kaplun, deputy head of RSA, Tetyana Holovchenko, Project coordinator; they prepared and checked required documents with us. We consider that one should create new community resource center that would help communities. (Nataliya Chabanyuk, head of CO Moschenska Krynychka, Haivoronsky rayon, Kirovohradska oblast)

The main difficulties were connected with preparation of MP documents and reports, but only the first time. In the process of cooperation with UNDP we learn; the things that we considered difficult the day before are not the problem for us after we practiced and learned how to do it. (N. Chupryna, member of CO Vektor, Bobrykovo village, Antratsytivsky rayon, Luhanska oblast)

We realized that it is difficult to report on tranches when we wanted to save, we went, searched and procured every small item cheaper to repair local health post. And as a result we had to put together a lot of documents into a volumetric financial report and finally receive third tranche to complete our micro-project. Now we know that it is better to select one contractor through tender who will professionally report and the community will just monitor quality of works. (L.O. Malykhina, head of CO Pan Yepifan, Yepifanivka village, Kreminsky rayon, Luhanska oblast)

5.4 Implementation of Micro-projects

Of all approved MPPs, 693 entered into implementation phase during 2009 (705 since inception). Of total micro-projects undertaken for implementation, 165 got completed by end of 2009. Micro-projects are implemented by the COs in partnership with CBA and with support from local authorities involving following steps:

- **Signing of Agreement:** Agreement between UNDP and the CO forms basis of resource transfer from UNDP into CO's account for implementation of the approved MPPs. Adequate transparency was observed at oblast/rayon/community level about signing of the Agreement. Where possible, media was present to report on this matter. During the year 760 Agreements were signed with COs for micro-project implementation. In cumulative term, 780 Agreements were signed since inception of the Project (Table – XIV) with total commitment of CBA support equivalent to UAH 53 million.



CO-leader and UNDP Country Director signing Partnership Agreement within the framework of CBA Project

Table – XIV: CBA Support to Community Initiatives

Year	No. of Agreement Signed	Total Amount Committed* (UAH million)	No. of Tranches Released			Amount Disbursed by Tranche (UAH'000)			
			First	Second	Third	First	Second	Third	Total
2008	20	1.4	12	4	-	114.9	152.7	-	267.6
2009	760	51.6	693	331	29	11151.7	15574.7	182.6	26909.0
Total	780	53.0	705	335	29	11266.6	15727.4	182.6	27176.6

* Estimated

- **Implementation of Micro-Projects:** CBA transferred approved grant amount into the account of COs in three tranches. This provision is helpful in ensuring proper utilization of resources and quality results.



Implementing community project on energy saving (roof replacement)



New roof of local health post, Vysoke village, Zhytomyrska oblast

Pursuant to receipt of first tranche of grant from CBA, 705 COs undertook implementation of their micro-project. It required procurement of goods and services through vendors selected through transparent bidding process. Beside cash contribution, the CO-members provided skilled/unskilled labour and other locally available materials for project implementation. The local authorities provided their share of the cost in terms of kind/services. In some cases, they could transfer cash into the account of COs. Same was true in case of private sponsors. While implementing the project, temporary visibility tool was installed to ensure transparency and donors' visibility.

- A rayon level 'quality supervision committee (QSC)' was established in all rayons where COs received CBA funding. Mandate of QSC is to ensure the quality of micro-project implementation. For this purpose, QSC-members visit the project site from time to time and provide necessary instructions to the COs and the vendors for quality results. Its report is taken into consideration while disbursing installments. This committee is comprised of rayon focal person, rayon technical specialist, CBA-staff in the region, VC/CC-head, CO-head. During the year 364 have QSC reports were available to CBA conforming satisfactory implementation of the micro-projects.

Table – XV: Micro-project Completion*

Year	No. of MPs Completed	Post-completion Action Taken		
		Public Audit	Commissioning/ Handover	Permanent Visibility
2008	-	-	-	-
2009	165	29	71	44
Total	165	29	71	44

* see Annex – XVI for details

- **Commissioning and Handover:** During the reporting period, a total of 165 micro-projects were completed. Once the project is completed, the COs pass through a series of steps involving public audit, commissioning, handover, inauguration, media outreach and permanent donors' visibility, operation and maintenance etc. All these ensure high degree of transparency and high probability of resource utilization and local ownership of the object created. The community ownership of the completed micro-projects is necessary for community participation in its operation and maintenance.

Vox Populi: Opinions of Members of Communities that Completed their First Micro-Projects:

We believed in ourselves, that money will not be stolen, but used to achieve selected by the community goal (impression of the community after its members completed repair of water supply system in Sofiivka village, CO *Feniks*, Zaporizka oblast);

These windows will warm not only children's bodies but also their souls, as well as to give children an example of self-organization and achieving the goal! (community of Ternuvate village, CO *Nadiya*, after replacement of windows in the school, Zaporizka oblast)

In the process of the CBA Project implementation our community has become more active, single-minded and cohesive. The Project's leadership managed to create an enabling environment for long-term sustaining social-economic and community development at local level by promoting local self-governance and community-based initiatives. All dreams come true when cohesive community sets to work (*Halyna Turak*, head of CO Board of Guardians of Viknyanska Secondary Comprehensive School, Vikno village, horodenkivsky rayon, Ivano-Frankivska oblast).

I remember that this school was old with ugly windows, unaesthetic door, and now it has changed for better: windows have been replaced, doors and classrooms have become cosier, cleaner and warmer (*Oksana Lykhola*, pupil of Grechynetska village school, Letychivskyi rayon, Khmelnytska oblast)

We have not received the third tranche yet, but have completed the main task, namely, we did not let to close up our school! They wanted to send our children to Zavodivska school, but it is in 7 km distance! Now that there are new windows and a computer class, nobody will close it up! (*Vasyl Arkadiyovych Kryvoshejev*, village head from Marynska village council, Hornostaivsky rayon, Khersonska oblast)

We are happy that our children will not wear coats in the rooms and sleep covered with several blankets. Everything was performed without a break in working procedure. Not a single group has been closed up; not a single child, not a single mother felt discomfort because of repair works (*Lyubov Balahutruk*, member of CO *Sonechko*, grandmother of a pre-school child, Kozova urban village, Ternopilska oblast)

No we do not need to spend an hour and a half to get to school walking 7 km distance: we got up at half past six to be in time for a fixed-run taxi, and in winter we sometimes had to wait till 6 p.m. to return home by regular bus (*Lilya Finyak*, eleventh former of Budanivska secondary comprehensive school, inhabitant of Papirnya homestead, Ternopilska oblast)

We have very good impressions; nobody believed in success. Then everybody asked what to do next. And now we have quickly collected money and hired the same honest contractor to repair water supply system in two more streets y community's efforts. In this way we will manage to repair the entire village?! (*N. Yukhno*, head of CO Varvarivska Community, Kreminsky rayon, Luhanska oblast)

First it was horrible, but later we realized that everything was real. Now there is a repaired hospital in our village council, and we are collecting money to realize our next project, namely to repair the premises of the hospital and procure medical equipment (*O.B. Tokunova*, deputy of rayon council, member of CO *Dobrobut*)

We could not believe for a long time that we would manage to do it [complete our project], but now our community has a bus that takes our pupils to school and back. We are grateful that there is the CBA Project that taught us how to make it real. (*V.V. Lutsenko*, CO *Svitank*, Myloradove village, Kotelevsky rayon, Poltavskaya oblast)

Box – XI: Pupils Gets Easy Access to Their School

On 23 May 2009, the community of Vyshgorodok (Ternopilsky district, Ternopil region) celebrated the completion of their micro-project “School bus”. On this occasion, community organization “Nadiya” decided to invite the high level delegation of donors and local partners to participate in the opening ceremony. Accordingly, opening session of the project included Mr.Oleksiy Kayda, Head of Regional Council, Mr.Ercan Murat Officer-In-Charge, UNDP Ukraine, Ms.Joanna Kazana-Wisniowiecka, Deputy Resident Representative UNDP Ukraine, Mr.Jose Manuel Pinto Teixeira Head of the EU Delegation to Ukraine and Ambassadors of Great Britain and Sweden.

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

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

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

5.5 Additional Micro-project Support to Regions

To begin with, all partner regions were allocated with equal share of 40 micro-project quota (worth about USD 4,000,000). Due to inter-regional variation in utilization of resources and other specific situations, additional micro-project quota was allocated to upon assessment of their performance and specific situations. Details are mentioned hereunder:

a) Support to disaster affected regions

To assist the oblasts in recovering from the effect of flood disaster of 2008, 56 additional micro-project quota was provided during November-December, 2009 to 5 regional partners (mentioned below) for rehabilitation of social infrastructures in the flood affected areas. Considering the aftermath financial difficulty, flexibility was observed in cost sharing in that 70% of the micro-project cost would be shared by CBA followed by oblast/rayon authorities (25%) and beneficiary community (5%).

- Chernivetska - 10
- Ivano-Frankivska - 16
- Lvivska - 10
- Ternopilka - 10
- Zakarpatska - 10

Implementation of this additional quota is going on in those areas (rayons, village/city councils, communities) which were seriously affected by flood. Based on ‘intensity of flood effect’ criteria, the Project has been extended to one additional rayon in Chernivetska, Ternopilska and Zakarpatska, oblasts.

b) 40+ quota for oblast-wise grant equalization

Utilisation of oblast level grant (US \$ 40,000 or 40 micro-project quota) was assessed during last quarter of 2009 and was found that average project cost of micro-project was less than \$ 10,000 in all oblasts. As a result, each oblast experienced a net saving in the grant amount, which varied from oblast to oblast due to variation in project costs, which was affected by factors like project size, input prices, cost share from local budget, cost share from CO and the resource mobilized from private sector. To ensure that each oblast could fully utilise its share of grant amount, additional quota (called 40+ quota) was allocated to it subject to the amount saved. Accordingly, 162 micro-project quota was allocated on 5 November 2009 as follows:

Table - XVI: 40+ Micro-project Quota Distribution

SN	Oblast/Region	40+ quota	Total quota	SN	Oblast/Region	40+ quota	Total quota	SN	Oblast/Region	40+ quota	Total quota
1	ARC	6	46	9	Khersonska	10	50	17	Poltavska	6	46
2	Cherkaska	9	49	10	Khmelnytska	7	47	18	Rivnenska	6	46
3	Chernihivska	6	46	11	Kirovohradska	8	48	19	Sumska	5	45
4	Chernivetska	3	43	12	Kyivska	8	48	20	Ternopilska	5	45
5	Dnipropetrovska	6	46	13	Luhanska	9	49	21	Vinnytska	7	47
6	Donetska	9	49	14	Lvivska	4	44	22	Volynska	3	43
7	I-Frankivska	8	48	15	Mykolaivska	7	47	23	Zakarpatska	6	46
8	Kharkivska	7	47	16	Odeska	3	43	24	Zaporizka	8	48
Note: Total 40+quota = 162 and Total quota = 1162											

The additional quota utilisation follows the same terms of cost sharing as for original 40 quota while it can be utilized in (a) existing 8 rayons or additional rayon(s) from reserve, (b) existing village/city councils or additional village/city councils from reserve, (c) existing community organisations or additional communities from reserve. However, within-oblast allocation of 40+quota should be based on transparency and competition.

It is expected that approval of 40+ MPPs will be completed by 1st quarter of 2010 while implementation will be completed any time during remaining 3 quarters of the year. Some oblasts have already exercised process of 40+ quota utilization (Box - XII).

Box - XII: Approach of 40+ Quota Distribution

In general, oblast coordination councils consider criteria that facilitate ranking of CBA-rayons within the oblast. The criteria include (a) level of rayon support to CBA activities, (b) number of demonstration COs in the rayon, (c) No. of micro-project approved, (d) No. of tranches released, (e) No. of information outlets, (f) participation of rayon specialists/experts in preparation of micro-project proposal preparation and implementation. Based on the ranking, rayon gets additional quota, which is to be further allocated to existing/reserve communities through decision of LDF.

In oblasts like Ternopilska and Khmelnitska, the OCCs adopted different approach. They made a competition among COs which had already got their micro-project proposals approved by CBA. They used criteria such as (a) demonstration quality of the CO, (b) readiness of 2nd micro-project proposal, (c) recommendation from LDF, (b) level of co-financing from local authorities and CO etc.

c) Incentive (40++) quota for best performing oblasts

In line with the strategic vision, a policy of 'bonus quota' (40++) was envisioned by the Project and the same was declared during regional seminars (in 2008), review meetings in all regions (2009) and annual review meetings (2009). Accordingly, a policy was adopted during 4th quarter of the year to distribute remaining 119 (1175 – 1000 – 56) quota among the best performing oblasts under special terms described hereunder:

- Cost sharing: CBA-65%, local authorities-30%, CO-5%
- Must show (administrative and financial) commitment to adopt/promote CBA methodology
- Must serve as demonstration region
- Must have completed approval of 40 and 40+ quota

It is expected that approval of 40++ MPPs will be completed by 2nd quarter of 2010 while implementation will be completed by end of 2010. The bonus quota can be utilized in (a) existing 8 rayons or additional rayon(s) from reserve, (b) existing village/city councils or additional village/city councils from reserve, (c) existing community organisations or additional communities from reserve. However, within-oblast allocation of bonus quota should be based on transparency and competition.

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

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

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

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

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

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

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

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

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



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

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

Key Challenges and Solutions

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

- Some COs faced difficulty while developing cost estimate and technical documentation due to high cost involved in preparation of these documents. Often, rayon/local authorities supported with technical/financial resources to accomplish the task;
- Due to financial crisis, several rayon authorities were not able to provide/allocate their part of cost sharing as per the partnership agreement. This issue was raised in the oblast coordination committee meetings. Although contribution from oblast authorities was not envisioned in the terms of partnership, they managed to supplement resources from their budget. Their contribution reached 6.1% of the total cost;
- Political instability and change in rayon/regional leadership caused difficulty (and delay) in local approval of community plans and allocation of resource from local budget. Timely familiarization of the new leadership by the CBA-staffs and focal persons and forum like LDF and OCC proved to be effective in dealing with this problem;
- As per standard practice, local authorities contributed their share in form of parallel funding to COs in terms of kind/services because there is legal difficulty in making cash transfer from state budget to COs' account. However, some authorities desired to provide direct support to COs. Under technical support of CBA, legal document was prepared to enable the authorities to establish non-profit 'development fund' under joint management structure (details given in Annex – XVII);
- Due to recent change in legislation on handover of infrastructural objects, some COs experienced difficulty in making handover. With support of respective village/city council, rayon and oblast authorities, the problem could be resolved. To make future handover process easier, a procedural guideline was developed with support from specialists of selected oblast/rayon authorities (details in Annex - XVIII);
- Often the stakeholders complained about lengthy process of micro-project support. The common clarification from CBA side was that the micro-project is a practical training tool for building capacity of the community and local authorities as they learn to work together while following the process and therefore, it will take time at par with the capacity and interest of the people and local authorities.
- Some of the local partners also complained about volume of technical documents demanded by CBA as a part of requirement for micro-projects. As such, the documents requirement was in line with the existing Ukrainian law. Nonetheless, simplification of this requirement was made where possible, upon serious review;
- Process of payment was noted as 'lengthy' by local/regional partners. It was partly due to poor quality of documents submitted by COs while making request for payment and partly due to traditional business process at UNDP. Upon a series of internal assessment, UNDP streamlined its decision-making and payment procedure. At the same time, a series of coaching was carried out to the field staffs and the COs to prepare payment related documents to satisfactory level;

Chapter Six

COMMUNICATION AND VISIBILITY

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

During the year 115 media events were held (364 since inception), 1098 media coverage took place (1851 since inception), 156 newsletters/progress reports were made public (216 since inception) and 8 partner visits were organized (9 since inception). Besides, CBA-web portal was maintained for wide public access to CBA-information and various tools were used for donor's visibility.

Details of the activities are described below:

6.1 Media Events

Media events include seminars and press conferences. During the reporting period, 115 media events were held (364 since inception) in participation of senior management of OSAs and OCs, RSAs and RCs, village/city councils, representatives of local NGOs and mass media (Table – XVII). Events included such occasion as launching the Project, rayon selection announcement, signing of agreements, roundtables, donors' visits, and inauguration of micro-projects upon completion and so on. Underlying was the idea of assuring maximum transparency of the CBA activities in the area.

