QUARTERLY PROGRESS REPORT
January- March 2008

Community Based Approach to Local Development Project

Contents

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ACKNOWLEDGEMENT TO OUR PARTNERS

Secretariat of the Cabinet of Ministers of Ukraine

Rivne Oblast State Administration and Council

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Kirovohrad Oblast State Administration and Council

Sumy Oblast State Administration and Council

Ternopil Oblast Administration and Council

Zhytomyr Oblast State Administration

Lviv Oblast Administration and Council

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LIST OF ABBREVIATIONS

ARC	Autonomous Republic of Crimea
CBA	Community Based Approach to Local Development Project
CIDP	Crimea Integration and Development Programme
CDA	Community Development Assistant
CRDP	Chornobyl Recovery and Development Programme
EC	European Commission
EU	European Union
MGSDP	Municipal Governance and Sustainable Development Programme
OC	Oblast Council
OIU	Oblast Implementation Unit
OSA	Oblast State Administration
PA	Partnership Agreement
PMU	Project Management Unit
RC	Rayon Council
RSA	Rayon State Administration
UNDP	United Nations Development Programme

Executive Summary

Following the CBA Launching Conference on 4th December 2008, the Project entered into the implementation phase. Among the activities planned for the first quarter of 2008 are: initiation of Project activities in the regions accompanied by dissemination of information on CBA approach, establishment of full-fledged Project Management Unit, selection and capacity building of Project staff.

During the reported period, CBA Project Manager visited 17 regions to hold meetings with oblast leadership, 14 Regional Seminars were organized and attended by above 1000 persons. 8 Oblasts engaged in formal partnership with CBA Project by signing Partnership Agreements. Following the announced call for participation of rayons, 112 applications were received from 10 oblasts.

In parallel, full-fledged Project Management Unit was established, staff recruited and trained through a series of training, exposure visits, dialogues and other techniques. 11 Community Development Assistants were recruited through a comprehensive selection procedure and trained together with 9 staff of Oblast State Administrations appointed to work in Oblast Implementation Units.

14 media events were organized to launch CBA Project in 14 regions, with at least 100 local media representatives participating and at least 80 media coverages tracked. Optimal use of the CBA web site was made in order to disseminate relevant information and documentation to target groups and familiarize wider audience with CBA approach.

As a basis for further CBA activities, several conceptual documents have been drafted such as (a) CBA Operational Manual, (b) General Communication Strategy and Action Plan, (c) Visibility Guidelies for CBA Project, (d) Concept Paper on Monitoring and Information System, (e) Position Paper on Involvement of NGOs in the CBA.

CBA Project Monitoring mission was carried out in February 2008; its recommendations were taken into account by further implementation of the Project.

Lessons learnt during the first quarter of Project implementation are as follows. In interacting with state authorities, more time needs to be allowed for the existing procedures of documentation circulation and review. Combination of staff selection procedure with training demanded additional time and resources, however, it proved to be very efficient for recruitment of staff with optimal profile. Training staff of CBA together with counterparts from Oblast State Administrations proved to have an added value of efficient team-building. Outstanding interest of local authorities and media to the CBA Project was manifested, in future; measures should be taken to maintain it.

For the next quarter, selection of rayons and establishment of partnership is planned in 12 oblasts. Recruitment and training of Community Development Assistants for remaining OIUs and establishment of fully-functional Resource Centres in all oblasts is to take place. In the domain of communication and PR, further dissemination of information about CBA and strengthening of EU/UNDP visibility are planned. Structure of and content of CBA portal will also be enhanced.

CHAPTER I
C O N T E X T

1.1 Project Genesis

1.2 Project Area

1.3 Project Inception

1.1 Project Genesis

1.1.1   Background

Ukraine has made significant economic development since its independence. However, it is still challenged by some serious issues. Economic growth is not equitable, with only small share of population benefiting from its fruit. Those who suffer most (over 60% of population) live in rural and semi-rural areas. Low living standards in these areas are characterized, besides low incomes, by insufficient access to medical care and education, underdeveloped (or worn out old) basic infrastructure and poor access to drinking water. Social, health and environmental problems at local level have is very common and warrant serious attention.

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. The experience around the world[1] indicate that solution to these challenges is contingent on empowerment and active involvement of local communities, and their capacity to identify development priorities and ensure their attainment. However, legacy of the highly centralised system of policy, planning, budgeting and decision-making is yet to be adequately geared towards accommodating the needs and priorities as perceived by citizens and local authorities. On the other hand, passive attitude of the population in general and limited capacity of the local governments in rural areas to generate revenue remains a challenge.

Experience of European Commission's projects on pilot models for sustainable regional and local development have indicated the need to emphasize 'bottom-up" approach in tackling immediate poor population's social needs. An increased people's participation in local development can provide opportunities to ensure consistency of Ukraine's country planning policy at the local level and the way the EU implements its own local development policies. Moreover, the need to create an enabling environment for long-term self-sustaining economic and community development at local level corresponds to the objectives and priorities of the Country Strategy Paper, the National Indicative Programme (NIP), the EU-Ukraine Action Plan.

Area-Based Development (ABD) Approach of UNDP Ukraine has proven to be an effective and economic way of achieving social goals in a decentralised manner. In close partnership with international development organisations and local authorities, UNDP/Ukraine has been promoting ABD Approach primarily through three projects - Crimea Integration and Development Programme (CIDP); Chernobyl Recovery and Development Programme (CRDP); and Municipal Governance and Sustainable Development Programme (MGSDP). ABD Approach unleashes the potential of the people to help themselves and brings local authorities and communities together for joint problem-solving and development activities, thus reinforcing the MDGs.

By building on the achievements of the ABD approach and applying its main tenets country-wide, it is expected that a critical mass of practical experience in decentralised and participatory planning, decision-making and implementation will emerge that will provide valuable inputs for the ongoing policy debate on administrative and fiscal decentralisation and further democratisation of society. In this very context, a joint EC-UNDP initiative - the Community-Based Approach to Local Development (CBA) - was launched in September 2007 and functioning since January 2008.

1.1.2 Objectives

It is expected that the CBA Project will provide opportunities to ensure consistency of Ukraine's country planning policy at the local level. In line with the approach taken in the NIP 2004-2006, the EU-Ukraine Action Plan and the relevant EU policies and rules, the Project will support better service provision and environment protection at the local level. In this perspective -

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[1] As reflected in the conclusions of the World Summit (1992) at Rio de Jenerio and World Summit (2002) at Johannesburg. Local Agenda 21 (www.un.org/esa/sustdev/agenda21.htm) and Johannesburg Declaration (www.un.org/esa/sustdev/documents/Johannesburg%20Declaration.doc) may be browsed for details.

Main objective of the CBA Project is to create an enabling environment for long-term self-sustaining socio-economic and community development at local level by promoting local self-governance and community-based initiatives that would contribute to overall human development and attainment of Ukraine's Millennium Development Goals.

Specific objectives of the Project are to*:*

(1) Improve living conditions in rural and (semi-)urban communities throughout Ukraine by promoting sustainable rehabilitation, management and operation of basic social and communal infrastructure and services through community-based self-help initiatives

(2) Demonstrate effective participatory local governance and decentralised management mechanisms throughout Ukraine for public service delivery by promoting inclusive, self-governing community organisations undertaking self-help initiatives in partnership with local authorities, private sector entities and other stakeholders

(3) Enhance relevant professional skills and knowledge of community organizations and local authorities to initiate and maintain visible participatory local process on social economic development and public services delivery

(4) Improve institutional capacities of community organizations and local authorities to identify community needs and priority, to manage and monitor participatory local process for a sustainable social-economic development and efficient public service delivery

(5) Promote practical experience at grassroots level throughout Ukraine in participatory planning, decision-making and social action with a view to providing inputs for policy and legal reforms towards regional/local sustainable development, administrative and fiscal decentralisation and consolidation of local democracy.

1.1.3 Project Strategy

The strategic goal of CBA Project is to build capacity for participation of the local communities and local authorities into decision making process and using this capacity for multi-stakeholders cooperation and multi-sectoral interventions geared towards strengthening of local governance ultimately leading to sustainable human development. To ensure local ownership of the process, the Project will be implemented through participating rayons, village/city councils, local communities and other stakeholders taking participatory governance and priority areas as the entry point. Following strategies will be followed to materialise the objectives of the Programme.

The Project will operate in all oblasts of Ukraine and in Autonomous republic of Crimea. The project area (raiyons, village/city councils, local communities) will be selected based on the level of socio-economic hardship facing them. Partnership, based on willingness and commitment for cost sharing, will form the basis of Project implementation.

ABD approach will be utilized to unleash the potentials of selected communities to address their common needs focused around health, environment, energy, water supply and local transportation. To this end, the selected communities will be organised into 'community organisation (CO)' founded on norms of good governance.

Appropriate support structures will be created at various levels to facilitate smooth implementation of the Project. A networking approach will be adopted to bring together communities, local/regional authorities, private sector and civil societies so that they can hold regular dialogue on envisioning about the development direction in their area, mainstreaming of community plans, deciding upon public-private partnership mechanism for implementation of local priorities and carrying out participatory monitoring the process. This will evolve into local development forum at raiyon level and coordination council at oblast level. Networking of stakeholders at the national level will enable overall monitoring and advisory support.

Capacity building of duty-bearers in the local communities, local government as well as national level officials will be complemented by the capacity building activities. Participation of women and other vulnerable groups in the development process will be ensured by involving them into planning and management of the communal and social services in the local communities. Capacity of the COs will be 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.) will be strengthened in terms of human resources to implement local component of the Project activities in the framework of participatory approach. Training, exposure visits, dialogues and various other forms of techniques will be utilized for skill/knowledge transfer in course of building capacity.

To ensure internalization of the concept propagated by the Project, the Project will provide a small grant to COs to implement their priorities on a self-help basis and within the framework of public-private partnership, whereby each partner shares a portion of the development cost. A bottom-up participatory planning process will be a pre-requisite for this grant.

Appropriate management and information systems (MIS) will be established to make the stakeholders directly involved in the process of monitoring and assessment of the Project activities. Such MIS will include process monitoring, input monitoring, output monitoring and impact monitoring. Flow of information will be bottom-up and participatory. Web-based monitoring system will be promoted to facilitate wider coverage of audience and reviewers.

Sustainability of the systems, institutions (community organizations etc.) and services established at local community level under support of the Project will be ensured so as not to loose the principles and value propagated by the Project.

1.2 Project Inception

Photo I. UN Resident Representative Francis O'Donnell and Head of the Delegation of European Commission to Ukraine Mr.Ian Boag

The CBA Project commenced on 4 September 2007 with signing of agreement between the Delegation of the European Commission to Ukraine and UNDP Ukraine. National launching of the Project took place on 4 December 2007 in participation of representatives of Delegation of European Commission to Ukraine, UNDP, Secretariat of the Cabinet of Ministers of Ukraine, representatives of Ministries, central and local governments as well as other parties.

The plenary session was opened by Mr. Ian Boag, Ambassador and Head of the Delegation of the European Commission to Ukraine and Mr. Francis M. O'Donnell, United Nations Resident Coordinator and UN Development Programme Resident Representative in Ukraine. They greeted the audience and expressed thanks to the participants and the central government for their commitment to support the Project since successful local development and a higher standard of living could really be achieved only through joint efforts implemented by different local stakeholders: the local community, local government officials, local businesses, media and NGOs.

Relevance of CBA Project to the main priorities of the Ukrainian social and economic policy was assessed by -

- Mr. Vyacheslav Tolkovanov, Deputy Minister, Ministry of Housing and Municipal Economy of Ukraine;
- Mr. Mykola Soroka, First Deputy Minister, Ministry of Regional Development and Construction of Ukraine;
- Mr. Grygoriy Makhov, Deputy Head, National Agency on Efficient Energy Use;
- Mr. Sergiy Chelnokov, Deputy Minister, Ministry of Economy of Ukraine.

The Conference resolved to form the CBA Coordination Council represented by the government, ministerial and other executive officials interested in the CBA implementation; to recommend the ministries and central executive bodies to establish working groups to promote project implementation and analyse the available sources of government financing for five priority areas of the CBA Project. During the Launching Conference, a set of activities to be implemented by oblast and rayon authorities to support the CBA initiative was agreed.

The report of the Project's Launching Conference is available at http://cba.org.ua/CBAdocuments.aspx.

1.3 Project Area

CBA Project aims to cover all oblasts of Ukraine and Autonomous Republic of Crimea covering total of 200 raiyons (eight in every oblast in average) and 1000 village/city councils (five in every raiyon in average). In the first quarter, Project launched its activities in 14 oblasts and established partnership with 8 Oblasts. The range and pan-Ukrainian character of Project outreach can be observed on the map below, bearing in mind that the list of partners will be extended aiming at engaging all oblasts of Ukraine and Autonomous republic of Crimea.

Map I: Project Area

△ – Regional Seminar held

✿ – Partnership Agreement signed
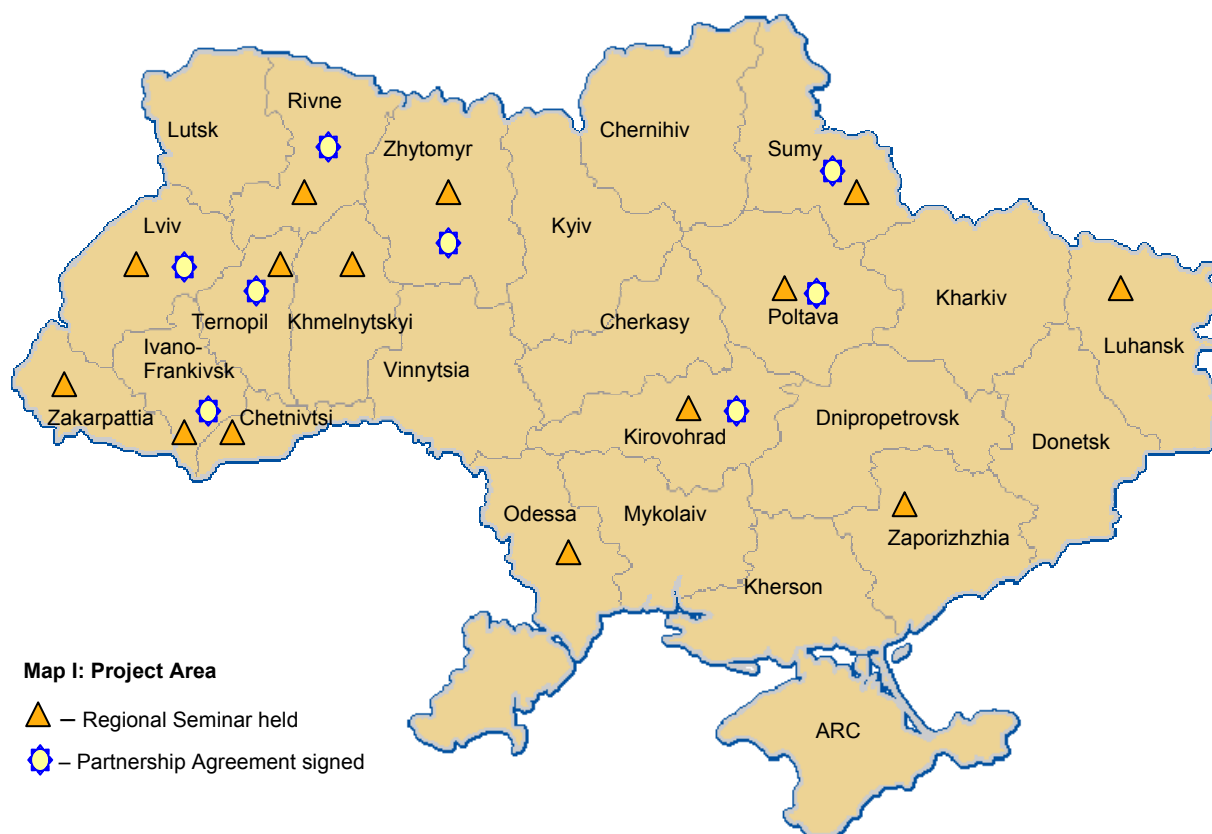
CHAPTER II

P R O J E C T   A C T I V I T I E S
AND RESULTS

2.1. Summary of Achievements (September 2007 – March 2008)

	Planned activities	Envisaged Result	Timeframe	Achievement by March '08
1	Pre-launching phase	CBA project presented and discussed with members of thematic sub-group A4	Before month 1 (By Oct. '07)	Task accomplished on time
2	Project launch with national and regional stakeholders	A legal act or/and a conference resolution which will inform local state authorities and local self-government bodies about CBA project and encourage them to participate in its implementation.	Month 2-3 (Oct - Nov., '07)	Task accomplished in December 2007.
3	Establishing the CBA Project Management Unit (PMU)	• Staff selection process completed, • PMU established	Months 1-2 (Sep – Oct '07)	- Recruitment of project manager, community development specialist, finance/admin manager, communications specialist, finance/admin assistant and project assistant was accomplished. - Office premises was rented and furnished
4	Agreements with Oblasts authorities and Selection of pilot Raiyons	• Selection of target raiyons is completed, • PA signed between UNDP and 24 OSAs • PA signed between UNDP and Council of Minister of the ARC	Months 3-8 (Nov. '07 -May 2008)	- Project launched in 17 regions. - 14 Regional Seminars held. - 8 Partnership Agreements signed with OSAs/OCs - Call for applications for rayons' participation in CBA announced in 14 oblasts. Deadline of 3 weeks was established. - Application received from 112 rayons from 10 oblasts.
5	OIU establishment	25 Oblast Implementation Units established	Months 3-8 (Nov '07 - May 2008)	- 11 CDAs were selected and recruited for 9 OIUs. - 9 coordinators from Oblast State Administrations were appointed
6	Staff training	• Manual and guidelines prepared • Specialists of CIDP, CRDP, MGSDP coach staffs of OIUs • 48 CDs trained	Months 4 (Dec., '07) and during 1st year of implementation	- Concept paper of the manual developed; - Experts of CIDP, CRDP, MGSDP involved 43 persons were trained, including 6 PMU staff, 11 OIU staff, 9 OSA staff.
7	Information & media strategy	• Visibility and communication strategy developed and agreed with the EU; • All stakeholders and wide public are regularly informed about project targets and progress in project implementation	starting from month 1 (Sep., '07) and during project implementation	- General Communication Strategy and Action Plan developed. - Visibility Guidelines for CBA Project was drafted. - 17 media events took place. - Approximately 1200 information packs were distributed; - 80 media coverages of CBA Regional Seminars/Partnership Agreements were tracked.
8	Selection of target communities (VC/CC) completed	• 1000 VCs/CCs selected; • ToP signed between UNDP and selected councils	Months 5-10 (Jan - July 2008)	- No progress made

Deviation in terms of time and quantity of planned activities/targets occurred due to various factors as described, in brief, below. As a result, change in implementation took place.

