

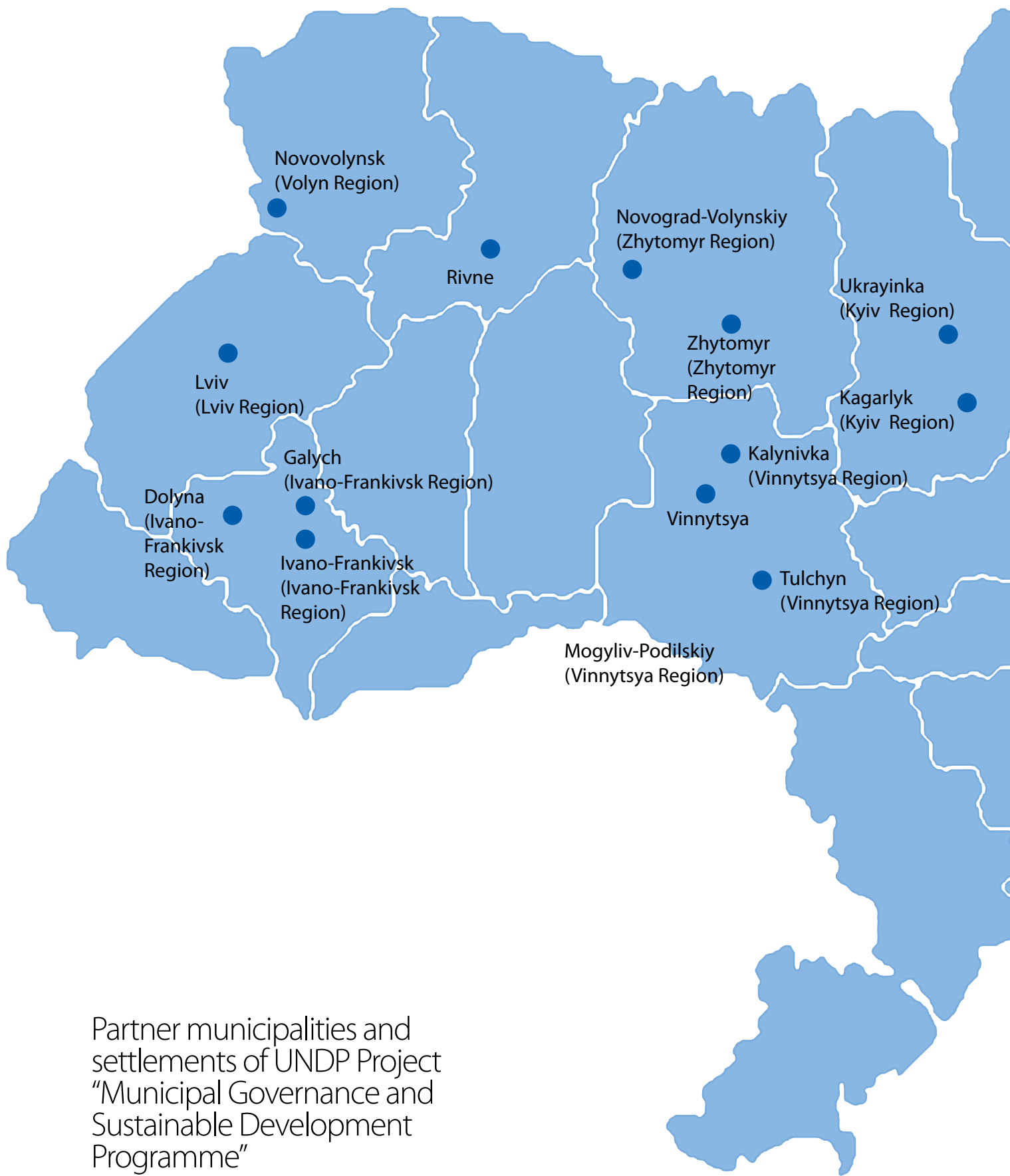
MUNICIPAL GOVERNANCE
AND SUSTAINABLE DEVELOPMENT
PROGRAMME

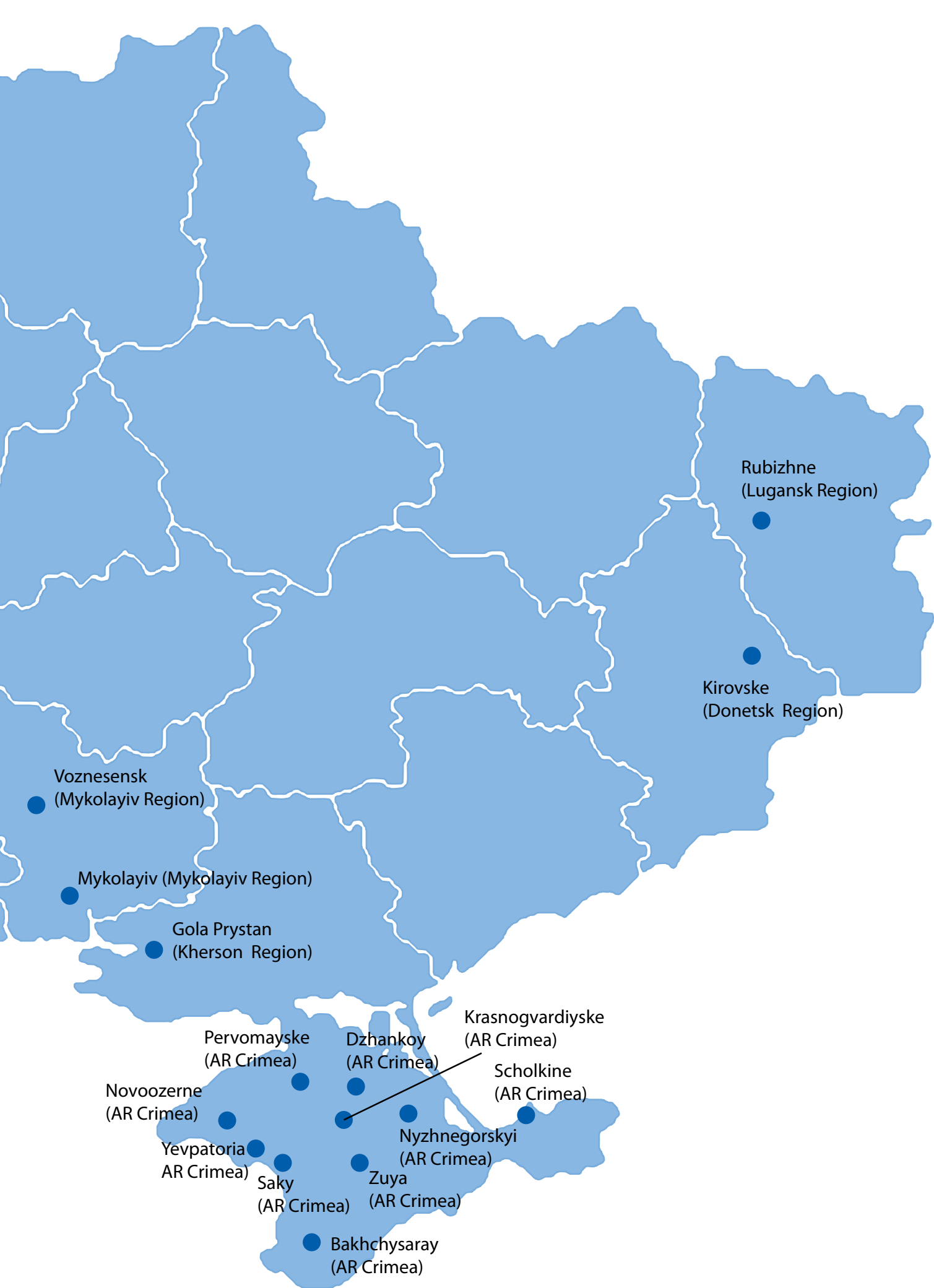
United Nations Development Programme



STORIES SUCCESS

Making life better
Ukrainian cities' experience





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“Municipal Governance and Sustainable Development Programme” was initiated in 2004 for promoting democratic governance aimed at improving the livelihoods of people in urban areas across Ukraine under the framework of public-private partnership. The Programme cooperates with community-based organisations, academia and civil society organisations in 24 municipalities and 5 settlements of municipal type across Ukraine and other partners in private and public sectors. Together they apply various sustainable development mechanisms. Since 2004, UNDP/MGSDP supported 232 local community projects with a total cost of UAH 26.3 mln.

For more information on the Project’s activities, please visit: <http://msdp.undp.org.ua>

The United Nations Development Programme (UNDP) is the UN’s global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges.

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ABBREVIATIONS

ACMH	Association of Co-Owners of Multi-Apartment House is a non-profit union, which is created by owners of residential living premises and non-residential premises situated in multi-apartment house for facilitating operation of shared property and management, servicing and operating indivisible and mutual property
HCSMO	Housing Communal Services Municipal Organisation (known as ZhEK in Ukraine)
PO	Public organisation
CIDA	Canadian International Development Agency
MGSDP	Municipal Governance and Sustainable Development Programme
MSU	Municipal Support Unit, a department of the City Council or a separate organisation, created by the City Council to implement the Programme activities in the municipality
MPC	Municipal Project Coordinator, specialist of the City Council deputed by Mayor to chair the MSU
NGO	Non-Governmental Organisation
SD	Sustainable Development
SDC	Swiss Agency for Development and Cooperation
UAH	Ukrainian Hryvna
UNDP	United Nations Development Programme

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Dear Colleagues!