Table - XVII: Media Events*

SN	Event	No. of events		
		2008	2009	Total
1	Regional Seminars	25	0	25
2	Press Conferences	31	101	132
3	Rayon Seminars (as media events)	193	14	207
	Total	249	115	364

* Region-wise details appear in Annex – III and Annex - XIX

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

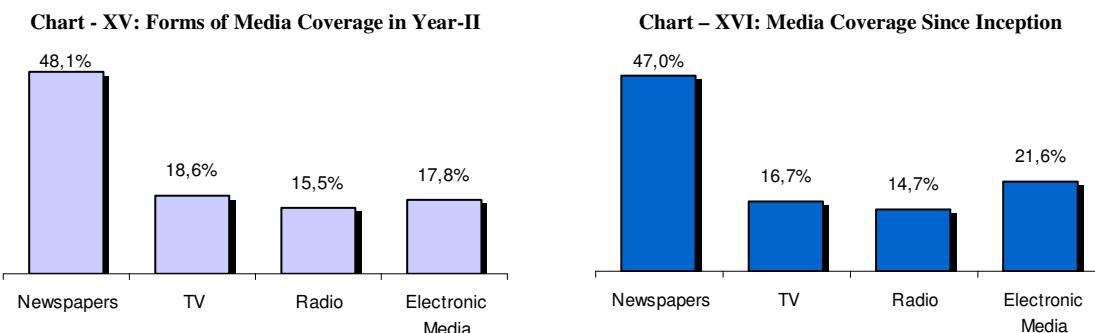
6.2 Media Coverage

During 2009, 1098 media coverage were registered across Ukraine (1851 since inception). Not all the media coverage could be registered by the Project due to lack of its capacity to collect report on media coverage taking place through out the country. It included printed and electronic editions, radio and TV reportages. Among all, newspaper dominated the dissemination on CBA activities by occupying 47% of the total coverage. It was followed by electronic media with 21.6% of the total coverage and television with 16.7% of the total coverage. Radio occupied minimum strength with 14.7% of the coverage. (Table – XVIII, Chart - XV and Chart - XVI)

Table - XVIII: Media Coverage*

SN	Event	No. of events		
		2008	2009	Total
1	Newspapers	342	528	870
2	TV	105	204	309
3	Radio	102	170	272
4	Electronic media	204	196	400
	Total	753	1098	1851

* Region-wise details appear in Annex – XX

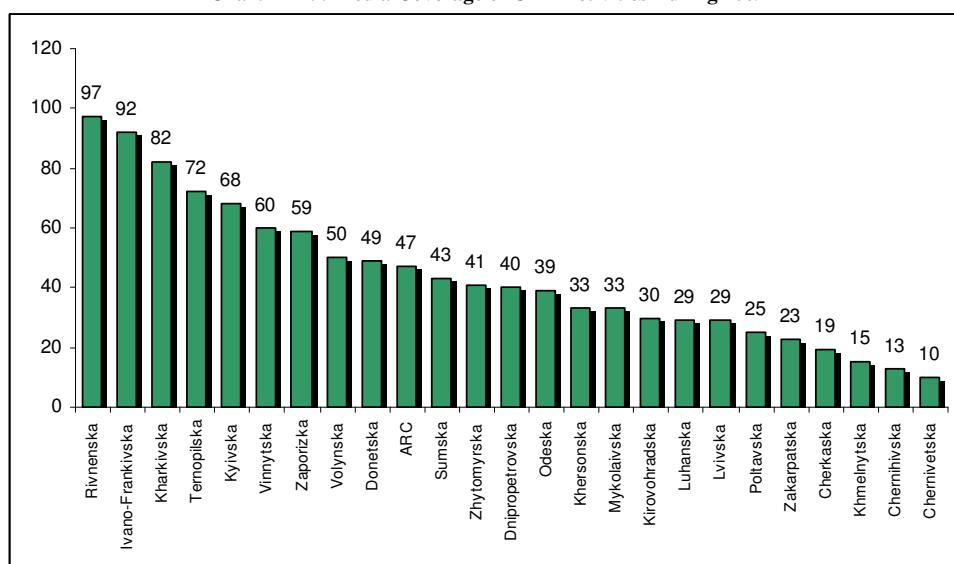


* Oblastwise details in Annex - XX

In general, the reporting focused on such topic as regional seminar, signing of partnership, rayon selection, community projects, perspectives of cooperation with CBA Project for communities and local authorities, support of the EU and UNDP in enhancing living condition in Ukrainian communities.

Media coverage was found to be the highest in Rivnenska and Ivano-Frankivska oblasts and lowest in Chernihivska and Chernivetska oblasts. Focus of oblast/rayon authorities to media and activeness of the oblast/rayon focal persons and CBA-staffs in the region played significant role in media coverage.

Chart - XIV: Media Coverage of CBA Activities During 2009



Content analysis of a sample of 63 media coverage (Annex – XXI) indicates that most of the media focused on informing the public about project-related events, and highlight the importance of revival of local communities. Summary of analysis are given in Box - XIV.

List of processed articles/editions can be found in Annex –XXI. Electronic versions of the articles are available at: <http://www.cba.org.ua/Mediaaboutus.aspx>.

Box - XIV. Summary of Analysis of CBA-Related Printed Publications in Periodicals

Content analysis of a random sample of 63 articles in printed editions revealed the focus on following aspects:

- CBA Project (scope, mode of implementation, history of its activities in the region), results and achievements;
- EU and UNDP support to Ukrainian communities for solving problems in the areas of primary need;
- Describing existing difficulties in rural areas and how CBA Project helps to solve it;
- CBA-related events (grand-openings of micro-projects, Local Development Forums and Oblast Coordination Councils and their role in introducing mechanisms of joint planning, signing partnership agreements, donor/partner visits);
- Success cases of community organizations managing to improve living conditions in areas such as healthcare, energy saving, water supply and environment.

Alongside with informing about the Project and reporting on its events, most coverages attempt to make an **analytical assessment** of the value and impact of the community-based approach to local development. Proactive position and joint effort of pilot communities are brought into spotlight and characterized as precondition of successful micro-projects completion, but also bringing about change in mind-set and life-style of communities ‘waking up’ after decades of passiveness and inertness syndrome. (“*They Got Faith In Themselves*”, “*Don’t Wait - Act*”, “*Well-Being Is Created by Those Who Care*”, “*More Efficient Together*”, “*When Community Is Not Indifferent*”, “*Changing Life With One’s Own Effort*”).

Organized and trained communities are reported to be able to design and implement projects, to effectively cooperate with local authorities and donors. Micro-projects of community organizations are described as small but significant successes proving that communities are able to become driving force, ‘locomotive’ of local development.

Tone of reporting is entirely positive, highlighting the importance of cooperation and achievements of rural communities. Irrespective of the articles’ topics, most of them contain elements of ‘success cases’ of local communities. Pilot communities of CBA Project are presented as examples for pro-activeness and unification; demonstrating initiative and taking up responsibility for their well-being, they set example to many other Ukrainian communities suffering from similar problems. Most stories feature comments of beneficiaries and stakeholders. (“*Micro-projects Become a Reality*”, “*Micro-project Helped to Rebuild Local Health Post*”, “*A Village Is Alive Till School Is Functioning*”, “*Community Prioritizes Local Health Post*”, “*Rural Ambulatory is Repaired*”, “*Celebration in Shaliivka Village*”, “*To School In A New Bus*”).

Project is perceived by the media as a valuable and respected initiative by two major international organizations/donors - EU and UNDP. (“*Partnership for Raising Living Standards*”, “*EU Lends A Shoulder To Ukrainian Communities*”, “*Rayon’s European Choice*”, “*UN Released Funds for Donbass Villages*”, “*Not Just Words*”, “*Community Initiatives Get Support*”, “*A Step Ahead With UN and EU*”, “*Europe Is Helping Us. From Words to Business*”). Besides helping to improve living standards, Project is perceived as re-building links between citizens and local authorities.

Many articles contain the message “not just words but action”, indicating that the project delivers promised result and helps people change their lives for better. Alongside with insignificant number of reports perceiving CBA Project like a ‘fund’ financially helping Ukrainian communities, vast majority of media reports reflect the essence of the core community mobilization idea promoted by the Project.

Idea and key messages of the Project are picked up by the media and reiterated with emphasis on the role of empowered community in bringing about positive changes in the country (“*Community is the master*”, “*It’s Up to Community to Decide*”, “*Community is Worth Its Weight in Gold*”, “*Community Should be the Locomotive*”, “*Initiative Is In The Hands of Community*”, “*Communities Bring About Local Development*”, “*We’re Taught to be Proactive*”).

6.3 Dissemination of Information about CBA

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

Newsletters: In order to duly and timely inform local partners/stakeholders as well as participants about progress of CBA activities in the region, a practice of publishing regional newsletters is in place. During the reporting period, OIUs published 144 issues of regional newsletter, which was printed and disseminated both electronically (25470 copies) and printed copies (7298 copies), according to the distribution list including oblast administration and council, rayon administration and councils, village councils, local communities, local media and NGOs.

Table - XIX: Various Outlets of Information on CBA*

SN	Activity	2008	2009	Total
1	Regional Newsletters (OIUs)			
a	• Issues published	48	144	192
b	• Copies distributed	8207	25470	33677
c	• Copies sent electronically	3624	7298	10922
2	Progress reports (PMU)			
a	• Monthly	8	8	16
b	• Quarterly	2	2	4
c	• Annual	1	1	2
d	• Ad hoc special	1	1	2

* Oblastwise details in Annex - XIX

Experience shows that Zaporizka, Ivano-Frankivska, Odeska and Chernihivska oblasts are active in bringing out newsletters (Annex - XIX). Activeness of the CBA staffs in the region and cooperation from oblast focal person is found to play role in publication and dissemination of newsletters.

Progress reports: CBA/PMU regularly brought out progress reports on monthly, quarterly and annual basis. Where as monthly reports were for internal use, quarterly and annual reports were meant for wider circulation. During the reporting period a total of 12 progress reports were prepared (24 since inception). The progress reports are placed on CBA website: <http://cba.org.ua/CBArepor.aspx>.

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



Temporary display of 'Repair of water supply system', Yerkivtsi village of Kyivska oblast



Permanent plaque for 'Improvement of Vysokoe healthpost' of Zhytomyrska oblast



Permanent boards also installed at the entry point of Chesniki village of Ivano-Frankivska to commemorate partnership

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

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

Knowledge transfer: As a part of knowledge transfer, CBA supported national/international partners during 2009 as follows:

- Expert support was provided to UNDP Afghanistan during 4 - 14 February 2009. During the mission, IPM, Jaysingh Sah prepared a project document for cities of Afghanistan, based on community based approach to local development implemented through UNDP Ukraine.
- Ms. Nataliya Khodko, monitoring assistant of CBA, presented a research paper on 'CBA experience in participatory assessment system' in the workshop, 'Program Monitoring and Evaluation Methodology' Organized by International Program Evaluation Network in Kyiv Ukraine
- On 6 November 2009, briefing was made about CBA to Ms. Annie Demirjian, Practice Leader of Democratic Governance Practice, UNDP/Bratislava Regional Centre. Ms. Demirjian appreciated the amount of experience available in Ukraine in the field of community based approach to local development. She expressed her determination to explore the possibility of transferring Ukrainian experience in other countries in the CIS.



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

- On 11 November, interaction was held with Mr. Elinor Bajraktari, Assistant Resident Representative, UNDP Belarus to share CBA experience and explore possibility for supporting Belarus UNDP in implementation of newly introduced community based project in Belarus.
- Support was provided to UNDP Belarus in its effort to implement community based approach to combat the negative effects of Chernobyl disaster. CBA experience was shared 22-23 December 2009 with officials of UNDP Belarus through interaction and site visit in Rivnenska oblast where the local communities, rayon authorities and oblast authorities elaborated first hand experience to the Belarus team.
- Mr. Olivier Adam, UN Resident Coordinator and UNDP Resident Representative, briefed about CBA experience in Ukraine to the participants of the annual resident representatives' meeting held in Bratislava on 8-12 December 2009. The annual meeting was chaired by UNDP administrator, Ms. Helen Clark and the briefing was made in context of scaling up of regional experience.
- Ms Oksana Remiga briefed the board of directors of the National Association of Village Council Heads about CBA project, its approach, current activities and results. Discussion was launched as to the extension of project activities and replication of the approach.

Since inception, 8 events of knowledge transfer took place including 2 in 2008 and 6 in 2009 (Table - XX)

Table - XX: Knowledge Transfer by CBA

SN	Date	Activity
	2008	
1	28 Nov	Resource person support to inter-university conference on 'local sustainable development' under the framework of UNDP/MGSDP
2	11-12 Dec	Resource person support to UNDP/MGSDP for its 'national forum of partner municipalities'
	2009	
1	4-14 Feb	Project document preparation for UNDP Afghanistan based on Ukrainian experience
2	25-26 Sept	Resource person support provided to workshop on 'Program Monitoring and Evaluation Methodology'
3	6 Nov	Briefing to Ms. Annie Demirjian, Practice Leader of Democratic Governance Practice, UNDP/BRC.
4	8-12 Dec	Briefing about CBA at the annual meeting of resident representatives in Bratislava
5	22-23 Dec	Resource person support and site visit for UNDP Belarus team
6	24 Dec	Briefing about CBA to board of National Association of Village Council Heads

Manuals: In order to ensure that community mobilization process as well as micro-project implementation are taking place according to CBA methodology, and in order to provide additional guidance support to community organizations, following manuals were prepared, printed and disseminated through community organizations:

- Manual for Community Organizations (2500 copies)
- Technical Manual (1500 copies).
- Manual on Participatory Assessment (prepared, tested, in printing)
- Financial Manual (prepared, tested, in printing)

Box – XV: Influence of Media Coverage on Activities that Local Communities Undertake to Realize the Project

Zaporizka oblast: Distrust to the Project has been definitely eliminated; in November – December 2009 OCRC received applications from 23 rayons and 7 village councils to learn about their possible participation in the Project.

Kirovohradska oblast: Rayon paper *Trudova Slava* regularly covers activities of communities in frames of the CBA Project implementation, not only on in the columns of the paper, but also in radio programmes that the correspondent prepares after visiting the COs, the CDOs and the representative from local authorities. Besides, he always attends trainings organized by CBA, speaks to representatives from communities, records their impressions and opinions. Thanks to properly organized work of local press and radio which make non-CBA communities aware about CBA even though they do not participate in the CBA Project.

When the need arose to attract new project of performing additional Project quota, community of Novyi Starodub village immediately presented their initiative; this community was not even included into the reserve list, but it showed its strong desire to work, as it knew about the Project through media.

Ternopilska oblast: Serious stimulation to realize community projects in the oblast was school bus inauguration in Vyshhorodok village, visited by ambassadors of foreign countries and head of EC Mission to Ukraine. Visit of eminent guests compelled attention of all oblast media, as a result, representatives from local executive bodies and every rural community heard information about successful realization of the project in the oblast.

Yuriy Pudlyk, head of Kozivska RSA: 'When we saw that in Lanivetsky rayon community of Vyshhorodok village received a bus, we felt more confident in our success.' Then leaders of Kozivsky rayon provided all communities with necessary support and ensured co-financing. In rating of activities directed to the CBA realization, Kozivsky rayon was one of two most successful in the oblast.

Extensive media coverage of our activities facilitates cooperation with local executive bodies. More people learn about the CBA Project, that organizing into a community they can attract funds from international organizations to solve common problems (*Svitlana Shtohram*, head of CO "Parental Council of Teremok kindergarten", Chernyatyn village, Horodenkivsky rayon, Ivano-Frankivska oblast

6.4 Donor/Partner Visit

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

Table - XXI: Donors/Partners Visit to CBA (Number)

During 2009, 8 visits were organized for the CBA's donors and partners (9 since inception). Among the donors were senior management of EU and UNDP. Among the partners were the

SN	Activity	2008	2009	Total
1	Donor's visit (EU, UNDP)	1	6	7
2	Partner's visit	0	1	1
3	Combined (donor & partner)	0	1	1
	Total	1	8	9

representatives of SCMU, various ministries, parliamentary committees and national associations. As described in details below, the visiting officials interacted with community members, local and regional authorities to learn their experience and they made site visits to observe the implementation status of micro-projects.

On 29 January 2009, representatives of the European Commission to Ukraine visited Ternopil. Mr. David Stuilk, Press and Information Officer of the EU Delegation to Ukraine gave a press briefing to inform about EU's activities in the region. Among others, he talked about CBA Project. CBA Community Development Officers also participated in the briefing.



On 28 February 2009, Head of EU Delegation to Ukraine Mr.Jose Manuel Pinto Teixeira and delegation of European Ambassadors visited community of Zvizdne village in ARC and observed CBA activities at local level.