- Preparation took more than stipulated time for launching national seminar. Being end of the year, it was difficult to get time from key stakeholders.
- Given the context of significant increase in living cost and benefit offered by competing agencies, recruitment of staffs took more time than stipulated. Readvertisement was to be done again and again. It was difficult to attract quality candidates within the salary benefit offered by the Project.
- Due to significan increase in rental value of apartments in Kyiv, it was difficult to get office premises with security provision within the available resource.
- Mid Dec – mid Feb being the most inactive period of the year, political conflicts and different priorities at the level of oblasts caused delay in holding meetings, regional seminar and signing of partnership with the oblast authorities.
- Delay in partnership with oblast authorities caused delay in establishment of oblast implementation units.
- Delay in partnership with oblast authorities caused delay in selection of rayons and that of village/city councils.

In the above situation, full achievement of the tasks setforth for the first year of the Project may be difficult. Though the Project is undertaking multi-efforts to make achievement, a revisit of the targets may be necessary at appropriate point of time.

2.2 Deatil Project Activities

Among the activities planned for the 1st quarter 2008 are Project launch at regional level and establishment of partnership with oblast authorities, establishment of Project Management Unit and Oblast Implementation Units, Recruitment and training of CBA staff, elaboration of conceptual documents on communication and visibility and unfold an information campaign at regional level. Below is the description of activities undertaken by Project team in order to achieve the targets.

2.2.1 Launching of CBA Project in the Regions

CBA envisages substantial involvement of local/regional governments in Project implementation. In order to familiarize regional leadership with Project aims and implementation strategy, and to ensure their support at the earliest stage of Project implementation, a series of regional visits was planned. In the first quarter, 17 regional visits took place and 14 Regional Seminars were held.

Preparation of regional visits

A tentative schedule of visits to each oblast was prepared based on the expected degree of responsiveness from oblast authorities, as per their interest manifested during Launching Conference or expressed in letters of intent. Suggested dates for regional visits were communicated to each oblast with an aim to start the series of regional seminar on 6 February 2008 and complete it by 2 April 2008. Based on response from oblast authorities, however, the schedule of regional visits was revised from time to time (see Annex 1 for details) due to various factors such as other priorities of the oblast authorities on the day proposed, political conflicts, the focal point assigned with other priorities, the concerned authorities on vacation or official missions and so on.

In communicating with regional authorities, equal treatment to all oblasts and to both executive (Oblast State Administrations) and elected institutions (Oblast Councils) was assured. For this purpose, identical letters were sent to both oblast governing bodies on 31 January 2008. To ensure sufficient access of oblast authorities to information, following documents were also sent to them along with the letters:
- Project Summary;
- Report on Launching Conference, 4th of December, 2007;
- Regional Stages of the Project Implementation;
- Draft Agenda of the Visit;
- Draft Programme of the Seminar;
- List of Organizational Issues for support of OSA;
- Two variants of draft Partnership Agreements – between UNDP & OSA and between UNDP - OSA + OC (see Annex 2).

Presentation material was developed and improved based on the field experience. Divided into 3 major parts, the presentation covered (a) Project genesis and characteristics; (b) implementation strategy and action plan; (c) terms of partnership with oblast and rayons.

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Box – I: CBA Regional Seminar - Content of Presentation

Part I
1. Need for Community Participation in Local Development
2. CBA-Project: Genesis, Legal Framework, Characteristics

Part II
3. CBA Project: Objective, Implementation Strategy, Coordination and Results
4. CBA-Project: Implementation & Workplan 2008

Part III
5. Terms of Partnership (a) with oblasts (b) with rayons
6. Rayons Selection: Criteria and Procedure

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All above documents are available for information and use of the stakeholders on CBA website at www.cba.org.ua/documents

While preparing for the Regional Seminar, contacts with relevant OSA staff were established and reaffirmed. Their involvement in Project-related activities at the early stage of its implementation is a precondition for an efficient further cooperation. Most of OSA contact persons were later appointed as OSA coordinators for Oblast Implementation Units/ Community Resource Centres.

Conducting regional visits

During the quarter, CBA Project Manager visited 17 oblasts to hold 14 Regional Seminars and have 8 Partnership Agreements signed by OSA/OC. (see Annex 1 for summary of regional visits).

Photo II. Meeting with Head of Sumy Oblast Administration and Oblast Council, 20 February 2008

Meetings with oblast authorities were organized in the framework of each regional visit.

At these meetings, representatives of oblast authorities (OSA and OC head/deputy head) assured Project Manager of their support for the CBA Project. Also, propositions of the authorities to the draft Partnership Agreement were discussed. Conclusions of the discussions were incorporated in the Agreement as necessary. Leadership of 3 oblasts expressed their will to hold a personal meeting with Project Manager before officially launching the Project in their oblasts. Within the framework of cluster visits, Project Manager met leadership of Kharkiv, Donetsk and Mykolaiv oblasts. In all cases, oblast leaderships voiced their support for implementation of CBA in their respective oblasts and confirmed the intention to sign Partnership Agreement with UNDP and hold Regional Seminar in the nearest future.

Regional seminars were organized in 14 oblasts in participation of oblasts and rayons authorities including heads/deputy heads of OSAs, OCs[2], RSAs, RCs, representatives of NGOs and mass media. In several Regional Seminars, heads/deputy heads of village/city councils were also present (See Annex 5 for sample Programme of Regional Seminar). Total participation constituted approximately 1000 people.

The seminars were hosted by Heads/Deputy Heads of Oblast State Administrations and Councils who took the opportunity to publicly express their support for CBA Project and encouraged rayons to apply.

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[2] Zhytomyr oblast council did not participate in the meeting or seminar because of internal conflict in the council

In his opening statement, CBA Project Manager focused on Project genesis, highlighting previous EU Tacis and UNDP experiences in implementing initiatives on regional / local development. During the seminar, details about the genesis, modus operandi, terms of partnership and application formalities were also provided. To exemplify the use of community-based approach, Municipal Project Coordinators of MGSDP were invited to share their experience with the audience. As an alternative, the film "A Step Ahead: How Ukrainian Communities Are Helping Themselves" was shown featuring success stories of CRDP, CIDP and MGSDP.

Photo III. Presentation of Community Based Approach

During the seminar, total of 1200 information packs were distributed containing:
- Agenda of Regional Seminar,
- Printed version of PowerPoint presentation materials,
- Application Form for rayons,
- Draft Partnership Agreement with Rayons,
- Conclusions and Recommendations of Launching Conference.

Active participation of the audience in all regions was noted. Question and answer sessions were often followed by discussions on topics as follows (response from the Project side is given in parenthesis):

Photo IV. Audience of CBA Regional Seminar

- Scheme of financing community Projects from local budget (through mainstreaming of community plans, parallel funding, cost sharing arrangement)

- Currency in which seed grant be calculated - US dollars, Euros or Ukrainian Hryvnias? (it will be in Hryvnias)

- Most suitable legal form for Community Organization - BSP, ACMB, cooperative or NGO? (It could any form provided the CO will be eligible to receive fund into its account, handover the communal property to related department as necessary and be able to raise income, through users' fee, to maintain the system/infrastructure. Priority will be given to community-based organisation such as bodies of self-organisation of the population, rural cooperatives.)

- Perspectives of increase in financing for community projects (The amount per project is fixed as UAH 50,000. It could be less than UAH 50,000 for projects costing less than UAH 100,000 while it would be UAH 50,000 for projects costing more than UAH 100,000. The issue of possible additional projects will be defined as soon as process of community selection will be completed and preliminary scope of possible mini-projects assessed)

- Timeframe for a community project implementation (Timeframe for community project implementation is strictly linked to the CBA project's implementation period and to the project cycle. Therefore, a number of maximum deadlines (after which a project activity is considered integrally completed) was identified as follows:
    - January 2011   hand-over of community projects completed
    - December 2010   implementation of community project completed
    - December 2009   approval of community projects completed
    - September 2009   design of community projects completed)

- Concrete support from the CBA side to be spelled out (Support of UAH 50,000 per community project up to 5 projects/raiyon or 40 projects/oblast is concrete support from the Project. Besides, there is capacity building support including training, visits, equipments etc.)

- 5% cost sharing from communities is difficult. Can some another agency pay this share on behalf of the community (Cost sharing from community is mandatory. It should not be substituted by someone else. Because cost sharing creates ownership among the community members towards the project and they will be motivated to maintain it in future. Moreover, community members in CIDP, CRDP, and MGSDP area share 13% - 40% of the project cost. It shows that people will be able to share 5%)

Photo V. Audience of CBA Regional Seminar

- Being an equal partner, oblast authorities must have equal say in selection of rayons. A system of joint decision making should be there (Provision is there for joint decision making)

- Oblast/rayon authorities have already identified projects and community to be supported. Budget has been approved. Can CBA Project add its money to implement the community project?

- (The project should strictly follow the CBA methodology:
    - community mobilisation
    - community development plan
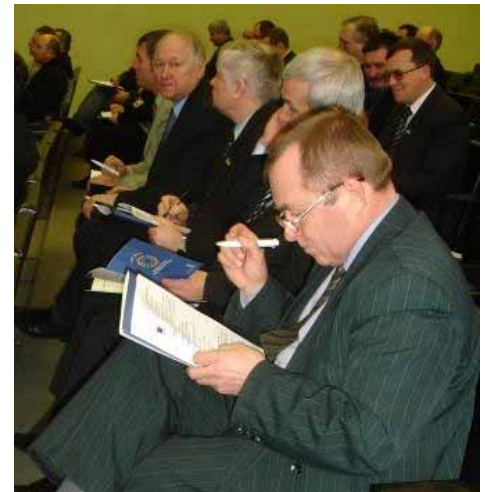   - community project design,
    - community project implementation.
Co-financing by the project of some local initiative pre-defined by the local authorities distorts the project idea and put in question achievement of the project results. Initiative should come from the community and be supported by the local authorities.

    CBA Project needs to ensure that the community has gone through proper process to reach the level of financing. Thus, assessment must be done before making any commitment from the Project side)

- There are already NGOs and community organizations in the villages. CBA should support them instead of creating new organization (It is not necessary to create additional community organization, if already there exists one. CBA Project adopts the principle of grafting to adopt such existing organizations, after making an assessment)

- CBA demands the community organizations to open its own account, which must be operated by trusted persons. Officials such as village council heads are trusted by the community. In case community decides to offer the account of village council for receiving grant, then will CBA go for it? (CBA requires community organization to have its own account. It is mandatory)

- Who should prepare project document? Will CBA pay for it? (CBA expects technical departments to assist community organizations in preparing project documents. In case, such capacity does not exist then community can look for external sources. Cost of such a source may be included in the project proposal. The cost could be borne by the community as a part of its share or CBA can pay it)

- Many a times, we hear about such projects. Money comes and then forgotten. No one knows what happened to grant money. How can CBA Project assure public about use of the money it gives to the community? (CBA Project observes certain conditions that ensure high degree of transparency and accountability for the money it extends. First, the money transferred to a community is made public. Second, the money is transferred in installments – means no installment is provided without proper use of previous installment. Third, there is a quality supervision committee involving representatives from various corners to check the quantity and quality of work done from time to time. Report from this committee forms a basis to release an installment. Fourth, there is a system of public auditing, which requires the community members and key stakeholders to make a social audit of the project and give a clearance if it is well done. Fifth, CBA Project has placed high emphasis on

visibility, means media will be involved in the process from time to time so that the resource provided by the Project and the result obtained is widely known. Also, signboard will be placed at the project sites so that public will be able to see the resource used and result obtained by the community. Sixth, there is a monitoring system in place and CBA Project staffs are to regularly supervise the progress and make the result public).

Photo VI. Regional Seminar in Odessa Oblast State Administration, 11 March 2008

- Cannot CBA Project give the money to local authorities, which will then give it to local communities? (Framework of CBA Project allows the money to go directly to the community organizations)

- Oblast authorities may find it easier to provide office premises in a local resource centre, which being run by local NGOs but CBA insists for premises in the oblast office. (CBA aims to establish a resource centre within the oblast framework and train at least one of its staffs in the methodology propagated by the Project. This way, the oblast body will retain institutional memory and use the centre more widely even after the Project ends. Therefore, it insists that the office premises should be located within the premises of the oblast or any of its departments that is located in the city).

During the first few seminars, representatives of rayon authorities drew the attention of PMU team to the fact that filling in the Application Form demanded a great amount of information. This was taken into account and Application Form was simplified.

2.2.2 Partnership and Networking

Achievement of sustainable development al local level relies on the enhanced partnership between governmental and non-governmental actors[3]. Therefore, establishment of official partnerships with oblast and rayon level authorities through signing a Partnership Agreement is considered to be a milestone of CBA implementation. Such agreements are essential to formalize the role and commitment of the local authorities and to provide an official framework for the authorities and the Project to work with community organizations. In the first quarter, 8 Partnership Agreements were signed by OSA/OC, intention to sign the Agreement was confirmed by leadership of 9 other oblasts.

Partnership with oblast authorities

The CBA aims at establishing partnership with both local executive institutions (represented by Oblast State Administrations) and elected bodies (represented by Oblast Councils). In order to do so, template for tripartite Partnership Agreement was developed and suggested to all OSAs and OCs for approval and signature (Annex 2). Template for a bilateral Agreement was elaborated as an alternative, in case only OSA would intend to sign the Agreement.

As a rule, oblast authorities were eager to develop a tripartite partnership, exception made for the case of Zhytomyr oblast where internal conflict in the Oblast Council did not allow to involve this institution into cooperation. Signing Partnership Agreement was not specified as a precondition for launching Project activities

Photo VII. Signing of Partnership Agreement in Kirovohrad, 14 March 2008

in the region. Where signing did not take place, Regional Seminars were held and call for rayons' participation was announced. At personal meetings, oblast authorities expressed their determination to sign Partnership Agreement at a later date.

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[3] Johannesburg Declaration on Sustainable Development, 2003

Often, experts of concerned departments reviewed the draft Agreement and made suggestions for amendment to suit their requirements. Minor amendments were introduced, as necessary, to the text of Agreements to suit the requirement of UNDP as well as the OSA/OC. An addendum to Agreement was elaborated to reflect more specific obligations of partners.

In 9 oblasts signing of Partnership Agreement was delayed. Luhansk, Zaporizhia, Zakarpattia and Khmelnytskyi oblasts are in process of inter-departmental review of the text of the agreement, while Odessa and Chernivtsi sent the Agreement for approval of the Ministry for Foreign Affairs for concurrence. Leadership of Kharkiv, Dotnetsk and Mykolaiv oblasts expressed their intention to sign Partnership Agreement during Regional Seminars in the nearest future.

Meetings were held with CIDP-staffs regarding implementation of CBA-component under the framework of CIDP in ARC. Draft modus operandi was developed and appropriate amendment was suggested for signing MoU with ARC- Supreme Council.

The process of launching CBA in regions is expected to be completed by June 2008. Taking into account the delays related to approval of Partnership Agreements by oblasts, establishment of formal partnerships is expected to be finalized by end July 2008.

Partnerships with rayons

In 14 oblasts, announcement was made during each regional seminar for raiyon authorities to send application forms to CBA office. To this end -
- Application form for participation on the CBA Project was elaborated and disseminated among participants of the seminars;
- Electronic version of the Application Form was sent to focal points of each OSA so that RSAs could access it at any time;
- Electronic version of the Application Form was placed at the CBA web site in the section "Documents" and at the start page to make it further accessible;

During the seminar, the audience was familiarized with terms of partnership with oblasts, criteria and principles of rayon selection. Total of about 700 copies of Application Forms were distributed during Regional Seminar. Deadlines for submitting application for each oblast were established, constituting 3 weeks upon holding a Regional Seminar. Deadlines were communicated to representatives of rayon authorities during regional seminars.

A substantial number of telephone consultations were provided to representatives of rayons by PMU team on the subject of correct filling in the Application Forms.

Underlying the selection procedure was the principle of competition and transparency in selection of rayons. This was emphasized during regional seminars and in individual consultations to representatives of rayons. In order to increase transparency, results of rayons selection will be announced at a press conference and on the CBA web site.

By the end of quarter, 112 rayons of following 10 oblasts applied for participation in CBA Project as given in Table – I (see Annex 6 for detail):

Further plans regarding rayons selection include precision of date from application forms and compilation of rayon profiles. Beginning with mid-May, series of Rayon Selection Councils in participarion of OSA and CBA/UNDP senior management will be be held.

Following the selection of rayons, the project will conclude Partnership Agreements with rayon administrations and councils, particularly, to encourage them to foresee necessary budgetary funds for the community projects implementation.

Table - I: Applications Received from RSAs

SN	Oblasts	No. of Application
1	Rivnenska	16
2	Poltavska	22
3	Sumska	13
4	Luhanska	11
5	Zaporizka	13
6	Zhytomyrska	20
7	Dnipropetrovska	2
8	Kirovohradska	6
9	Ivano-Frankivska	4
10	Odeska	5
	Total	**112**

Partnerships with National Agencies

Process was initiated for meeting with ministers and other officials of ministries related with CBA with a purpose to explore opportunity of mutual cooperation and forging partnership. In the reported period, meetings with CBA stakeholders were held, as follows in Table – II.

Table II. Meetings with CBA Stakeholders

Date	Participants	Issues discussed
28 February	■ Oleksandr Omelchenko, Head of Committee on State Construction and Local Self-Govermment ■ Vyaceslav Nehoda, Head of the Secretariat of the Committee ■ Joanna Kazana-Wisniowecka, UN DRR ■ Oksana Remiga, Senior Programme Manager, UNDP	• Review and assessment of cooperation of previous years • Introduction of CBA Project • Signing of Partnership Agreement between Parliamentary Committee and UNDP
14 March	■ Iryna Zapatrina, Deputy Minister of Housing and Communal Services ■ Oksana Remiga, Senior Programme Manager, UNDP	• Introduction of CBA Project • Discussion of potential for bilateral cooperation
20 March	■ Oksana Remiga, Senior Programme Manager, UNDP ■ Vyacheslav Negoda, representing Association of Local and Regional Authorities of Ukraine	• Discussion on perspectives of cooperation in the framework of CBA implementation

2.2.3 Capacity Building

Capacity building includes such activities as training, exposure visits, dialogues and various other forms of techniques utilized for skill enhancement/knowledge transfer in course of capacity development.