The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

UNDP has been involved in community-based development in Ukraine for many many years. What important about this community-based approach to local participatory development is that it tries to build up the skills and competencies of local communities and their local leadership in order to promote a sense of self-empowerment. And this is extremely important in the historical context of Ukraine because after a legacy of decades of centralised Communist rule it is important that people can overcome their prolonged and their very deep-rooted sense of dependency on authorities. And that instead they realize the extent to which they can actually achieve their own fulfillment through self-empowerment, through self-organisation, through self-mobilisation.

Our role in this process is really only catalytic. We are not here to be an external support so much as a catalyst to a process where local communities take charge of their own development, use their local resources and pursue a particular plan of action towards their development and their prosperity.

In Ukraine UNDP local development projects are Crimea Integration and Development Programme, Chornobyl Recovery and Development Programme, Municipal Governance and Sustainable Development Programme, Community Based Approach to Local Development. Recent examples of communities participating in solving local social and economic problems prove the effectiveness of to these programmes. Proving also that UNDP priorities in supporting local government projects lie in the sphere of energy saving, resources saving, water supply and environment protection.

On the municipal level UNDP activities strive to make the application of these new mechanisms not just an innovation but a rule and to provide local administrations with the opportunity to fulfil their duty in this new environment. On the national level the main tasks are to coordinate our acquired experience in development approaches with the participation of local communities in the processes of national legislation and reform implementation. In 2010 to 2012 Project efforts will move to the third level.

This publication is a collection of true success stories which were partnered by UNDP in implementation. We created it deliberately to spread experience of the most successful mayors, Municipal Project Coordinators and communities. I want to thank every mayor of each and every Municipal Project Coordinator in Ukraine personally for their devoted work, for their valuable input in solving painful problems and for their belief in success and invincible desire to accomplish initiated projects. Without these outstanding people and their perseverance it would have been impossible to solve any problems or to create such a publication.

It is of utmost importance that our partners — in particular local communities and administrations — support our initiatives. Very often most material input in the implementation of our Programme's objectives has been made by local governments, because of this, people are convinced that governments can competently fulfil their duties, keep their promises and make a difference in the life of their citizens. This is the most valuable outcome of our approach: It creates opportunities for people on a personal level, on a family level and on a community level, giving them the chance to see how their lives are being changed with the help of such programmes. After all, the source of such change lies inside them, it is all about self-empowerment.

Sincerely,
Oksana Remiga,
UNDP Senior Programme Manager

UNDP'S UNIQUE OPPORTUNITIES TO FACILITATE DEVELOPMENT

The world around us is moving so fast and changes are so turbulent that it is hard to plan any development. It is even harder to plan development for the cities and territories. The UN is an organisation with 192 member-countries and so its experience is substantial and universal and it would not be wise to miss the chance to take advantage of it.

There are a number of typical reasons and motives, besides purely economic and politic stimuli and barriers, for modern development of Ukraine. The most influential of these are the processes which are taking place in society, including urbanisation.

Urbanisation is a natural phenomenon caused by industrialisation, concentration of production and population. It is because of this that the cities of the rayon levels are the most developed centres within the regions and development of the neighbouring territories can, comparatively, often be defined as depressing. A major part of economic activities of the whole region is concentrated in the regional centres where production, transportation and communication infrastructures are poorly developed. As a result, there is misbalanced regional development within Ukraine and within the regions, active growth of cities and stagnation of province.

In order to solve this problem a complex course of actions is needed — starting from expert assistance and teaching and developing to the stimulation of innovations and development of strategies for cities as well as wide engagement of citizens in the active and independent solving of problems.

WHAT IS THE VALUE OF UN EXPERIENCE?

The UN is a huge and genuinely universal organisation. This gives it unique advantages to help other countries develop. UN agencies support is based on the principles of unbiased, flexible and multilateral cooperation.

In their actions UN agencies are guided by generally approved normative fields to protect human rights and fulfil development objectives. At the same time this assistance corresponds to the national

priorities of the country. This permits combining both national and international aims in plans and their implementation.

UN agencies work as a team to develop the best strategy in order to solve problems in Ukraine and to provide effective assistance. The aim is to speed up social and economic development.

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UNDP is committed to helping Ukraine on its way to better living standards, prosperity and democracy.

We bring best international practices helping the Government, local authorities and communities to overcome human development challenges and implement effective policies in Ukraine.

In cooperation with our partners we support initiatives that work to reduce poverty and improve quality and access to basic social services. We promote democratic governance and demonstrate how principles of transparency, accountability and quality of service can achieve tangible results in various areas of public policy and local development across the country.

UNDP helps in reforming state institutions, protecting the environment and empowering women to play a more active role in decision making.

Since 1993, UNDP has been working in the following four key focus areas:

- Prosperity, Poverty Reduction and Millennium Development Goals;
- Democratic Governance;

- Local Development and Human Security;
- Energy and Environment.

In each of these thematic areas, UNDP ensures balance between policy and advocacy work, capacity building activities and pilot projects.

MAIN RESULTS OF THE 6 YEARS PERIOD

Municipal Governance and Sustainable Development Programme shares a truly unique experience collected in 29 cities and towns, which became partners during these 6 years of cooperation.

A. Project fosters decentralisation in Ukrainian cities (decentralised housing and municipal services and decentralisation of governance)

Decentralised housing and municipal services provision means close communication and cooperation between authorities, communities and business enterprises in order to provide service to the customers. Decentralisation of governance is also the opportunity to solve problems of policy prioritising on the local level by taking into consideration the communities' interests. So, decentralised governance is a working instrument of development. Thus local governments approve of the approach involving communities on the local level and so implementation of municipal programmes gradually becomes the norm rather than the exception.

B. Innovative mechanisms to develop cities

Quality of the housing and municipal services and management in the partnering cities is getting better due to the implementation of the Project. Municipal services quality management system ISO 9001:2000 has been implemented in Voznesensk in 2007-2008 supported by



UNDP. This year implementation of ISO 9001:2008 will be supported in Kirovske, Dolyna, Novograd-Volynskiy and Dzhankoy. Besides this, the Project also helps to create an interactive modern official web pages of partnering City Councils (14 web pages have been created). Development of cities is also being fostered by Municipal Support Units, which report directly to the Mayor of the city and so can get projects implemented very fast. The Programme conducts trainings on decentralisation, strategic and operational management for municipal servants working in the bodies of local self-governance and involvement of local communities in the decision making process.

C. Support of community organisations, training for community activists

State institutions do not conduct trainings for community activists even though there is a lack of information and a lack of knowledge of legislation, bookkeeping and other critically important matters.

This Project conducts trainings, research work and prepares publications useful for the members and leaders of the communities. It is very important that with the help of these programmes the Project educates “effective” ownership of the apartments, conducting exclusive trainings on how to create and manage community organisations (ACMH, services cooperative, non-profitable organisation). All in all almost 8,000 people took part in 300 educational events of the Project.

D. Local community projects

During these 6 years the Project supported 232 projects on energy efficiency and protection of the environment. Among them there are reconstruction of draining, water service and heating systems, window replacement and repairing of toilets at schools and kindergartens. 45% of projects are of social character, for example, repair works of frontages, building of sports grounds or pump rooms with high quality drinking water. Budget of the supported projects reached up to UAH 26.3

mln. Their implementation turned out to be of great use for 38,000 citizens. This Project mobilises local communities to unite, show leadership and self-empowerment. During these 6 years local communities created 450 community organisations with 50,000 citizens.

To exchange experience and spread these innovative ideas and activities, study and exchange programmes and other sorts of tours are being organised.

...

The information mentioned above describes only a part of UNDP activities. These are truly unique experiences and opportunities. Hereafter you will find out what kinds of activities are being implemented by UNDP in Ukraine as well as finding out about various kinds of support. You will read the best success stories describing the way these problems were solved.

Thus this publication presents the most valuable experience which is ready to be used by all who are willing to and by those who care!

MUNICIPAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT PROGRAMME

SCOPE OF ACTIVITY

UNDP's activities and ideas are focused on three main areas. These three areas equate to three levels — community, city, and state. Each level has its own system of priorities. This publication helps to understand what UNDP does on each level and suggests in what directions cooperation with Municipal Governance and Sustainable Development Programme is most likely.

DEVELOPMENT OF LOCAL COMMUNITIES' COMPETENCE TO SOLVE LOCAL PROBLEMS

Project supports the formation of communities in the cities of Ukraine — Associations of Co-Owners of Multi-Apartment Houses (ACMHs), service cooperatives, non-governmental organisations of schools and kindergartens, NGO's networks and so on. These self-governing organisations are based on the principle of democratic governance and cooperate with city councils to develop a common view of consistent development of their cities.

- Development of the local community's competence gives the opportunity to clearly define and then implement local initiatives for sustainable development in partnership with the local government. Trainings and consulting are being conducted on the topic of creation and registration of community organisations, on the choice of procedural or institutional form for these organisations and how to ensure an ef-

ficient and effective working process for these organisations.

- Development of local community's competence helps create and implement projects directed at solving problems of local development. This will include training and consulting on local situation analysis, preparation of project and budget estimates, selecting contractors, monitoring and controlling project implementation and drawing up reports.

- Implementation of local priorities/projects by the communities is supported by giving small grants based upon the criteria of equality, productivity and sustainability according to the principle of co-financing. These projects are developed to better living environments first hand.

- Raising of awareness of local communities in the questions of sustainable development, HIV/AIDs, Ukrainian Millennium Development Goals, gender equality, human rights, consumer rights, energy efficiency, social auditing and other issues is being done by means of round table discussions

training programmes, mass-media campaigns and so on.

RAISING EFFECTIVENESS OF LOCAL SELF-GOVERNANCE

This Programme develops the institutional potential of partnering city councils of all levels through granting them such supporting means as consulting services, training, exposure visits, study tours, equipment and so on in order to raise their competence and ability to improve management and provide a good service and high quality of life to the citizens in Programme area. In order to attract wide range of citizens to the local development process, management support is granted for the implementation of initiatives on strategic planning of cities development, the implementation of municipal services quality management system according to the international ISO standard, the way in which public hearings are conducted and the integration of community plans into the local development plans.