On 23 April 2009, Mr.Volodymyr Vitka, representative of Secretariat of the Cabinet of Ministers of Ukraine, Department of Regional Policy and Ms. Nataliya Mykolaivna Morozova, Member of Local self governance committee of parliament of ARC visited CBA community of Krasnaya Polyana (krasnogvardeyskiy rayon of ARC) and attended opening ceremony of local ambulatory. Upon the visit, the guests had opportunity to interact with representatives of partner rayons and learn about the Project performance in the ARC.



On 23 May 2009, a delegation composed of UNDP Officer-In-Charge, UNDP Deputy Resident Representative, Head of the EU Delegation to Ukraine and Ambassadors of Great Britain and Sweden visited inauguration of community project "School Bus" in Vyshgorodok village, Ternopilska oblast. Similarly, on 24 May, UNDP and EU Delegation senior management visited CBA Kysylyn village, Volynska oblast to meet and interact with local community and observe the status of their micro-project implementation. During these visit the oblast/rayon authorities highlighted importance of CBA methodology in improving the life of the people.





undertaking health related activities for improvement m in order to meet the CBA pilot community and interact with them on the subject of their involvement with CBA Project.

On 18 June 2009, Mr. Jens Wandel, Deputy Director, UNDP Regional Bureau for Europe and the CIS and Mr. Ercan Murat, Officer-In-Charge, UNDP Ukraine visited Pereyaslav-Khmelnitskyi rayon of Kyivska oblast. They held a meeting with rayon authorities and visited Yerkivtsi village where they observe micro-project site and interacted with community organization and observe their project site. Similarly, on 20 June, they visited Luhanska Oblast Community Resource Centre of CBA and held meetings with oblast authorities to discuss progress and perspectives of community based projects in the region.

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

On 29 May 2009, Head of EU Delegation to Ukraine and representatives of British, Hungarian, German and Polish visited Vodiane village, Dnipropetrovska oblast. The CBA community explained the visitors about their experience on working as a community. They explained about the process of CO formation, consensus based identifying and prioritizing and



representatives visited communities of Vykoke village (Zhytomyrska oblast) and Sapozhyn village (Rivnenska oblast), observed functioning of local development forum, participated in oblast coordination council meeting and interacted with local authorities.

During 8-9 October 2009, partner visit was organized in participation of officials from CBA-donor and the partner ministries with a purpose to familiarize them with the process promoted by CBA and the results obtained at the local level. The

On 3 December 2009, Mr. Olivier Adam, UN Resident Coordinator and UNDP Resident Representative visited CBA implementation in Periyeslav-Khmlentsky rayon of Kyivska oblast. The visiting team included first deputy head of Kyivska oblast administration, Mr. Kovbasyuk, heads of rayon state administration and rayon council of Periyeslav-Khmlentsky rayon, UNDP/Sr. Programme Manager Ms. Oksana Remiga and IPM, Mr. Jaysingh Sah. The state authorities shared their experience of implementing CBA methodology and the value it has added in the process of local development in the rayon. The partners made a site visit to Yerkivtsi village where they were briefed by the CO-executives and the village council head about the CBA activities in shaping the life of the community people especially through the micro-project on drinking water supply. The visiting officials inaugurated the water supply system.



Box – XVI: Village Community Completes Its First Joint Project With UNDP

Yerkivtsi, Kyiv Region, 3 December: For many years Yerkivtsi villagers have been suffering from disruption of water supply due to pipe-leaks. Unable to solve this problem on their own expense, in summer 2008 the local village community eagerly applied to participate in a joint EU-funded and UNDP-led Community Based Approach to Local Development Project. A year on the community celebrated the completion of the village water supply system repairs.

To mark the occasion Yerkivtsi community invited UNDP Resident Representative Olivier Adam and Deputy Head of Kyiv Region State Administration Yuriy Kovbasiuk to visit their village and participate in the grand opening of their first successful joint project with support of UNDP/EU Community Based Approach to Local Development Project (CBA).

Olivier Adam congratulated the community members for their accomplishment and expressed happiness to see that the partnership between regional and local authorities, EU, UNDP and community organisation ‘VIRA-2008’ has borne fruit in form of empowered community and improved water supply system.

Selected for participation in the CBA Project, the community created their own organization “Vira-2008”. It currently comprises 67 members. Later on, after registering their organization as NGO in December 2008, the community organization started planning activities, which were set to create a tangible difference in their lives.

With support from CBA Project, the community members discussed and identified development priorities to improve their living conditions. The top priority has been given to the repairs of water supply system, while the community organization started working on micro-project proposal with technical support from CBA and the District authority. The proposed project was aimed at repairing worn-out water supply system by replacing the pump and pipes and installing a new control unit. Total cost of the proposed project was UAH 140,123. To meet this cost, the community organization contributed 5%, with 45% disbursed from the local budget and CBA Project contributed 50% of the total funds.

The proposal was approved by CBA on 30 March 2009, through tender procedure the community organization selected contractors and supervised their works.

Repair was completed in September 2009. Now local community enjoys the benefits of regular water supply, and already prepares documentation for their second project.

Mr. Adam emphasized the value of the community’s collective action: upon solving one problem together the villagers now have learned the process of unleashing their potentials to help themselves. They can keep using their experience, skill, collective strengths and partnership with local governments to solve remaining development problems of the village one after another.

Chapter Seven

ADVISORY AND MANAGEMENT

During 2009, various activities were carried out for effective operation of the Project activities. These activities are reflected in terms of advisory support, monitoring and evaluation, resource mobilization and utilization etc. as described in details hereunder.

7.1 Coordination of CBA at National Level

On 15 October 2009, the CBA Project Steering Committee was held in participation of national stakeholders (Annex – XXII). The Committee noted the achievements of the Project made during 2nd year of the Project. It also took note of the challenges and opportunities facing the Project implementation. Most of them were related to mechanisms of financing of micro-projects. The Committee members shared a number of suggestions on how to improve coordination between CBA Project and other initiatives through different mechanisms on the governmental side. In particular, the Project received suggestions from the Secretariat of the Cabinet of Ministers, Ministry of Economy, Ministry of Environmental Protection and the Ministry of Regional Development and Construction. List of participants is available in Annex – XXII.



CBA Steering Committee Meeting

A list of COs and micro-project information was sent to Ministry of Economy and a series of meeting was held with Ms. Tetyana Matiychyk Deputy Head of Unit of Cooperation with Local Governments and their Associations of SCMU to finalise the matter that required support of SCMU for effective implementation of CBA.

Also, following to the Meeting, discussion was held with Mr. Mykola Filipchuk, representative of the State Ecological Academy of the ministry of ecology and environmental protection to explore possible cooperation.

7.2 Monitoring and Evaluation

Implementation review: Besides regular monitoring of the CBA implementation by the specialists of the CBA/PMU, joint review of the CBA implementation was carried out during the year in each oblast and ARC (Annex - XXIII).



CBA implementation review meeting in Dnipropetrovsk oblast

Key participants of these meetings, in general, included head/deputy head of regional administration and councils, head/deputy head of rayon administration and councils, Sr. Programme manager of UNDP and

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

- Consensus on getting 40 community projects approved within 2009;
- Oblast authorities to look for resources to back up the budget deficit;
- Looking for opportunities to develop demonstration sites and replicate CBA methodology
- Accelerating and facilitating the implementation process
- Possibility of experience documentation
- Bonus micro-project quota to high performing regions

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

- It proved to be a forum for mutual learning whereby passive/problematic rayons learned from successful rayons the ways to overcome procedural difficulties;
- It also created bottom up pressure for the oblast authorities to recognize difficulties and opportunities put forth by the partner rayons. Their attitude became very positive upon learning the impact of CBA methodology in the communities. As a result of this, 11 oblasts allocated more than 10.3 million UAH to back up cost sharing on micro-projects (see Box –X and Annex – XXIV for details);
- It activated oblast and rayon authorities to undertake management decisions to facilitate and accelerate the implementation process. It would include human resource, technical support, financial support, local policy changes, mobilizing private sectors and so on
- It created a pressure on CBA management to accelerate its pace of action at par with the demand from bottom.

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

7.3 Annual Review Meeting

On 29 October 2009 Annual Review Meeting of CBA team was held to review overall results and individual performance of each oblast. 27 focal persons from OSA/OC also took part in the event. Meeting was attended by Ricarda Rieger, UNDP Country Director and Oksana Remiga, UNDP Senior Programme Manager. Ricarda Rieger thanked the team for the great effort bringing such an outstanding result. She also emphasized the link of CBA activities with the very actual topic of environmental protection. Oksana Remiga summed up project achievements and outlined the strategy for future implementation of the Project. Strategic issues were also presented and discussed with the regional Community Development Officers, such as distribution of additional quota of micro-projects, perspectives of creation of Local Development Fund, handover of micro-projects and public audit.



SPM Oksana Remiga addressing the audience of CBA Annual Review Meeting

7.4 Resource Mobilisation

Other than resource available for CBA Project from EU and UNDP, effort was placed during 2009 to mobilise resources from other sources. Through a competitive bid, resource was mobilized from Czech Trust Fund for exposure visit of national partners to Czech Republic (see section 4.2 – for detail). Similarly resource was mobilized from Coca-Cola/UNDP - Every Drop Matters Project on the basis of synergy. 6 COs of CBA got competition-based award for undertaking water project. Also, preliminary concept paper was submitted to EU Delegation to Ukraine for CBA-II. The proposal for CBA-II is in the process of consideration at various levels in the office of the EU. Estimated value of CBA-II is 17 million Euros. It focuses on further expansion of CBA I and energy saving.

Similarly, resource worth UAH 65.0 million was mobilized in 2009 from local/regional authorities, COs and private sectors in context of micro-project implementation. It is estimated that UAH 54.1 million came from local/regional authorities, UAH 8.9 million came from COs and 2.0 million came from private sector as a part of cost sharing (see section 5.3 for details). Besides, rayon and oblast authorities provided office premises, utilities and focal persons in all regions and more than 200 partner rayons, implicit cost of which has not been considered so far.

7.5 Resource Utilisation

Financial progress of the Project as of December 2009 reached a total of US \$ 5.4 million which was 95% of the budget approved by UNDP management for 2009. Total delivery since inception was 96% as of the latest revision of AWP 2009 and without considering encumbrances (Table - XXII).

Table –XXII: Estimated Financial Delivery for 2009 (in US \$ '000)

SN	Key Activities	Budget	Expenditure	Delivery %
1	Training/community mobilisation process	104	99	95
2	Establish mechanism of participatory planning	24	9	38
3	Sustainable management of COs and micro-projects	3,789	3,596	95
4	Partnership & participatory decision making	215	275	128
5	Effective project management	1,526	1,417	93
6	PR, communication and monitoring Activities	58	48	82
Total		5,716	5,444	95
Total of 2008		1,588	1552	98
Cumulative Since Inception		7,304	6,996	96

Considering the global budget of CBA for the year 2008 and 2009, the overall delivery was 80% considering encumbrances for 2nd and 3rd tranches of micro-projects (Table – XXIII).

Table –XXIII: Estimated Gross Delivery of CBA as of December 2009 (in US \$ '000)

SN	Key Activities	Budget 2008-09	Expenditure 2008-09	Delivery %
1	Training/community mobilisation process	272	217	80
2	Establish mechanism of participatory planning	67	28	42
3	Sustainable management of COs and micro-projects	8,412	6,286*	75
4	Partnership & participatory decision making	300	330	110
5	Effective project management	2,765	2,612	95
6	PR, communication and monitoring Activities	119	97	82
Total		11,935	9,570	80

* including encumbrances \$ 2,573,000

The global budget US \$ 11,935,895 available to CBA for 2008-09 included US \$ 10,908,195 from EU and US \$ 1,027,700 from UNDP. Of these, 79% of EU's resource and 96% of UNDP's resource were utilized (*details Annex - XXV*) including encumbrances.

Chapter Eight

LESSONS LEARNED AND FUTURE OUTLOOK



8.1 Stocking the Experience

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

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

- An environment for better health of 320319 persons through improved health services and availability of clean water;
- Energy saving of 30-80% through repair of heating system, window insulation, roof repair etc. It means availability of additional resources with local authorities equal to amount of energy saved;
- Creation of employment opportunity at local level through procurement of goods and services to implement community projects;
- Improvement in education quality through school transportation and reduction in cold borne diseases (due to improved heating systems in schools and kindergarten);
- Development of about 18340 activists capable of carrying out CBA methodology further. The activists include chairperson and treasurer of COs, focal persons of 25 regional authorities and focal persons of 200 rayon authorities;

Key opportunities

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

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

Key Challenges and potential threats:

- Community-based approach is an education process. It takes time to develop appropriate institutional mechanism and build capacity of the multi-level stakeholders to utilize the potential of the process. Factors such as bureaucratic procedures; change in leadership; conflict between state authorities and elected authorities; quality of project/state staffs involved in the implementation, mindset of target population etc. affect speed of the process;
- National financial crisis and reduced state budget resource posed difficulty in timely cost sharing from local authorities, especially in resource poor region/district. It also caused frequent rise in price of goods and services thereby affecting the project implementation;
- In isolated and income-scarce communities, it takes longer time to mobilise resources for cost sharing. It is more so in case of CBA area where the rayons, VCs/CCs and communities are selected based on their poverty and sufferings.

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

3.2 Outlook for 2010

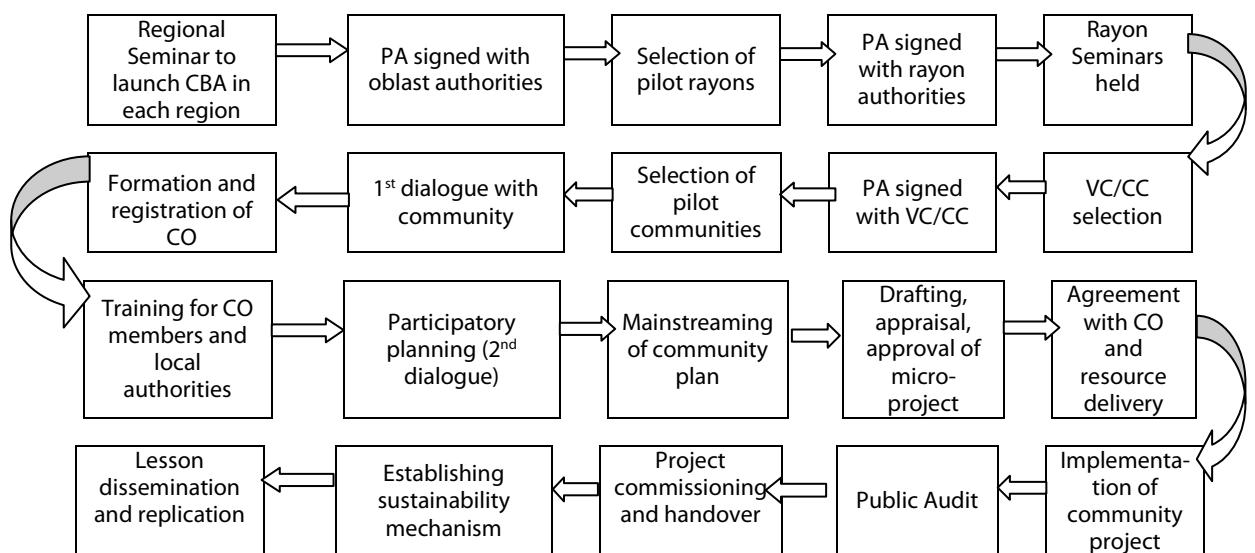
It is envisioned that following activities will form the focus of attention during 2010:

- The current practice of community project support to COs will be continued in 2011 such that the target of micro-projects could be fully achieved. Post-project completion activities such as commissioning/handover and sustainability mechanism of the completed projects will be carried out;
- Training, exposure visits etc. will be carried out for further enhancing the skill of human resources at local/rayon/regional level in decentralised way of local development through CBA methodology;
- Capacity of the oblast and rayon community resource centres will be strengthened through technical support to enable them to enlarge their scope to serve larger number of communities;
- Existing manuals and guidelines will be re-visited based on lessons learned
- Documentation of the CBA implementation process will be carried out for policy recommendations
- Effort will be continued to mobilise resource for second phase of CBA
- Wider dissemination of experience gained from CBA implementation will be carried out through appropriate communication and information outreach, academia and UNDP offices in other countries;
- Support will be provided to those oblast/rayon authorities willing to internalise CBA methodology.