On 21-22 January 2008, three of PMU staff attended the training on "How to work with the EC" with resource person from UNDP Liaison Office in Brussels.

During the quarter, training packages on CBA approach, project strategy and methodology were developed for various levels of stakeholders. 43 persons from PMU, OIU and OSA staff were trained. Furthermore, during Regional Seminars held in 14 oblasts, approximately 1000 persons from regional and local authorities were sensitized about CBA concept and approach (Table – III).

Table – III: Training Organised During First Quarter of 2008

SN	Training Course	Type	No. of course	Participants		
				Male	Female	Total
1	Pre-job Training	Regular	1	14	14	28
2	On-the Job Training	Regular	2	11	15	26
3	Exposure Visit	Regular	3	1	1	2
4	CBA Orientation (Seminars)	Regular	14	≈700	≈300	1000
	Total					1056

Training of PMU and OIU staff on community based approach, project strategy and methodology was conducted in the following stages:

- On 9 February 2008 orientation session for first PMU staff was held allowing Project staff to quickly and efficiently start performing their tasks with comprehensive understanding of CBA approach essence and methodology. During the orientation session, PMU staffs were also familiarized with concept and approach of community development of other UNDP Projects: MGSDP and CRDP. Later in March, field visits were organized to MGSDP site (Ivano-Frankivsk and Voznesenks) and CRDP site (Ovruch).

- During the selection procedure of CDAs held on 1-2 March 2008 and 24 March 2008, orientation session on Project genesis and modality of implementation was conducted for 28 candidates.

- A comprehensive training on Project implementation was conducted during 30 March – 5 April for CDAs and staff from Oblast State Administrations appointed to work with OIU team. 6-days training combined theoretical part with site visits, meetings with communities acting within the framework of CIDP, CRDP and MGSDP.

9 employees of Oblast Administrations appointed to work with OIU on permanent basis also participated in the afore-mentioned training. The result obtained is twofold:

- Deepened understanding of CBA approach and objectives;
- Efficient teambuilding which is sure to increase the level of cooperation with OSAs.

Box – II: OIU/OSA Staff Training - Overview of Topics

➢ Social Mobilization and Community Based Approach: Global Experience
➢ EU/UN System in Ukraine and UNDP
➢ UNDP Experience on area based development approach through CRDP, CIDP, MGSPD
➢ Procedure for Selection of Rayon/City/ Village Council
➢ Developing Community Organization
➢ Community Planning
➢ Implementation Mechanisms for Community Projects
➢ Legal Forms for Community Organization (CO) in Local Development
➢ UNDP Finance and Admin Procedure
➢ EU/UNDP Visibility, Monitoring and Reporting System
➢ Effective Communication and Conflict Management
➢ Project Implementation Mechanism and Role of Oblast Implementation Unit and its Responsibilities
➢ Briefing for study tour to CIDP, CRDP and MGSDP project sites
➢ Field Visits to CIDP, CRDP AND MGSDP Project site
➢ Development of Work Plans for OIUs

Training organized for OIU-teams and officials of the oblast state administrations was recognized as effective. According to the feedback from the participants –

- 60% were mostly satisfied with training and 35 % were completely satisfied;
- 70% of trainees considered the topic as highly important and relevant for their work;
- 65% estimated the level of trainers with the highest rate, 30% considered it as good;
- 70 % of participants estimated the training as highly helpful;

During the concluding session of the training, the participants explicitly expressed their opinion about relevance and effectiveness of the training. Their overall impression was that the training provided them adequate theoretical and practical exposure on the subject of community based local development in various socio-economic situation in Ukraine. Besides, it expanded horizon of their knowledge and confidence to mobilize stakeholders and get the participatory approach translated into action. In groups they opined some opportunities and challenges that are mentioned in Box – III.

Box – III: Opinion of Training Participants	
Working Group	**Opinion**
CO-Development	- Although different projects of UNDP (CIDP, CRDP, MGSDP) had different form of community organizations but they all were based on the same principle; - Holding dialogue with the community was key tool to bring them together, although theme of dialogue differed from project to project; - Characteristics of the CO-leadership mattered a lot in effectiveness of the community approach. Such leaders do exist in the communities. Challenge is to find them through the people as community mobilisers is not supposed to pick them up based on his/her own judgement; - Mutual trust, transparency, training of active people and participation of common members in community activities were indispensable; - COs must be registered in one of the available legal forms, each of which has its own merit and demerit. The challenge is to train people and convince local officials to choose the most appropriate form; - Regular contribution by the CO-members for financial health of the CO is essential but challenge is that most of the people living in villages are often retried/old people or young people. Both group have low income and limited capacity to contribute physically; - In total, there is no doubt about effectiveness of CO in local development
Planning	- We saw how the participatory planning works in practice in all the UNDP projects visited. We learned that result-oriented planning is more effective, whereby priority is done by consensus and benefit is ensured for all of them; - Matter of inventory transfer and sustainability should be decided at the outset; - Lack of information, authoritative attitude of some officials, vested political interest of some local leaders, tactical planning by a few influential people, non-professional approach in document preparation might be challenge.
Project Implementation	- Resource mobilization part in all the UNDP-projects was highly impressive. We donot have any doubt about it. However, channeling resource from multiple sources make it difficult to reconcile at the time of need - Local skills could be relied upon for implementing and maintaining the systems but only for simple and small projects. It becomes difficult, however, when professional work is needed for project preparation and documentation. One has to look into outsourcing. - Inflation is found to be a big challenge - Getting permission from authorities for maintenance of the system is difficult unless the CO has proper legal form and unless the CO is capable to do so
Human Resource Development	- It was very impressive to see that the visited projects were able to build so much of human resources in the Ukrainian society by using standard training methodology and various tools of knowledge transfer; - Training must be provided before, during and after events – may it be CO-formation or planning or project implementation; - Following issues must be considered for effectiveness in HRD: - Trainer must be well-trained - Module must be developed - Practitioner cum trainer must be used as resource person – from CO, local authorities and staffs - Trainers from outside the Project must be brought only when needed

2.2.4 Management

Various management activities were undertaken during the quarter, namely -

- *Work plan* for 2008 was prepared and approved (see Annex 8).
- Process was initiated for *registration of the Project* in the Ministry of Economy. In this context, Project document was translated into Ukrainian.
- Process was also initiated for calling a *meeting of CBA-coordination board* (Steering Committee). Potential members for the committee were identified and draft letters of invitation were prepared.
- Gross *delivery* of US $ 607,370 was made during the quarter, including $ 54,210 actual disbursement and $ 553,160 worth of commitment (request was made for procurement of equipments, furniture and vehicles etc.). Component-wise delivery is given in Table – IV.

Table - IV: CBA Project Delivery During First Quarter 2008

SN	Component	Project No.	Total Budget	Gross Delivery During the Quarter			Donor
				Expenditure	Committed	Total	
1	Community Organizations	00058292	43,186	12,787	0	12,787	EU
			107,053	0	0	0	UNDP
2	Improvement Community Living Conditions	00058338	185,454	0	0	0	EU
			30,265	0	0	0	UNDP
3	Decentralization Initiatives	00058339	979,040	35,447	328,113	363,560	EU
			255,393	0	225,047	225,047	UNDP
4	Participatory Local Governance	00058340	44,797	5,977	0	5,977	EU
			7,289	0	0	0	UNDP
	Total		**1,652,477**	**54,210**	**553,160**	**607,370**	

EU Monitoring Report and follow-up

On 7 February – 6 March 2008, an EU Monitoring mission of CBA Project was carried out to assess progress in CBA implementation. Recommendations of the Mission Report and corresponding action taken by the CBA Project is given in brief in Table V.

Table V. Response on the Suggestions Made by the EU-Evaluation Mission

SN	Suggestions of Evaluation Mission	Action Taken/to be Taken by CBA
1	*Logical Framework* is not fully compliant with the Description of the Action, and with the Logical Framework Approach. It should be properly established for the CBA-project, with clear distinction between the project results, contracted outputs and purpose, and with objectively verifiable indicators and assumptions	The logical framework will be revised by June 2008 in line with the suggestions made
2	The project internal monitoring has to be appropriate to monitor also the wider impact	The proposed monitoring system will be finalised with the suggestion incorporated
3	Although various external risks are identified by UNDP, the risk management has yet to be properly addressed in the CBA-project Manual	A section will be dedicated in the CBA Manual on 'risk'.
4	Since the Action start on 04/09/07, UNDP did not propose any essential design adaptation(s)/modifications to date	Revision in the Project activity/budget for 2008 has been made once. CBA Project Manager in EC Delegation Office has been informed about the delay in/catching up of the planned activities.

5	The planned sub-projects will have to end by a certain deadline in 2010. Otherwise, CBA-project will need a time extension and possibly an increase in budget for management and support services. The deadlines are defined for initiation and completion of community sub-projects	Deadlines have been defined as follows:
		September 2009 - design of community projects completed (no additional projects after this deadline)
		December 2009 - approval of community projects completed (no additional projects after this date)
		December 2010 - implementation of community project completed (no implementation after this date)
		February 2011 - hand-over of community projects completed
6	Only *a few interim milestones/ outputs have been achieved to date*, with delays of some months. Further delays might be expected due to external risks beyond direct control of UNDP	Effort is underway to catch up the delay and achieve milestones as planned
7	There is the risk that the proposed multilevel system for selecting eligible pilot districts, community organisations and their initiatives with competition between sub-projects may be considered by some communities as too complex and long, discouraging them from further actions	CBA team plans to minimise the time lag (and thus risk of losing the momentum of the communities) by overlapping the events (e.g. seminars on CBA, application deadlines, signing of partnership agreements etc.) in a way to reach the target in shortest possible time
8	EC Delegation is properly informed by UNDP on the project implementation and important decisions/steps	Suggestion is being practiced by periodical reporting, ad hoc reporting, meetings etc. as per understanding with the CBA-manager of the EC-DO.
9	*Comprehensive monitoring* of activities should be in force including on-line information management system	Comprehensive monitoring system has been devised and is in the process of establishment
10	Efforts should be focused on *institutionalisation of participatory decision making mechanisms and successful implementation of community initiatives*	The field staffs are being trained with due focus on this suggestion. CBA Manual will have adequate coverage on this subject.

Development of CBA Manual

To ensure a common understanding among the PMU and OIU teams regarding the conceptual framework and implementation methodology, an operational manual was prepared during the quarter. First draft of this manual went through internal review. Upon further review by UNDP management and EU-counterparts, this manual will be finalized in subsequent quarter. Further details on the concept paper and contents of the manual are given in Annex - 11.

Exploring Possibility of Involving NGOs

It was deemed essential to explore possibility of building synergy with the strength of NGOs related directly/indirectly with the approach promoted by CBA Project. In this context, a position paper on 'involvement of NGOs in the CBA' was prepared. Draft of the same is given Annex – 12.

Selection of OIU Personnel

It was realized that launching the CBA Project in all the oblasts at a time would be practically difficult and potentially risky in terms of effectiveness. Therefore, it was felt that demonstration sites ought to be developed on a cluster basis. Upon gaining some experience and making basic preparation, Project could be extended to remaining oblasts. From this perspective, 9 oblasts[4] were identified as appropriate to introduce the Project in first place based on their location and degree of willingness

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[4] Kyivska, Zhytomyrska, Rivnenska, Ivano-Frankivska, Khersonska, Luhanska, Chernihivska, Poltavska, Sumska

showed by the oblast authorities before, during and after the national launching conference. Accordingly, process was initiated for selection of CDAs for OIUs in two stages.

To maximize outreach and enable potential candidates from the oblasts to access information easily, vacancy announcement was made across the country through regional/local papers besides placing the announcement on several internet sites including UN House web-site. Also, one month or more time was allocated for applying to ensure that the potential candidates will have adequate time for accessing information and preparing for application.

As a result of the vacancy, UNDP office received 91 applications for the position of CDAs in 9 Oblasts. The received applications were reviewed according to terms of reference for given post and ranked by oblast based on the following criteria: academic qualifications, relevant work experience, computer skill and working experience with INGO/NGO. 29 candidates (15 male candidates, 14 female) for 9 oblasts were short-listed for interview.

Two day training cum assessment session was held on March 1 - 2, 2008 in Kiev. On first day, all the participants were familiarized with basic needs and key issues of local development in Ukraine; community mobilization; area-based approach; UNDP code of ethics; and introduction to CBA Project. The participants also carried out group work on three thematic areas. Participation and attentiveness of the candidates were observed and evaluated. A written test was given to all participants requiring to answer to a set of questions on relevant subject and prepare work plan for 3 months. On the second day the short listed candidates were interviewed.

Based on general assessment, written test and interview performance, 11 most competent candidates were selected and recruited as CDAs. Whereabouts of the recruited candidates are given in Annex 9.

Recruitment of remaining CDAs and other personnel for OIUs (e.g. driver, financial assistant) is to be finished in the 2nd quarter of 2008.

Box – IV: Outreach Through Local/Regional Papers

Based on market research, following editions were selected for making vacancy announcement: "Zhytomyrshchyna, Poltavskyy Visnyk, Khersonskyy Visnyk, Volyn', Krymskiye Izvestiya, Galychyna, Nasha Gazeta, Galytski Kontrakty, Uryadovyy Kurier, Blits Inform, Chernigivski Vidomosti, Kyivska Pravda, Vinnytska Gazeta, Vinnychyna, Volynska Gazeta, Lutskyy Zamok, Visti Prydneprov'ya, Zorya, Donnechyna, Zhyzn', Novyny Zakarpattya, Uzhgorog, Zaporiz'ka Pravda, Zaporiz'ka Sich, Narodne Slovo, Vechernyaya Gazeta, Ratusha, Lvivska Gazeta, Ridne Prybuzhya, Yuzhnaya Pravda, Odes'ki Visti, Odesskiy Vestnik, Delovaya Odessa, Sumshchyna, Sumy I Sumchany, Svoboda, Ternopil Vechirnyy, Slobids'kyy Kray, Kharkovskiye Izvestiya, Podils'ki Visti, Proskuriv, Cherkas'kyy Kray, Nova Doba, Bukovyns'ke Viche, Chernivtsi, Biznes

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Arrangements for establishment of PMU

Activities were undertaken during the quarter to establish Project Management Unit (PMU). To this end –

- Recruitment of project manager, community development specialist, finance/admin manager, communications specialist, finance/admin assistant and project assistant was accomplished (list given in Annex - 9);
- Vacancy announcement was placed for engineers;
- The recruited staffs were trained;
- Office premises was rented and furnished;
- Process was initiated for procurement of equipment, furniture (expected to be completed by mid-April) and vehicle (exected to be completed by end July);
- Installment of telephone lines and internet connection in the office space was initiated

2.2.5 Communications and Visibility

Communication and PR activities are designed as part of Project implementation strategy. In the first quarter, regional/local authorities and media were designated as major target groups of CBA communication activities. Wider public and potential participants were familiarized with Project activities and plans through local media and CBA web site. Visibility of EU and UNDP was assured by each of communication activities.

Media Events – Regional Seminars

14 media events took place during the quarter in participation of at least 100 representatives of regional media from press, radio, television and Internet editions. Press briefings in participation of oblast leadership, CBA Project Manager and Communications Specialist were organized during each of 14 Regional Seminars.

Each media event was announced through media advisories distributed to local media through OSA Press Services. During the event, press releases were distributed containing more detailed information on the CBA Project and its further activities in the region. Both EU and UNDP logos were visually represented at the press. Press releases also contained visual representation of both EU and UNDP identities and the following information about both organizations:

Цей проект фінансується Європейським Союзом Європейський Союз – об'єднання демократичних і економічно розвинених країн, до складу якого входять 27 держав Європи. Основним виконавчим органом ЄС є Європейська Комісія, Представництво якої було відкрито в Україні в 1993 році. Головним завданням Представництва Європейської Комісії в Україні є сприяння політичним та економічним зв'язкам між ЄС та Україною, підвищення поінформованості про Європейський Союз, його установи та програми, контроль за виконанням Угоди про партнерство та співробітництво, впровадження программ допомоги ЄС.	Цей проект спів-фінансується та впроваджується Програмою розвитку ООН. Програма розвитку ООН (ПРООН) є глобальною мережею ООН в галузі розвитку, яка виступає за позитивні зміни та надає країнам доступ до джерел знань, досвіду та ресурсів задля допомоги людям в усьому світі будувати краще життя. ПРООН співпрацює з 166 країнами світу, допомагаючи їм знаходити власні шляхи розв'язання глобальних та національних проблем в галузі розвитку.

80 media coverages on the Regional Seminars were tracked (see Annex 10 for summary of media coverage). At present stage, only electronic media were monitored due to physical inaccessibility of printed regional/local media, television and radio programmes. Process is underway to collect the full record of media coverage by Community Development Assistants.

Progress of CBA activities was also reported in the EU Cooperation News, a bi-weekly newsletter of the European Commission to Ukraine (available at http://www.delukr.ec.europa.eu/files/eu_cooperation_news/en/03_eng.pdf). With a view of increasing channels of informing target audiences, regular exchange of information was established with Project on Information and PR Activities for the EU and its Programmes in Ukraine.

Development of Conceptual Basis for Communication Activities and Visibility

Considering the need for involvement of a wide range of stakeholders and a high level of public awareness as a precondition for successful Project implementation, the initiative requires concentrated efforts including coordinated communication. With this rationale, *General Communication Strategy and Action Plan* were developed. In the strategy, general communication objective is described and specified according to target groups including wide range of stakeholders, participants and beneficiaries so as to inform them duly and regularly about Project implementation, results and achievements.

Visibility Guidelines have been developed to ensue that alongside with main Project activities, support and contributions of both EU and UNDP are acknowledged visibly and in an appropriate manner. The guidelines cover the written and visual identity of the EU and UNDP and apply to print, electronic and any other material, presentation, banner, invitation, and other physical manifestations of relevant projects. The guidelines are intended to provide assistance to CBA staff a well as partner executing agencies enabling them to reflect the EU/UNDP support in an appropriate manner.

The draft communication guidelines is given in Annex – 13 and that of visibility plans are given in Annex – 14.

Media Network Development

Primary contacts were established with representatives of regional media invited for the Regional Seminar. This list of contacts is to be further developed by CDAs into a network of regional media interested in reporting on CBA Project activities and results.

Involvement of OSA Press Services in organization of Regional Seminars allowed for establishment and strengthening of contacts with these departments. There is a potential of strengthening links with these departments by CDAs for cooperation in media-related activities.

Web site

CBA webpage was created at UNDP website containing general information about the Project's mission, objectives, expected results and contact information.