- Cooperation with 24 cities and 5 urban-type settlements for the implementation



of community-based approach to local development, establishing effective dialogue and cooperation between local officials and the communities to solve local socio-economic problems.

- Establishing Municipal Support Units and development of their employees' competences via trainings, study tours and consulting.

- Technical assistance of effective work of Municipal Support Units to support web-pages of the partnering cities councils which were developed due to the support of the Project.

- Support of strategic plans of cities' development.

- Fostering integration of community organisations plans into the cities' development plans.

- Support of ISO system of municipal services quality management according to ISO 9001:2008 implementation in the Ukrainian cities.

- Information visits for municipal servants in order to study successful experiences in the implementation of this approach of community participation and East-West exchange visits to

learn experience and practice of local self-governance.

- Information-communication technologies — support of creation of modern useable official web-pages for effective communication of local authorities and communities.

- Support for municipal cooperation between partnering cities for experience exchanges.

ACTIVITIES IN POLITICS AND LEGISLATION

Lessons learned on the local level, especially in decentralisation and of local self-governance, are being raised during the dialogue about improving the political situation. This is implemented through research in the sphere of politics through seminars, conferences, round table discussions and so on.

- Cooperation with the Committee of the Parliament of Ukraine on the Questions of State Development and of Local Self-Governance, Ministry of Housing and Municipal Economy of Ukraine, Ministry of Regional Development and Construction

of Ukraine for fostering reform of local administration and decentralisation in Ukraine.

- Analytic research of the state of local self-governance and involvement of communities in the decision making process on the local level.

- Accumulation and distributing of experience all over Ukraine.

- Providing recommendations for government agencies to improve housing and municipal services provision.

- Trainings for officials working in central and local government bodies on decentralisation and effective local self-government, approaches for community participation in the decision making in development processes and elaboration of local strategies for sustainable growth.

- Preparation of future generations to be competent in questions of a community-based development approach, global problems of humanity and sustainable development via introduction of the educational course "Sustainable Development of Society" in Ukrainian institutions of higher education.

SECTION 1.

INCREASING THE ROLE OF THE COMMUNITY IN SOLVING LOCAL LEVEL PROBLEMS



Working at the community level is crucial in the activities of the UNDP Project “Municipal Governance and Sustainable Development Programme”. Using the approach of social mobilisation the Programme assists local residents in establishing organisations that are founded on the principles of self-help and effective self-governance.

Due to the Programme, institutional capacity of these organisations is growing steadily, developing their ability to plan, mobilise resources and identify priorities in order to address their social, economic and environmental problems, which in turn finally allows them to achieve Millennium Development Goals. This process is supported by relevant municipal councils and other national/international development agencies. City councils include community plans in their own development plans and allocate resources for their implementation. Thus, the process of local sustainable development is going from the bottom up — from local to national level.

During these six years of the Programme's implementation there has been extensive experience gained in facilitating the establishment and operation of the Associations of Co-Owners of Multi-Apartment Houses (ACMHs). By 2010 residents of Ukrainian cities had created almost 10,000 ACMHs to improve management of common property.

In 29 partnering cities of the Programme supported by UNDP/MGSDP, about 50,000 people joined 470 ACMHs (by the end of 2009) and felt the benefits of taking care of the maintenance and servicing of their own apartment buildings through the owners' association organisation. ACMHs allow residents to independently make decisions on the scope and purpose of joint use of financial resources, control the quality of public services, dispose of non-residential rooms in the building and surrounding area and receive income from renting their leases, which can be used for repairs, arranging surrounding territory, etc.

In this section you can learn from the experience of cities' large-scale measures to motivate residents of apartment buildings to organise ACMH and get tips and practical advice on creating co-owners' Associations.

The most effective way to experience the benefits of people's unions and their community organisations is through small grants to implement community infrastructure projects to address their priority issues for local development. For six years the Project has been supporting 232 local communities' initiatives. 55% of these 232 initiatives are related to energy conservation and environment improvements (reconstruction of sewage, water supply, heating systems, installation of energy-efficient windows in schools, repair of toilets in kindergartens, etc.). 45% of implemented projects were in the social sphere, for example, repairing the facades of schools, the construction of sport fields or pump rooms with good drinking water. The cost of approved projects reached UAH 26.3 mln. Almost 50,000 residents benefited from these initiatives.

Implementation of projects allows community organisations to learn in practice the principles of democratic governance, as well as feel the benefits of cooperating with local authorities to address community problems. In this part of the publication there are the stories of successful implementation of projects with the help of the Programme and which show different problems typical of many cities experiences. These stories are all different but share common features, all of them reflect experiences of communities that have become active participants in the development process of their cities and are ready to share their recipes for success.

1.1 Forming effective ownership with ACMH support

THE FEDERATION OF ASSOCIATIONS OF CO-OWNERS OF MULTI-APARTMENT HOUSE SHOULD REPLACE HOUSING COMMUNAL SERVICES MUNICIPAL ORGANISATIONS: HOW TO MAKE THIS TRANSITION EFFECTIVE

A lot of people complain about the quality of the services of Housing communal services municipal organisations (HCSMOs). But replacing them with more efficient structures is currently still uncommon. Here, Kirovske city offers their experience of creating an effective ACMH.

As you know, HCSMOs that work in Ukrainian cities, are liable to income tax, and some even pay VAT. We here in Kirovske counted all taxes and charges of these organisations and concluded that HCSMOs have been unprofitable structures since their inception. In addition, they often do not get good feedback from the residents of the buildings that they serve and do not provide the services that are needed, because of this they often get a lot of criticism.

With the arrival of a new team at the City Council in March 2006 and with the partnership of the UNDP Project “Municipal Governance and Sustainable Development Programme” the Department for Regional Development was established in Kirovske. It was one step on a way to reforming the housing and municipal services of the city, but in essence its tasks were assisting in the creation, functioning and development of Associations of Co-Owners of Multi-Apartment House (ACMH). *“Only then people would live in comfortable conditions in apartment houses, when they become owners of these houses, not observers”*, said then V. Mandrus, the Mayor of Kirovske.

Associations of Co-Owners of Multi-Apartment House are non-profit organisations that are managed by dwellers of these

houses, their work is transparent and reflects the will of the majority. Thus, the transition from systems of HCSMO to ACMH appeared to be quite attractive, and in 2006 we decided to move in exactly this direction. By September 2009 there were 44 successfully operating ACMH in 56 multi-story buildings, with total residential area of 328,319 square meters (60.79% of the total of the city’s residential area). In this publication we would like to give attention not only to ACMH, but to Federations of ACMHs. Logically, Federations of ACMH perform functions that are very

similar to the functions of HCSMOs but the ACMH structure is much more effective.

HOW DOES THE FEDERATION OF ACMH WORK? EXPERIENCE OF FEDERATION OF ACMH “MOLODIZHNY”

In December 2006, seven ACMHs formed the Federation of ACMHs called “Molodizhny” to unite all the ACMHs of Molodizhny neighbourhood in one organisation. The aim was simple: to represent common interests of ACMHs, keep fewer

KEY SUCCESS FACTORS OF THE PROJECT’S IMPLEMENTATION

- Strategic support of ACMH by the city council, creation of a department of local development.
- Methodological assistance of the city council in the establishment, operation and development of ACMH.
- Transparent decision-making and management in the ACMH and the contractual relationship with each member of the association.
- An experienced and energetic person at the head of the association.
- Clear planning (including financial) and clear separation of sources to cover the costs.
- Spreading the positive experience of ACMH through the local media.



Basement of one of the houses of Federation of ACMH "Molodizhny" before and after repairs

personnel to reduce the cost of wages and provide services of higher quality. The objectives of the Federation are professional property management of houses and surrounding territories, providing municipal services of appropriate quality for a reasonable fee (lower than state rates). The governing body is the Board of Federation, which includes heads of ACMHs and chiefs of audit committees. The Chairman of the Board is elected by the Federation Council. The Federation is a legal entity and cooperates with ACMHs on a contractual basis. Nelya B. Dashkovets was elected the Head of Federation of ACMHs "Molodizhny" at general meeting of boards and audit committees. In September 2009 this Federation totaled 13 multi-story buildings — three of them are 5-story, and ten of them are 9-story. Federation of ACMHs "Molodizhny" includes 4,232 inhabitants (among them there are 1,426 men, 1,656 women, 1,150 children) on the area over 73,565 square meters.

Due to its size the Federation could hire skilled workers to work full time. This staff consists of 30 people, including two accountants, a manager, two engineers, elec-

tricians, three painters, janitors and cleaners of the stairs. In slightly more than two years, thanks to the fruitful cooperation with UNDP and the city council, they managed to improve people's living conditions. A 6,900 m basement heat networks, 3,312 m of water supply pipes and 2,346 m of sewage system were refurbished. All basements are clean, lit and whitewashed now. At 8 houses with the financial support of City Council reconstruction of switchboard equipment was

POSITIVE EXPERIENCES OF COMPLETED PROJECTS

In Kirovske city, as of September 2009, in partnership with UNDP, 11 projects had been implemented. The best experiences, worthy of use by others:

- Federation of ACMH "Molodizhny";
- Federation of ACMH "Okolytsya".

completed and it was replaced with an energy efficient alternative. ACMH renovated 19,872 square meters of roofs, 25 entrances and front doors, which are now equipped by intercom and electric door locks. The lighting of entrances was refurbished for 50,000 UAH total.