Annex – I
Geographical Distribution of Project Area



Annex - II



Annex – III

Details of Institutional Development (2009)

* Includes one city council in Kyivska oblast

Annex – III B
Selection of Village/City Councils since inception

#	Oblast	No of Rayons	No of applications	No of selected local councils			Substitute VC/CC	No of local councils in reserve		
				VC	TC	CC		VC	TC	CC
1	ARC	8	74	35	4	1	12	17	2	0
2	Cherkaska	8	117	39	0	1	2	22	0	0
3	Chernihivska	8	136	33	7	0	4	16	0	0
4	Chernivetska	11	50	47	0	3	5	26	0	0
5	Dnipropetrovska	8	58	40	3	0	3	11	0	0
6	Donetska	8	76	30	8	2	1	5	2	0
7	Ivano-Frankivska	8	206	41	6	4	1	42	4	0
8	Kharkivska	8	111	39	3	0	8	47	0	0
9	Khersonska	8	61	33	7	0	5	0	0	0
10	Khmelnytska	8	165	46	5	0	4	24	0	0
11	Kirovohradska	8	109	37	3	0	5	20	2	0
12	Kyivska	9	149	42	2	1	6	25	0	1
13	Luhanska	9	83	33	10	0	11	35	5	0
14	Lvivska	8	112	33	4	3	9	12	0	0
15	Mykolaivska	8	83	37	6	0	5	0	0	0
16	Odeska	8	97	22	21	0	9	10	3	1
17	Poltavksa	8	86	36	4	0	6	5	1	0
18	Rivnenska	8	100	33	5	2	2	21	0	0
19	Sumska	8	118	35	6	1	11	18	0	0
20	Ternopilska	9	132	42	6	0	2	33	0	1
21	Vinnytska	8	158	38	6	0	6	14	2	0
22	Volynska	8	117	34	5	1	2	23	1	0
23	Zakarpatska	9	87	47	5	1	8	24	2	0
24	Zaporizka	8	62	36	4	0	2	21	1	0
25	Zhytomyrska	8	115	38	2	0	1	1	1	0
Total		207	2662	926	132	20	130	472	26	3

Annex – IV
Participation of Officials in Rayon/VC/CC Seminar (2008-09)

SN	Oblast	Participation of officials in Rayon Seminar			Participation of officials in VC/CC Seminar				
		OSA*	OC*	OSA-FP	OSA*	OC*	OSA-FP	RSA-FP	RSA/RC**
1	ARC	1	0	0	n/a	n/a	1	42	19
2	Cherkaska	1	0	1	n/a	n/a	0	4	3
3	Chernihivska	0	0	8	n/a	n/a	2	8	6
3	Chernivetska	0	0	0	n/a	n/a	5	15	25
5	Dnipropetrovska	2	0	2	n/a	n/a	0	8	10
6	Donetska	4	0	0	n/a	n/a	0	35	4
7	Ivano-Frankivska	0	0	0	n/a	n/a	0	53	13
8	Kharkivska	2	0	1	n/a	n/a	5	16	37
9	Khersonska	0	1	0	n/a	n/a	1	41	42
10	Khmelnytska	0	3	0	n/a	n/a	6	27	37
11	Kirovohradska	0	2	7	n/a	n/a	0	45	56
12	Kyivska*	0	0	0	n/a	n/a	0	66	69
13	Luhanska	0	0	0	n/a	n/a	11	51	87
14	Lvivska	0	0	0	n/a	n/a	1	12	55
15	Mykolaivska	0	0	0	n/a	n/a	0	42	97
16	Odeska	0	0	0	n/a	n/a	1	13	12
17	Poltavksa	8	7	0	n/a	n/a	0	8	13
18	Rivnenska	0	0	6	n/a	n/a	14	42	68
19	Sumska	2	4	1	n/a	n/a	0	46	31
20	Ternopilska	0	0	5	n/a	n/a	0	46	18
21	Vinnytska	0	0	8	n/a	n/a	7	49	19
22	Volynska	1	1	0	n/a	n/a	62	42	66
23	Zakarpatska	0	1	0	n/a	n/a	0	58	46
24	Zaporizka	0	0	8	n/a	n/a	8	46	48
25	Zhytomyrska	0	0	8	n/a	n/a	0	41	27
Total of 2008-09		21	19	55	n/a	n/a	124	856	908

* Representative of the institution

** head/representative employee of the institution

FP = focal person

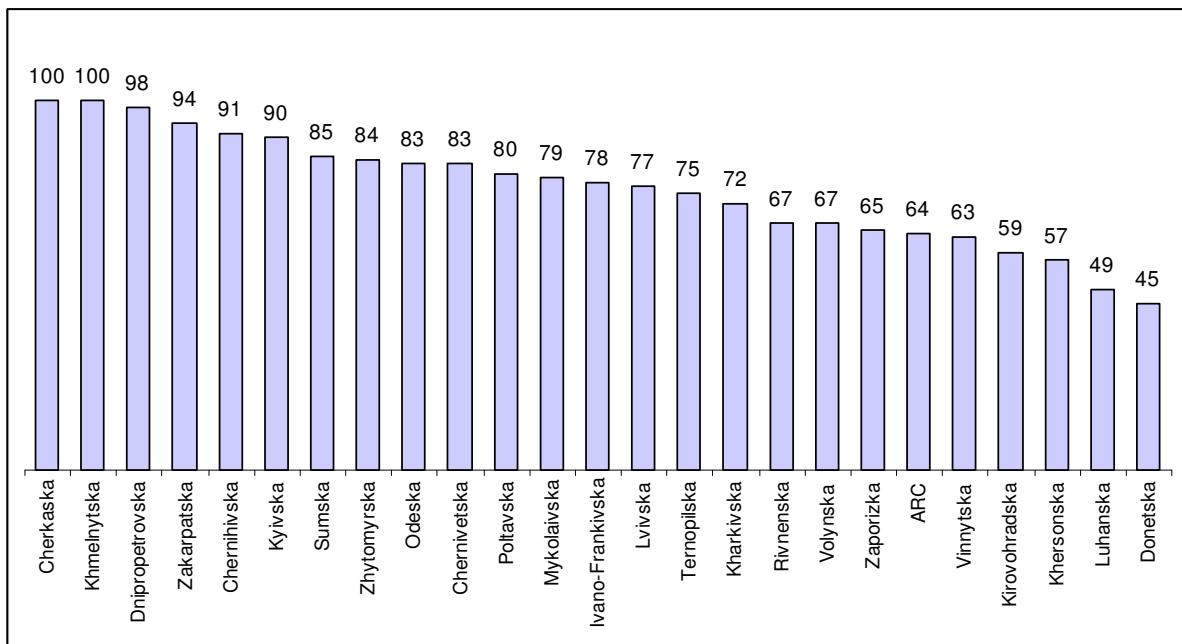
Annex – V
Formation of Community Organisation Since Inception

#	Oblast	No of rayons involved	No of VC/CC involved	No of COs			No of h/h in community	Participating H/H		CO members		
				Formed	Enrolled with VC/CC	Legally registered		No	In %	M	F	Total
1	ARC	8	40	40	40	38	16434	10602	64,5%	4877	5725	10602
2	Cherkaska*	8	40	41	41	40	14441	14441	100,0%	5406	9125	14531
3	Chernihivska	8	40	40	40	33	4422	4033	91,2%	1717	2316	4033
4	Chernivetska	8	40	40	38	38	3627	3003	82,8%	1626	1377	3003
5	Dnipropetrovska	8	40	40	40	40	5651	5515	97,6%	2960	3661	6621
6	Donetska	8	40	40	39	37	38349	17442	45,5%	7692	9750	17442
7	Ivano-Frankivska	8	51	51	51	51	5050	3944	78,1%	1530	2510	4040
8	Kharkivska	8	47	48	43	43	26363	19013	72,1%	9479	16633	26112
9	Khersonska	8	40	40	40	40	10722	6119	57,1%	8593	11602	20195
10	Khmelnytska	8	51	51	51	51	3193	3193	100,0%	1681	2771	4452
11	Kirovohradska	8	40	40	40	40	23140	13603	58,8%	14193	17009	31202
12	Kyivska	9	45	48	48	48	6168	5526	89,6%	2295	3447	5742
13	Luhanska	9	43	43	43	43	13396	6627	49,5%	3686	6078	9764
14	Lvivska	11	40	40	38	39	9932	7642	76,9%	3639	4237	7876
15	Mykolaivska	8	43	43	43	43	9416	7430	78,9%	2800	4700	7500
16	Odeska	8	43	43	43	43	19203	15959	83,1%	6981	8978	15959
17	Poltavská	8	43	43	43	43	14739	11850	80,4%	6374	15016	21390
18	Rivnenska	8	40	49	48	44	29574	19856	67,1%	6377	12817	19194
19	Sumska	8	42	42	42	42	7437	6352	85,4%	2685	3698	6383
20	Ternopilska	9	48	50	41	41	6368	4793	75,3%	2894	4667	7561
21	Vinnytska	8	44	44	44	43	31116	19559	62,9%	13663	19578	33241
22	Volynska	8	40	40	40	40	8967	6011	67,0%	3462	6153	9615
23	Zakarpatska	9	53	53	53	45	36157	33809	93,5%	5841	8761	14602
24	Zaporizka	8	40	40	40	40	8703	5663	65,1%	3157	4143	7300
25	Zhytomyrska	8	40	40	40	40	12487	10495	84,0%	4279	6158	10437
Total		207	1068	1089	1069	1045	365055	262480	71,9%	127887	190910	318797

* Data is not available

Household coverage across the regions indicate some oblasts are able to follow the norm of CBA by covering 80% or more of the target households in the selected community while some are not able to do so (Chart below). An investigation in this subject showed that understanding of CBA staff in the region of this requirement and the definition of target households affected the observance of this norm.

Annex – VI
Share of Households Participating in COs Since Inception (in percent)



Annex – VII
Change in Local Communities During 2009

SN	Oblast	No. of communities
1	ARC	-13, +13
2	Cherkaska	-2, +2
3	Chernihivska	-4, +4
4	Chernivetska	-5, +3
5	Dnipropetrovska	-3, +3
6	Donetska	-1, +1
7	Ivano-Frankivska	-1, +1
8	Kharkivska	-8, +8
9	Khersonska	-5, +5
10	Khmelnytska	-4, +4
11	Kirovohradska	-5, +5
12	Kyivska	-6, +6
13	Luhanska	-11, +11
14	Lvivska	-8, +8

SN	Oblast	No. of communities
15	Mykolaivska	-5, +5
16	Odeska	-9, +9
17	Poltavska	-3, +3
18	Rivnenska	-2, +2
19	Sumska	-9, +9
20	Ternopilska	0
21	Vinnytska	-6, +6
22	Volynska	0
23	Zakarpatska	-4, +4
24	Zaporizka	-2, +2
25	Zhytomyrska	-1, +1
Total		- 117, + 115
Cumulative		1098

Annex – VIII

Legal Form of COs
(since inception)

#	Oblast	Legally registered COs	Legal forms of COs				
			ACMB	Cooperatives	BSP	PO	Others
1	ARC	38	8	3	9	18	0
2	Cherkaska	40	0	0	0	40	0
3	Chernihivska	33	0	0	5	27	1
4	Chernivetska	38	0	0	0	38	0
5	Dnipropetrovska	40	0	0	0	40	0
6	Donetska	37	3	0	0	32	2
7	Ivano-Frankivska	51	0	0	0	51	0
8	Kharkivska	43	0	6	0	37	0
9	Khersonska	40	1	0	4	35	0
10	Khmelnitska	51	0	0	0	51	0
11	Kirovohradska	40	0	0	0	40	0
12	Kyivska	48	1	3	0	44	0
13	Luhanska	43	1	0	0	42	0
14	Lvivska	39	0	0	0	39	0
15	Mykolaivska	43	1	0	5	34	3
16	Odeska	43	4	0	25	14	0
17	Poltavskaya	43	0	4	0	39	0
18	Rivnenska	44	5	0	0	39	0
19	Sumska	42	0	0	0	42	0
20	Ternopilska	41	0	0	6	35	0
21	Vinnytska	43	0	1	0	42	0
22	Volynska	40	0	0	8	32	0
23	Zakarpatska	45	0	0	0	45	0
24	Zaporizka	40	0	0	0	40	0
25	Zhytomyrska	40	1	0	0	39	0
	Total	1045	25	17	62	935	6

ACMB - association of co-owners of multi-storey building; BSP - bodies of self-organisation of population; PO - public/civil society

Annex - IX
Details of Change in Communities by Oblast, 2009

	Oblast	No of substituted communities	Nº	Terminated community	Rayon	Substituted community	Rayon
1	ARC	13	1	Hlynyky	Sakskyi	Novofedorivka	Sakskyi
			2	Yarke	Sakskyi	Kamenolomnya	Sakskyi
			3	Pchelnyky	Sovetskyi	Pushkino	Sovetskyi
			4	Krasnoflotske	Sovetskyi	Krasnogvardiyske	Sovetskyi
			5	Kormove	Pervomaiskyi	Pravda	Pervomaiskyi
			6	Ostovka	Pervomaiskyi	Susanino	Pervomaiskyi
			7	Staryi Krym	Kirovskyi	Kirovskyi	Kirovskyi
			8	Trudolyubovka	Kirovskyi	Zhuravky	Kirovskyi
			9	Zolote Pole	Kirovskyi	n/a	Kirovskyi
			10	Filatovka	Krasnoperekopskyi	Orlovka	Krasnoperekopskyi
			11	n/a		n/a	
			12	n/a		n/a	
			13	n/a		n/a	
2	Cherkaska	2	1	Kozatske	Zvenihorodskyi	Pedynivka	Zvenihorodskyi
			2	Ksaverove	Horodyshchenskyi	Valyava	Horodyshchenskyi
3	Chernihivska	4	1	Lisky	Menskyi	Blystova	Menskyi
			2	Mykolaivka	Borznyanskyi	Prokhory	Borznyanskyi
			3	Kalyuzhyntsi	Sribnyanskyi	Sokyrntsi	Sribnyanskyi

			4	Lyubech	Ripkinskyi	Novoukrainkse	Ripkinskyi
4	Chernivetska	5	1	Sloboda-Banyliv	Vyzhnytskyi	Ispas	Vyzhnytskyi
			2	Krasnoilsk	Storozhynetskyi	Ropcha	Storozhynetskyi
			3	Shyshkivtsi	Sokyryanskyi	Serbychany	Sokyryanskyi
			4	Zelena	Kelmenetskyi	In the process of selecion	Zastavnytskyi
			5	Vovchynets	Kelmenetskyi	In the process of selecion	Khotynskyi
5	Dnipropetrovska	3	1	Marie-Dmytrivka	Sofiivskyi	Bohdanivka	Pavlohradskyi
			2	Mykolaivka	Sofiivskyi	Sofiivka	Sofiivskyi
			3	Pavlivka	Vasylkivskyi	Dobrovillya	Vasylkivskyi
6	Donetska	1	1	Zvanivka	Artemivskyi	Yakovlivka	Artemivskyi
7	Ivano-Frankivska	1	1	Viktoriv	Halytskyi	Zhalibory	Halytskyi
8	Kharkivska	8	1	Kirove	Blyznyukivskyi	Sofiivka Persha	Blyznyukivskyi
			2	Dobrovillya	Blyznyukivskyi	Kryshtopivka	Blyznyukivskyi
			3	Bashylivka	Blyznyukivskyi	Radhospne	Blyznyukivskyi
			4	Hovooleksandrivka	Sakhnovshchynskyi	Lyhivka	Sakhnovshchynskyi
			5	Lyutivka	Zolochivskyi	Feski	Zolochivskyi
			6	Stara Vodolaha	Novovodolazkyi	Rokytne	Novovodolazkyi
			7	Levkivka	Izymskyi	Mala Komyshevakha	Izymskyi
			8	Andriivka	Velykoburlutskyi	Velykyi Burluk	Velykoburlutskyi
9	Khersonska	5	1	Sadovo	Bilozerskyi	Fedorivka	Bilozerskyi
			2	Tomyna Balka	Bilozerskyi	Novotyahynka	Bilozerskyi
			3	Bekhtry	Holoprystanskyi	Novozburivka	Holoprystanskyi
			4	Zavodivka	Hornostaivskyi	Velykoblahovishchenka	Hornostaivskyi
			5	Knyaze-Hryhorivka	Velykolepetyskyi	Mala Lepetykh	Velykolepetyskyi
10	Khmelnytska	4	1	Kurivka	Horodotskyi	Lisovody	Horodotskyi
			2	Verbivtsi	Shepetivslyi	Hrytsiv	Shepetivskyi
			3	Pererosle	Bilohirskyi	Khoroshiv	Bilohirskyi
			4	Mykhailuchka	Shepetivskyi	Korchyk	Shepetivskyi
11	Kirovohradska	5	1	Myronivka	Svitlovodskyi	Hlynk	Svitlovodskyi
			2	Ozera	Svitlovodskyi	Hryhorivka	Svitlovodskyi
			3	Kopanky	Malovyskivskyi	Onykieve	Malovyskivskyi
			4	Rodnykivka	Oleksandrivskyi	Pidlisne	Oleksandrivskyi
			5	Petroostriv	Novomyrhorodskyi	Turiya	Novomyrhorodskyi
12	Kyivska	6	1	Polohy-Yanenki	Pereyaslav-Khmelnytskyi	Stovpiahy	Pereyaslav-Khmelnytskyi
			2	Stavyshche	Stavyshchenskyi	Domantivka	Skvyrskyi
			3	Antonivka	Stavyshchenskyi	Polkovnyche	Stavyshchenskyi
				Polkovnyche	Stavyshchenskyi	Velukopolovetske	Skvyrskyi
			4	Rozkishne	Stavyshchenskyi	Ivanivka	Stavyshchenskyi
			5	Lishchynka	Kaharlytskyi	Kuzmyntsi	Kaharlytskyi
			6	Makarivka	Ivankivskyi	Hornostaipil	Ivankivskyi
13	Luhanska	11	1	Kononivka	Bilovodskyi	Semykozivka	Bilovodskyi
			2	Yevsuh	Bilovodskyi	Novooleksandrivka	Bilovodskyi
			3	Nova Krasnyanka	Kreminskyi	Borovenki	Kreminskyi
			4	Baranikivka	Kreminskyi	Nova Astrakhan	Kreminskyi
			5	Rudivka	Svativskyi	Kolomyichika	Svativskyi
			6	Myrna Dolyna	Popasnyanskyi	Vrubivka	Popasnyanskyi
			7	Plakhopetrivka	Bilokurakinskyi	Prostore	Bilokurakinskyi
			8	Butove	Starobilskyi	Markivka	Markivskyi
			9	Kalmykivka	Starobilskyi	Kabychivka	Markivskyi
			10	Vyshneve	Starobilskyi	Chmyrivka	Starobilskyi
			11	Shulhinka	Starobilskyi	Kuriachivka	Markivskyi
14	Lvivska	8	1	Starychiv	Yavorivskyi	Ryasna Ruska	Yavorivskyi