With a view to inform target audience about Project initiation, CBA web site was developed with simple functions before the national launching conference of the Project. Following activities were undertaken during the quarter for elaboration and perfection of the website:
- Finalisation of the ToR for re-construction of the website and functional and structural schemes of a full-fledged version of CBA portal.
- Reconstruction of the website incorporating the complexity of the Project and its multi-dimensional needs;
- Testing of the web-site. Feedbacks and suggestions for improvement of web portal structure and functionality were submitted to the contractor;
- One training session on administering the web-site was organized for PMU Communications Specialist and Project assistant. At least two more trainings are planned for the 2nd quarter

Besides, this web site was regularly updated in terms of –

- Updating information about Regional Seminars, Partnership Agreements signed, stage of Project implementation, Tentative schedule of regional visits, Programme of the Seminar;
- Placing of updated templates of partnership agreements, application forms;
- Updating of materials of the Launching Conference with (1) Report, (2) Conclusions and Recommendations, (3) charts and tables of participants;
- Updating of contact information of Project Management Unit in Kiev;
- A link to the vacancy announcement for the positions of Community Development Assistant (UNDP web site) was placed on CBA web site in order to increase awareness and attract larger number of candidates.

Box V: Initial version of CBA web site

Box VI: Test version of new CBA web portal

CHAPTER III
LESSONS
AND OPPORTUNITIES

3.1 Stocking the Experience

3.2 Outlook for future

3.1 Stocking the Experience

Nature of challenges we faced in implementing the CBA Project is as follows:

- Organization of Regional Seminars: several oblasts requested to shift the date of pre planned Regional Seminar. As a result, the schedule was being repeatedly readjusted and launching of CBA regional phase had to be extended.

- Signing of Partnership Agreements was delayed in most cases because of a prolonged interdepartmental review. Several oblasts sent the Agreement for approval of a concerned Ministry, according to the existing procedure. Although delayed, signing of Agreement was always considered by oblast authorities as an indispensable part of future partnership.

- Application from Rayons. During Regional Seminar, substantial amount of attention was devoted to explanation of Application Form and modality of filling it in. However, the audience mostly consisted of Heads of Rayon Administrations and Councils who delegated filling in the Application Forms to their employees. As a result, big amount of phone calls were received from employees of RSAs enquiring about filling in the Application Form. Tackling this challenge, an Explanatory Note for filling in the Application Form was developed. It was placed on the web site and distributed to the audience during Regional Seminars. There are still insufficient number of applications from some oblasts to create competition

- The film show "A Step Ahead" during regional seminars was quite effective and demonstrative for sensitization and orientation to local authorities on community development approach.

- Media coverage of Regional Seminars. Cases were noted where facts and figures were twisted in media coverages of Regional Seminars, irrelevantly of the fact that press releases with accurate information were distributed. In order to avoid similar situations in future, additional announcements were maid during the Seminar emphasizing the facts that undergone misinterpretation before.

- Selection of CDAs:
  - for several oblasts, little quantity of applications were received which brought us to conclusion that advertisements failed to reach target audiences;
  - many of the CV received were not matching the CDA profile;
  - several very strong candidates refused the offer because of higher salary expectations;

  In order to avoid this in future, re-advertisement will be done in close cooperation with local CDAs and OSA staff.

- The training combined with staff from oblast administration proved useful for team building and increasing involvement and interest of OSA staff to cooperate. Also, solid ground was created for further exchange of experience between OIUs.

3.2 Outlook for future

As a specification of activities previewed by the Annual Work Plan (Annex 8), following steps are to be planned for the 2nd quarter:

- ❖ Selection of rayons of Poltava, Kiev, Kherson, Luhansk, Zhytomyr, Rivne, Sumy, Ivano-Frankivsk, Chernihiv, Volyn, Lviv and Ternopil oblasts
- ❖ Organizing local seminars in selected rayons of Poltava, Kiev, Kherson, Luhansk, Zhytomyr, Rivne, Sumy, Ivano-Frankivsk, Chernihiv, Volyn, Lviv and Ternopol oblasts
- ❖ Selection of Village/ City council of Poltava, Kiev, Kherson, Luhansk, Zhytomyr, Rivne, Sumy, Ivano-Frankivsk, Chernihiv, Volyn, Lviv and Ternopil oblasts
- ❖ Recruitment of CDAs for remaining OIUs;
- ❖ PMU and OIU Establishment;
- ❖ Training for OIU and OSA staff for remaining 13 oblasts and ARC;
- ❖ In Communication and Visibility:
  - Series of media events for announcement of results of rayons' selection;
  - Assuring appropriate EU/UNDP visibility in PMU and OIUs;
  - Strengthening content of CBA portal.

CHAPTER IV
ANNEXURE

Annex 1

Summary of CBA Regional Visits

№	Oblast	Suggested Dates for regional visit	Actual Date of Regional Visit	Meeting with oblast authorities took place	Regional Seminar took place	Partnership Agreement Signed	Deadline for application for rayons
1	Chernihivska	6 February					
2	Kyivska	8 February					
3	Zhytomyrska	12 February	26 February	Yes	Yes	Yes	18 March
4	Rivnenska	13 February	13 February	Yes	Yes	Yes	12 March
5	Ivano-Frankivska	14 February	28 February	Yes	Yes	Yes	20 March
6	Poltavska	19 February	19 February	Yes	Yes	Yes	11 March
7	Sumska	20 February	20 February	Yes	Yes	Yes	12 March
8	Luhanska	21 February	22 February	Yes	Yes	No	14 March
9	Khersonska	27 February					
10	Kharkivska	4 March	4 March	Yes	No	No	-
11	Donetska	5 March	5 March	Yes	No	No	-
12	Zaporizka	6 March	6 March	Yes	Yes	No	27 March
13	Dnipropetrovska	7 March					
14	Odeska	11 March	11 March	Yes	Yes	No	1 April
15	Mykolaivska	12 March	12 March	Yes	No	No	-
16	Kirovohradska	13 March	14 March	Yes	Yes	Yes	4 April
17	Zakarpatska	18 March	21 March	Yes	Yes	No	11 April
18	Chernivetska	25 March	25 March	Yes	Yes	No	15 April
19	Ternopilska	26 March	26 March	Yes	Yes	Yes	16 April
20	Khmelnytska	27 March	27 March	Yes	Yes	No	17 April
21	Lvivska	19 March	28 March	Yes	Yes	Yes	18 April
22	Volynska	20 March					
23	Cherkaska	1 April					
24	Vinnytska	2 April					

Annex 2

Sample Partnership Agreement (Tripartite) with Oblast Authorities

PARTNERSHIP AGREEMENT	УГОДА ПРО ПАРТНЕРСТВО
between	**між**

**United Nations Development Programme
and XXXXX Oblast State Administration and
XXXXX Oblast Council**

**Програмою розвитку Організації Об'єднаних Націй
та XXXXX обласною державною адміністрацією та
XXXXX Обласною Радою**

This Agreement (hereinafter referred to as the "Agreement") has been made between the **United Nations Development Programme,** represented by Mr. Francis O'Donnell, UNDP Resident Representative and UN Resident Coordinator in Ukraine, acting in line with agreement between UN and the Government of Ukraine of 1992, as well as in line with the European Community Contribution Agreement with the United Nations Development Programme dated 4th September 2007 (hereinafter referred to as "UNDP") and **XXXXX Oblast Council** represented by Mr. XXXXX X.X., the Head of the Oblast Council (hereinafter referred to as **Oblast Council**) and **XXXXX Oblast State Administration,** represented by Mr. XXXXX X.X., the Head of the Oblast State Administration (hereinafter referred to as **Oblast State Administration**), acting in the framework of their competence according to the Law of Ukraine.

Ця Угода про партнерство (далі Угода) складена між **Програмою розвитку Організації Об'єднаних Націй**, в особі пана Френсіса О'Доннелла, Координатора програм ООН, Постійного представника ПРООН в Україні, діючи у відповідності з Угодою між представництвом ООН та Урядом України від 1992 року, а також відповідно до Угоди про спів-фінансування між Європейським Союзом та Програмою розвитку Організації Об'єднаних Націй від 4 Вересня 2007 (далі **ПРООН**) та **Обласною Радою XXXXX області** в особі п. XXXXX X.X., Голови обласної ради (далі **Обласна Рада**) та **XXXXX обласною державною адміністрацією** в особі п. XXXXX X.X, Голови обласної державної адміністрації (далі **Обласна державна адміністрація**), які діють в межах відповідних компетенцій, визначених чинним Законодавством України

WHEREAS UNDP and Oblast Council and Oblast State Administration agree that difficulties are encountered in the process of sustainable social, economic and environmental development of XXXXX oblast.

ПРИЙМАЮЧИ ДО УВАГИ те, що ПРООН та Обласна Рада та Обласна державна адміністрація визнають той факт, що існують певні перешкоди в забезпеченні сталого соціального, економічного та екологічного розвитку в XXXXX Області.

NOW the UNDP and Oblast Council and Oblast State Administration (Partners) hereby express their desire and willingness to **cooperate within the project "Community Based Approach to Local Development" funded by the European Union's Tacis Programme for Ukraine and UNDP** (hereinafter referred as "CBA project") for the purpose of:

НА ДАНИЙ ЧАС ПРООН та Обласна Рада та Обласна державна адміністрація дійшли згоди щодо **бажання та готовності співпрацювати в рамках проекту «Місцевий розвиток орієнтований на громаду», що фінансується Програмою Європейського Союзу «Tacis» в Україні** (далі МРГ) задля:

- sustainable social, environmental and economic development;
- elaborating the mechanisms for participatory decision making;
- mobilizing resources to finance specific programmes and projects aimed at social integration, recovery and sustainable development.

- сталого соціального, екологічного та економічного розвитку;
- розробки механізму прийняття рішень за принципом участі громадськості;
- мобілізації ресурсів для фінансування спеціальних програм та проектів спрямованих на соціальну інтеграцію, відновлення та сталий розвиток.

NOW, therefore, the partners hereto agree as follows:

ТАКИМ ЧИНОМ, сторони дійшли згоди щодо наступного:

1. Responsibilities of the Oblast Council:

1.1 To facilitate allocation of land and communal objects, used for benefits of the local communities, for implementation of the technical assistance projects.

1.2 To approve oblast budget and assist in approving rayon budgets with allocation of appropriate funds for local

1. Обов'язки Обласної Ради:

1.1 Сприяти виділенню землі та об'єктів комунальної власності, які забезпечують спільні потреби територіальних громад, для реалізації проектів технічної допомоги.

1.2 Затверджувати обласний та сприяти затвердженню районних бюджетів, з виділенням коштів на

communities' technical assistance projects implementation.

1.3 To consider programs on social-economic development of the region with involving of local communities to the planning process and approve their implementation.

2. Responsibilities of the Oblast State Administration:

2.1 To assist in development and registration of self-governing community organizations in the rural/urban settlements and to encourage them to participate in the decision-making process on the development problems that affects their life

2.2 To mobilize the elected authorities, rayon administrations, non-government organization, government agencies and others to support integration, recovery and development activities in the oblast and to facilitate networking of local authorities, community organizations, NGOs, small enterprises, educational and cultural institutions to support integration, recovery and development efforts made at rayon level.

2.3 To assist in formation of the Project's 'Oblast co-ordination Council', Chaired by the Head of Oblast State Administration, for monitoring of CBA project implementation and ensuring sustainability of the community projects.

2.4. To assist in formation of the Local Development Forums in pilot rayons for designing, implementation, monitoring and ensuring sustainability of community projects.

2.5 To identify priorities for the regional development together with the local communities.

2.6. To prepare and provide, when necessary, technical documentation and information for the projects implemented in the region.

2.7. Based on the law of Ukraine to assist in allocation of land and premises for the implementation of the relevant technical assistance projects by local communities.

2.8 To provide organizational and technical support to community projects. Support in financial and material assistants.

2.9. To facilitate that the structures constructed/rehabilitated in the framework of the infrastructure development will be transferred to the relevant rayon`s territorial communities/ community based organizations for the ownership, operation and maintenance, according to the legislation in force.

2.10. To incorporate development initiatives to programs of the oblast.

2.11. To allocate office space for the Community Recourse Centre (CRC) and to provide staff, funded by the oblast administration, to work on a day to day basis with the CRC staff members appointed by UNDP to carry out the activities that enhance community-based development in the region and to institutionally incorporate the functions of the CRC into the Oblast State Administration in due course.

реалізацію проектів технічної допомоги місцевими громадами.

1.3 Розглядати програми соціально-економічного розвитку регіону, з залученням місцевої громадськості до процесу планування, та координує їх впровадження.

2. Обов'язки Обласної державної адміністрації:

2.1 Сприяти розвитку та реєстрації самоврядних організацій громад в сільських/міських населених пунктах задля залучення їх до участі в прийнятті рішень, щодо вирішення проблем що мають вплив на їхнє життя.

2.2 Мобілізувати виборні органи влади, районні адміністрації, неурядові організації, державні інституції та інші зацікавлені сторони для підтримки інтеграційних заходів, відновлення та розвитку активності в області та сприяти об'єднанню зусиль місцевих органів влади, організацій громад, неурядових організацій, малих підприємств, освітніх й культурних установ для підтримки зусиль з інтеграції, відновлення та розвитку на районному рівні.

2.3. Сприяти формуванню Обласної Координаційної Ради, очолюваної Головою обласної державної адміністрації, для моніторингу реалізації проекту МРГ та забезпечення сталості проектів громад.

2.4. Сприяти формуванн Форуму Місцевого Розвитку в пілотних районах для планування, реалізації, моніторингу та забезпечення сталості проектів громад.

2.5. Разом з громадами визначати пріоритети регіонального розвитку.

2.6. У разі необхідності підготувати та надати технічну документацію та інформацію для реалізації проектів в регіоні.

2.7. На законодавчих підставах сприяти виділенню земельних ділянок та приміщень для реалізації місцевими громадами відповідних проектів технічної допомоги.

2.8 Надавати організаційну та технічну допомогу проектам громад. Сприяти у виділенні фінансової та матеріальної підтримки.

2.9. Сприяти тому, що споруди, побудовані/відновлені в рамках інфраструктурного розвитку, будуть передані територіальним громадам району/організаціям громад у власність, роботи та утримання - згідно з діючим законодавством.

2.10. Включити ініціативи громад до програм, які формуються державною обласною адміністрацією.

2.11. Виділити приміщення для Ресурсного центру громади (РЦГ) та виділити працівників, що фінансуватимуться обласною адміністрацієюдля щоденної роботи з персоналом РЦГ, призначеним ПРООН, для реалізації заходів щодо посилення орієнтованого на громаду розвитку в регіоні з перспективою інституційної передачі функцій РЦГ до обласної державної адміністрації відповідно.

3. Obligations of UNDP:

3.1 To provide support in mobilizing and organizing members of the target communities in the selected local councils to plan, manage and implement development initiatives within the scope of CBA project.

3.2 To make available, as appropriate, advisory and technical assistance support services in the areas of governance, social, economic and environmental activities to enhance integration, recovery and sustainable development in the region.

3.3 To provide support to the members of the target communities, the elected authorities and the rayon administrations in mobilizing local resources and external support for implementation of integration, recovery and sustainable development initiatives.

3.4 To provide relevant institutional support to the rayon state administrations in pilot rayons for promotion of local governance, integration, recovery and sustainable development.

3.5 To provide institutional capacity building at the community, village/city council and rayon levels, through training and organizational development.

3.6 To provide support in elaboration of the regional development plan through participatory and decentralized planning process.

3.7 To encourage the involvement of civil society into the development process and technical assistance projects.

3.8 To facilitate for enhancing the capacity of the small/medium entrepreneurs in the region for economic activities.

3.9 To appoint CBA staff members for CRC to work together with relevant staff members of oblast administration, specifically nominated for this purpose, to implement integration, recovery and development initiatives in the oblast.

4. Duration:

4.1 This Agreement is valid from the moment of its signing up and up to 31 December 2010**.**

5. Correspondence:

5.1 All further correspondence regarding the implementation of this Agreement should be addressed to:
For UNDP:
1 Klovsky Uzviz, Kyiv,
01024, Ukraine

For the Oblast Council:
………………………..
………………………..

For the Oblast State Administration:
………………………..
………………………..

---

3. Обов'язки ПРООН:

3.1 Надавати підтримку процесу мобілізації та організації членів цільових громад у вибраних місцевих радах для планування, управління та реалізації ініціатив з розвитку в рамках проекту МРГ.

3.2. У разі необхідності надавати відповідні консультації та технічну допомогу в сферах самоврядування, соціальної, економічної та екологічної діяльності для забезпечення інтеграції, відновлення та сталого розвитку в регіоні.

3.3. Надавати підтримку членам цільових громад, обраним органам влади та районним адміністраціям з мобілізації місцевих ресурсів та зовнішньої підтримки для реалізації ініціатив інтеграції, відновлення та сталого розвитку.

3.4. Надавати відповідну інституційну підтримку районним державним адміністраціям в пілотних районах для поширення практики місцевого врядування, інтеграції, відновлення та сталого розвитку.

3.5. Зміцнювати інституційну спроможність на рівні громади, села/міської ради та району шляхом проведення тренінгів та розвитку організацій.

3.6. Сприяти розробці регіонального плану розвитку шляхом процесу спільного та децентралізованого планування.

3.7 Підтримувати залучення широкої громадськості до процесу розвитку та до проектів технічної допомоги.

3.8. Сприяти посиленню спроможності малих/середніх підприємців регіону до економічного розвитку.

3.9 Призначати працівників МРГ для РЦГ з метою спільної роботи з відповідними працівниками обласної адміністрації, які будуть спеціально призначені з метою реалізації ініціатив спрямованих на інтеграцію, відновлення та розвиток в області.

4. Термін дії:

4.1 Дана Угода є дійсною з моменту підписання до 31 грудня 2010 р**.**

5. Кореспонденція:

5.1. Вся наступна кореспонденція щодо виконання цієї Угоди має надсилатись за такими адресами:

До ПРООН:
Україна, 01024, Київ
Кловський узвіз, 1

До Обласної Ради:
………………………..
………………………..

До Обласної державної адміністрації:
………………………..
………………………..

6. General Conditions:

6.1 List of priorities and technical assistance projects will be developed and approved jointly by the Partners in the form of the working cooperation plan.

6.2. Any amendments or additions to the present Terms, elimination of any of its articles or addition of new ones can be agreed upon by the Partners in written form and comes into action after they had been signed by the authorized representatives of the Partners.