In 2008 through a joint project of energy conservation introduced by the Kirovske City Council and the Donetsk Regional Council, 10 Federations of ACMHs got heat meters and water meters for free. And thanks to the grant won in the All-Ukrainian competition of local government, on Molodizhny streets three sites with 12 containers for the distribution of solid waste collection are soon to be installed. Local budget funds and the contribution of UNDP have been used to purchase materials, and the work was paid using membership fees. Among these works are:

- Repairing corridors (installation of circuit breakers and electric meters);
- Repairing entrances;
- Lighting staircases;
- Wet cleaning staircases on a regular, scheduled basis;
- Arranging the surrounding territories.



Members of the ACMHs have become more active and take part in the life of ACMH and its plans. They plant trees and treat each other with an attentive attitude. Members of ACMHs are aware that the financial capacities of local and state budgets are limited, so more and more communities are trying to solve their problems independently. Most of Federation of ACMHs members have implemented projects within the UNDP/MGSDP supported by the Swiss Agency for Development and Cooperation. This means that they have necessary knowledge and support in their first joint project.

"OKOLYTSYA" USES EXPERIENCE OF "MOLODIZHNY"

"Success of the Federation was learned of by dwellers of other regions and they expressed a desire to begin the process of creating their own Federations," explained Sergey Polysuk, Municipal Coordinator in Kirovske. So, in August 2009, another Federation of ACMHs was created, this time in the neighborhood of Hirnyatsky. The Federation was called "Okolytsya".

Finally it is worth emphasising that an important role in achieving such success was played by the local department of the City Council, which assisted workers in solving many problems in the Federations. But, of course, the success of Federations of ACMHs is impossible without collaboration between the boards of ACMHs that are in Federation and City Council and without such energetic and enterprising women as Nelia Dashkovets, the Head of the Board. To spread the effective practices quickly, the local department of the City Council and heads of ACMHs used the local newspaper "Our horizon" to regularly publish articles on the rights and duties of the ACMH, and the results that they were achieving with the town's ACMH. The work of training new heads and accountants of ACMHs has permanent results and amendments to the rules of public housing services have been developed. If you compare the homes that were served by HCSMOs with those now served by Federation of ACMH, the difference is significant: The courtyards of ACMH are always clean, trees, curbs and buildings are whitewashed, basements are also

whitewashed and lit, porches are repaired and new doors are installed. People make new flowerbeds near their homes. The guests noted that the city, during a little more than three years, has changed for the better.

*Vladyslav Pakbomov,
Head of Regional Development
Kirovske City Council*

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A SMALL BUT INSTRUCTIVE STORY OF ONE DORMITORY WHICH BECAME AN ACMH

SUCCESS STORY OF ACMH "NADIYA PLUS" IN KAGARLYK

How many of them are there in Ukraine — dormitories, whose dwellers dream of one day living in a comfortable house? People in Kagarlyk know how to make these dreams come true and they are glad to share their experience.

A year ago few believed that the former dormitory, which belonged to Rayagrobud, could be transformed into a cosy home, and its tenants would become one friendly family.

In 2005 the two-story building on the Komunarska Street was considered to be a usual campus, where 11 families lived. All the tenants had two kitchens inside the house and a toilet outside. Perhaps the dorm residents were used to the notion that everything is common, and therefore not really

their property, so they continued to co-exist and having almost lost hope for improving their living conditions, some of them expressed an opinion on the privatisation of housing. The idea was a success, so it began... In 2005 the dormitory was given the status of a residence apartment building. And with the transition to the HCSMO its inhabitants, by their own means, got the documents for the house and permission for completion. The families were growing, and so there was a need for living space.

Everyone got a room (some two) and three families extended their homes. While inside their rooms everything looked nice, outside the house was still in a terrible condition. To cut to the point, it was still just common property.

"We were not just sitting and doing nothing", says the current chairman of the ACMH Valentina Velhush. *"Using our own funds we settled kitchens, bathrooms with water, got the sewer done, but the attitude to our house among its dwellers and neighbours did not better".* The house was still a dormitory. This meant that nobody was interested in improving the way the house and courtyard looked. Everyone took the attitude "it's not mine"; the garbage containers, which were used by the whole street, turned into a horrible dump and that was the end of our patience.

SMALL SUCCESSFUL STEPS IS THE WAY TO A BIG WIN

At first dwellers bought their own container and made an agreement for the removal of garbage. It was the beginning of solving the problems. Valentina Velhush had to organise a lot of discussions with neighbours, persuading them to collect fees. She arranged a meeting with members of local authorities and representatives of UNDP. All this was to break down



Once, having lost hope for improving living conditions, someone suggested privatisation of the house.

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

By the end of 2009 in Kagarlyk, with UNDP partnership, one project has been implemented (ACMH "Nadiya plus") and 3 more are about to be completed



Three years of hard work and constant assurance in the potential for change later, a result that many would envy!

mistrust and to convince the people: there is hope. Maybe that is why the newly formed association of the people is called “Nadiya” (Ukrainian word for Hope).

“A new phase of work began”, continues Valentina. “We prepared project documents, and started to work while waiting for the money. According to the terms of the building project dwellers had to raise funds to cover 10% of the job. 45% was provided by City Council and 45% by UNDP. Tender commission also had to work hard while searching for the executor of the job”.

First results appeared last autumn renovated facade of the building pleased owners’ eyes, and windows were also renovated. In spring of 2008, when “Nadiya” turned into ACMH (Association of Co-Owners of Multi-Apartment House) called “Nadiya plus”, they immediately began to work on restoring floors and painting and constructing balconies.

“The most difficult issue was to deal with dwellers’ doubts”, sighs Velhush. “But confidence was born, people felt support. Everyone was involved in implementing the

projects: some gave money, others gave their own work. There were those who had done nothing. Of course, great help came from city government. After all, whatever was the issue, the Mayor always found time to listen and help. Hence there were successful solutions to problems, and proper monitoring of the progress of the works”.

“We are always ready to support those who are not waiting for manna from heaven, but willing to work”, said Mayor Mykola Boychenko. “The house number 22 in the Komunarska Street it’s the case when you naturally have respect for its citizens, who are ready to do any work on the improvement of their home and surrounding territory. So the local authorities, on their part, are ready to help all undertakings of Kagarlyk citizens”.

PERMANENTLY SETTING NEW GOALS — THAT IS A PHILOSOPHY OF SUCCESS

Now ACMH “Nadiya plus” has its own bank account, and people who oversee all the

projects. There is no more rent debt, which until recently was extremely difficult to tackle. Now everyone pays on time because they know that every hryvna becomes the basis of their family’s well being. The tone of communication between most people at home also changed. People gradually got used to solving all their issues together, they know that their homes are their property and the courtyard should be taken care of. Now the waste removal is done by agreement. Activity of ACMH “Nadiya plus” evokes interest from the dwellers of neighbouring buildings because they have the same problems.

Birthday greeting cards have had positive effect on relationships, as well as the anniversary ads that appeared on the billboards! Tenants are well informed about the meetings in the same way and don’t miss them. Often such coordinated work ends with a common dinner. And this also has its charm: a sense of celebrating this new connection. In addition, there is a sense of responsibility for one’s neighbour. For example, since a mother left her family and two children on their poor father’s hands. There was a response from Kagarlyk City Council, and state administration, and political party offices. Calvary Church gathered funds for gas to be supplied for the family. “Much work is still to be done”, said the Head of ACMH “Nadiya plus”. “This autumn, with the assistance of UNDP/ MGSDP we reconstruct the roof, and with the help of the City Council we plan to clean up the yard, arrange flowerbeds and a children’s playground. I believe that we are able to manage all this”.

Oksana Fedorchenko,
Senior Specialist of Municipal Initiatives
and Investment Support Unit
(Municipal Support Unit)

KEY FACTORS IN THE SUCCESS OF THE PROJECT’S IMPLEMENTATION

- Need and desire to turn rooms of the dormitory into homes;
- Strong leader who was persistent in persuading people that the situation could change;
- Support from local authorities;
- Gradual move forward with small victories and continuous improvements;
- Focusing on achieving goals rather than on overcoming difficulties.

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IMPORTANT LESSONS OF NOVOGRAD-VOLYNSKIY HCSMO REFORM

It is important to aim to move from Housing communal services municipal organisations (HCSMO) to ACMH, but it is even more important to have a clear understanding of how to do it most effectively. In Novograd-Volynskiy they developed the right technology, necessary documents and economical basis. This experience should be explored.

“In 2003 the first ACMH was created, and recently we said “goodbye” to the last HCSMO (there were 3 of them in total)”. Today Novograd-Volynskiy has 25 ACMHs, which are combined in 196 apartment buildings, i.e. 87% of the total”, says Mykola Borovets, Mayor of Novograd- Volynskiy, describing the main achievements in housing reform.

This article highlights the key factors un-

derlying success of a six-year-long Project. Incentives for residents are noted to help citizens of Novograd-Volynskiy to change negative or indifferent attitudes to positive and active ones.

IT IS IMPORTANT FOR PEOPLE: WHY IS IT NECESSARY TO MOVE FROM HCSMO TO ACMH

One of our main objectives was the reor-

ganisation of housing repair and service companies in ACMH: Privatisation of apartments meant that the whole house changed ownership, and this, in turn, changed the form of services and utilities. Now a good deal of responsibility for maintenance and services lies on the shoulders of the same owner.

We were not afraid of making huge efforts to overcome common stereotypes: some did not understand what changes had occurred, and continued to live the principle “I paid, so I do not care who will do the job or how”. So, we should prove that the owner is the one to decide whom, how and for what to pay and then he should ask, what was fulfilled and in what way. When it applies to apartments, it is easy. While a building is served by HCSMO the condition of roofs, entrances, elevators, surrounding territories are the HCSMO’s “problem” but since the



HCSMO often do a bad job, people are motivated to create associations (ACMH) to independently control the quality and cost of works. Once the ACMH took over maintenance of buildings, city council began the process of giving ACMH the surrounding areas, which prompted apartment owners to arrange these territories, since now they are the owners. If earlier government could continue managing these territories without residents' consent, today, this requires the consent of ACMH.