			2	Chanyzh	Buskyi	Novosilky	Buskyi
			3	Kuty	Buskyi	Perevolochna	Buskyi
			4	Ruda	Zhydachivskyi	Pidnistrovnyy	Zhydachivskyi
			5	Zarichchya	Zhydachivskyi	Bakivtsi	Zhydachivskyi
			6	Cherniyava	Yavorivskyi	Karachyniv	Yavorivskyi
			7	Volytsya	Mostyskyi	Bykhovychi	Mostyskyi
			8	Myshlyatychi	Mostyskyi	Radenychi	Mostyskyi
15	Mykolaivska	5	1	Novosvitlivka	Veselynivskyi	Mykolaivka	Veselynivskyi
			2	Vozsitske	Yelanetskyi	Pershotravneve	Snihurivskyi
			3	Bohdanivka	Domanivskyi	Sukha Balka	Domanivskyi
			4	Dmytrivska	Voznesenskyi	Oleksandrivka	Voznesenskyi
			5	Afanasiivka	Snihurivskyi	Kyselivka	Snihurivskyi
16	Odeska	9	1	Smolyanka	Kodymskyi	Shershentsi	Kodymskyi
			2	Krasnyi Kut	Kotovskyi	Kosy	Kotovskyi
			3	Ostrivne	Artsyzskyi	Nadyezhdivka	Artsyzskyi
			4	Borshi	Kotovskyi	Neistota	Kotovskyi
				Neistota	Kotovskyi	Kagarlyk	Bilyaivskyi
			5	Lenine	Frunzivskyi	Chervona Hirka	Bilyaivskyi
			6	Zatyshshya	Frunzivskyi	Vasylivka	Bilyaivskyi
			7	Stoyanove	Frunzivskyi	Sekretarivka	Bilyaivskyi
			8	Marianivka	Frunzivskyi	Myrne	Bilyaivskyi
			9	Voinicheve	Frunzivskyi	Mayory	Bilyaivskyi
17	Poltavska	3	1	Ivanivka	Orzhytskyi	Lazirky	Orzhytskyi
			2	Zhovtneve	Reshetylivskyi	Mykhnivka	Reshetylivskyi
			3	Zaichynsi	Semenivskyi	Semenivka	Semenivskyi
18	Rivnenska	2	1	Mykolaivka	Mlynivskyi	Pidhaitsi	Mlynivskyi
			2	Snovydovychi	Rokytnivskyi	Masevychi	Rokytnivskyi
19	Sumska	9	1	Chernechchyna	Okhtyrskyi	Dovzhyk	Okhtyrskyi
			2	Hvyntove	Burytskyi	Chernecha Sloboda	Burytskyi
			3	Voskresenka	Burytskyi	Pisky	Burytskyi
			5	Kyrykivka	Velykopsarivskyi	Dobrianske	Velykopsarivskyi
			7	Vozdvizhenske	Yampilskyi	Stepanivka	Sumskyi
			8	Bilytsya	Yampilskyi	Severynivka	Sumskyi
			9	Usok	Yampilskyi	Velyki Vilmy	Sumskyi
			10	Shatryshche	Yampilskyi	Bezdryk	Sumskyi
			11	Chuykivka	Yampilskyi	Khotin	Sumskyi
20	Vinnytska	6	1	Osynchna	Orativskyi	Balabanivka	Orativskyi
			2	Sobolivka	Teplytskyi	Zavadivka	Teplytskyi
			3	Rakhny	Tyrvivskyi	Yaryshivka	Tyrvivskyi
			4	Ivankivtsi	Tyrvivskyi	Voroshylivka	Tyrvivskyi
			5	Luchynetska	Murovanokurilovetskyi	Verbovets	Murovanokurilovetskyi
			6	Mykhailivka	Murovanokurilovetskyi	Popelyukhy	Murovanokurilovetskyi
21	Zakarpatska	4	1	Uzhok	Velykobereznyanskyi	Torun	Mizhhirskyi
			2	Strychava	Velykobereznyanskyi	Abranka	Volovetskyi
			3	Richka	Mizhhirskyi	Synevyr	Mizhhirskyi
			4	Stroine	Svalyavskyi	Solochyn	Svalyavskyi
22	Zaporizka	2	1	Novopetrivka	Prymorskyi	Preslav	Prymorskyi
			2	Tersyanka	Berdianskyi	Mykolaivka	Berdianskyi
				Mykolaivka	Berdianskyi	Dolynske	Berdianskyi
23	Zhytomyrska	1	1	Selyanshchyna	Chernyakhvskyi	Pekarshchyna	Chernyakhvskyi
				Pekarshchyna	Chernyakhvskyi	Mala Horbasha	Chernyakhvskyi
			117				

Annex – X
Full Fledge Rayon Resource Centres

#	Oblast	No. of RCC	#	Oblast	No. of RCC
1	ARC	6	14	Lvivska	8
2	Cherkaska	8	15	Mykolaivska	8
3	Chernihivska	4	16	Odeska	6
4	Chernivetska	1	17	Poltavska	4
5	Dnipropetrovska	3	18	Rivnenska	2
6	Donetska	0	19	Sumska	4
7	Ivano-Frankivska	4	20	Ternopilska	3
8	Kharkivska	8	21	Vinnytska	8
9	Khersonska	0	22	Volynska	8
10	Khmelnitska	0	23	Zakarpatska	7
11	Kirovohradska	8	24	Zaporizka	8
12	Kyivska	9	25	Zhytomyrska	8
13	Luhanska	7		Total	132

Annex – XI
Participants of Inter-oblast Study Tours

SN	Oblast	Name of the Participant	Institution and Designation
1	Rivnenska	Kalytynska Ivanna	Focal point from OSA
2	Rivnenska	Chuchman Oksana	Head of Economy Department, Hoschanska RSA
3	Rivnenska	Cherniy Serhiy	Deputy head of Koretska RSA
4	Rivnenska	Usyk Svitlana	Deputy head of Sarnenska RSA
5	Rivnenska	Skubik Roman	Expert from Organization Department, Executive Apparatus, Rivnenska OC
6	Kharkivska	Hurin Ihor	First deputy head of Zolochivska RSA, Focal point from RSA
7	Kharkivska	Varxhelenko Natalya	Head of Economy Department, Novovodolazka RSA
8	Kharkivska	Mukhin Borys	First deputy head of Blyznyukivska RSA, Focal point from RSA
9	Kharkivska	Bytsenko Volodymyr	Head of Economy Department, Pervomaiska RSA
10	Cherkaska	Lysak Yu.	Deputy head of Chyhyrynska VC
11	Cherkaska	Voinalovych L.	Head of Economy Department, Horodyschenska RSA
12	Cherkaska	Otovchits N.	Head of Economy Department, Kanivska RSA
13	Cherkaska	Borota O.	Deputy head of Kamyanska RSA
14	Cherkaska	Polozyuk A.	Head of Housing and Public Utility Department, Umanska RSA
15	Cherkaska	Strashna L.	Head of Economy Department, Zvenyhorodska RSA
16	Cherkaska	Kopiychenko V.	Head of Economy Department, Talnivska RSA
17	Cherkaska	Karnaruk B.	Key specialist of Agricultural Complex Department, OSA
18	Cherkaska	Kulyk M.	Deputy head of External Relations Department, OSA (Ivano-Frankivsk)
19	Cherkaska	Dudnyk K.	Chief of Property and Facilities Management, Shpolyanska RSA
20	Luhanska	Chervonnyi Borys	Acting head of Chief Economy Department, Luhanska OSA
21	Luhanska	Rybalko Olha	Coordinator from Luhanska OSA, deputy head of Strategic Planning Department, Chief Economy Department, OSA
22	Luhanska	Yershova Lyudmyla	Key specialist of Capital Construction Department, Antratsytivska RSA
23	Luhanska	Prokopenko Yuriy	Head of Kreminska RSA
24	Luhanska	Ivanyuchenko Serhiy	Head of Bilokurakynska RSA
25	Luhanska	Mykhailov Oleh	Deputy head of Chief Economy Department, OSA
26	Luhanska	Kozmina Larysa	Head of OSA department, head of periodicals and information
27	Donetska	Semenova M.	Head of Economy Department, Artemivska RSA
28	Donetska	Pyvovarov A.	Head of ACMB Hranat, Artemivsk town
29	Donetska	Petrovsky O.	Deputy head of Artemivska RDA
30	Donetska	Kovalyov O.	Head of Yakovlivka village
31	Donetska	Blokhin O.	Head of department from Krasnoarmiyska RDA
32	Donetska	Pavlenko I.	Head of Lysivska VC
33	Donetska	Martynyuk V.	Chief accountant, Lysivska VC
34	Donetska	Tulchuk I.	Head of Myrnenska VC

SN	Oblast	Name of the Participant	Institution and Designation
35	Donetska	Dykhtenko N.	Head of Andriivska VC
36	Donetska	Radchenko O.	Head of the board of ACMB, Myrne settlement
37	Donetska	Kryvokon O.	Head of Pryvilska VC
38	Donetska	Ilyashov M.	Head of Town Planning and Housing and Public Utility Department, Dobropilska RSA
39	Donetska	Kolos O.	Head of CO Mayak, Mayak village
40	Donetska	Pasha K.	Head of CO, Razdolne village
41	Donetska	Honcharov Henadiy	First deputy head of Komsomolsk town
42	Luhanska	Doroshenko Anna	Head of a private firm, Luhansk
43	Luhanska	Prokopenko Oleksiy	Focal point from Kreminska RSA
44	Luhanska	Simakov Andriy	Head of Association of Entrepreneurs, Kreminna town
45	Luhanska	Borschuk Yuliya	Specialist from Kreminska RSA
46	Donetska	Shynkareva Tamara	Head of CO Vidrodzhennya, Kumachovska VC
47	Donetska	Moskalets Valentyna	Head of CO Hornjak, Komunarivska VC
48	Donetska	Zadorozhnya Yevheniya	Deputy head of the project, Andriivska village council
49	Donetska	Ovcharov Vasyl	Head of Economy Department, Novoazovska RSA
50	Donetska	Karnaushenko Viktor	Deputy head of CO Radist, Dobropillya town
51	Donetska	Kitsenko Svitlana	Head of CO Dobra Volya, Mykolaivka village
52	Donetska	Udovenko Lidiya	Head of CO Nadiya, Predtechyno village
53	Donetska	Osypenko Natalya	Head of department, Kostyantynivska RC
54	Donetska	Bovt Leonora	Head of department, Kostyantynivska RSA
55	Donetska	Kolosov V.	Head of CO Radist, Svitle village
56	Ternopil'ska	Ivaschuk Ihor	First deputy head of Chief Economy Department, OSA
57	Ternopil'ska	Hudyma Vasyl	Deputy head, head of Economy Department, Zborivska RSA
58	Ternopil'ska	Soltys Roman	Deputy head of Kozivska RC
59	Ternopil'ska	Poperechnyi Serhiy	Deputy head of Terebovlyanska RSA
60	Ternopil'ska	Kopach Petro	Head of Department of Economy and Infrastructure Development, Pidvolochyska RSA
61	Ivano-Frankivska	Lystvan Mykhailo	Key specialist of external relations, tourism and European integration department, Ivano-Frankivska OSA
62	Ivano-Frankivska	Gudzyk Lesya	Deputy head of executive apparatus, Horodenkivska RC
63	Ivano-Frankivska	Orlovska Zoryana	Key specialist of Economy Department, Halytska RSA
64	Ivano-Frankivska	Halaichuk Ulyana	Key specialist of Economy Department, Roxhnyatyska RSA
65	Kirovohradska	Kovalyova Lyudmyla	Head of External Affairs and European Integration Department, Chief Economy Department, Kirovohradska OSA
66	Kirovohradska	Sovenko Serhiy	Deputy head of Novomyrhorodsk RC
67	Kirovohradska	Okhremov Volodymyr	Deputy head of Department of Housing and Public Utility Planning Department, Bobrynetska RSA
68	Kirovohradska	Shtunder Oleksandr	Deputy head of Economy Department, Haivoronska RSA
69	Kirovohradska	Necheporenko Larysa	Deputy head of Oleksandrivska RSA
70	Kirovohradska	Malyuta Vita	Deputy head of Petrivska RSA
71	Kirovohradska	Krasnov Oleksandr	Head of Investment and Trade Section, Economy and Infrastructure Development Department, Novoukrainska RSA
72	Kirovohradska	Bilyavsky Stepan	Deputy head of Department of economy and infrastructure development, Malovyskivska RSA
73	Kirovohradska	Povarchuk Andriy	Head of apparatus, Svitlovodska RSA
74	Chernihivska	Bulat Vasyl	Deputy head of Regional Development Department, OSA
75	Volynska	Paschuk Iryna	Key specialist International Cooperation and Project Activities Department, Volynska OC
76	Volynska	Chernetskyi Valentyn	Head of Economy Department, Ratnivska RSA
77	Volynska	Hromyk Ivan	Deputy head of Ivanychivska RC

Annex - XII
Details of Training Activities (2009)

SN	Oblast	Trainings				No. of Training by Typology					
		No of trainings	No of participants	CO-members	Local authorities	CO Management	Accounting & Reporting	Planning	Writing Project Proposal	Implementing Micro-project	Others
1	ARC	13	377	349	28	7	0	7*	6	0	0
2	Cherkaska	27	613	402	211	8	1	8	8	1	1
3	Chernihivska	17	355	299	56	3	0	2	6	5	1
3	Chernivetska	8	159	118	41	2	0	2	2	2	0
5	Dnipropetrovska	25	629	393	236	8	1	8*	8	8	0
6	Donetska	24	648	527	121	8	0	8	8	0	0
7	Ivano-Frankivska	22	638	608	30	5	2	5	5	5	0
8	Kharkivska	20	520	395	125	7	1	6	6	0	0
9	Khersonska	17	165	70	95	4	1	4	5	3	0
10	Khmelnytska	20	345	278	67	4	1	3	6	6	0
11	Kirovohradska	16	390	322	68	3	1	0	4	8	0
12	Kyivska	27	564	441	123	5	1	5	6	10	0
13	Luhanska	23	514	378	136	5	3	5	5	4	1
14	Lvivska	23	371	265	106	6	0	6	11	0	0
15	Mykolaivska	32	725	629	96	7	1	7	8	8	1
16	Odeska	25	421	311	110	6	1	5	7	6	0
17	Poltavksa	30	343	296	47	9	1	9	11	0	0
18	Rivnenska	10	233	173	60	0	1	0	0	9	0
19	Sumska	21	521	365	156	4	1	4	4	0	8
20	Ternopilksa	12	260	186	74	1	2	1	0	8	0
21	Vinnytska	23	567	503	64	6	0	4	4	9	0
22	Volynska	18	471	389	82	3	1	3	3	5	3
23	Zakarpatska	16	321	284	37	3	1	3	5	4	0
24	Zaporizka	30	808	654	154	7	1	7	7	8	0
25	Zhytomyrska	1	7	5	2	1	0	0	0	0	1
Total of 2009		500	10965	8640	2325	122	22	97	135	109	15
2008		304	7375	5584	1791	112	0	103	86	3	0
Total Since Inception		804	18340	14224	4116	234	22	200	221	112	15
804											804

Annex – XII B
CBA Personnel Training

Year	No. of Training	No. of Participants
2008	n.a.	67
2009	7	44
Total	7	111

Training to CO-members was provided, in general, in line with the stage of their maturity and need. For example, training on CO management and accounting was provided just after CO-formation. Training on planning was the next .. to come after CO-gained some maturity. Training on writing project proposal was given after CDP was approved at LDF and training on MP-implementation was given after the MPP was approved by CBA. In practice, however, the training overlapped at times due to various factors.