6.3 The Partners agree to attract the other parties to the implementation of joint technical assistance projects.

6.4. The present Agreement is signed in three copies each being equally authentic in English and Ukrainian language. In case of discrepancies in translation, priority is given to English language version.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of the Parties have in person signed the present Agreement on the dates indicated below their respective signatures.

6. Загальні положення:

6.1. Список пріоритетів та проектів технічної допомоги будуть спільно розроблені та затверджені партнерами у вигляді робочих планів співпраці.

6.2. Будь-які додатки чи зміни до даної Угоди, виключення будь-якого з пунктів чи додавання нових може бути погоджено партнерами у письмовій формі та вважаються дійсними після підписання уповноваженими представниками партнерів.

6.3. Партнери погоджуються залучати інші сторони до реалізації спільних проектів технічної допомоги.

6.5. Дана Угода підписана у двох екземплярах, кожен з яких рівноцінний на англійській та українській мові. У випадку невідповідності при перекладі тексту оригіналу, пріоритет надається англійській версії.

В ПІДТВЕРДЖЕННЯ ВИЩЕЗАЗНАЧЕНОГО, повноважні постійні представники сторін ставлять персональні підписи під даною Угодою. Дату Угоди вказано під відповідними підписами.

On behalf of UNDP:
UNDP Resident Representative,
and Resident Coordinator of the UN system in Ukraine
Francis O'Donnell

**Від імені
ПРООН:**
Постійний Представник ПРООН,
Постійний координатор системи ООН в Україні
Френсіс О'Доннелл

_____
(signature/підпис)

Date/Дата
_____ 2008

On behalf of XXXXX Oblast Council:
Head of the XXXXX Oblast Council
XXXXX X.X.

**Від імені
XXXXX Обласної Ради:**
Голова XXXXX Обласної Ради
XXXXX X.X.

_____
(signature/підпис)

Date/Дата _____ 2008

On behalf of XXXXX Oblast State Administration:
Head of the XXXXX Oblast State Administration
XXXXX X.X.

**Від імені
XXXXX обласної державної адміністрації:**
Голова XXXXX обласної державної адміністрації
XXXXX X.X.

_____
(signature/підпис)

Date/Дата _____ 2008

**ADDENDUM TO
PARTNERSHIP AGREEMENT
between
United Nations Development Programme
and XXXXX Oblast State Administration and
XXXXX Oblast Council,
SIGNED ON XX XXXXX, 2008**

Parties, in particular, the United Nations Development Programme (hereinafter referred to as "UNDP") and Oblast State Administration and Oblast Council have joined their efforts to cooperate within the project "Community Based Approach to Local Development" (CBA Project), which is reflected in Partnership Agreement of XX XXXXX 2008.

Article 1. Subject of the Annex

1.1. UNDP will co-finance up to 50% of the community project cost and in amount not exceeding 7300 euro equivalent per project supported under the framework of the partnership, which foresees maximum of 5 community initiatives in each selected 8 rayons of the oblast to be implemented under the guidelines of the CBA Project. The Oblast State Administration and Oblast Council will ensure availability of remaining part of the co-financing from the state resource, local community and other party if available.

1.2. Selection of rayons and local communities will be done jointly by UNDP, Oblast State Administration and Oblast Council including other stakeholders as specified in the operational framework of the CBA Project.

**ДОДАТОК
ДО УГОДИ ПРО ПАРТНЕРСТВО,
між
Програмою розвитку Організації Об'єднаних Націй та XXXXX обласною державною адміністрацією та XXXXX Обласною Радою,
ПІДПИСАНОЇ ХХ XXXXX 2008 Р.**

Сторони, а саме Програма розвитку Організації Об'єднаних Націй (далі ПРООН) та Обласна Рада та Обласна державна адміністрація, які об'єднали свої зусилля з метою співпрацювати в рамках Проекту «Місцевий розвиток орієнтований на громаду» (Проект МРГ), що відображено в Угоді про партнерство від ХХ XXXXX 2008 року.

Стаття 1. Предмет даного додатку

1.1 ПРООН співфінансуватиме до 50% кошторису проектів громад у розмірі не більше 7300 євро в еквіваленті на кожний проект підтриманий в рамках партнерства, що передбачає максимум 5 ініціатив громад в кожному з обраних 8 районів області, що будуть впроваджені за керівними принципами Проекту МРГ. Обласна Державна Адміністрація та Обласна Рада гарантують відповідне співфінансування з державного бюджету, місцевих громад та інших джерел за наявності.

1.2 Відбір районів та місцевих громад буде здійснений спільно ПРООН, Обласною Державною Адміністрацією та Обласною Радою, включаючи інші зацікавлені сторони як зазначено в операційних рамках Проекту МРГ.

On behalf of UNDP:
UNDP Resident Representative,
and Resident Coordinator of the UN system in Ukraine
Francis O'Donnell

**Від імені
ПРООН:**
Постійний Представник ПРООН,
Постійний координатор системи ООН в Україні
Френсіс О'Доннелл

On behalf of XXXXX Oblast Council:
Head of the XXXXX Oblast Council
XXXXX X.X.

**Від імені
XXXXX Обласної Ради:**
Голова XXXXX Обласної Ради
XXXXX X.X.

On behalf of XXXXX Oblast State Administration:
Head of the XXXXX Oblast State Administration
XXXXX X.X.

**Від імені
XXXXX обласної державної адміністрації:**
Голова XXXXX обласної державної адміністрації
XXXXX X.X.

_____
(signature/підпис)

Date/Дата _____ 2008

_____
(signature/підпис)

Date/Дата _____ 2008

_____
(signature/підпис)

Date/Дата _____ 2008

Sample Partnership Agreement (Tripartite) with Raiyon Authorities

PARTNERSHIP AGREEMENT
between
United Nations Development Programme
And XXXX Rayon Council
And XXXX Rayon State Administration of XXXX **Oblast**

УГОДА ПРО ПАРТНЕРСТВО
між

Програмою розвитку Організації Об'єднаних Націй та XXXXX Районною Радою та XXXXX Районною Державною Адміністрацією XXXXX Області

This Agreement (hereinafter referred to as the "Agreement") has been made between the **United Nations Development Programme,** represented by Mr. Francis O'Donnell, UNDP Resident Representative and UN Resident Coordinator in Ukraine, acting in line with

- agreement between UN and the Government of Ukraine of 1992;
- the European Community Contribution Agreement with the United Nations Development Programme dated 4th September 2007 (hereinafter referred to as "UNDP");
- agreement between UNDP and XXXX Oblast State Administration dated XX February 2008

and **XXXX Rayon Council** represented by Mr./Ms. XXXX.X.X., the Chairperson of the Rayon Council (hereinafter referred to as **Rayon Council**) and **XXXXX Rayon State Administration of XXXXX oblast,** represented by Mr./Ms. XXXX.X.X., the Chairperson of the Rayon State Administration (hereinafter referred to as **Rayon State Administration**).

WHEREAS UNDP and Rayon Council and Rayon Administration desire to support implementation of community initiatives, in context of the **project "Community Based Approach to Local Development" funded by the European Union's Tacis Programme for Ukraine** (hereinafter referred as "CBA project"), and to engage the services of the **community organizations (COs)** by contracting them for realization of community-based projects, and
WHEREAS the Rayon Council and Rayon State Administration (partners) agrees that UNDP signs the contract with the COs for the engagement of their services to implement the community projects.

NOW, therefore, the parties hereto agree as follows:

Objectives of Agreement

- The overall objective of agreement on the level of Rayon Administration is assistance in improving basic services delivery.
- Assisting residents to form Community Organizations for development and resolving socio-economic problems in communities.

Ця Угода про партнерство (далі Угода) складена між **Програмою розвитку Організації Об'єднаних Націй**, в особі пана Френсіса О'Доннелла, Координатора програм ООН, Постійного представника ПРООН в Україні, діючи у відповідності з

- Угодою між представництвом ООН та Урядом України від 1992 року;
- Угодою про спів-фінансування між Європейським Союзом та Програмою розвитку Організації Об'єднаних Націй від 4 Вересня 2007 (далі **ПРООН**);
- Угодою про Партнерство між ПРООН та XXXX Обласною Державною Адміністрацією

та **XXXXX Районною Радою** в особі п XXXX.X.X., Голови районної ради (далі **Районна Рада**) та **XXXXX Районною Державною Адміністрацією XXXXX області** в особі п XXXX.X.X., Голови районної державної адміністрації (далі **РДА**).

ЗВАЖАЮЧИ НА ТЕ, що ПРООН та районна рада та районна адміністрація бажають підтримувати впровадження ініціатив громад, в рамках **проекту «Місцевий розвиток орієнтований на громаду», що фінансується Програмою Європейського Союзу «Tacis» для України** (далі МРГ) та залучати **організацій громади** (ОГ) до впровадження проектів спрямованих на розвиток громади,

та
ЗВАЖАЮЧИ НА ТЕ, що Районна Рада та РДА (партнери) погоджується що ПРООН підписує контракт з ОГ та залучає ОГ до впровадження проектів.

ТАКИМ ЧИНОМ, сторони дійшли згоди щодо наступного:

Цілі Угоди

- На районному рівні метою угоди є сприяння покращанню доступу населення до базових послуг

- Сприяння процесу формування жителями організацій громад, які сприятимуть розвитку та вирішенню соціально-економічних проблем громади

- Enhancement of local governance at local self-governing bodies, creation of effective decentralized institutional system, which would allow residents to participate in resolving socio-economic problems in communities where they reside.

- Improvement of the local budgeting system, mobilizing financial resources for implementing programs and projects, aimed at establishment of social equality and partnership in communities.

- Encouraging the community organizations (COs) to participate in the decision-making process, implementation, and operation and maintenance of the projects that affects their life.

NOW, therefore, the partners hereto agree as follows:

1   1. Responsibilities of the Rayon Council:

1.1   To facilitate allocation of land and communal objects, used for benefits of the local communities, for implementation of the technical assistance projects.

1.2   To approve rayon budget with allocation of appropriate funds for local communities' technical assistance projects implementation.

1.3   To consider programs on social-economic-environmental development of the rayon in participation of local communities through participatory planning process and community-based implementation.

2   Responsibilities of Rayon Administration

2.1   In collaboration with the Oblast State Administration, Rayon Administration will provide assistance in creation/development and registration of Community Organizations in the Programme's target areas.

2.2   Assist in development of decentralized planning and governance.

2.3   Include prospective plans proposed by Community Organizations into the local development plan with support of rayon council.

2.4   To provide a staff, funded by the rayon administration, to serve as a focal point and to work on a day to day basis with the oblast implementation unit (community resource centre) to carry out the activities that enhance community-based development in the rayon as per Annex - I

2.5   Contribute UAH ………… (…………..………… ……… hryvnas) from the budget of the Rayon Council for realization of community-based projects through community organizations.

2.6   Facilitate formation and functioning of the Local Development Forum in the rayon for designing,

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- Підтримка процесів врядування місцевими органами самоврядування, створення ефективної децентралізованої інституційної системи, котра надасть можливість жителям брати участь у вирішенні соціально-економічних проблем в громадах, де вони проживають.

- Сприяння вдосконаленню системи фінансування на місцевому рівні та мобілізації фінансових ресурсів для реалізації програм та проектів спрямованих на започаткування соціальної рівності та партнерства в громадах.

- Заохочувати організації громад (ОГ) до участі в прийнятті рішень, реалізації, управлінні та підтримці проектів, що впливають на їх життя.

ТАКИМ ЧИНОМ, сторони дійшли згоди щодо наступного:

1   1. Обов'язки Районної Ради:

1.1   Сприяти виділенню землі та об'єктів комунальної власності, які забезпечують спільні потреби територіальних громад, для реалізації проектів технічної допомоги.

1.2   Затверджувати районний бюджет з виділенням коштів на реалізацію проектів технічної допомоги місцевими громадами.

1.3   Розглядати програми соціально-економічного та екологічного розвитку районну, за участі місцевих громад в процесах спільного планування та впровадження.

2   Обов'язки районної державної адміністрації:

2.1   У співпраці з обласною державної адміністрацією, сприяти створенню/розвитку та реєстрації організацій громад відповідно до мети та завдань МРГ.

2.2   Підтримувати розвиток децентралізованого планування та врядування.

2.3   Включати плани розвитку, запропоновані організаціями громад, в план місцевого розвитку за підтримки районної ради.

2.4   забезпечити працівників, що фінансуватимуться районною адміністрацією, для виконання функції контактної особи та щоденної роботи з персоналом обласного підрозділу впровадження (ресурсний центр громади), для реалізації заходів щодо посилення, орієнтованого на громаду, розвитку в регіоні. Див. додаток 1.

2.5   зробити внесок в розмірі ………………….. гривень (...……..……… гривень) з бюджету районної ради для впровадження проектів громади через організації громад.

2.6   Сприяти формуванню та функціонуванню Форуму Місцевого Розвитку в районі для спільного

monitoring and sustainability of community projects.

2.7 Provide necessary administrative and technical assistance to community organizations to design and implement the joint projects and make it sustainable.

2.8 To ensure that the structures constructed/rehabilitated in the framework of the CBA project will be included into the inventory of a relevant maintenance & operation organization, according to the legislation in force.

2.9 To facilitate capacity building of the small/medium entrepreneurs in the rayon for economic activities.

3 Responsibilities of UNDP:

3.1 UNDP agrees to provide technical and financial support to community organizations to implement the community initiatives within the framework of the CBA project.

3.2 Assist, in cooperation with Rayon Administration, village/city councils and community residents, in creating Community Organizations with the purpose of resolving socio-economic-environmental problems.

3.3 Provide consultative services of national and international experts to the Rayon Administration.

3.4 Organize trainings on planning, programming and local governance for deputies of Rayon Administration, local councils and members of community organizations.

3.5 Attract resources from the international community for the realization of joint projects, aimed at resolving socio-economic-environmental problems in communities, on conditions that appropriate contributions will be provided from the side of Rayon Administration and village/city council.

4 Duration

4.1 The Present Agreement will come into force from the moment it is signed until 31 December 2010. It can be extended, if necessary, by an amendment signed by both parties.

5 Correspondence

5.1 All further correspondence regarding the implementation of this Agreement should be addressed to:

For UNDP:
1 Klovsky Uzviz, Kyiv,
01024, Ukraine

For the Rayon Council:
……, …………… St.,
…………………………………….,
……………………………Oblast
Ukraine

планування, впровадження, моніторингу та забезпечення сталості проектів громад.

2.7 Надавати необхідну адміністративну та технічну допомогу організаціям громад для розробки та впровадження спільних проектів та забезпечення їх сталості.

2.8 Гарантувати, що споруди, побудовані/відновлені в рамках інфраструктурного розвитку, будуть включені до реєстру відповідних організацій для утримання та роботи згідно з діючим законодавством.

2.9 Сприяти посиленню спроможності малих/середніх підприємців регіону до економічного розвитку.

3 Обов'язки ПРООН:

3.1 ПРООН погоджується надавати технічну та фінансову підтримку організаціям громад щодо впровадження ініціатив громади в МРГ.

3.2 У співпраці з районною адміністрацією, сільськими/міськими радами та жителями громади, допомогти у створенні організацій громад з метою вирішення соціально-економічних проблем.

3.3 Надавати районній адміністрації консультаційні послуги із залученням національних та міжнародних експертів.

3.4 Організовувати тренінги щодо планування, програмування та місцевого врядування для депутатів районної адміністрації, місцевих рад та членів організацій громади.

3.5 Залучати ресурси міжнародної спільноти до впровадження спільних проектів спрямованих на вирішення соціально-економічних та екологічних проблем в громадах за умов, що відповідний внесок буде зроблено районною адміністрацією та селищними/міськими радами.

4 Термін дії:

4.1 Дана Угода набуває чинності з моменту підписання до 31 December 2010. Термін дії Угоди може бути продовжено шляхом внесення поправок затверджених підписами обох сторін.

5 Кореспонденція:

5.1 Вся наступна кореспонденція щодо виконання цієї Угоди має надсилатись за такими адресами:

До ПРООН:
Україна, 01024, Київ
Кловський узвіз, 1

До районної Ради:
вул. ……………………..
місто…………………….
область……….……………….
Україна

6	**General Provisions**	**6**	**Загальні положення:**
6.1	Partners (Rayon Council, Rayon Administration and UNDP) agree to enter into agreement with community organizations (COs) for the implementation of community-based projects on the territory of the Rayon.	6.1	Партнери (районна рада, районна адміністрація та ПРООН) погоджуються укладати партнерські угоди з організаціями громад (ОГ) для впровадження проектів спрямованих на розвиток громад на території районної.
6.2	The agreements signed between UNDP and the COs will be the integral part of this Agreement.	6.2	Угоди підписані ПРООН та ОГ є невід'ємною частиною даної Угоди.
6.3	Partners agree to attract other parties for realization of joint projects through competitive biding process.	6.3	Партнери погоджуються залучати треті сторони до впровадження спільних проектів базуючись на конкурсних умовах.
6.4	The Rayon Council and Rayon Administration acknowledges that UNDP and its representatives have made no actual or implied promise of funding except for the amounts specified in the contracts signed with COs for implementation of agreed community-based projects.	6.4	Районна рада та Районна адміністрація визнає, що ПРООН та її представники ніяким чином не давали підстав чи обіцянок щодо надання іншого фінансування окрім коштів передбачених в угодах з ОГ для впровадження погоджених проектів спрямованих на розвиток громади.
6.5	No modification of or change in this Agreement, waiver of any of its provisions or additional contractual provisions shall be valid or enforced unless previously approved in writing and duly signed by the Partners herein.	6.5	Жодні доповнення чи зміни до даної Угоди, вилучення будь-якої статті чи доповнення до умови не вважатимуться дійсними і не підлягатимуть виконанню, якщо вони попереднього не затверджені та не підписані у встановленому порядку обома Партнерами.
6.6	The present Agreement is signed in two copies each being equally authentic in English and Ukrainian language. In case of discrepancies in translation, priority is given to English language version	6.6	Дана Угода підписана у двох екземплярах, кожен з яких є рівноцінним англійською та українською мовами. У випадку розбіжностей в перекладі оригіналу тексту, пріоритет надається англійській версії.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of the parties have in person signed the present Agreement on the dates indicated below their respective signatures.

НА ПІДТВЕРДЖЕННЯ ВИЩЕЗАЗНАЧЕНОГО, повноважні постійні представники сторін ставлять персональні підписи під даною Угодою. Дату Угоди вказано під відповідними підписами.

On behalf of UNDP:
UNDP Resident Representative, and Resident Coordinator of the UN system in Ukraine
Francis O'Donnell

On behalf of XXXX Rayon Council:
Head of the XXXX Rayon Council
XXXX X.X.