IT IS IMPORTANT FOR THE CITY: REFORM STRATEGY FOR HCSMO

The City Council won from the reform no less than the residents. In fact, now that costs from the city budget for the maintenance of buildings have been reduced through co-financing of capital invest-

ments of ACMH members (and sometimes the decrease was as much as 50%), the city no longer has problems with calculating and collecting rents and approving tariffs for housing and municipal services. However, I think the most important thing is the transparent mechanism of interaction between local authorities and associations of citizens that was created. Its aim is to solve problems in housing. Now all conflicts are solved purely at meetings of boards of ACMH and the index of payments for services in ACMH is higher than it was in HCSMO — 88-96%. In ACMH public committees were created, which work with debtors. The method of public coverage of debtors is used.

City Council retains just a coordinating function; it spreads best practices and co-finances capital repairs. How valuable is the experience of Novograd-Volynskiy for other City Councils? How to ensure high

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

Novograd-Volynskiy, by the end of 2009, in partnership with UNDP implemented 20 projects. Here is the best experience, worthy of use by others:

- Creation of a strategic development plan for Novograd-Volynskiy;
- Construction of a water pump-room;
- Reconstruction of the diagnostic centre;
- Reconstruction of the premises for a youth rehabilitation centre.

rates of reform? The systematic approach helped us here.

Firstly the group of experts studied the experience of reform and its legal basis in the neighbourhood in partnership with «Municipal Governance and Sustainable Development Programme» (UNDP/MGSDP) — Ivano-Frankivsk, Lviv and others, where ACMHs were already created. We saw how the ACMH work and what advantages it gives tenants.

Then we tested the effectiveness of innovations on our own pilot projects. The pilot project was to make a district ACMH called «Koloryt». The more knowledge we got, the more we realised that this is not an easy thing, and that it is not possible to solve quickly.

IMPORTANT TECHNOLOGY: HOW DID WE MAKE THIS POSSIBLE?

Firstly, we spent almost half-a-year conducting a powerful information campaign, ranging from press conferences and presentations of the Programme of implementation model for reforming the conditions of services and housing in Novograd-Volynskiy. Stories came out repeatedly in the local print media and TV news to promote the best experience and ACMH's advantages. Community groups worked with residents: they distributed informative leaflets, guidelines and thematic posters, conducted meetings in residential areas. The leaflets were distributed at each entrance of 319 apartment buildings. Circulation of leaflets was 5,000 copies and 1,000 booklets.

Secondly, we organised the work of an in-

People in Novograd-Volynskiy used the change in housing ownership from public to private to their advantage. They advise others to do the same.



KEY FACTORS IN THE SUCCESS OF THE PROJECT'S IMPLEMENTATION

- Implementing a systemic approach helped a lot.
- Firstly a group of experts studied the experiences of the similar reforms and its legal basis in the neighbourhood.
- Pilot projects helped accumulate experience of complex problems and vision of how to solve them.
- An implementation programme, based on the model of Novograd-Volynskiy housing conditions reforming in 2008-2009, was adopted. City Council and its executive bodies supported social partnership with communities and supported tenants in their efforts to solve problems of housing.
- We developed and approved the ACMH concept at the City Council session.
- Ideas would not have been realized if it were not for the organisers' profound knowledge of regulatory processes. You must have real leaders promoting ACMH ideas.
- We involved influential performers because people trusted and followed them.
- To coordinate and provide practical assistance to ACMH managers, we issued an instruction consolidating the executive officers of the City Council on specific utilities and ACMH.
- Regular training and conferences for leaders and members of the ACMH.
- Overcoming stereotypes and prejudices through a strong information campaign.

formation and consulting centre for a number of housing and industry experts, the Department of Information and Public Relations and ACMH experienced leaders. We bought and distributed among initiative teams the Guide "Creating of ACMH". Lots of information and methodic materials were provided due to the UNDP/MGSDP support. In addition to the so-called "information attacks", we systematically conducted training and conferences for the ACMH members and leaders. Leaders of associations participated in the seminars.

Third, to coordinate and provide practical assistance to ACMH leaders, we issued an instruction appointing executive officers of the City Council to lead definite utilities and ACMH creation. Then we involved influential and trusted performers, which increased our campaign rating. In the absence of instruction these activities would have lasted too long, and we were not certain of successful results.

Fourth, the experts of the housing of City Council and lawyers developed and improved on the typical statute for ACMH and Federations of ACMH. To resolve the issue of legitimacy there were standards established in regards to the authorized representatives of the building at ACMH meetings. The quota was at least one representative from ten apartments. This fa-

cilitated more effective meetings and helped to address issues more immediately, which is needed for efficient ACMH functioning.

Meanwhile, according to the legislation of Ukraine and numerous governmental regulations, we developed and adopted a series of documents of local importance, according to which the reform was carried out.

In particular, we adopted an Implementation programme on the model of Novograd-Volynskiy housing conditions reforming in 2008-2009.

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Fifth, although the authorities were letting people organise themselves to serve their own homes, they continued to be involved in a supporting role. Each ACMH received financial support (UAH 22,000 – 30,000) to start operations to purchase office equipment, plumbing, other tools and expendable materials. In 2008, UAH 450,000 was allocated from the city budget for major repairs of residential buildings. Funding was provided under the condition that owner of the house would cover not less than 30%. Also we received state grants of UAH 2,05 mln, which were used for capital repair of roofs of 21 apartment buildings. We co-financed children's facilities and sport fields, landscaped surrounding areas and bought garbage containers.

Sixth, we calculated that if the ACMH has less than 300 member-apartments, the association would not be effective. The successful experience of ACMH "Koloryt" was used in calculations. It included houses with common surrounding territory. According to the research results the concept of urban ACMH was approved during the session of City Council and suggested for the common usage. This allowed us to reduce administrative expenses and taxes. At the same time, to improve housing services, we had to increase charges up to UAH 0.95-1.15 for 1 sq. m.

IMPORTANT CONCLUSIONS: CRITICAL NEEDS

There are several fundamental points, which are vitally important for successful HCSMO reforms.

1. The awareness of and personal engagement of the mayor.
2. It is not recommended to launch ACMH reform without adequate knowledge of the legal framework and without leading experts.
3. You must develop and approve a programme for the city's housing reforms.
4. Initiative teams in each building are necessary to introduce ACMH.
5. You must convince people that they are owners of their apartments as well as of the whole house, so that accordingly, they should take care of it.
6. If you are lacking managers, you should train them.
7. Housing services of high quality cost more.

*Mykola Borovets
Novograd-Volynskiy Mayor*

1.2 Experience of local communities in implementing their projects

SOURCE OF LIFE IN ZAMKOVA STREET

Being tired of the lack of drinking water, residents of the street created community and decided to solve the problem on their own. Due to the community and its strong leader water supply system has been built.

Residents of Zamkova Street, in the old part of the Dolyna town (Ivano-Frankivsk Region), have been suffering without drinking water supply for not just

one day, or month or even a year. In small houses in the street, which were situated on one of the highest hills, supply of drinking water has always been a problem



For many years residents of Zamkova Street were carrying water from everywhere. Especially difficult it was during hot summertime.

because water in the upper layer of soil is of very low quality. Especially difficult it was for them during hot summertime.

For decades people made attempts to solve this problem, addressing relevant authorities of different levels — and all for nothing. They had to carry water to their homes from anywhere. Also, they had to invent new methods of delivery: some were carrying buckets from a nearby street, others carried canisters from a well. One thing these people had in common is that they were disappointed by the inability of government agencies to solve this problem.

MIRACLE DID NOT HAPPEN, BUT ...

With publications in local press, people learned about Municipal Governance and Sustainable Development Programme, which is being implemented by the UN Development Programme (UNDP) with financial support from the Swiss Agency for Development and Cooperation (SDC) and other donors.

One of the main tasks of Municipal Programme is the development of local government and initiation of broad participation of citizens in solving their own problems through the formation of stable foundations of civil society. Only the

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

The city in partnership with UNDP implemented a project in early 2010. 3 more projects are being implemented. Also four training sessions for local communities were conducted. The best experience, worthy of use by others:

- Project of building a water supply network by service cooperative "Source of life of Zamkova Street"
- Establishment and operation of ACMH "Cozy home on Nezalezhnosti, 2".



Dolyna City doesn't justify its name ("Dolyna" in Ukrainian means valley): it is located on a hill. Supply of drinking water was a problem from the very beginning.

"healthy" community can play its role in society and promote a specific region and the whole country.

Reviewing in detail the purpose and activities of the program, self-learning best practices of communities in other cities and taking part in seminars to exchange experiences, "active core" of the street community decided to act. They understood that besides themselves, no outsider will solve their problem. According to the recommendations of UNDP experts, they did not delay in formation of community association — a service cooperative — and gave it the accurate name: "Source of Life of Zamkova Street".

EMBODIMENT: A KEY TO SUCCESS

It is essential that association leaders were the "active core" of the street community. They brought the case to the end, because most people on the street did not believe in the success in the beginning. Initiative group has a lot of merits, and main of them are the clear division of responsibilities, the formation of government, a plan of action, collecting funds for the solution of the problem. Moreover, in early 2007, the team members were the pioneers, as associations of citizens with this form of management in the private sector did not

exist before. Because of this there were some problems in state registration and state institutions.