Very often than not, the CO-members required refresher training (or spot coaching) because one training was not enough to make them fully capable to understand and practice the subject trained. The challenging one was training on account keeping/financial management because 40-50% of the CO-accountants were found to lack basic knowledge of accounting principles and procedures. In villages, CO could not find members knowledgeable in this subject. Therefore, they often selected the honest and active person to take care of financial business of the CO. Such persons faced hard time in following the details of financial management recommended by CBA experts. To mitigate the problem, CBA developed basic manual on account keeping to train such CO-accountant in 2 phases – first in basic know-how and then in actual financial management.

Annex - XIII

SN	Oblast	CO planning		MP proposals					Cost of Approved MPPs and Cost Sharing (UAH million)				MPPs completed	
		# CO with CDP	CDP approved at LDF	Proposal prepared	Approved at LDF	Submitted to PMU	Appraised by PMU	Approved by PSC	Total Cost	Shared by CO	Shared by Local Authorities	Shared by Private	Shared by CBA	
1	ARC	14,-4	11	16	16	27	24	22	3,8	0,3	2	0	1,6	4
2	Cherkaska	44	44	44	44	44	44	40	5,2	0,4	2,1	0,17	2,6	0
3	Chernihivska	16	28	28	28	28	25	31	4,4	0,3	2	0,05	2,1	2
3	Chernivetska	32	18	32	32	32	28	28	4,5	0,3	2,1	0	2,1	
5	Dnipropetrovska	35	43	34	42	38	38	31	5,2	0,7	2,3	0,01	2,2	5
6	Donetska	39	29	37	29	28	14	14	1,8	0,1	0,8	0,01	0,9	
7	Ivano-Frankivska	16	16	30	30	30	30	30	4,1	0,4	1,7	0,04	2	21
8	Kharkivska	34	42	40	40	40	38	38	5,6	0,3	2,4	0,07	2,7	3
9	Khersonska	3	48	40	40	40	40	40	5,2	0,3	2,4	0,003	2,4	13
10	Khmelnitska	31,-1	31	44	43	43	35	35	4,8	0,3	2,1	0,02	2,3	2
11	Kirovohradksa	40	39	40	40	40	40	39	5,2	0,5	1,9	0,27	2,5	2
12	Kyivska	12,-1	10	33	27	46	41	34	4,7	0,2	2,1	0,05	2,3	8
13	Luhanska	30,-4	32	45	45	36	33	33	4,5	0,3	1,8	0,37	2	20
14	Lvivska	34	27	37	35	32	31	28	4,2	0,3	1,9	0,01	2,1	1
15	Mykolaivska	40	43	43	43	40	37	40	5,5	0,3	2,5	0	2,7	19
16	Odeska	43	43	43	43	40	40	40	6,2	0,5	2,6	0,05	3	7
17	Poltavska	43	43	40	40	40	42	40	5,7	0,3	2,5	0,06	2,8	4
18	Rivnenska	7	20	23	22	27	27	30	4,7	0,3	2,1	0,03	2,2	4
19	Sumska	26,-1	46	45	44	42	38	38	6,7	0,6	3,3	0,03	2,8	1
20	Ternopilska	12	39	37	39	39	39	39	5,9	0,7	2,4	0,15	2,7	23
21	Vinnyska	25	32	31	31	24	24	24	4,1	0,3	2	0,06	1,8	3
22	Volynska	15	15	23	27	37	37	36	6,3	0,4	3,1	0	2,7	12
23	Zakarpatska	41	41	40	40	40	40	37	5,5	0,3	2,6	0,04	2,6	0
24	Zaporizka	40	40	40	40	40	38	40	5,4	0,3	2,1	0,47	2,6	10
25	Zhytomyrska	1	6	37	29	26	25	25	3,0	0,2	1,3	0	1,5	1
Total of 2009		662	786	902	889	899	848	832	122.2	8,9	54,1	1,96	57,2	165
2008		389	232	122	122	62	62	47	6.3	0,7	3,2	0,03	2,4	0
Total Since Inception		1051	1018	1024	1011	961	910	879	128.5	9,6	57,3	2	59,6	165

Annex – XIV
Beneficiaries of Community Projects Since Inception

#	Oblast	# Approved MPs	No of beneficiaries		
			Total	M	F
1	ARC	29	15184	6488	8696
2	Cherkaska	40	38808	17113	21695
3	Chernihivska	33	18427	8917	9510
4	Chernivetska	28	22153	10119	12034
5	Dnipropetrovska	31	19522	9320	10202
6	Donetska	14	16569	7481	9088
7	Ivano-Frankivska	40	56518	24150	32368
8	Kharkivska	38	22061	9486	12575
9	Khersonska	40	46052	21082	24970
10	Khmelnytska	39	15395	6469	8926
11	Kirovohradksa	39	37147	16303	20844
12	Kyivska	37	23042	9443	13599
13	Luhanska	33	22518	10208	12310
14	Lvivska	31	43869	20270	23599
15	Mykolaivska	40	19803	8878	10925
16	Odeska	40	35548	15261	20287
17	Poltavska	40	14871	6571	8300
18	Rivnenska	37	44089	21845	22244
19	Sumska	38	19693	8957	10736
20	Ternopilska	40	20252	9280	10972
21	Vinnytska	32	30425	13734	16691
22	Volynska	38	25758	11632	14126
23	Zakarpatska	37	75783	36152	39631
24	Zaporizka	40	40099	17501	22598
25	Zhytomyrska	25	18826	9003	9823
	Total	879	742412	335663	406749
	Percent		100%	45%	55%

Annex – XV
Oblastwise Number of Micro-projects by Typology Since Inception

#	Oblast	# Appr. MPs	# MPs by typology				
			Health	Energy saving	Water supply	Environment	School bus
1	ARC	29	6	13	6	1	3
2	Cherkaska	40	22	12	6	0	0
3	Chernihivska	33	11	16	6	0	0
4	Chernivetska	28	8	18	1	0	1
5	Dnipropetrovska	31	13	11	5	0	2
6	Donetska	14	0	9	5	0	0
7	Ivano-Frankivska	40	5	34	0	1	0
8	Kharkivska	38	2	28	5	1	2
9	Khersonska	40	11	25	4	0	0
10	Khmelnytska	39	7	25	3	0	4
11	Kirovohradksa	39	2	23	7	1	6
12	Kyivska	37	9	23	5	0	0
13	Luhanska	33	9	15	8	0	1
14	Lvivska	31	8	20	1	1	1
15	Mykolaivska	40	1	25	11	0	3
16	Odeska	40	8	16	16	0	0
17	Poltavska	40	4	11	21	0	4
18	Rivnenska	37	14	19	0	0	4
19	Sumska	38	10	12	13	0	3
20	Ternopilska	40	8	24	4	1	3
21	Vinnytska	32	4	15	6	0	7
22	Volynska	38	5	31	2	0	0
23	Zakarpatska	37	10	24	2	1	0
24	Zaporizka	40	5	18	15	0	2
25	Zhytomyrska	25	17	6	2	0	0
	Total #	879	199	473	154	7	46
	Total %		23%	54%	17%	1%	5%

Annex – XVI
List of Completed Micro-projects

#	Oblast	No.	Description
1	ARC	1	Improvement of water supply system of Zvezdnoe Village, Krasnogvardeyskyi rayon
		2	Improvement of Community health care centre in Krasnaya Polayana Settlement, Krasnogvardeyskyi rayon
		3	Transportation of School Children of Valentynove village, Sakskyi rayon
		4	Energy improvement in kindergarten of Susanino village, Pervomaiskyi rayon
2	Chernivetska	1	Transportation of School Children of Kupka village, Hlybotskyi rayon
3	Chernihivska	2	Reconstruction of street lighting in Korop urban village, Koropskyi rayon
			Reconstruction of water supply system in Syadryno village, Koryukivskyi rayon
4	Dnipropetrovska	1	Improvement of Local Health Post in Serhiivka village, Tomakivskyi rayon
		2	Energy saving in kindergarten of Pryvovchanka village, Pavlohradskyi rayon
		3	Reconstruction of street lighting in Bohdanivka village, Pavlohradskyi rayon
		4	Transportation for school children of Zelenyi Gai village, Vasylkivskyi rayon
		5	Transportation for school children of Shevchenkove village, Vasylkivskyi rayon
5	Ivano-Frankivska	1	Energy Improvement in kindergarten of Rohatyn city, Rohatynskyi rayon
		2	Improvement of school in the Chesnyky village, Rohatynskyi rayon
		3	Improvement of Local Health post in the Vyshni village, Rohatynskyi rayon
		4	Energy Improvement of Kindergarten in the Zhovchiv village, Rohatynskyi rayon
		5	Improvement of local health post health Post in Vilkova village, Rohatynskyi rayon
		6	Energy Improvement of school in Dalesheva village, Horodenkivskyi rayon
		7	Energy Improvement of school in Vikno village, Horodenkivskyi rayon
		8	Energy improvement in school of Pylypy village, Kolomyiskiy rayon
		9	Energy Improvement in Community Centre of Yasen village, Rozhnyativskyi rayon
		10	Improvement of school in Semakiv village, Horodenkivskyi rayon
		11	Energy Improvement in kindergarten of Chernyatyne village, Horodenkivskyi rayon
		12	Improvement of kindergarten in Horodenka city, Horodenkivskyi rayon
		13	Energy improvement in school of Obertyn village, Tlumatskyi rayon
		14	Energy improvement in school of Tlumach city, Tlumatskyi rayon
		15	Energy improvement in school/kindergarten of Oleshiv village, Tlumatskyi rayon
6	Kharkivska	16	Energy improvement in school of Hostiv village, Tlumatskyi rayon
		17	Energy improvement in kindergarten of Lanchyn village, Nadvirnyanskyi rayon
		18	Energy improvement in school of Dzhyriv village, Snyatynskyi rayon
		19	Energy Improvement in kindergarten of Bil'shivtsi urban village, Halytskyi rayon
		20	Energy improvement in school of Holoskiv village, Kolomyiskiy rayon
		21	Energy improvement in school of Molodkiv village, Nadvirnyanskyi rayon
		1	Transportation for school children of Prykolotne village, Velykoburlutskyi rayon
		2	Energy saving improvement in school of Melyhivka village, Novovodolazkiy rayon
		3	Energy improvement in school of Fedorivka village, Novovodolazkiy rayon
7	Khersonska	4	Improvement of the local hospital of Rubanivska, Velykolepetyskyi rayon
		5	Improvement of the local health post in Shyroko village, Skadovskiy rayon
		6	Energy saving improvement in kindergarten of Starosillia village, Velykooleksandrivskyi rayon
		7	Energy saving in kindergarten of Velyka Oleksandrivka urban village, velykooleksandrivskyi rayon
		8	Improvement of Local Health Post in Mala Oleksandrivka village, Velykooleksandrivskyi rayon
		9	Improvement of water supply system in Volodymyro-Illinka village, Novotroitskyi rayon
		10	Energy saving in kindergarten of Syvas'ke urban village, Novotroitskyi rayon
		11	Energy improvement in school of Novopetrivka village, Vysokopilskyi rayon
		12	Energy saving in school of Vysokopillya urban village, Vysokopilskyi rayon
		13	Energy saving in school of Novovoznesens'ke village, Vysokopilskyi rayon
8	Khmelnitska	1	Transportation for school children of Antonyn village, Krasylivskyi rayon
		2	Energy improvement in School of Hrechynsi Village, Letychivskyi rayon
		3	Transportation for school children of Radkovytsia, Borschchivka, Turchynsi villages, Horodotskyi rayon
9	Kirovohradska	1	Transportation for school children of Rozumivka village, Oleksandrivskyi rayon
		2	Transportation for school children of Tauzhne village, Haivoronskyi rayon
10	Kyivska	1	Energy saving in kindergarten in Kryvoshynetsi, Skvyrskyi rayon
		2	Energy saving improvement in school of Shalivivka village, Skvyrskyi rayon
		3	Renovation of the health post in Samhorodok (energy saving), Skvyrskyi rayon
		4	Improvement of water supply system in Yerkivtsi village, Pereyaslav-Khmelnytskyi rayon
		5	Improvement of street lighting on Schorsa str., for Rzhyschiv town
		6	Improvement of street lighting on Vorovskogo str., for Rzhyschiv town
		7	Improvement of water supply system on 15 Lenina str., for Rzhyschiv town
		8	Energy improvement in school on 1 Travnia str. for Rzhyschiv town.
11	Luhanska	1	Improvement of water supply system in Lozy village, Antratsytivskyi rayon
		2	Energy saving improvement in school of Mistki village, Svativskyi rayon
		3	Reconstruction of street lighting in Bobrykove village, Antratsytivskyi rayon
		4	Improvement of the roof on 80-a Kirova str of Petrikva urban village, Stanychno-Luhanskyi rayon
		5	Energy saving improvement in kindergarten in Nigniy Nagolchik urban village, Antratsytivskyi rayon
		6	Improvement of water supply system in Oleksandropil village, Bilokurakinskyi rayon
		7	Improvement of Local Health Post in Kuryachivka village, Bilokurakinskyi rayon
		8	Improvement of Local Health Post in Kalynove village, Popasnyanskyi rayon
		9	Improvement of Local Health Post in Novolyamivka village, Bilovodskyi rayon
		10	Improvement of water supply system in Chervonoarmiiske and Nianchyne villages, Bilokurakinskyi rayon
		11	Improvement of water supply system in Shyrokyi village , Stanychno-Luhanskyi rayon
		12	Energy improvement in the Community Development Centre of Raihorodka village, Svativskyi rayon
		13	Energy saving improvement in kindergarten of Nescheretovo village, Bilokurakinskyi rayon
		14	Improvement of water supply system in Varvarivka village, Kreminskyi rayon
		15	Energy saving of kindergarten of Chmyrivka village, Starobilskyi rayon
		16	Improvement of water supply system in Varvarivka village, Kreminskyi rayon