On behalf of XXXX Rayon State Administration of XXXX Oblast:
Head of the XXXX Rayon State Administration
XXXX X.X.

Від імені ПРООН:
Постійний Представник ПРООН,
Постійний координатор системи ООН в Україні
Френсіс О'Доннелл

Від імені XXXX Районної Ради:
Голова XXXX Районної Ради
XXXX X.X.

Від імені XXXX Районної Державної Адміністрації XXXX Області:
Голова XXXX Районної Державної Адміністрації
XXXX X.X.

Date/Дата _____ 2008

Date/Дата _____ 2008

Date/Дата _____ 2008

Focal Point in Rayon Administration

With a view to ensure institutional memory of the Oblast Implementation Units/Community Resource Centres (OIU/CRC) into the Regional Administration in due course, public servant appointed by rayon state administration, will work on a day to day basis with the OIU/CRC staff members appointed by UNDP to carry out the activities that enhance integration and development in the region.

Under the supervision of Rayons State Administration and Community Mobilization Assistant and overall supervision of project management team the Focal Person will perform the following functions:

- Work to expand partnerships and cooperation between COs and levels of government of particular region (i.e. village/city council; rayon council; rayon state administration) for the implementation of local improvement projects and to have local needs, priorities and initiatives integrated into higher level of development planning in the region;

- Work with COs members to initiate social/economic/environmental development strategies in community sites of the rayon;

- Assist in establishment Local Development Forum and in its effective of functioning;

- Assist in organizing special events on UN days and key EU/UNDP thematic events applicable to the rayon;

- Assist with donor visits, provides services of donor guide during donor visits and events;

Контактна особа в Місцевої Адміністрації

з наміром забезпечити районну адміністрацію напрацюваннями Обласного Підрозділу Впровадження/Ресурсного Центру Громад (ОПВ/РЦГ), державний службовець, призначений районною державною адміністрацією, щоденно працюватиме з працівниками ОПВ/РЦГ, призначеними ПРООН, для здійснення дій які посилюють інтеграцію та розвиток в регіоні.

Під наглядом Районної державної адміністрації та Спеціаліста з мобілізації громад та загальним наглядом керівництва проекту контактна особа виконуватиме наступні функції:

- працюватиме на розширення партнерства та співробітництва між організаціями громад (ОГ) і владою району (в т.ч. сільською/міською радою, районною радою, районною державною адміністрацією) для впровадження проектів громад та інтеграції місцевих потреб, пріоритетів та ініціатив в вищий рівень планування розвитку району.

- працюватиме з членами організацій громад, щоб стимулювати розвиток соціальних/економічних та екологічних стратегій в районі;

- сприяти створенню Форуму Місцевого Розвитку та сприяти його ефективному функціонуванню;

- допомагати в організації спеціальних заходів пов'язаних з днем ООН та ключових заходів ООН/ПРООН; що мають відношення до району;

- допомагати у підготовці візитів донорів, супроводжувати їх під час візитів та подій;

Annex 4

Sample Application Form for Raiyon Authorities

Application Form for Rayon
"Community Based approach to Local Development"

1. Applicant`s details

Oblast	
Rayon	
Postal address	
Phone number Local code + number	
Fax number Local code + number	
WEB-site	
e-mail	

Contact person	
Position	
Postal address	
Phone number Local code + number	
Mob. phone number	
Fax number Local code + number	
e-mail	

Please, send application form to the following addresses:

Project "Community Based Approach to Local Development"
United Nations Development Programme (UNDP)
1, Klovsky Uzviz
01024, Kyiv, Ukraine

e-mail: …………………………………
Contact person: …………………………………..
Phone number: ………………...

2. Description of the Rayon

a) Provide a general information according rayon
   - Number of habitants
   - Number of village councils and city councils (VC/CC) with habitants less than 10`000
   - Name the city councils of oblast subjugation with habitants less than 10`000
   - Distance between oblast and Rayon centre
b) Provide a short description of the existing social-economic and environmental problems in the rayon in the following areas: *(quote source of the information/data provided here if possible).*
   - water management - drinking water, micro-irrigation etc.
   - access to primary health services - health posts
   - environmental situation in rayon - utilization of wastes, sewage and drainage, greenery, Pesticide inactivation etc.
   - local transport - transportation problems for school children in rural areas
   - energy - energy saving measures, promotion of renewable energy sources, gas supply etc.
   - poverty situation

3. Motivation for application

3.1. Reasons of your interests to participate in the CBA Project

[ ]

3.2. Your expectations from the participation in the CBA Project

[ ]

3.3. Your experience in using community-based approach in local development

[ ]

3.4. Your participation in the similar projects/programs (name of the project, date, donor, project amount)

[ ]

3.5. Other relevant information

[ ]

4. Willingness and commitment for participation
Your readiness to support and contribute in term of the following (please, comment):

4.1. Providing staff to support the process

[ ]

4.2. Allocating resources for community projects (mention tentative amount)

[ ]

4.3. Willingness to integrate community plan into regional plan

[ ]

4.4. Willingness to provide organizational, monitoring and technical service

[ ]

4.5. Willingness to support institutional mechanism for sustainability of the community projects

[ ]

4.6. Other

[ ]

5. Any other justifications that's shows eligibility for participation

[ ]

Date „ ___ ” _____ 2008

Head of the Rayon Council _____ (_____)
(signature)

Head of the Rayon State Administration _____ (_____)
(signature)

EXPLANATORY NOTE :
How to Fill the Application Form For Rayon

Application from rayon for participation in CBA Project should be signed by Head of rayon administration and Head of rayon council. Application should be accompanied by the official letter from rayon administration with an exit number attributed to it. A copy of this letter should be sent to rayon council.

Part 2: Rayon Description
Please write in brief about situation in the rayon providing the following data:

1. **Poverty Level (Hardship)** –describe hardship facing the raiyon based on socio-economic indicators of the official statistics maintained by respective oblast state administration or any other research based information

2. **Water Supply**

   No. of settlements of rayon (in percentage) and population (in percentage) which have:
   o   Water supply system
   o   Water supply system but not functioning properly
   o   Access only to water only through wells
   o   No access to water (water is being brought to them)

3. **Health**
   o   No. of local health points (FAPs) / ambulatories in rayon
   o   No. of population (in percentage) / No. of settlements of rayon having access to health services through FAPs or ambulatories
   o   No. of FAPs / ambulatories not functioning properly
   o   No of FAPs / ambulatories requiring change of medical equipment to provide minimum standard of medical services

4. **Environmental Situation**
   o   No. of settlement in rayon having waste management system (in percentage)
   o   No. of settlement of rayon not having a sewerage system (in %)
   o   Describe any other factors of deteriorated environment situation in rayon

5. **Energy Saving**
   o   Practice of energy saving measures implemented in a rayon, if any (please, give examples)
   o   Please, indicate if there is potential for introducing energy saving technologies or efficient use of energy sources

6. **Local Transportation**
   o   No. of settlements of rayon (in percentage) not having transportation facilities for school children

Part 3: Motivation for participation in the Project. Please, describe your motivation for participation in the Project as well as your expectations. Indicate experience, if any, on applying community based approach for local development in your rayon by local government bodies and/or through any other agencies.

Part 4: Commitment within the framework of Project implementation. Please, indicate the level of commitment of local government to fulfill each of requirements for participation in the Project.

Part 5: Other ground giving comparative advantage to your rayon for participation in the Project. If any, please indicate other information that you think may give your rayon a comparative advantage for participation in CBA Project.

Annex 5

Sample Agenda of Regional Seminar

SESSION I. Project presentation, signing of Partnership Agreement (11.00 – 12.40)

	Participants: Head of Oblast State Administration (OSA), Head of Oblast Council (OC), Deputy Heads of OSA and OC, *Heads of Departments responsible for the following spheres: economy, transport, environment, energy, communal services, healthcare; deputies of Oblast Council heading relevant commissions, Heads of Rayon Administrations and Councils; representatives of local NGOs and mass-media*
	Introductory Statements • Head of Oblast State Administration • Head of Oblast Council • International Project Manager
	Presentation of CBA Project and Action Plan ant regional level • International Project Manager • Communications Specialist
	Questions and Answers
	Signing of Partnership Agreement
	BRIEFING FOR MASS MEDIA
	COFFEE BREAK

SESSION II. Presentation of Rayons Selection Procedure (13.00 – 14.00)

	Participants: Head of Oblast State Administration (OSA), Head of Oblast Council (OC), Deputy Heads of OSA and OC, *Heads of Departments responsible for the following spheres: economy, transport, environment, energy, communal services, healthcare; deputies of Oblast Council heading relevant commissions, Heads of Rayon Administrations and Councils; representatives of local NGOs and mass-media; Heads of Selected Village/City Councils*
	Film "A Step Ahead: How Ukrainian Communities Are Helping Themselves"
	Presentation of Project implementation at rayon level. Announcement of Call for rayons' participation in the Project. • Community Development Specialist
	Questions and Answers

List of Rayons that Applied for Participation in CBA

SN	Oblast	SN	Oblast	SN	Oblast
	Rivnenska		Luhanska		Dnipropetrovska
1	Bereznivskyi	1	Lutugynskyi	1	Magdalynivska
2	Radyvylivsky	2	Troytskyi	2	Solonianskyi
3	Zdolbunivskyi	3	Starobilskyi		Kirovohradska
4	Koretskyi	4	Bilovodskyi	1	Novomyrgorodskyi
5	Ostrozkyi	5	Kreminskyi	2	Znamyanskyi
6	Demydivskyi	6	Bilokurakynskyi	3	Novoarhangelskyi
7	Kostopilskyi	7	Markivskiy	4	Bobrynetskyi
8	Volodymyretskyi	8	Antratsytivskyi	5	Vilshanskyi
9	Rivnenskyi	9	Popasnianskyi	6	Malovyskivskyi
10	Zarichenskyi	10	Slovyano-Serbskyi		Ivano-Frankivska
11	Goschanskyi	11	Stanychno-Luhanskyi	1	Bohorodchanskyi
12	Dubrovytskyi		Zaporizka	2	Yaremche
13	Sarnenskyi	1	Guliaypilskyi	3	Rozhniativskyi
14	Dubenskyi	2	Pologivskyi	4	Rogatynskyi
15	Rokytnivskyi	3	Volodarsko-Volynskyi		
16	Mlynivskyi	4	Korostenskyi		
	Poltavska	5	Lyubarskyi		
1	Lohvytskyi	6	Novograd-Volynskyi		
2	Kotylivskyi	7	Ruzhynskyi		
3	Kozelschynskyi	8	Chervonoarmiyskyi		
4	Kobelyatskyi	9	Chornuhinskyi		
5	Myrgorodskyi	10	Mykhailivskyi		
6	Chornuhinskyi	11	Berdychivskyi		
7	Kremenchutskyi	12	Kuibyshevskyi		
8	Novosanzharskyi	13	Chernihivskyi		
9	Mashivskyi		Zhytomyrska		
10	Gadiatskyi	1	Malynskyi		
11	Pyriatynskyi	2	Lugynskyi		
12	Zinkivskyi	3	Romanivskyi		
13	Kotelevskyi	4	Korostenskyi		
14	Chutivskyi	5	Yemilchynskyi		
15	Poltavskyi	6	Korostyshivskyi		
16	Semenivskyi	7	Ovrutskyi		
17	Pyriatynskyi	8	Olevskyi		
18	Orzhytskyi	9	Chudnivskyi		
19	Grebinkivskyi	10	Andrushivskyi		
20	Globynskyi	11	Zhytomyrskyi		
21	Shyshatskyi	12	Baranivskyi		
22	Reshetylivskyi	13	Brusylyvskyi		
	Sumska	14	Volodar-Volynskyi		
1	Velykopysarivskyi	15	Korostenskyi		
2	Kozelschynskyi	16	Lyubarskyi		
3	Krolevetskyi	17	Novograd-Volynskyi		
4	Ohtyrskyi	18	Ruzhynskyi		
5	Seredyno-Budskyi	19	Chervonoarmiyskyi		
6	Sumskyi	20	Chornuhinskyi		
7	Lypovodolynskyi		Odeska		
8	Yampilskyi (Druzhba town)	1	Bilgorod-Dnistrovskyi		
9	Burynskyi	2	Ivanivskyi		
10	Yampilskyi	3	Kodymskyi		
11	Trostianetskyi	4	Kotovskyi		
12	Konotopskyi	5	Frunzivskyi		
13	Nedrygailivskyi				

Participants' Assessment of the Training Held During 30 March - 4 April, 2008

N = 20

Q No.	Question	Unit	No. of responses against possible choices				
			1	2	3	4	5
2	How satisfied you are with the training?	No.		1	12	7	
		%	0,0	5,0	60,0	35,0	
3	How interesting and relevant was the training?	No.			6	14	
		%	0,0	0,0	30,0	70,0	
4	Estimate the length of training	No.	8	7	1	4	
		%	40,0	35,0	5,0	20,0	
5	Estimate the level of trainer	No.			1	6	13
		%	0,0	0,0	5,0	30,0	65,0
6	Estimate the quality of handouts	No.			5	8	7
		%	0,0	0,0	25,0	40,0	35,0
7	Estimate the training techniques and methods	No.			2	12	6
		%	0,0	0,0	10,0	60,0	30,0
8	How did the training help deepen understanding of the topic?	No.				6	14
		%	0,0	0,0	0,0	30,0	70,0

Annex - 8

Annual Workplan of CBA Project (2008)

EXPECTED OUTPUTS and baseline, indicators including annual targets	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY
		Q1	Q2	Q3	Q4	
Output - 1:	**Activity 1: Capacity building to support community mobilization process**					
Enhanced capacity of community organizations and local authorities to make participatory decision	1.1 Training of CBA Project staff and national counterparts on community based approach, project strategy and methodology	▨		▨		UNDP
Indicators						
1. No. of Community Resource Centres established and functioning 2. No. of trainings to community members and local authorities provided	1.2 Support establishment of Community Resource Centres on the basis of Oblast Implementation Units	▨				UNDP
Baseline 1. Regional state bodies lack resource centres specialised in ABD approach	1.3 Support establishment of new self-governing Community Organizations (COs) and build their capacity for effective management of the COs		▨	▨		UNDP
2. Local communities in most of the rural areas and small towns in Ukraine lack knowledge on participatory approach 3. Local authorities and local elected bodies in most of the oblasts and rayons lack knowledge on community-based development approach	1.4 Organise training for local authorities to raise their knowledge in decentralisation and participatory local sustainable development		▨	▨		UNDP
Targets 1. 24 Community Resource Centres established 2. 2. 15 training courses organised for communities and local authorities						

Output - 2:	**Activity 1: Establish mechanism of participatory planning process at local and regional level**					
Improved living conditions in rural/semi-urban communities by sustainable management and community-based self-help initiatives	1.1 Build capacity of the COs in planning, resource mobilization, implementation and monitoring of community projects		▨	▨	▨	UNDP
Indicators 1. No. of community initiatives for improving basic social and communal infrastructure and services implemented	1.2 Integrate development planning, resource mobilization and monitoring activities of the COs with local and regional authorities			▨	▨	UNDP
2. No. of projects with established mechanism of sustainability	**Activity 2: Support COs for sustainable management and implementation of self-help initiatives**					
3. No. of COs showing maturity and capable to contribute in local development	2.1 Support CO's legalization process and link them with Oblast/Rayon administrations and local governments (village councils/city councils)			▨		UNDP

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE
Baseline 1. Widespread collapse of public services in rural areas and small towns 2. Community-based sustaibale public service delivery not known into most of rural areas/urban town	2.2 Support technical designing of selected priority projects			X	X	UNDP
Targets 1. 22 community initiatives for improving basic social and communal infrastructure and services implemented	2.3 Provide seed grants to CO's to implement development projects*			X	X	UNDP
Output - 3:	**Activity 1: Promote practical experience at grassroots level throughout Ukraine in participatory planning, decision-making and social action**					
Demonstrate effective participatory local governance and decentralised management mechanism throughout Ukraine for public service delivery	1.1. Establish partnership with oblasts & raiyons administrations, councils and other local stakeholders	X	X			UNDP
Indicators 1. No. of Partnership Agreement with oblast and rayon authorities signed	2.2 Conduct regular meeting of LDFs and regional conferences of the stakeholders for joint decision-making and resource mobilisation		X		X	UNDP
2. Share of Local Governments contribution to support sub- projects' costs 3. No. of LDFs established for participatory planning and decision making 4. No. COs' plans incorporated into rayon/regional plan	2.3 Documentation of good practices and lessons learned		X		X	UNDP
Baseline	**Activity 2: Effective Project Management**					
1. Less than 50 oblasts/rayon authorities have signed partnership with UNDP projects on community approach	Insurance and Security Costs	X	X	X	X	UNDP
2. 2. Most of the oblast/rayon authorities in Ukraine not familiar with community financing	ALD Employee Costs	X	X	X	X	UNDP
	Contracrt Services - Individuals	X	X	X	X	UNDP
3. Less than 30 LDFs established through other UNDP-projects on community approach	Internet, communication services	X	X	X	X	UNDP
Targets	Vehicle Purchase	X	X	X	X	UNDP
1. Partnership signed with 24 oblasts, ARC government and 200 rayon authorities	Office equipment and furniture	X	X	X	X	UNDP
2. 2. Oblast/rayon authorities will share $ 100,000 in community financing	Supplies/Expendable Equipments	X	X	X	X	UNDP
3. 30 LDFs formed	Rental and Maintenance - Premises	X	X	X	X	UNDP
4. 4. 30 COs' plans incorporated into rayon/regional plan	Vehicle/Equipment operation and maintenance	X	X	X	X	UNDP
	Vehicle maintenance (insurance, registration)	X	X	X	X	UNDP
	Miscellaneous Expenses (Petty Cash, stationary for 24 OIU offices)	X	X	X	X	UNDP
	Miscellaneous Expenses (staff insurance)	X	X	X	X	UNDP
	Miscellaneous Expenses (Petty Cash PMU)	X	X	X	X	UNDP
	Miscellaneous Expenses (Financial services, bank guarantee costs etc.)	X	X	X	X	UNDP