But the result speaks for itself. In a brand new water pipeline there was clean drinking water, which now gets to every resident of Zamkova str. A small community, which invested more than UAH 2,000 from one house, was able to implement the project on construction of drinking water supplies worth almost



The members of the initiative group have a lot of achievements, but up to early 2007 they were the pioneers, as community-based organisations as a service cooperative in the private sector did not exist before.

UAH 167,000. Of course, the lion's share of funding for work on this project (90%) was provided by the city administration and "Municipal Governance and Sustainable Development Programme". But if there was no active community, there would be no water!

RECIPE FOR THOSE WHO WISH TO USE THE EXAMPLE

"Today we are convinced that the other residents of our city should also organise themselves, unite to address common issues and problems", says former chairman of the cooperative Galyna Tkachuk. "Association makes every effort more effective, because there is safety in numbers, and

community is a power. Gaining experience will help us work better in the future and attract additional resources to solve problems. We are gladly willing to share it with other associations and organisations in our city, and possibly other communities, cities or villages". By the way, the appearance of drinking water in the homes of Zamkova Street dwellers is going to be immortalised by a roadside monument. It will be the balk, the instrument which more than one generation of Zamkova inhabitants used to carry water from different parts of the city.

Dolyna City began working on Municipal Programme from mid 2007, when other cities have already had considerable experience and a large number of projects. However, as noted by the Municipal Project Coordinator of city support Alexander Kizyma, "The development of the local community does not depend on the number of completed projects or solved problems. Our task is to make a revolution in people's minds, motivating them to feel like a community and form a kind of Hope islands that will restore a healthy nation and a strong country. And completed projects are visual, stimulating positive examples for the indifferent, inactive communities". Sincere appreciation to the residents of Zamkova str. was expressed by the Mayor Volodymyr Garazd, since they not only believed in this project, but invested their money and strive to success. "This is a small example for life in the city, region, state, which shows very well how we need to solve problems", noted Volodymyr Garazd.

Sergiy Gargat,
Executive Director of NGO
"Center of Reforms and Development"

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Irrevocable decision «to stop living like this».
- Purposeful and active initiative group.
- Support from the Mayor.
- A clear division of responsibilities, the formation of government, a plan of action.
- Readiness of dwellers to give funds to solve problems (10% of total budget).
- Finding solutions to address all issues and not search for excuses why something can not be done.

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HIGH QUALITY DRINKING WATER DUE TO COMMUNITY EFFORTS

The quality of drinking water is getting worse in cities because of the poor quality of ground waters (in rivers and wells). Still, in Novograd-Volynskiy people manage to drink high quality water due to the established use of powerful deep underground sources of water.

In our city water services are provided by the public utility company “Novograd-Volynskiy production office of water-and-sewage facilities”. Water in the public water supply system gets there from the three water supply points where water arrives from the Sluch River. Those who do not have a public water supply system take water from the wells. Water disposal is being done to dump wells or local cleaning facilities. The general capacity of all the water supply points adds up to 18,000 cubic meters per 24 hours. The city is supplied with water 24/7. Multi-storey houses are provided with water of sufficient pressure for 18 hours per day. Water losses in the distribution system constitute 40% and process losses constitute 12.6%.

USEFUL EXPERIENCE GAINED FROM THE PROJECT'S EXECUTION

By the end of the 2009 in Novograd-Volynskiy, with the partnership support of UNDP, 20 projects had been implemented. The best experiences, which deserve to be learned from by others, are:

- Development of strategic plan for Novograd-Volynskiy development;
- Drinking water pump room arrangement;
- Reconstruction of the youth rehabilitation centre;
- Reconstruction of the diagnostic centre



Such pumprooms (well rooms) in Novograd-Volynskiy are being built with the joint forces of citizens and City Council. Soon the necessity for pump rooms will be fully satisfied.

Still 23% of water pipes have exceeded their working life span. Low quality and destruction of pipes, building and repair works, excessive pressure on some parts of the distribution system and violations of exploiting rules of sewage often cause breakdowns of plumbing systems, water losses, water pipe system breakdowns and secondary pollution of water. Quality of the water in the water pipes is very low due to excessive chlorine treatment. Moreover the quality of water taken from the river is very low and it is getting worse because of the water and sewage system demolition. The number of the city pipe system breakdowns constitute on average 135 accidents per 100 kilometres per year and almost as many as the average accidents rate in Ukraine (174 breakdowns per 100 km yearly). Sewers accidents constitute up to 2044 jams per 100 km yearly – which is much higher than the average statistics in Ukraine (716 accidents per 100 km per year).

Besides this, the municipal water treatment plant stops the water supply for various reasons: accidents in the system caused by

snowfalls, “Novograd-Volynskiy production office of water-and-sewage facilities” payment debts for used electric power and debts of military bases situated in the city, preventive measures and so on. Thus, an alternative water supply was highlighted as one of the strategically important tasks for the city's development. The water for pump rooms, unlike water from wells or pipes, is supplied from the deep water-bearing beds, well protected by powerful clay aquicludes (confining layers). In natural conditions this water runs through a complex physical and chemical purification and filtration process through the sands.

Even though the first pump room in the city was built in 2004, development of such a water sources network has been very complicated. That was why city authorities determined that the community is to take the most active part in the planning and implementing of any projects deemed to be vital for the citizens, including partially financing them.

“PRESSURE POINTS” ON THE WAY TO THE RESULT AND THE MEANS BY WHICH TO OVERCOME THEM

In 2007 municipal authorities suggested to the citizens of a micro district “Zeleny” combine their forces and build a pump room for artesian water. Furthermore the community had to take initiative into their own hands. It was not difficult as the citizens of the micro district formed the committee “Civil progress” and, united as a community, they successfully managed to solve their own problems.

As told by the head of the community – Viktor Prisyazhnyi – activities aimed at the common wealth of the community were initiated by like minded people – mostly military men on pensions, in the 1990s with the foundation of a non-governmental organisation “Committee of social defence”. At that time, during the turbulent period of Perestroika (rebuilding), they started to solve the problems of citizens living in military towns. They managed to set up a stable system of liquefied gas installations with a 50% price reduction for 15,000 citizens of former military towns on the territory of Novograd-Volynskiy. Later on the organisation was among the first in the city who organised a community on part payment, working on the provision of natural gas supply to apartments. The district committee initiated the reconstruction and provision of the gas supply for the micro district's local boiler-house. In 2000, in “Zeleny”, the community initiated foundation of an alley and a memorial complex honouring all veterans. Now it is one of the favourite recreational places where various activities take place to honour

the memory of the veterans and to educate the youth by teaching them lessons on patriotism.

So, building of the pump room in the micro district wasn't something unusual for the local community from the organisational point of view. Still, it wasn't easy because of the indifference of some people to the problems of low quality drinking water. Inevitably, there are always people who only observe the way work is done and do not try to ask themselves: "Where do I come in?" (i.e. They assume that it has nothing to do with them). This widespread mentality turned the fundraising process into a time consuming and difficult process. Moreover the community didn't have engineers able to develop and manage implementation of the project. Still there was a real leader who was used to overcoming difficulties.

Viktor Polikarpovich Prisyazhnyi organised explanatory work, negotiated with the local authorities and with UNDP/MGSDP and managed the whole process from the ordering of the project through to the launch and setup activities. He was the main driving force in the explanatory work, in which he took part himself. The local community was best informed through elder people in the houses and "grannies" who used to sit near houses on the banks (especially in summer) almost all day long. Not only did they spread information about the pump room to each and every person living in the house, they also explained the necessity of the joint forces and financing, energetically persuading those who still had doubts. Informational materials promoting conclusions of Sanitary and Epidemiological Services for the quality of the drinking water have been created.

As a result, citizens participated in the financing of the pump room building. The amount of UAH 11,683 was collected (UAH 16 per apartment). The necessity to build pump rooms was proven and support from the City Council and UNDP/MGSDP was obtained. The pump room for drinking water has been built partially on the costs of the local community (10%), partially financed from the city budget (45%) and 45% has been provided by the UNDP/MGSDP fund.

CITIZENS ESTIMATE RESULTS AND NOT THE PLANS

It took 6 months to carefully arrange the place where the source of natural artesian water started to pump. Powerful pumps move ecologically clean water up from the underground layers (120 m. deep) Purifying installation disposes the water of radon, reduce iron content and normalise the quality of salt in the water. Soon afterwards the territory was

arranged and trees and flowers were planted. According to the conclusions of the Sanitary and Epidemiological Service, the necessary hygiene conditions have been provided and quality of water in the pump room is within the boundaries of state standards. In 2008 ten water tests checking bacteria and chemical state were conducted. In 2009 the water was tested once and the test showed that there were no deviations from the norms.

People who use pump room can communicate with the head of the committee who looks after the pump room. Stepan Vakulenko pensioner, living in Rokosovskogo St. says: *"If it were not for our Committee, we would never have had the pump room; now my family drinks water and cooks food using water only from the pump room. We use water from the water pipes only for housing needs"*.

Alexander Smolko, pensioner who lives in Rokosovskogo St. says: *"I take water in the pump room, because it doesn't smell like chlorine. It tastes much better than water from the pipes. And I also know that it has been checked here and corresponds to the norms"*.

CHAIN REACTION — EVIDENCE OF COMMUNITY APPROVAL

Today about 5000 citizens use the pump room. Among them there are not only the dwellers of the micro district but people from other districts of the city. As the debit of the pump room turned out to be considerably high because of the high demand (24000 litters per day), we can observe a drinking water deficit. And when running water supply stops in the houses people have to stand in line for an hour to get water in the pump room. Thus today in the city the third artesian well is being built in Pushkina Street. Soon there will be up to ten.