		17	Energy saving in school of Kuzemivka village, Svativskyi rayon
		18	Energy saving in kindergarten in Vrubivka village, Popasnyanskyi rayon
		19	Improvement of water supply system in Krasna Talivka village, Stanychno-Luhanskyi rayon
		20	Transportation for school children of Kabychivka village, Markivskyi rayon
12	Lvivska	1	Improvement of Local health post in Arlamivska Volya village, Mostyskyi rayon
13	Mykolaivska	1	Energy improvement in school of Burylova village, Kryvozderskyi rayon
		2	Energy improvement in school of Domanivka urban village, Domanivskyi rayon
		3	Reconstruction of street lighting in Suha Balka and Lidiivka villages, Domanivskyi rayon
		4	Energy improvement in school of Marynivka village, Domanivskyi rayon
		5	Energy saving improvement in kindergarten of Veselinova urban village, Veselynivskyi rayon
		6	Improvement of water supply system in Parutine village, Ochakovskyi rayon
		7	Transportation for school children of Oleksandrivska village, Domanivskyi rayon
		8	Energy saving improvement in kindergarten "Zirochka" of Kutsurub village, Ochakovskyi rayon
		9	Transportation for school children of Murahivka village council, Berezhnevatskyi rayon
		10	Transportation for school children of Pershotravne village council, Snihurivskyi rayon
		11	Energy saving improvement in kindergarten of Berezneguvate urban village, Berezhnevatskyi rayon
		12	Energy saving in school of Novosevastopol village, Berezhnevatskyi rayon
		13	Energy saving improvements in the CDC of Galaganivka village, Snihurivskyi rayon
		14	Improvement of water supply and sewage systems in two five-storey buildings (№27 and №28) of Martynivs'ke village, Voznesenskyi rayon
		15	Improvement of water supply system in Voznesens'ke village, Voznesenskyi rayon
		16	Reconstruction of water supply system in Pavlivka village, Snihurivskyi rayon
		17	Energy saving improvement in school of Kyselevka village, Snihurivskyi rayon
		18	Energy saving improvement in school of Chernova Dolyna village, Snihurivskyi rayon
		19	Energy saving improvement in school of Chernoviy Promin' village, Snihurivskyi rayon
14	Odeska	1	Improvement of the local health post of Brytivka village, Bilhorod-Dnistrovskyi rayon
		2	Improvement of water supply system in Radisne village, Ivanivskyi rayon
		3	Improvement of water supply system in Krasna Kosa village, Bilhorod-Dnistrovskyi
		4	Improvement of water supply system in Petrivka urban village, Ivanivskyi rayon
		5	Improvement of water supply system in Buzyzne village, Ivanivskyi rayon
		6	Energy Improvement of kindergarten in Zhovtneve village, Bolhradskyi rayon
		7	Energy saving improvement in school of Banivka village, Bolhradskyi rayon
15	Poltavska	1	Transportation for school children of Yablunava village, Orzhytyskyi rayon
		2	Transportation for school children of Hil'tsi village, Chornukhinskyi rayon
		3	Transportation for school children of Myloradove village, Kotelevskyi rayon
		4	Transportation for school children of Ustymivka village, Semenivskyi rayon
16	Rivnenska	1	Improvement of school in Masevychi, Rokytnivskyi rayon
		2	Improvement of school in Udritsk village, Dubrovitskyi rayon
		3	Energy improvement in kindergarten of Zarichne urban village, Zarichnenskyi rayon
		4	Improvement of Local Health post in Voskodavy village, Hoshchanskyi rayon
17	Sumska	1	Transportation for school children of Rozhkovychi village, Seredyno-Budskyi rayon
18	Ternopilska	1	Transportation of School Children of Vyshgorodok village, Lanovetskyi rayon
		2	Energy Improvement in School of Bischche village, Berezhanskyi rayon
		3	Energy improvement in school of Kuropatnyky village, Berezhanskyi rayon
		4	Energy improvement in school of Kuriany village, Berezhanskyi rayon
		5	Energy improvement in school of Shchepaniv village, Kozivskyi rayon
		6	Transportation of School Children of Vilshanka village, Zborivskyi rayon
		7	Energy improvement in kindergarten of Pidvolchysk village, Pidvolochyskyi rayon
		8	Energy improvement in school of Velyky Hovyliv village, Terebovlanskyi rayon
		9	Transportation of School Children of Papirnia village, Terebovlanskyi rayon
		10	Energy improvement in school of Pidvysoke village, Berezhanskyi rayon
		11	Energy improvement in kindergarten of Kozova urban village, Kozivskyi rayon
		12	Energy improvement in kindergarten of Kryve village, Kozivskyi rayon
		13	Energy improvement in school of Kozliv urban village, Kozivskyi rayon
		14	Improvement of Local health post in Hnylytsi village, Pidvolochyskyi rayon
		15	Reconstruction of water supply system in Kamianky village, Pidvolochyskyi rayon
		16	Energy improvement in school of Khmelivka village, Terebovlanskyi rayon
		17	Energy improvement in school of Zazdrist' village, Terebovlanskyi rayon
		18	Energy improvement in school of Tseliiv village, Husyatynskyi rayon
		19	Reconstruction of Local Health Post in Uvysla village, Husyatynskyi rayon
		20	Energy improvement in school of Horodnytsia village, Husyatynskyi rayon
		21	Energy improvement in school of Ivanivka village, Pidvolochyskyi rayon
		22	Energy improvement in school of Koropets urban village, Monastyryskyi rayon
19	Vinnitska	1	Transportation of School Children of Florryno village, Bershadskyi rayon
		2	Transportation for school children of Severynivka village, Zhmerynskyi rayon
		3	Transportation for school children of Stepanivka village, Teplytskyi rayon
20	Volynska	11	n/a
21	Zaporizka	1	Transportation for school children of Verhnyaya Tersa village, Hulyapilskyi rayon
		2	Energy saving in school of Ternuvate urban village, Novomykolaivskyi rayon
		3	Improvement of water supply system in Sofiyivka village, Novomykolaivskyi rayon
		4	Reconstruction of street lighting in Vershina village, Kuibyshevskyi rayon
		5	Reconstruction of street lighting in Komish-Zorya village, Kuibyshevskyi rayon
		6	Transportation for school children of Zrazkove village, Kuibyshevskyi rayon
		7	Energy improvement in school of Malynivka village, Hulyapilskyi rayon
		8	Energy saving improvement in kindergarten "Verbychen'ka" of Vladivka village, Chernihivskyi rayon
		9	Energy saving improvement in kindergarten of Chernigivka urban village, Chernihivskyi rayon
		10	Energy saving improvement in the 9 villages of Pidghirne VC, Novomykolaivskyi rayon
22	Zhytomyrksa	1	Energy Improvement in Community Centre of Andriivka village, Chernovoarmiyskyi rayon
	Total	165	

Annex – XVII
Details of Development Fund Concept

The Issue: Analysis of current social and economic development processes in Ukraine in light of necessity to involve local communities, as demonstrated by CBA Project, for sustainable local development prove the necessity to divert administrative authority and financial resources from central to local level. Concentration of administrative authority and financial resources at the level of rural/ municipal communities vis-a-vis local community organizations helps to solve the majority of problems and tasks they face and create favourable conditions for institutional and infrastructure development of the territory. However, the existing financial regulation limits participation of the community based organisations to receive resources from local budget and implement community-based micro-projects.

The Option: Creating effective instrument for regional and local developments is the option to address this issue. Based on literature review and professional brainstorming with officials of various oblast authorities (Cherkaska, Zaporizhka etc.), an exploratory mission found that Regional Development Fund could be recognised as possible instrument to address this issue. According to State Statistics Committee, about 61% of Ukrainians lives in settlements, villages, and towns (up to 50 000 and 100 000 people). Consequently, when Regional Development Fund (hereinafter referred to as the Fund) is founded and launched in an oblast, most citizens will benefit through -

- 1) Pooling together the fund from state/ oblast/ local budget as well as the from international organizations/ projects and from national enterprises/organizations/institutions/citizens for local development purpose;
- 2) Organization of effective collection, assessment and realization of projects/ programmes for regional and local development;
- 3) Implementation/rehabilitation of local communal infrastructures and maintenance of the same by the local communities (community organisations).

Creation, operation and management of Fund is given hereunder:

Selected organizational and legal form for Fund establishment should provide:

- 1) Effectiveness and flexibility of operational and strategic management;
- 2) Opportunity of operational involvement of the leading specialists, experts from territory of oblast, other oblasts or other countries for work in the interest of Fund and of territorial communities;
- 3) Participation in establishment of Fund of key institutions both of public and private sector that are interested in regional development;

So, most appropriate and effective in terms of compliance to key criteria of selection, to ability to achieve goals and to provide positive result for territory development and for communities infrastructure is organizational and legal form of entity - institution.

Regional Development Fund acts as:

- 1) Non-profitable organization according to sub-paragraph "d" of the paragraph 7.11.1 of the Law of Ukraine "About the Taxation of the Enterprise Profits" #334;
- 2) Non-budget organization according to part 2 article 21 of the Budget Code of Laws of Ukraine;
- 3) Customer who conducts tender purchases according to the Resolution of the Cabinet of Ministers of Ukraine #921 of 17 October 2008 "About Approval of the Regulations of Goods, Works, and Services Purchase for the State Means (money)".

Regional Development Fund acts on grounds of:

- 1) Constitutive Act;
- 2) Regulations of the Fund about the Employment of the Board of Administration, the Head of the Board of Administration and employees of the Fund;
- 3) Regulations of the Fund regarding conditions of the remuneration of labor and awarding bonuses of the Board of Administration, the Head of the Board of Administration and employees of the Fund;
- 4) Orders, rules and procedures regarding attraction and utilization means and assets of the Fund
- 5) Current legislation of Ukraine.

Stages of establishment of Regional Development Fund:

- 1) Preparatory and explanatory work among key beneficiaries about effectiveness of Fund establishment, as key of regional development;
- 2) Conducting of public initiatives Forum;
- 3) General meeting of establishers, who need to take decision of Fund establishment, to approve constitutive act and other statements, to appoint first structure of Board of Administration and Advisory Board of Fund.

Annex – XVIII
Details of Micro-Project Handing Over Process

In the CBA framework, completed micro project will be handed over to the legally responsible local authority or utility. After completion of micro project, it will process for commissioning and handover of the micro project to the respective owners with sound mechanism of operation and maintenance.

Due to uncertain policy and not clear understanding of handover issue, CBA conducted handover workshop November 2009 and invited expertise from rayon, oblast and national level including inspectors and representatives of local authorities. CBA prepared handout materials to the respective community organization and other partner organization based on the workshop recommendation to give clear understanding in the handover of the community projects. The short findings of the documents are summarized as below:

Recommendations on handover of completed repair and construction works

1. The following documents should be provided to the owner for the objects of construction and building if it is capital repair or reconstruction or new building:
 - Specified number of approved design estimate documents
 - Executive documents
 - Reports on contractor's works in accordance with state standards which is called as KB-2V and KB-3
 - Commissioning report
 - Certificate of accordance of built object with design documents, requirements of state standards, building standards and rules
2. The following documents should be provided to the owner for the objects of construction and building if it is repair:
 - Specified number of approved design estimate documents
 - Executive documents
 - Reports on contractor's works in accordance with state standards which is called as KB-2V and KB-3
 - Commissioning report
3. The owner of the object issues the letter after composing and signing of Inventory card of fixed assets registration in budgetary institutions (N 03-1 form) and approved by the Order of the Chief Department of the State Treasury of Ukraine and the State Statistics Committee of Ukraine according to decree issued on 2 December 1997 N 125/70 or Inventory card of fixed assets registration in budgetary institutions № 03-2 form. There are different forms for the objects of new building reconstruction and repair works)

Recommendations on handover of set of equipment and vehicles (School bus)

1. The following documents should be provided to the owner for handover of set of equipment and vehicles:
 - Contract/agreement
 - Invoice where it is mentioned:
 - a) date of delivery;
 - b) №, series of letter of attorney,
 - c) name of the person who accepted the article;
 - d) the same person's signature;
 - e) List of equipment, price, amount
 - f) signature of shipping person;
 - g) Supplier's signature.
- 2) Report on completion of installation of equipment (installing equipment into operation) or Act of acceptance and handover of vehicle
3. From the owner of the object letter about handover of supplied equipment/vehicle is required.
 The owner of the object provides the letter after composing and signing of Inventory card of fixed assets registration in budgetary institutions (N 03-3 form) and approved by the Order of the Chief Department of the State Treasury of Ukraine and the State Statistics Committee of Ukraine, according to decree issued on 2 December 1997 N 125/70.

Annex – XIX
Communicatin and Media Events (2009)

SN	Oblast	Press Conferences	Media Coverage	Publications at web sites	Newsletters		
					Issues published	Copies printed & distributed	Copies sent electronically
1	ARC	2	47	12	3	175	6
2	Cherkaska	2	19	6	5	300	250
3	Chernihivska	6	13	8	9	123	130
3	Chernivetska	1	10	5	2	200	160
5	Dnipropetrovska	2	40	4	3	180	0
6	Donetska	2	49	4	1	90	75
7	Ivano-Frankivska	3	92	27	12	1070	235
8	Kharkivska	4	82	20	7	2740	397
9	Khersonska	4	33	17	2	300	230
10	Khmelnytska	2	15	9	2	250	300
11	Kirovohradska	3	30	21	6	300	300
12	Kyivska	18	68	8	6	260	256
13	Luhanska	3	29	38	9	3600	400
14	Lvivska	1	29	2	3	300	24
15	Mykolaivska	1	33	8	3	1400	400
16	Odeska	5	39	22	7	1400	0
17	Poltavska	3	25	7	8	790	0
18	Rivnenska	11	97	27	12	1662	197
19	Sumska	7	43	22	4	2950	550
20	Ternopilska	0	72	16	5	400	308
21	Vinnytska	4	60	24	10	1750	870
22	Volynska	8	50	29	2	300	100
23	Zakarpatska	4	23	11	4	1000	1000
24	Zaporizka	4	59	13	16	3180	775
25	Zhytomyrska	1	41	3	3	750	335
Total of 2009		101	1098	363	144	25470	7298
2008		31	753	203	48	8207	3624
Total Since Inception		132	1851	566	192	33677	10922

Annex – XX
Media Coverage of CBA Activities Registered Since Inception

#	Oblast	No. of Coverage	Media Coverage				Partners' web sites
			News-papers	TV	Radio	Electronic Media	
1	ARC	59	39	1	0	19	16
2	Cherkaska	34	17	6	3	8	9
3	Chernihivska	30	7	2	7	14	14
4	Chernivetska	28	9	8	3	8	10
5	Dnipropetrovska	60	40	13	2	5	6
6	Donetska	49	21	4	2	22	4
7	Ivano-Frankivska	107	35	18	21	33	46
8	Kharkivska	183	72	33	12	66	41
9	Khersonska	57	37	5	2	13	22
10	Khmelnytska	28	15	9	3	1	19
11	Kirovohradska	62	56	2	3	1	38
12	Kyivska	123	57	33	25	8	13
13	Luhanska	49	31	7	6	5	44
14	Lvivska	45	30	0	2	13	16
15	Mykolaivska	39	27	4	4	4	13
16	Odeska	60	30	11	0	19	33
17	Poltavska	43	23	4	6	10	12
18	Rivnenska	185	66	28	59	32	41
19	Sumska	87	21	9	35	22	35
20	Ternopilska	137	31	42	23	41	26
21	Vinnytska	65	10	19	14	22	24
22	Volynska	71	43	11	11	16	41
23	Zakarpatska	44	33	4	0	7	11
24	Zaporizka	108	79	19	10	0	20
25	Zhytomyrska	98	51	17	19	11	12
Total		1851	837	298	261	384	566