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q1	Q2	Q3	Q4	RESPONSIBLE
Output - 4:	**Activity 1: PR, Communication and monitoring activities**					
Promote decentralization and community-based initiatives **Indicators** 1. No. of training/seminar on approach promotion held 2. No. of media activities taken place	1.1 Carry out PR and communication activities related with CBA, the role of the UN system and EU in local development and poverty reduction through mass media coverage					UNDP
	1.2 Disseminate information on CBA activities and achievements through networks of international and national mass media, government, businesses, embassies, business promotion agencies, international organizations and non-profit organizations.					UNDP
Targets 1. 2 training/seminar on approach promotion held 2. 30 media events taken place	1.3 Provide UNDP/CBA donors and partners with up to date information on Programme's activities					UNDP
	1.4 Organize trainings and seminars on PR and Communication for partners of CBA project and Community Development Assistants					UNDP
	1.5 Undertake project monitoring activities					UNDP
	1.6 Maintain CBA Web -Site					UNDP

Annex 9

CBA Staff of Oblast Implementation Units

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Media Coverage of Regional Semianrs

No.	Sourse	Title of Publication	Link
		Rivnenska Oblast	
1.	Все Вести (Рівне)	На Рівненщині починає діяти проект «Місцевий розвиток, орієнтований на громаду»	http://vsevesti.com/go/ru/article/id/241254/na-rivnenshchini-pochinae-dijati-proekt-mistsevij-rozvitok-orientovanij-na-gromadu.html
2.	Державне управління навколишнього природного середовища в Рівненській області, веб сайт	Повідомлення про останні події	http://www.ecorivne.gov.ua/index.php?p=3&sid=281
3.	Регіональний інформаційний портал: Рівненщина	У рівненській області розпочинає діяльність проект «Місцевий розвиток, орієнтований на громаду»	http://www.irp.rv.ua/site/newsview.jsp?item_id=1242228441&category_id=444630378
4.	Міністерство охорони навколишнього природного середовища	13 лютого 2008 року представники держуправління ОНПС в Рівненській області взяли участь у регіональному семінарі представлення спільного Проекту Європейського Союзу та Програми Розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://www.menr.gov.ua/cgi-bin/go?node=2056
5.	Рівне Вечірнє	Європа допоможе рівненській «глибинці»	http://www.rivnepost.rv.ua/showarticle.php?art=017581&highlight=%EC%B3%F1%F6%E5%E2%E8%E9+%F0%EE%E7%E2%E8%F2%EE%EA
6.	Західна інформаційна корпорація	З Програми Розвитку ООН «Місцевий розвиток, орієнтований на громаду», Рівненщина отримає 300 тисяч євро	http://zik.com.ua/ua/news/2008/02/15/126147
		Poltavska Oblast	
7.	Новини Полтавщини	Актуально «МІСЦЕВИЙ РОЗВИТОК, ОРІЄНТОВАНИЙ НА ГРОМАДУ»	http://www.regionnews.poltava.ua/index.php?go=News&in=view&id=5410
8.	Полтавська Обласна рада, веб сайт	Разом дієвіше	http://oblrada.pl.ua/index.php?newsid=2977
9.	Полтавська облдержадміністрація	«Місцевий розвиток, орієнтований на громаду»	http://www.adm-pl.gov.ua/main/news2/detail/978.htm
10.	ОДА	Внесено до плану зустрічей	http://www.obladmin.poltava.ua/main/news4/detail/179.htm
11.	Полтавська обласна організація Народного руху України	«Місцевий розвиток, орієнтований на громаду»	http://nru.poltava.ua/content/view/425/54/
12.	Полтавська обласна телерадіокомпанія:	МІСЦЕВИЙ РОЗВИТОК: ОРІЄНТАЦІЯ НА ГРОМАДУ Вісім районів Полтавщини на правах конкурсного відбору стануть учасниками проекту "Місцевий розвиток, орієнтований на громаду", який презентували сьогодні в ОДА.	http://www.ltava.poltava.ua/news.html
13.	Гребінківська районна державна адміністрація	Міжнародне співробітництво. 19 лютого у Полтаві за участі голови облдержадміністрації В.Асадчева та голови облради О.Удовіченка, представників структурних підрозділів облдержадміністрації, керівництва районів відбувся регіональний семінар, де презентовано спільний Проект Європейського Союзу та Програми розвитку ООН „Місцевий розвиток, орієнтований на громаду"	http://194.44.38.226/grebinka/news1/detail/474.htm

No.	Sourse	Title of Publication	Link
		Sumska Oblast	
14.	Association of Ukrainian Cities	На Сумщині підписано угоду про про впровадження проекту ТАCIS "Місцевий розвиток, орієнтований на суспільство"	http://www.auc.org.ua/activities/news/?id=31363
15.	Асоціація міст України	Регіональний семінар проекту "Місцевий розвиток, орієнтований на громаду" проведено у Сумах.	http://www.auc.org.ua/regions/activities/?sid=&id=31334&ln=ua
16.	Українське радіо	На Сумщині підписано угоду про впровадження у регіоні проекту Тасіс "Місцевий розвиток, орієнтований на громаду"	http://www.nrcu.gov.ua/index.php?id=4&listid=61014
17.	Unian	Повідомлення про регіональний семінар	http://www.unian.net/ukr/online/9/20080221
		Luhanska Oblast	
18.	ОДА	Луганщина зацікавлена у співробітництві з міжнародними організаціями і готова до початку чергового проекту з розвитку місцевого самоврядування. – Юрій Хунов.	http://www.loga.gov.ua/oda/press/news/2008/02/22/news_1781.html?template=33
19.	Луганська обласни державна телерадіокомпанія	На Луганщині впроваджується спільний Проект Європейського Союзу та Програми Розвитку ООН, під назвою, «Місцевий розвиток, орієнтований на громаду»	http://www.lot.lg.ua/index.php?newsid=175
		Zhytomyrska Oblast	
20.	Сайт ОДА	Підписано Угоду про партнерство між Житомирською облдержадміністрацією та Програмою розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://www.zhitomir-region.gov.ua/index.php?mode=news&id=2937
21.	Управління по зв'язках з громадськість Житомирської ОДА		http://www.uprzv.zhitomir-region.gov.ua/index.php?mode=news&id=2937
22.	Газета «День»	ЄС допоможе нашим місцевим громадам	http://www.day.kiev.ua/197296/
23.	Про Житомир	«Заграница нам поможет»	http://pro.zt.ua/2008/02/26/zagranica-nam-pomozhet.html
		Ivano-Frankivska Oblast	
24.	Західна інформаційна корпорація	З Програми Розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://zik.com.ua/ua/print/2008/02/15/126147
25.	Західна інформаційна корпорація	Вісім районів Івано-Франківської області стануть учасниками проекту Євросоюзу та Програми розвитку ООН	http://zik.com.ua/ua/news/2008/02/28/127750
26.		У Івано-Франківській області розпочинає діяльність спільний проект ЄС та ООН «Місцевий розвиток, орієнтований на громаду»,	http://piar.org.ua/article/?art15851
27.	Телерадіокомпанія «Вежа»	У Івано-Франківській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН "Місцевий розвиток, орієнтований на громаду"	http://www.vezha.org/?module=index&id=6784
28.	Бріз. Івано-Франківські новини	Івано-Франківській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://www.briz.if.ua/index.php?nid=5393&tid=0
29.		13,3 млн. євро на розвиток місцевої громади	http://pravda.if.ua/?mod=index&id=2001
30.	Redtram	У Івано-Франківській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН "Місцевий розвиток, орієнтований на громаду"	http://ua.redtram.com/go/78741585/

No.	Sourse	Title of Publication	Link
		Kharkivska Oblast (only meeting with Oblast authorities)	
31.	ОДА	Ярослав Ющенко зустрівся з міжнародним менеджером проекту TACIS доктором Джейсінгхом Сахом	http://www.kharkivoda.gov.ua/news.php?news=7055
		Zaporizka Oblast	
32.	Великий Луг. Радио Запорожья	Запорізька область одержить 400 тис. доларів у рамках реалізації проекту «Місцевий розвиток, орієнтований на громаду».	http://vlug.zp.ua/article.php?storyid=809
33.	ОДА	Виконавча влада сприятиме розвитку ініціатив місцевих громад	http://www.zoda.gov.ua/ua/mainnews/n200803062958.html
		Donetska Oblast (only meeting with Oblast authorities)	
34.	Українська асоціація місцевих та регіональних влад	В Донецькій області презентували Програму розвитку ООН	http://www.alau.org.ua/?menu=news&po=doc&doc_topic=709&lang=ukr&date_end=&date_beg=&id=1668
35.	NGO.Donetsk.ua Архітектура громадянського суспільства	Для розвитку громади Донецька ООН надасть 400 тис. доларів	http://ngo.donetsk.ua/donsociety/1481
		Odeska Oblast	
36.	ЭХО Информационное издание	Николай Скорик: «Областные власти сделают все, чтобы в проекте «Местное развитие, ориентированное на громаду» победили самые нуждающиеся районы»	http://eho-ua.com/2008/03/11/nikolajj_skorik_oblastnye_vlasti_sdelajut_vse_chtoby_v_proekte_mestnoe_razvitie_orientirovannoe_na_gromadu_pobedili_samye_nuzhdajushhiesja_rajjony.html
37.	ЭХО Информационное издание	Одесские власти при помощи Программ ООН и Евросоюза намерены улучшить качество питьевой воды в регионе	http://eho-ua.com/2008/03/11/odesskie_vlasti_pri_pomoshhi_programm_oon_i_evrosojuza_namereny_uluchshit_kachestvo_pitevojj_vody_v_regione.html
38.	ЭХО Информационное издание	8 районов Одесской области примут участие в проекте по улучшению качества жизни граждан	http://eho-ua.com/2008/03/11/8_rajjonov_odesskojj_oblasti_primut_uchastie_v_proekte_po_uluchsheniju_kachestva_zhizni_grazhdan.html
39.	ЭХО Информационное издание	В Одесской области стартует проект «Местное развитие, ориентированное на общество»	http://eho-ua.com/2008/03/07/v_odesskojj_oblasti_startuet_proekt_mestnoe_razvitie_orientirovannoe_na_obshhestvo.html
40.	ОДА	В Одеській області розпочинає діяльність проект "Місцевий розвиток, орієнтований на громаду"	http://oda.odessa.gov.ua/main.aspx?sect=News&Date=11.03.2008
41.	Медиа группа ГЛАС	Одесская область получит деньги от ООН и ЕС	http://glasweb.com/index.php/default/40928/odessa
		Mykolaivska Oblast	
42.	ОДА	12 березня перший заступник голови облдержадміністрації С.Карпій провела робоче засідання з питань розгортання в області проекту Tacis "Місцевий розвиток, орієнтований на громаду"	http://www.oga.mk.ua/ua/news/detail/6843.html?lightWords=%EC%B3%F1%F6%E5%E2%E8%E9%20%F0%EE%E7%E2%E8%F2%EE%EA
		Kirovohradska Oblast	
43.	Медіа група «Весь Кіровоград»	*Чи буде розвиток області орієнтовано на інтереси її мешканців? Відповідь на таке непросте питання намагалися дати сьогодні у Кіровоградській обласній державній адміністрації.*	http://www.kirovograd.net/shortly/2008/3/14/chi_bude_rozvitok_oblasti_oriyentovano.htm

No.	Sourse	Title of Publication	Link
		Zakarpatska Oblast	
44.	ОДА	24 березня 2008 Громади зможуть скористатися коштами ЄС та ООН	http://www.carpathia.gov.ua/ua/news/detail/1935.htm
45.	ЗІК Західна інформаційна корпорація	Місцеві громади Закарпаття на свій розвиток від ООН отримають 400 тисяч доларів	http://zik.com.ua/ua/news/2008/03/24/130685
46.	UA Reporter. Новости Ужгорода и Закарпатья	ООН стимулюватиме ініціативні села та міста ...на Закарпатті!	http://news.uzhgorod.ua/novosti/26825/
		Chernivetska Oblast	
47.	ОДА	В області розпочинається спільний проект ЄС та програми розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://www.oda.cv.ua/index.php?option=com_content&task=view&id=2693&Itemid=1
48.	Все Вести	В області розпочинається спільний проект ЄС та Програми розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://vsevesti.com/go/ru/article/id/277024/v-oblasti-rozpochinaetisja-spilinij-proekt-es-ta-programi-rozvitku-oon-mistsevij-rozvitok-orientovanij-na-gromadu.html
49.	Черновицкий портал	Буковині дають гроші На розвиток	http://209.85.129.104/search?q=cache:-tRYKAogwk8J:www.cv.ua/jsp/work/news.php+
50.	Real Estate	ЄС покращує життя	http://r-est.biz/news/?nid=7291
51.	Телерадіокомпанія АСС	«Місцевий розвиток, орієнтований на громаду»	www.acc.in.ua/index.php?mcmd=shownews&savepage&newsid=707
52.	Букінфо	Буковині дають гроші на розвиток	http://www.bukinfo.cv.ua/index.php?action=shownews&newsid=18747
53.	ЗІК	Буковинці покращуватимуть умови свого життя за кошти ЄС	http://zik.com.ua/ua/news/2008/03/27/131082
54.	Mobus News	Розпочинається спільний проект ЄС та програми розвитку ООН	http://www.mobus.com/70535.html
55.	Domik.net	ЄС покращує життя	http://www.domik.net/mod/main/news/dcx73/cat12156/id171410157/
56.	Redtram	Чернівецька область стала десятим регіоном україни, де за підтримки оон та Євросоюзу буде реалізовуватися проект «Місцевий розвиток, орієнтований на громаду»	http://ua.redtram.com/catalogue/chernivtsi-region/all-about-all/20080324/
57.	Buk News Буковина інформаційна		http://www.buknews.cv.ua/index.php?newsid=6425
		Ternopilska Oblast	
58.	Українська хвиля, Радіо 101 FM	У Тернопільській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН	http://www.uhradio.com.ua/news/?date=20080326
59.	ЗІК Західна інформаційна корпорація	На Тернопільщині розпочав діяти спільний проект ЄС та Програми розвитку ООН	http://zik.com.ua/ua/news/2008/03/27/131157
60.	ОДА	В області розпочав діяти спільний проект ЄС та Програми розвитку ООН	http://www.oda.te.gov.ua/index.php?action=show&id=6172
61.	Пошукова система новин Redtram	На Тернопільщині представлять спільний проект ЄС та ООН	http://ua.redtram.com/go/91366537/
		Khmelnytska Oblast	
62.	ОДА	Анонс Регіонального семінару	http://www.adm-km.gov.ua/index1.php?link=98
63.	ОДА	Повідомлення про проведення регіонального семінару	http://adm.km.ua/index.php?subaction=showfull&id=1206640174&archive=&start_from=&ucat=5&

No.	Sourse	Title of Publication	Link
64.	Облрада	Новий проект реалізується на Хмельниччині	http://www.oblrada.km.ua/index.php?sub action=showfull&id=1206637213&archiv e=&start_from=&ucat=5&
65.	CITYS.COM.UA Новости твоего города	Пройшла презентація Проекту «Місцевий розвиток, орієнтований на громаду»	http://www.citys.com.ua/index.php?city_ news_id=49&day=2008-3-27
66.	Хмельницький Деловой	Пройшла презентація Проекту «Місцевий розвиток, орієнтований на громаду»	http://www.biz.km.ua/index.php3?ct2=de tail&nid=12704&ct=bnews&lang=R
67.	Інформаційне агентство «Контекст-Хмельницький»	На Хмельниччині презентували проект «Місцевий розвиток, орієнтований на громаду»	http://www.context-km.info/index.phtml?action=head_line
68.	Mobus News	Новий проект реалізується на Хмельниччині	http://www.mobus.com/72036.html
69.	20 Хвилин	Анонс Регіонального семінару	http://20minut.ua/?target=main&event=& date_from=&with_video=&sel_rubric_id= 3&page=7
	Lvivska Oblast		
70.	Інститут демократичного суспільства	У Львівській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН «Місцевий розвиток, орієнтований на громаду»	http://www.ids.org.ua/ukr/news/text_new s.php?id=8091
71.	Громадський простір	Місцевий розвиток, орієнтований на громаду У Львівській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН «Місцевий розвиток, орієнтований на громаду».	http://www.civic.ua/news/view.html?q=1 068797
72.	ОДА	Підписано тристоронню угоду про партнерство між Львівською обласною державною адміністрацією, обласною радою та програмою розвитку ООН	http://www.loda.gov.ua/press/news/4489 /
73.	Громадський портал Львова	У Львівській області розпочинає діяльність спільний проект ЄС та Програми розвитку ООН «Місцевий розвиток, орієнтований на громаду».	http://www.gromada.lviv.ua/news/2008/0 3/28/2861.html
74.	Zahid.net Незалежне інформаційно-аналітичне Інтернет-видання	Анонс Регіонального семінару	http://www.zaxid.net/announceshis.php? AnnounceDate=2008-03-28&
75.	Zahid.net Незалежне інформаційно-аналітичне Інтернет-видання	На Львівщині реалізовуватимуть проект "Місцевий розвиток, орієнтований на громаду"	http://www.zaxid.net/newsua/2008/3/27/ 165015/
76.	Zahid.net Незалежне інформаційно-аналітичне Інтернет-видання	Львівським селам допоможе ООН	http://www.zaxid.net/newsua/2008/3/28/ 141054/
77.	*vsim.com.ua*	На Львівщині стартує проект ЄС та ООН	http://vsim.com.ua/news/119731
	Vinnytska Oblast		
78.	Всім.com.ua	Євросоюз допоможе громадам Вінниччини матеріально	http://vsim.com.ua/news/120058
79.	Всім.com.ua	Допомогу у реалізації власних ініціатив отримають найслабші громади	http://vsim.com.ua/news/120067
80.	Подільський майдан. Сторінка громадської активності Вінниччини	Місцевий розвиток, орієнтований на громаду	http://vinmaidan.org/2008/04/03/miscevij -rozvitok-oriyentovanij-na-gromadu/#more-330

Annex – 11

Concept Paper: CBA Manual

Background

CBA Project aims to upscale the community based development approach of UNDP across Ukraine – covering 1000 communities selected from 1000 village/town councils belonging to 200 rayons selected from all oblasts + ARC. More than 90 project staffs located in Kyiv and each oblast (+ARC) will be involved in implementation. They will be further assisted by more than 220 representatives of oblast/rayon administrations. Besides, More than 1000 elected authorities and more than 1000 CO-leaders will be directly involved in implementation. On the top of it about   half a million citizens are expected to participate in the process of institutional development, participatory planning, project implementation and sustainable delivery of benefits.

CBA Project Document clearly envisions the need for orientation, training, exposure visits to familarise staffs/authorities/CO-members with the procedures and practices required to be followed to achieve planned results in an effective way. Annex – I to the Contribution Agreement. Section 1.7 of this Annex provides detailed description of activities, which are non-compromising for satisfactory achievement of results.