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- A strong leader at the head of the community who won't be stopped by difficulties in the process of project implementation
- Close cooperation between authorities and local communities aiming at mutual understanding and searching together for solutions to the problems which arise during the project's implementation
- The project which you want to execute should be vital for the community
- Experience in working on community's questions, good pilot projects in one's own city or in the partnering cities to gain knowledge of the best way to convince people
- Valuable advice of a technical expert and training for the initiative group executing the project made it possible to build the pump room
- Convincing and active explanatory work, involving "grannies" as agitators who are hard to refuse
- Availability of the city's development strategy; defining the question of quality drinking water as a strategically important issue in order to get funding from the city budget to finance pump room building.

The next stage on the way to providing citizens with high quality drinking water was participation of the community in the UNDP Project supported by the TM Bon-Aqua brand contest "Every drop matters": on October 30 a new source of drinking water has been launched. This project has been implemented by the NGO "Network of educational institutions of Novograd-Volynskiy". Citizens had much to talk about and to show; so much has been done to ensure that the community could understand that it can do anything and that its problems disappear when people join forces for the common wealth of the citizens of the micro district and the whole city. A common goal overcomes all difficulties and helps make any dream come true, especially if it is concerned with vital issues.

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SIMPLE STEPS TO DIFFICULT BASEMENT DRAINAGE

The problem of many buildings of Ukrainian cities and towns which has been left unsolved for years is the lack of pipes in the basement. How to make the basement dry: this experience of ACMH “Galyna-Hope” is useful for every citizen and municipal employee.

ACMH “Galyna-Hope” has considerable experience in implementing projects on their own initiative. Residents have been living independently since 2000 and keeping house and working on the improvement of the premises at their own expense. The community repaired porches, replaced the doors of the building, reconstructed the heating system (central heating system was replaced by individual units). The Association consists of 30 coowners of apartments, in total, in five-storey building, which was launched in 1990, live 85 people.

GOOD ORGANISATION = PROBLEMS ARE SOLVED BEFORE IT'S TOO LATE

The problem that residents could not solve on their own was the repairs needed on the water pipes in the basement of the building. For a long period of operation they were covered with rust and leaked. The basement was damp, which could lead to further de-



Working days of leaders of ACMH
“Galyna-Hope”

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

In the city of Gola Prystan till 2010 in partnership with UNDP there were 7 projects implemented. The best experiences, worthy of emulation by others:

- Reconstruction of the building of kindergarten #3 “Beregynya” (replacement of window units).
- Reconstruction of the tent roof of the building #96 on the Ozerna Street in Gola Prystan.

struction of the building. In addition, dampness hurts the health of residents and through these leaking pipes there were water losses. Annual repair works required funds, but the problem was not solved, it just bought some time before another repair. So it was necessary to act, but there were no funds for the reconstruction of the network among the residents, nor in the city budget. Finally, the well-organised community, led by a group, wrote a letter to the Project “Municipal Governance and Sustainable Development Programme” of United Nations Development Programme.

The head of the association Galyna Litvinova is a resident of the house. She was the person who could organise the

community and direct its activities long before the official union to ensure and protect rights of union members on the proper maintenance and use of undivided and common property, to ensure timely receipt of funds for payment for all charges, the laws and statutory instruments. Furthermore, Galyna is competent in technical matters and has experience in interaction with the City Council, construction and municipal organisations.

At the meeting, which was gathered once again, someone jokingly said: “Galyna, you are our hope.” Hence, almost by itself, appeared the name of the association. It passed the official registration and received legal status in 2007.

KEY FACTORS IN THE SUCCESS OF THE PROJECTS IMPLEMENTATION

- The community was mature enough to make independent decisions and capable of acting. They also had an initiative and responsible leader.
- While preparing the project, the rising cost of labour, materials and other factors was taken into account.
- High degree of trust amongst the people who were participating in the work.
- Professional and continuous monitoring of the work, terms, quality of materials and services.
- Clear organisation of work on identifying problems, ranking them by degree of urgency and finding a solution using an open voting procedure.
- A transparent decision-making process in issues of the competition and the accepting of the works.
- Public audit with the assistance of unbiased persons, for example: dwellers of other buildings, districts and cities.
- Systemic work to improve quality of life: finding new “weaknesses” instead of responding to “hot” issues.
- Support from the local authorities

there is the programme and it works! Earlier this month we paid up to 380 UAH for heat. Today — just 70! Apartments are warm, hot water runs around the clock. The basement is dry and clean. We installed meters for water...

ACMH “Galyna-Hope” willingly shares its valuable experience with others. Thus, UNDP/MGSDP organised a working visit of the delegation from Crimea to “Galyna-hope” in November 2007: this is a model not only for the communities of Gola Prystan. In terms of organisation of the Ukrainian population it is extremely important that communities are mature and able to actively solve their own problems, to improve the conditions and quality of life of their members.

*Anna Sergeeva,
Specialist of Municipal Support Unit
in Gola Prystan*

SOLID COMMUNITY = ALL WORK IS DONE PROPERLY

According to the agreement with UNDP/MGSDP there was a competition among contractors to perform work for the reconstruction of inside water network. A general meeting of ACMH members named the best proposition that was suggested by communal organisation “Kommunalnik”. While selecting a contractor they used such criteria as:

- Qualitative materials and work.
- Fast performance.
- Acceptable prices.
- Experience in organisation and qualitative performance on other sites.

A working group controlled the project. The group consisted of members of the board and association. The community prepared the basement for the job, and arranged it after the work was done.



Modern pipes and dry basement: looks practical and is important for residents.

WHEN RESULTS ARE ACHIEVED IT IS TIME TO TAKE THE NEXT STEP

After the completion of work, ACMH held their public audit, which was filed with documents that proved qualitative performance, completion of the project and acceptable standards of facility in the operation. The audit was carried out not only by the house dwellers, but by people from other buildings, neighbourhoods and cities too. The result satisfied all contractors. The inside water supply network was restored and the work was performed according to established building codes and regulations. Metal pipe corrosion after the repair went down, iron was replaced by

metal. Drinking water did not contain rust anymore. No more leaks were in the basement and so there were less risks of building damage due to dampness in foundations and walls. Water is not wasted anymore and there is no need for annual repairs of the pipes.

And if before members of the union “Galyna-Hope” solved problems directly related only to their community, the next draft of the dwellers will be installing water tower, which will be used by the whole neighbourhood. Their own initiative turned into a big commitment to the community and fundraising and project development.

Galyna Litvinova, head of ACMH: “...I think recently we did not dream of any help. Now

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Without the support of local authorities and charitable contributions made by almost the entire city, this rehabilitation centre for children would not have a new pool.

THE PROJECT THAT ROCKED THE COMMUNITY

Creating a modern rehabilitation centre for children and youths with disabilities from scratch is a great result achieved by NGO for protection and assistance to the disabled. "Angel of Hope" was created with the support of City Council and the community of Mogyliv-Podilskiy. Head of NGO Perzhar Tetiana initiated and led the project and she is also the mother of one of the sick children. There is no good reason not to repeat this success in other cities.

Mogyliv-Podilskiy is a home for about 300 disabled people, including 120 children. Until recently there was no single institution where children with disabilities could take rehabilitation, receive various kinds of assistance and develop. The situation was changed by the mother of one of the boys, who said, *"When there is no such institution in our city, it does not mean that it shouldn't be here!"* She took the matter into her own hands with the initiative to create a specialised rehabilitation centre for children with disabilities. She led the

initiative and is still leading it now. This story is very touching and at the same time important, because one of the indicators of development in any community is the way that it protects its most vulnerable members. Typically, people with functional disabilities or with special needs are the most vulnerable and yet, they are often abandoned to their needs without appropriate support. So it was in Mogyliv-Podilskiy. But now here is "Angel of Hope", which helps children, their parents and the community as a whole.

WHAT EXACTLY HAS ROCKED THE COMMUNITY?

"Angel of Hope" — that is the name of NGO on protection and assistance to disabled, which was established in May 2006 with the support of the City Council in Mogyliv-Podilskiy. It took up the legal, social and medical protection of the disabled, with the purpose of facilitating their participation in social life. It started with the establishment of the rehabilitation centre for children with functional disabilities, which would provide comprehensive services necessary to reduce the effects of psychological and motor limitations. Its task was, and still is the maximisation of social inclusion through communication and interaction with others and increasing the mobility of children through special skilful teaching robots, games and exercises.

So, at first there was the idea and a burning desire to change the situation. Then

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

There were five implemented projects, in partnership with UNDP, in the city of Mogyliv-Podilskiy as of September 2009. The best experience, worthy of use by others:

- Replacement of windows in kindergartens #1, 2, 3 and in school #3 (with the support of SDC and Embassy of Kingdom of Norway).
- Creating official website of City Council, which is frequently updated.

the Mayor of Mogyliv-Podilskiy Savolyuk Mikhailo Oleksandrovych gave his support to the initiative. After getting support, “Angel of Hope” held a wide campaign promoting the ideal “Let’s help together”. Perhaps the “campaign” is too loud a word, but the main issue is that it helped to receive first capital.

In the framework of the campaign they were distributing letters requesting assistance to build the centre. Letters came from the NGO, with the support of the City Council. Requests for support were sent out to local businesses, utility companies, directors of schools and colleges. Also, all dwellers could transfer the money personally.

“Angel of Hope” shook the community, caused public sympathy and people expressed solidarity. The charity easily united entrepreneurs, employees of state and social institutions, organisations, media and community members. Citizens gave different sums of money, starting from UAH 30. City Council gave the centre building with an area of more than 200 sq. m., and also UAH 75,000 from the local budget to start repair works, as well as provides moral help and support, and helps in dealing with organisational issues.