Annex - XXI
List of articles processed for analysis of media coverage

№	Регіон	Назва публікації	Назва видання	Дата
1	АР Крим	Поверили в себе	Огни маяка	30.04.09
2	АР Крим	Громада всему голова	Крымские известия	13.05.09
3	АР Крим	Партнерство ради повышения уровня жизни громад	Крымские известия	14.12.09
4	Вінницька	Відкрито перший проект «Шкільний автобус» місцевої громади, здійснений в рамках проекту ЄС	Новини Вінниччини	23.12.09
5	Рівненська	Вирішувати громаді	Урядовий кур'єр	27.02.09
6	Рівненська	Відроджуються Рівненські села	Урядовий кур'єр	14.10.09
7	Рівненська	Один плюс один дорівнює...три	Урядовий кур'єр	30.10.09
8	Рівненська	А громада - на вагу золота	Урядовий кур'єр	20.11.09
9	Рівненська	Локомотивом має бути громада	Рідний край	26.12.09
10	Рівненська	Проект, що фінансується Європейським Союзом	Рідний край	12.08.09
11	Рівненська	Не чекати, а діяти	Вісті Рівненщини	04.05.09
12	Рівненська	Ініціатива - в руках громади	Вісті Рівненщини	20.08.09
13	Хмельницька	Добробут створюють небайдужі	Урядовий кур'єр	25.12.09
14	Хмельницька	Мікропроекти стали реальністю	Красилівський вісник	20.02.09
15	Хмельницька	Громади добають про місцевий розвиток	Ізяславська газета	07.09
16	Івано-Франківська	Мікропроект допоміг відновити ФАП	Голос Опіля	04.07.09
17	Івано-Франківська	Разом - дієвіше	Новини Підгір'я	11.07.09
18	Івано-Франківська	Відновлено ФАП у с. Вільхова	Рогатинська земля	15.08.09
19	Івано-Франківська	Село живе, коли працює школа	Рогатинська земля	15.08.09
20	Дніпропетровська	Плече підставив Євросоюз. Як павлоградці скористалися шансом	Зоря	10.11.09
21	Дніпропетровська	Побували у водянці євросоюзівці	Вісті Софіївщини	06.06.09
22	Дніпропетровська	Підписано угоду про партнерство	Зоря	13.06.09
23	Дніпропетровська	Побували у Водяному зарубіжні гості	Зоря	06.06.09
24	Дніпропетровська	Громада обирає ФАП	Урядовий кур'єр	20.06.09
25	Волинська	Якщо громада не байдужа	Урядовий кур'єр	28.07.09
26	Волинська	Чудовий подарунок отримала школа у Мельниках-Річицьких	Ратнівщина	06.09.09
27	Запорізька	Змінити життя власними зусиллями	Запорізька правда	24.03.09
28	Запорізька	І чомусь навчиться, і чогось добитись	Запорізька правда	07.02.09
29	Донецька	На заграницу надейся, а сам не плошай	Новая жизнь	06.05.09
30	Донецька	Європейський вибір району	Маяк	21.05.09
31	Донецька	ООН дала деньги на села Донбасса	Комсомольская правда	10-16.07.09
32	Черкаська	Відремонтовано лікарняну амбулаторію	Земля і люди	15.12.09
33	Житомирська	Разом - дієвіше	Нове життя	16.10.09
34	Житомирська	Не лише слова	Нове життя	14.08.09
35	Херсонська	Як стати територією добробуту	Сільські новини	17.10.09
36	Луганська	Гурту все під силу	Кремінщина	05.12.09
37	Луганська	Навчальна поїздка до Івано-Франківської області	Кремінщина	01.08.09
38	Луганська	Реальные деньги дают реальные результаты	Попаснянський вестник	29.12.09
39	Київська	Грантові угоди між Програмою розвитку ООН та організаціями громад району підписано урочисто	Вісник Сквищчини	28.02.09
40	Київська	Громадські ініціативи отримають підтримку	Миронівський край	23.05.09
41	Київська	Ще один крок уперед з ООН та Євросоюзом	Вісник Переяславщини	24.03.09
42	Київська	Закладено перші цеглинки в основу майбутньої споруди	Вісник Сквищчини	18.07.09
43	Київська	Працюючи на перспективу	Перемога	10.09.09
44	Київська	Наш район має перспективу отримати нову допомогу ЄС та ООН	Вісник Переяславщини	27.10.09
45	Київська	Шаліївська громада проявила активність, ініціативу, наполегливість і першою в області завершила проект	Вісник Сквищчини	24.10.09
46	Київська	У селі Шаліївка свято відбулося	Київська правда	29.10.09
47	Київська	У новій «Надії» все найкраще - обділеним долею	Вісник Сквищчини	05.12.09
48	Київська	Представник ООН в Україні Олів'є Адам відкрив водопровід у Ерківцях	Сільські обрії	08.12.09
49	Харківська	Українці власноруч будують «Європу» на селі	Дорожня карта	23.04.09
50	Харківська	Допомагає нам Європа. Поліпшення умов проживання на сели. Від слів до діла.	Главное	11.04.09
51	Харківська	Варто лише захотіти	Колос	21.03.09
52	Харківська	Ефективне управління організацією громади	Маяк	04.04.09
53	Харківська	Нас вчать бути активними	Зоря	17.01.09
54	Харківська	Перший рейс - святковий	Урядовий кур'єр	17.10.09
55	Харківська	До школи на новенькому автобусі!	Дорожня карта	09.11.09
56	Харківська	Приоритетное направление - детский вопрос	Знамя труда	15.08.09
57	Кіровоградська	«Водограй» натхнення	Новомиргородщина	30.10.09
58	Кіровоградська	Петрівщина в проекті Tacis	Трудова слава	03.06.09
59	Кіровоградська	Європейська підтримка залежить від активності громади	Смолінський вісник	06.09
60	Кіровоградська	Громада - велика сила	Народне слово	29.10.09
61	Чернівецька	Три хороши справи	Рідне слово	10.06.09
62	Закарпатська	У районі утворено Форум місцевого розвитку	Вісті Свалявщини	24.01.09
63	Закарпатська	Місцеві органи влади району стали учасниками всеукраїнського конкурсу «Кожна краплина має значення»	Вісті Свалявщини	31.01.09

Annex - XXII
List of Participants of Steering Committee Meeting

	Institution	Name	Position
1	Representation of the UN in Ukraine	Olivier Adam	UN Resident Coordinator, UNDP Resident Representative
2	Ministry of Economy	Yuriy Voloshyn	Head of Unit, Head of Unit of systematic Projects of International Finance Organizations
3	Ministry of Regional Development and Construction	Yuriy Hanushchak	Director of Department of Administrative Set-Up and Local Governance
4	Ministry of Communal Services	Yulia Sudnykova	Director, Department of Strategic Development and Housing Policy
5	Ministry of Transport	Iryna Viter	Chief Specialist, Department of Development and Coordination of the Transport and Communication Systems
6	Ministry of Labour and Social Policy	Valentyna Putsova	Head of Department of International Relations
7	Ministry of Environmental Protection	Mykola Filipchuk	State Ecological Academy of the Ministry of Environment
8	Ministry of Agrarian Policy	Yaroslav Slobodyan	Deputy Director of Department of Rural Development
9	Secretariat of the Cabinet of Ministers of Ukraine, Department for Regional Policy	Tetyana Matiychyk	Deputy Head, Unit of Cooperation with Local Governments and their Associations
10	Ukrainian Association of Association of Cities and Communities of Ukraine	Anatoliy Chemerys	Deputy Head of Executive Director
11	Association of Small Cities of Ukraine	Olena Shapoval	Project Manager
12	Parliamentary Committee on Social Policy and Labour	Galyna Kolosiuk	Head of Secretariat
13	Parliamentary Committee on Agrarian Policy and Land Relations	Zinaida Boremska	Consultant
14	Poltava Oblast State Administration	Valeriy Asadchev	Head
15	Delegation of the European Commission	Myroslava Didukh	Project Manager
16	UNDP Ukraine	Oksana Remiga	Senior Programme Manager
17	UNDP Ukraine	Jaysingh Sah	International Project Manager

Annex – XXIII
Details of Regional Review Meetings

SN	Oblast	Date of Review	Key decisions and Resolutions
1	ARC	23.04.2009	<ul style="list-style-type: none"> • Consider the problem of assigning funds from local budgets to finance community micro-projects; • Appoint focal points from Rayon State Administrations and Rayon Councils directly responsible for implementation of the CBA Project in the region
		25.09.2009	<ul style="list-style-type: none"> • Create a Quality supervision committee at rayon level • Create committees at the level of Economy Departments and include them in the rayons' development strategies. • To teach strategic management to relevant staffs, provide necessary equipment, technical and methodological support • Goals and targets were define as regards MPP preparation, deadline for submission is established for 20 October 2009
2	Cherkaska	31.07.2009	<ul style="list-style-type: none"> • Approval of oblast programme on support of community initiatives from regional budget;
3	Chernihivska	25.06.2009	<ul style="list-style-type: none"> • Support registration of newly created COs • Rayon leadership should assist communities in preparing MPP, guarantee co-financing of approved micro-projects
3	Chernivetska	28.07.2009	<ul style="list-style-type: none"> • Review the possibility of Novoselytskyi rayon's participation on CBA Project as the one which suffered most from flood in summer 2008
5	Dnipropetrovska	11.06.2009	<ul style="list-style-type: none"> • Favour communities at all levels by providing financial, technical assistance in the CBA Project implementation in the region
8	Kharkivska	16.04.2009	<ul style="list-style-type: none"> • Proceedings decision of the Oblast Coordination Council • Decision to create a CRC • Co-finance projects.
9	Khersonska		

		06.08.2009	<ul style="list-style-type: none"> • Further perspectives of CBA implementation in the region; • Proposition for resource allocation from the oblast busget
10	Khmelnytska	10.07.2009	Creation of OCC. Support for the Project. Mechanisms of co-financing.
11	Kirovohradska	30.07.2009	Status and results of CBA activities in each of 8 pilot rayons were presented, planning for 3-4 quarter of 2009
13	Luhanska	15.04.2009	<ul style="list-style-type: none"> • Find out reasons for delay in financing by the CBA Project on first signed agreements; • Study the question of co-financing MPP either from local or region budgets, or from additional fubds of farmers' households; • Hold a seminar for bodies of local self-governance and leaders of community organizations with 5 related OSA departments on coordination of CO micro-projects documents • Complete forming RCRCs; • Solve the problem of termination and substituting territorial communities
14	Lvivska	07.08.2009	It was stated that Lvivsla oblast is behind schedule in oimplementation activities. Measures to activate the process were discussed
15	Mykolaivska	30.06.2009	Speed up the CBA Project realization and provide any possible help to achieve the Projects objectives
16	Odeska	18.05.2009	<ul style="list-style-type: none"> • Sign Partnership Agreement between OSA and the CBA Project • Solve the problem of equipping the office of oblast community resource centre • Form OCC • Activate preparation of MPP;
17	Poltavska	22.07.2009	<ul style="list-style-type: none"> • Control of speed of preparation and implementation of MPP • Reporting in CBA implementation in the region
18	Rivnenska	8.10.2009	<ul style="list-style-type: none"> • Expansion of CBA activities to additional rayons with additional quota • Timely completion of micro-projects
19	Sumska	21.07.2009	<ul style="list-style-type: none"> • Allocation of resources from oblast budget for co-financing of community projects in 2009-2010 not less than UAH 1 mln. • Speeding-up of MPP preparation and approval process
20	Ternopilska	15.07.2009	<ul style="list-style-type: none"> • To finalize preparation of all 40 MPP by 1.09.2009 • To submit oblast's proposal for improvement of community selection process. • Document the oblast's experience of co-financing community projects in Ternopliska oblast
21	Vinnytska	22.08.2009	<ul style="list-style-type: none"> • To submit information about perspectives of co-financing • To coordinate work with oblast department of architecture and costructions
22	Volynska	25.05.2009	<ul style="list-style-type: none"> • Finance 25% of community MPP cost (about 1.5 bln UAH) • Consider the possibility of participation in new UNDP Projects • Approve the List of micro-projects to co-finance from the region budget • Approve the Order of assigning and using funds from the region budget - subvention to local budgets for micro-project co-financing • OSA and OC should jointly consider the question of assigning additional funds from the region budget to co-finance community micro-projects initiatives.
24	Zaporizka	12.06.2009	<ul style="list-style-type: none"> • Develop mechanism of community initiatives co-financing from budgets of all levels. • Transfer fund from the region budget to local budgets amounting 10% of total Project cost

Annex - XXIV
Response of Various Oblasts to Financial Crisis

Oblast	Response
Cherkaska	On 10 April 2009 oblast council decided that each member of council will have UAH 100.000 for solving problems of local communities which they represent. All heads of village councils are now requested to lobby the interest of their OC deputies by presenting proposals, aimed at solving their community's problem.
Dnipropetrovska	Problem of co-financing is addressed by official requests to oblast council, and involvement of local businesses.
Ivano-Frankivska	Funds for community projects were allocated on local budgets on the ground of Partnership Agreements signed in 2008.
Kharkivska	Problem is addressed by the attempt to re-distribute shares of all levels of budgets, the tendency is to involve higher (oblast) level budget to the maximum extent. At the same time, there are some village councils which are ready to release the necessary 45% of co-financing without contribution from rayon/oblast budget. A lot of hope is laid on local business. Money saved from last year's budget is offered in some places for financing community projects. Judging by the results of 1 st quarter, in several rayons there is a probability that rayon budgets will be duly implemented
Khmenlytska	Rayon authorities release funds under "moral pressure" on the side of oblast authorities and the fact that Partnership Agreement with UNDP settles co-funding obligations.
Kirovohradska	By approval of oblast budget for 2009, a subvention of UAH 100.000 was previewed for co-financing of community initiatives of the first four pilot rayons (OC decision № 631 of 16 January 2009). After formal request of RSA, rayon councils adopted the necessary decisions (Novomyrhorodskyi, Oleksandrivkyi, Hayvoronskyi rayons) or reserved the necessary amounts in the non-distributed free rests of the balance. In case village councils also have extra money in their budgets, they take the necessary decisions to fund local community initiatives. In case there are no available funds at VC/CC level, local councils plan to collect the necessary amount through increase of self-taxation.
Khersonska	<ul style="list-style-type: none"> • Use of sponsors' help. • Orientation towards VC/CC budgets for co-financing • Apply to leadership of OSA/OC for financing of community initiatives
Luhanska	In 2 rayons, resources fro community initiatives were timely previewed in the budget-2009. In other mostly subsidized rayons, the issue is solved with involvement of local population and entrepreneurs who intuitively realize their social responsibility.
Lvivska	The amount of UAH 300-400.000 for co-financing of 5 projects is not critical for rayon budget. Often, community initiatives are funded from the reserves of VC/CC. Of 20 micro-projects, 5 can be co-financed solely by VC/CC.
Poltavska	The issue of co-financing is quite acute. Initially, oblast authorities promised to provide 35% of co-financing. However, oblast council decreased this amount to 25%, and the share of rayon budgets increased. Despite crisis, 2 rayons released funding for their 5 COs. However, money was transferred to the account of VCs and not COs, as per Law of Ukraine.
Mykolaiivska	However difficult it is to find resources, local authorities take their obligations on co-financing with a great degree of responsibility. In order to facilitate this process, OCC is created at oblast level. Each project will be reviewed by LDF and approved together with distribution of co-financing commitments.
Rivnenska	Financing from rayon budgets are released by decisions of local councils. Most often, they come from 'budgets of development'. The amounts are relatively small, such amounts can always be found and allocated for the purpose of community initiatives. Crucial in this regard is the willingness of local authorities.
Sumska	The cost of design estimates is paid from rayon budgets as their share. Village councils have not yet spent their undistributed rest of VC budget, and keep it reserved fro financing community projects. Most part of financing is expected from oblast level budget.
Ternopilska	In context of financial crisis, it is planned, that financing of CO initiatives will be done through: - in case of financing of repair works in schools – from budget line "Major Repairs", as in this case it is easier to transfer money from one budget code to another; - financing of projects in urban villages will be done from local budgets: here there is a higher probability to attract incomes to local budget, e.g. for selling/rent of land or property; - issuing letters from local communities and then from rayon to oblast authorities with a request for additional funds for each community so as to co-finance according to the approved cost-estimate documentation.
Zakarpatska	Most rayons find money for CO projects in the 'development budget'. In some cases, village council will co-finance the project entirely.
Zaporizka	For communities, the most likely solution is an increased share of oblast budget. Presently, there are some funds saved from 2008 and also money of 'development budget'; they will most probably be used to finance community projects, though they may be not enough.
Zhytomyrska	Sources of co-financing CO projects: <ul style="list-style-type: none"> • Funds returned from bank deposits (?) • Release of subventions by oblast authorities upon official request from rayon • From rayon budget by directing part of financing for budgetary institutions, by decision of rayon council • Involvement of local business

Annex – XXV
Details of Project Budget and Delivery

Nº	Key Activities	Budget 2008		Expenditures 2008		Total Expenditures 2008	Delivery 2008	Budget 2009		Expenditures 2009		Commitments	Total Expenditures 2009	Delivery 2009	Total Budget 2008+2009	Total Expenditures 2008+2009	Total Delivery
		UNDP	EC	UNDP	EC			UNDP	EC	UNDP	EC						
1	Training of CBA Project staff and national counterparts on community based approach, project strategy and methodology	80,053	43,186	74,509	43,502	118,011	96%	30,500	118,721	28,911	74,692		103,603	69%	272,460	221,614	81%
2	Establish mechanism of participatory planning process at local and regional level	0	21,400	0	18,734	18,734	88%	15,000	30,957	0	9,268		9,268	20%	67,357	28,002	42%
3	Support COs for sustainable management and implementation of self-help initiatives (including seed grants)	25,265	164,054	20,074	96,201	116,275	61%	192,933	8,030,073	199,291	3,388,343	2,573,624	6,161,259	75%	8,412,325	6,277,534	75%
4	Establish partnership with oblasts & raiyons administrations, councils and other local stakeholders	0	53,500	0	55,282	55,282	103%	50,000	196,668	66,806	210,165		276,970	112%	300,168	332,252	111%
5	Effective Project Management	225,393	949,659	219,484	975,017	1,194,501	102%	388,767	1,244,421	361,866	1,034,670		1,396,537	86%	2,764,964	2,591,038	94%
6	PR, Communication and Monitoring Activities	5,289	44,797	4,854	44,584	49,438	99%	14,500	54,035	7,165	40,496		47,662	70%	118,621	97,100	82%
TOTAL		336,000	1,276,596	318,921	1,233,320	1,552,241	96%	691,700	9,674,875	664,039	4,757,635	2,573,624	7,995,298	77%	11,935,895	9,547,539	80%

Project Budget 2008-2009											
2008				2009				Total UNDP		Total EC	
UNDP		EC		UNDP		EC					
USD	EUR	USD	EUR	USD	EUR	USD	EUR	USD	EUR	USD	EUR
336,000	236,880	1,276,596	900,000	691,700	525,000	9,631,599	7,310,384	1,027,700	761,880	10,908,195	8,210,384