Necessity of CBA Manual

It goes without saying that all those involved in the translation of the CBA-Project methodology into action must have common understanding about the subject of social mobilization and its application into local development. Training and exposure requires a strong follow up by the central team of CBA Project to ensure uniform understanding of the subject for quality results across the country. However, geographical spread of the project area will make it rather impossible for the small PMU-team to ensure the uniformity and quality results merely by training, exposure and follow up. Even they will not have enough time to respond to innumerable queries that might be put forth by the local stakeholders. Given large number of persons involved in implementation of community based approach to local development and geographical spread of the project area, need of operational manual is indispensable to facilitate common understanding on conceptual and procedural aspects of CBA Project implementation

Focus of the Manual

There will be two types of manual – (a) manual for the practitioners (PMU and OIU teams, focal person from oblast and rayons, elected officials involved in the process, (b) manual for the community members. The former will focus more on the conceptual framework of the subject, execution procedures, issues related with the approach while the latter will focus on the community level users (CO-executives and active members) on details procedures to be followed by the community members.

These manuals will satisfy:
- Rules and regulations of UNDP on administration and financing;
- Implementation procedures set forth by the CBA project document and Annex – I of the contribution agreement;
- Self-learning of the subject by the users thereby minimizing the time and resources;
- Possible issues that might arise during implantation and possible solutions;
- Adequate room for monitoring and assessment of the procedures for quality
- Knowledge transfer from other parts of Ukraine and the globe;
- Frequently asked questions

Methodology

It is proposed that the manual will be prepared by international expert knowledgeable in the subject, preferably in Russian/Ukrainian version. Translation facility will be made in case the original write up is in English. The draft manual will be reviewed by national practitioners before putting on use. The final version will be printed in adequate number to meet the demand

Content of the CBA Manual

Ch.	Subject
1	Introduction *(Background, Objectives, Strategy, Expected Results)*
2	Project Area and Partnership *(Forging partnership with oblast authorities, raiyon authorities, village/city councils; identify target communities, FAQ)*
3	Developing Community Organisations *(Mobilising communities, CO-formation, CO-registration)*
4	Participatory Planning and Coordination *(Establishing Local Development Forum, Preparing community development plan, Mainstreaming of community plans)*
5	Implementing Community Plans *(Sub-project design, resource mobilisation, project approval, project implementation)*
6	Post-Project Completion Activities *(Commissioning and handover, sub-project sustainability, visibility, CO-sustainability)*
7	Critical Issues in Community-based Approach *(Issues, problems, causal factors and possible solutions)*
8	Managing Community Based Approach *(Management structure, support structures, social lab, linkage with other agencies, MIS, review and evaluation, future outlook)*

Annexure
Key formats on partnership, CO-management, planning, community projects, monitoring etc.

Technical Notes
(Social Mobilisation, Indicators of Community Empowerment, Grafting of an Organisation, Reaching Vulnerable, Public Auditing of Community Projects)

Conception of co-operation of CBA Project and CSOs

Main principles

Project is interested in co-operation with Civil Society Organizations (CSOs) activity of which is related to creation an enabling environment for long-term self-sustaining social-economic and community development at local level.

The CBA Project takes approach in work "Local development - oriented to community" and links the activity with local self-governance and community-based initiatives throughout Ukraine.

The CBA Project works on national, regional and local levels in interests of increase of quality of life of ordinary citizens which live in select localities with a general quantity less 10`000 habitants.

The CBA Project is opened for co-operation with CSOs that accede to his purpose and methodology of work.

No financial support is foreseen in accordance with a requirement specification of the CBA Project to any CSOs on a national and regional level, but other forms of co-operation are opened.

Priority spheres of co-operation:
-   community development
-   development of Networks of small communities
-   development of local self-government
-   development of community organizations
-   development of civil initiatives in small communities

Priority thematic spheres of co-operation:
-   Water management
-   Local transport systems (overcoming commuting and transportation problems in rural areas)
-   Health (local health posts network)
-   Environment (utilization of wastes, pesticide inactivation etc)
-   Energy (energy saving measures, promotion of the use of renewable energy sources etc)

CBA Project and CSOs co-operation levels

Legislative level:
-   Preparation of recommendations on necessary legislative and administrative changes

Local self-government level:
-   Approbation of the schemes and implementation of the practices of controlling mechanisms decentralization and public services delivery
-   Improvement of local self-government system transparency with community engagement
-   Implementation of approaches to needs assessment, assessment of priorities in community development, methods of administration and monitoring procedures in the framework of local self-government with community engagement
-   Enhanced capacity of local authorities to define, manage and implement local development strategies and projects through participatory and democratic dialogue, action, partnership and cooperation

Community level:
-   Formation of independent self-governed community organizations
-   Development of the cross-sectoral/social dialogue and partnership is small communities
-   Establishment of Local Development Forums
-   Strengthening of institutional capacity of self-governed community organizations
-   Reconstruction of local infrastructure vital objects

- Implementation of the system of effective administration, monitoring, exploitation and technical service for the objects of local infrastructure
- Establishment of Community Resource Centers

CBA Project and NGOs co-operation forms

- Dissemination of information on CBA project activities among potential communities
- Conduction of the trainings according to Project methodology (if relevant experience presence)
- Participation in trainings on project methodology
- Assistance in implementation of CBA Project methodology, in particular:
    - participating in work and development of Local Development Forums
    - assistance in preparation the community's profile
    - assistance in formation of community organizations
    - assistance in community organizations development
    - assistance in Preparation of Community Development Plans
    - assistance in development of initiatives and community micro-projects
    - assistance in resources mobilisation
    - assistance in realization of projects of public initiatives
- Community projects co-financing
- Distribution of experience, obtained within the framework of project among all of the interested communities and authorities

Other possibilities for CSOs
- studies through the direct participating in project`s methodology implementation
- increase of role of own CSOs on a local level through the direct co-ordinated participating in communities development
- development and realization of own projects and initiatives, putting into practice project methodology

Final principles

CBA Project offers afore-mentioned basic possibilities for co-operation all of interested CSOs, but not limited to the certain levels and forms of co-operation. A project is opened for any comments and suggestions.

General Communication Strategy (Draft)

1. Introduction

With a view of promoting sustainable local development in Ukraine, the European Union (EU) and the United Nations Development Programme (UNDP) pooled their resources in order to design and implement the Community Based Approach to Local Development Project (CBA).

Alongside with improving living conditions in rural communities, the Project aims at demonstrating effective participatory local governance and decentralized management mechanisms for public service delivery by promoting initiatives in partnership with local authorities, private sector entities and other stakeholders.

Project also aims at promoting throughout Ukraine practical experience at grassroots level with a view to providing inputs for policy and legal reforms towards regional/local sustainable development, administrative and fiscal decentralization and consolidation of local democracy.

The role of communication towards the successful and sustainable Project realization cannot be over-emphasized. It is a crucially important component for Project implementation as well as for dissemination of positive experience upon its completion. Thus, one of the key actions of the CBA implementation action plan is the development and implementation of a communication strategy.

The enhancement of joint communication efforts not only requires a new level of commitment but also institutionalization of the communication function and structure.

2. Rationale

Considering the need for involvement of a wide range of stakeholders and a high level of public awareness as a precondition for successful Project implementation, the initiative requires concentrated efforts including coordinated communication. The proposed Communication Strategy addresses these concerns through a unified Action plan and according to Visibility Guidelines.

3. Overall Communication Objective

The overall communication objective is to raise awareness of the wide range of stakeholders and promote community-based approach to local development in all regions of Ukraine with a view to disseminate and consolidate its positive practice while ensuring the appropriate EU and UNDP visibility.

4. Target Groups and Specific Objectives

The scope of CBA Project calls for specifying communication objectives covering the wide range of target groups (donors, stakeholders, participants and beneficiaries) so as to inform them duly and regularly about Project implementation, results and achievements.

Target Groups	Specific Objectives
Key stakeholders at national level: Relevant Ministries and Parliamentary Committees, Department for Regional Policy of the Secretariat of the Cabinet of Ministers of Ukraine, National and regional associations of local authorities (Association of cities and communities of Ukraine, Association of local and regional authorities of Ukraine, etc);	◾ to deepen the understanding and raise awareness about the community based approach to local development and best practices of its implementation; ◾ to demonstrate results of CBA approach application in order to stimulate its further use for sustainable local development, participatory government and decentralization; ◾ to inform duly and regularly about progress of CBA implementation so as to assure support for the approach and – should a need arise - for necessary policy change in the domain of local governance and development. to advocate necessairy legal and policy changes in order to

	institutionalize the community based approach in local governance???
Key stakeholders at regional and local level: Oblast state administrations and oblast councils, Rayon administrations and rayon councils, Village councils, Municipal councils (of towns with population less than 10.000)	◾ to raise awareness about the essence, mechanism and potential of the community based approach to local development and familiarize with examples of its use in other UNDP Projects; ◾ to enhance access to relevant and timely information on progress of CBA implementation in order to assure continuous support for the Project ◾ to communicate direct benefits as well as positive side-effects of CBA approach application so as to shape willingness to continue its use for future development of the region ◾ to advocate necessairy legal and policy changes in order to institutionalize the community based approach in local governance???
International community: Embassies, international donor organizations;	◾ to inform about the CBA approach results of EU/UNDP initiative with a view of encouraging international donors' participation / co-financing of community initiatives.
Civil society: National level non-governmental organizations working in the areas covered by the project Local (oblast and rayon level) non-governmental organizations working in the areas covered by the project	◾ to increase the understanding and foster support of civil society for the CBA ◾ to demonstrate the efficiency of the approach so as to encourage NGOs to promote and exercise it in their activities ◾ to involve the civil society expertise and human capital supporting implementation of the project
Media	◾ to regularly inform regional media about the progress, intermediary results and success stories of Project implementation in their region; ◾ to inform national media about intermediary/overall results of the Project via press conferences and media events
Communities: community organizations, community activists, community members	◾ besides day-to-day communication with Communities, they shall be regularly updated about overall progress of Project implementation in their region, particularly in neighbouring rayons, in order to create incentive for higher efficiency through competition. ◾ peer education through communications between communities and exchange of experience
General public	◾ to increase general understanding and awareness about the approach to local development in order to encourage their involvement in the Project, either as participants through self-organization of their community or as sponsors.

5. COMMUNICATION STRATEGY OUTLINE

<u>I. Preparatory phase</u>

- Production of visibility tools
- Introduction of the full version of CBA web site and enhancement of its content

<u>II. Launching phase</u>

- Initiation of the regional stage of Project implementation through a series of CBA presentations/ media event in all oblasts of Ukraine

<u>III. Implementation phase</u>

- Establishment of coordination and implementation structure (see Annex 1 for Communication Scheme);
- Capacity development of Community Development Assistants (CDAs);
- Communication support for Project activities throughout the whole period of its implementation. Time-wise, this is the longest period which presupposes regular planning of communication and visibility activities by each OIU and regular reporting on implementation;

<u>IV. Final Phase</u>

- Documentation, presentation and dissemination of CBA experience.

This outline of Communication Strategy has been elaborated in the Communication and Visibility Plan (Annex-1).

6. COMMUNICATION SCHEME

The Project team at each level will communicate in vertical as well as horizontal line. Vertically, each position is accountable to the immediate supervisor and should communicate accordingly (*see* Annex 2). In terms of day to day operation, each staff will communicate with his/her immediate stakeholders and the professional mates. Record of important communications must be maintained by the 'communicators' at all level irrespective of the medium of communication followed. In case of emergency situation, innovative idea sharing and crucial Project matters, flexibility will be observed in the line of communication. At national level, communication with the government and donors will be maintained by the senior management of CBA and UNDP.

7. EXTERNALITIES

This Communication Strategy is subject to possible review and change, according to situation change and evolvement of interaction of stakeholders.

Annex – 14

Communication and Visibility Plan

(A) For Regional / Local Level

Main activities	Communication tools	Indicators of achievement	Human resources
Launching of CBA Project in the region: a. Regional Seminars for Presentation, announcement of call of b. signing of Partnership Agreement with OSA-OC c. Announcement of call for participation for rayons	Media event accompanied by: • press announcement • press release • briefing for the press • coverage in media	■ 25 Regional Seminars are held (at least one in each oblast and ARC)[5]; ■ at least 1 coverage in local media for each seminar	CS (PMU)[6] CDA (OIU)[7]
Announcement of rayons selected for participation in the Project	Media event	■ 20 media events are held for announcement of results of rayons' selection ■ at least 1 coverage in local media	CDA (OIU)
Oblast Coordination Councils (OCC) Sittings	Media event accompanied by: • press announcement • press release • briefing for the press • coverage in media	■ 20 OCC sittings per year; ■ at least 20 media coverage of OCC sittings	CDA (OIU)
Local Development Forum sittings	Media event with coverage in local media	■ at least 50 sittings per year; ■ at least 50 media coverages	CDA (OIU) FP (OSA)[8] FP (RSA)[9]
Regular update of target groups with information about Project activities and results	Regional Newsletters	100 Regional Newsletters are published yearly	CDA (OIU)
Opening/launching ceremony of infrastructural object created/renovated within the framework of CBA	Media event accompanied by: • press announcement • press release	■ at least 250 media events are held during 3 years ■ at least 250 media coverages	CDA (OIU)

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[5] Autonomous Republic of Crimea
[6] Communications Specialist from Project Management Unit
[7] Community Development Assistant from Oblast Implementation Unit
[8] Focal Point from Oblast State Administration
[9] Focal Point from Rayon State Administration

Project	• briefing for the press • coverage in national media		
Familiarizing local media with CBA approach	Workshop on CBA approach including a press tour for representatives of local media	Representatives of local media from 10 oblasts are familiarized with CBA approach	CDA (OIU)
Proper display of visibility tools	Visibility tools	Each OIU properly displays: - set of flags of EU, UNDP and Ukraine in small and big size - CBA banner	CDA (OIU)
		Information board is installed in each OIU. The following visibility tools are displayed there: - EU and UNDP logos - EU and UNDP leaflets/ brochures - CBA posters, brochures and publications - Regional Newsletters - Articles from local newspapers on CBA	
		Each of CBA Project vehicles carries <u>stickers</u> with the EU and UNDP logos	
		<u>Signboards</u> with EU and UNDP logos are designed and displayed at the entrance to each OIU	CDA (OIU)
		<u>Stickers</u> with inscription *"Provided by the EU"* / "*Надано Європейським Союзом*" are attached to each piece of furniture and equipment of OIU	CDA (OIU)
		<u>Commemorative plaques</u> with EU and UNDP logos and sentence "This [name of the structure] was funded by the European Union within the framework of CBA Project implemented by UNDP" are displayed on each object created/repaired within the framework of CBA Project	CDA (OIU)
Distribution of visibility tools		■ at least 1000 EU and UNDP leaflets are distributed by each OIU ■ at least 50 posters are distributed by each OIU	

(B) For Central (PMU) Level

Main activities	Communication tools	Indicators of achievement	Human resources
Presentation of intermediary results on establishment of regional partnerships and/or selection of rayons	Press Conference	Press Conference with national and major regional media is held upon signature of Partnership Agreements with all oblasts and ARC in participation of Head of EC Delegation to Ukraine, UN Resident Representative to Ukraine, Secretariat of the Government, other stakeholders	CS (PMU) EU PO[10] UNDP CO[11]
Project Steering Committee sitting	Media event accompanied by: • press announcement • press release • briefing for the press • coverage in national media	■ Sittings are held once a year ■ At least one media coverages for each event	CS (PMU) UNDP CO
Familiarizing national / regional media with CBA approach	Workshop and press tour	At least 2 workshops for representatives of national / regional media are trained	CS (PMU)
Regular update of target groups with information about Project activities and results	Regular Newsletter	At least 6 CBA Newsletters are published per year	CS (PMU)
	Web-based source of information	CBA web site: ■ is designed according to the Project implementation and communication needs ■ is regularly updated with news, announcements, documents and success stories of Project implementation	CS (PMU)
Raising awareness about CBA Project via partners' resources	Banners, News	■ Exchange of banners with a defined circle of partners	CS (PMU)
		News on CBA activities are sent to: ■ UNDP web site - *quarterly* ■ EC Delegation (Press and Information Officer and Project Manager): press-releases and press-reports *according to plan of project events* ■ EC Delegation – regular project updates (at least *monthly) for EC Cooperation News and magazine "Eurobulletin"*	CS (PMU)

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[10] Press and Information Officer + Project manager of the Delegation of European Commission to Ukraine
[11] UNDP Communications Officer

Providing visibility of EU and UNDP **and display of information** on Project activities	Visibility tools	Following visibility tools are to be installed in PMU: ■ Signboard with EU and UNDP logos ■ Information board with: - EU and UNDP logos - EU and UNDP leaflets/brochures - CBA posters, brochures and publications - CBA Newsletters ■ set of flags of EU, UNDP and Ukraine in small and big size ■ CBA banner ■ Stickers with inscription: *"Provided by the EU"* / "*Надано Європейським Союзом*" are attached to each piece of furniture and equipment of PMU ■ CBA PMU vehicle carries stickers with the EU and UNDP logos	CS (PMU)
Publications	Publication	5000 copies of Johannesburg Declaration and Action Plan on Local Development are printed and distributed to target groups	CS (PMU)
Production and distribution of **visibility tools**	Visibility tools	Brochures, folders, pens, flags, banners, posters are published and delivered to OIU for further distribution among target groups	CS (PMU)
		1000 CDs with Conference materials and Project documents are produced and distributed to target audience	CS (PMU)
		1000 CDs with film "One Step Ahead" are produced and distributed to target audience	CS (PMU)
		1000 CDs on CBA Project are produced and distributed to target audience	CS (PMU)
Film about CBA activities and achievements	Film	■ A film about CBA activities featuring selected case studies and success stories is short ■ 1500 DVDs with film about CBA are produced and distributed to target groups	CS (PMU) EU PO UNDP CO

(C) International Community Level

Main activities	Communication tools	Indicators of achievement	Human resources
Regular dissemination of information on CBA activities to international donor organizations and Embassies in Ukraine	Newsletter	Monthly newsletters are distributed to Embassies and major international donor organizations	CS (PMU)
Familiarization of international donor organizations / Embassies with CBA approach	Field visit Round table	■ Exposure visit is organized for representatives of Embassies and international donor organizations ■ Round table for presentation of CBA Project is held in participation of Head of EC Delegation to Ukraine, UN Resident Representative to Ukraine, representatives of Embassies and international donor organizations	CS (PMU) EU PO UNDP CO
Article on CBA in international media	Publication	at least one article about the CBA Project in international newspaper/journal	CS (PMU) EU PO UNDP CO

Communication Schemes