Together they contacted the Project “Municipal Governance and Sustainable Development Programme” of UNDP in Ukraine, the council ensured financial obligations, their own as well as from community organisations. After receiving a grant, the members were actively involved in the repair, and also collected money in the amount of UAH 29,623 (total project cost amounted to UAH 182,323). The project was implemented with support from the Swiss Agency for Development and Cooperation. In addition, members of volunteer organisations provided services, performing a lot of work in the centre.



Until recently, in Mogyliv-Podilskiy, there was no institution where children with disabilities could take rehabilitation, receive assistance and keep developing.

TWO IMPORTANT RESULTS

October 14, 2007, the day of great religious holiday, the celebration of the Holy Virgin Protection, was also the day of the opening of the rehabilitation centre of daycare entitled “Angel of Hope”. For the city the opening of the centre was a breakthrough step towards new standards of social life. Such a centre is the only in the area, and its opening has become possible through the joint efforts of the entire community. Everything played its role: mother and child initiative, support from local authorities and the charitable contributions of the residents and organisations of the city, the contribution of UNDP and the hard work of the NGO members and volunteers. In addition, there is an extremely valuable moral outcome: the opening of this centre showed all the people of the city that we can do a lot if we unite around the most important common projects. And even if they are small, they are still important! Experience of the City Council is also growing. Every day it learns to hear the voice of the community, appreciate and support its initiatives.

Today, the centre is attended by children from 1.5 years old, adolescents and youths

under 18 years. Each of these young people benefits from the individual approach in their treatment and social rehabilitation. The Centre provides a qualified psychologist, counsellor, organises classes of art-therapy, music, drawing lessons etc. Medical services are exercise therapy, physiotherapy, massage and water treatments. Children become socially adapted, improve health and find friends. They overcome physical limitations and acquire self-service skills. A major result has been expanding the social space of their lives because the centre created additional opportunities for communication, physical and psychological recovery. UNDP/MGSDP is an important partner for many public organisations in Mogyliv-Podilskiy, it helps solve important social issues for the city such as improving the material base of childcare facilities, creating extracurricular institutions and introducing new, more advanced energy technologies. We believe that the community-based approach to local development is the key to the success of local self-governance, a democratic society and the future development of Ukraine.

*Volodymyr Polyak,
Municipal Project Coordinator
in Mogyliv-Podilskiy*

KEY FACTORS IN THE SUCCESS OF THE PROJECT’S IMPLEMENTATION

- A powerful desire to create the centre and a willingness to see the idea through to the end: we should be interested and persistent.
- Broad support from city government: organisational, moral and financial.
- Organisation of a wide range of support: from business, media, and ordinary citizens.
- Purposeful movement forward, against all odds and without departing from the set course.
- Belief that the cause will be a success and that there are always people supporting you.
- Don’t expect support and endorsement from everybody, it is unrealistic.
- A strong leader managing the process is the person, who knows that he or she really needs to get results.

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HOW TO MAKE A GOOD FACADE

Repair of the school facade is a necessary but very difficult issue. An average school has no money, and it is very difficult to find a responsible person who would do it. And without these constituents such a problem cannot be solved! For a long time that was the case in Voznesensk. But that has changed, as you can see from the photo. The solution is pretty simple, and it is described here.



In the comprehensive schools of Voznesensk there are 5,158 students. Despite the outdated material base of school facilities, thanks to the parents' committee they have more or less satisfactory conditions. But parents of children who go to school

#10, found it very difficult to solve the problem that created discomfort and was a threat to the health of children: repair of the facade of educational institution. School #10 of I-III levels of Voznesensk was built at the end of the nineteenth cen-

tury. The two-storied building is a historic architectural monument and last overhaul was done here in 1953. Each year the parents committee took pains to maintain the classrooms, but the external walls and roof gradually collapsed. Plaster over the years collapsed, cracks appeared and the facade began to collapse also. There was a risk of injury for students and passers-by. Moreover the slate roof was partially out of service from age and a lack of rainwater diversion. When it was raining or snowing water flew down the walls and the window showed leaks, especially in the areas of architectural ledges. After plaster fell off, brickwork also began to collapse, which ruined the window units. In some class-rooms there was visible mould, and students, especially junior, began suffering from allergies. Further suffering became unbearable and people began to act.

KEY FACTORS IN THE SUCCESS OF THE PROJECT'S IMPLEMENTATION

- "No more patience", though, without a doubt, this item would not be necessary if you abide to the following three.
- Clear presentation of the problem: the majority of parents shared the desire to solve the problem.
- Willingness of parents to give money and to do work as a non-financial contribution.
- Availability of a purposeful and active functional group, headed by an effective person.
- Permanent control of the progress and quality of work, schedule and budgeting performed by the functional group.
- Support from local authorities.
- Moving forward and implementing of plans, despite the lack of full support from parents.
- Informing parents to keep them united around common issues.
- Finding ways to resolve problems rather than making excuses for why something cannot be done.

WHAT MADE IT POSSIBLE TO SUCCEED?

Having learned about the opportunity to participate in the UNDP Project "Municipal Governance and Sustainable Development Programme" (UNDP/MGSDP) char-



Behind the good looks there is much work to be done. The main issue here is not the money, but ultimate focus on the result and clear organisation of all procedures and work.

itable organisation “Promin” (Ukrainian word for “ray”) from school #10 filed a draft of the facade repair for school. Money of the parents (10% of the total project budget) was added to the funds allocated by the City Council and the UNDP/MGSDP and repair of the facade became a reality. A functional group was selected from members of the charitable organisation “Promin” of school #10. This group identified the volume of work, announced a competition among contractors and chose the winner by checking all estimates. This winner was “Dream IM Ltd”. Then functional group members monitored repair work, organised work on account of non-financial contributions (gardening and landscaping, planting of perennial flowers and evergreen shrubs), taking the project to fruition. The only obstacle on this was the passivity of some parents. People did not believe that UNDP would help and give the money to repair the facade of school. Work started without them, as workers of municipal initiatives and investments were confident in the outcome and continued educational work. Such communication and progress of repair work took place on

schedule and this gradually changed parents’ views until, eventually, they all combined their forces.

HOW TO SOLVE A SIMILAR PROBLEM IN MY CITY?

After repairing the facade of the school Svitlana Zelinska, chairman of the charitable organisation “Promin” and the “moving force” of the project, said, *“Our school’s facade has changed for the better aesthetically as well as from the point of view of our school’s image. We, as a community, have made our contribution and as a result the school is preserved as a historical monument of the city. All risks were eliminated: the risks of injury and allergic diseases. Development programme unites school and parents with the City Council. Together we will solve the problems, which concern not only schools but also communities.”*

Total project cost was UAH 165,441, including the contributions by UNDP of UAH 51,972, City Council of UAH 96,520, and the community of UAH 16,499, not mentioning another UAH 450, as a non-financial contribution to arrange the premises.

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

There were 10 projects implemented in partnership with UNDP/MGSDP in Voznesensk by the end of 2009. Best practices worthy of use by others:

- Creation the NGO Network to promote education in Voznesensk called “Dialogue” and installation of warm modern toilet in school #7.
- Overhaul of sewage systems and plumbing replacement in kindergarten #6.
- Construction of sewer and water reservoir systems.

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MAKING PROGRESS, STEP BY STEP, SIMPLY AND EFFECTIVELY

POSITIVE EXPERIENCE OF NONTRIVIAL SOLUTIONS FOR KINDERGARTEN ISSUES

A few years ago kindergarten #4 of Novovolynsk was like anywhere else: old windows and cold rooms. Today kids are in the warm and parents and educators have a clear idea of what to do and how to improve conditions in the garden step by step.

The building of kindergarten #4 in Novovolynsk was built in 1969 according to the typical Crimean project: with huge windows and doors, weak heating system, reliant on the warm Crimean climate. In those years, under the planned economy, the supply of gas was of higher quality and the temperature was not as low as it is now. But for 40 years there were no major repairs of children's institutions because of the shortage of money. Windows became less dense, compared to what they once were. Some time ago they were artificially warmed (using foam or cotton wool), but that no longer helps: the premises were still cold. Kids were often sick, the staff worked in busy mode and parents were subjected to financial and moral losses. So the most necessary task of the community was identified: the replacement of the windows and door units in children's institution, to normalise temperature. The community started searching for the answer to the question, where to get the money?

New windows of "Doshkolyaryk". It was this victory that inspired the community to seek new challenges and ways (and money) to solve them.



KEY COMPONENTS OF THE PROJECT'S SUCCESS

- It was extremely important that the municipality supported the parents. This first small victory gave them strength for the next steps.
- The chairman of the organisation performed great work. She persuaded the parents that they should give money, which was fundamentally important.
- It is important that the contractor performed the work to a high quality and in time, as was expected by everyone.
- Precise execution of promises today is the main guarantee that the future projects of "Doshkolyaryk" will find support.

FIRST SUPPORT IS THE FIRST SMALL VICTORY

The Initiative group addressed this matter to the Municipal Support Unit (MSU). After meetings and consultations with the Mayor, employees of MSU joined the work. First of all, they had provided the necessary information and technical assistance, because the town had supported the parents' idea. A group of parents and educators initiated creation of a social organisation based on kindergarten #4, which is managed by Lyudmila Mohil. And in May 2007,

the NGO “Doshkolyaryk” was registered. The first difficult task for the N. V. Tomchuk, head of the organisation, was the convincing of parents, because not everyone believed that so much money could be obtained from the budget of UNDP. Therefore, there were meetings, on which they discussed all possible options for solving the current issues of the kindergarten, over and over again the priority was defined: replacement of windows. Due to her persistence, Mrs. Tomchuk was finally able to inspire parents to work together to improve the conditions in kindergarten. But the main thing is that she convinced everyone that money would go towards the replacement of the windows and that there was no other way to resolve the issue.

In July 2007, UNDP/MGSDP specialist Leonid Tulovsky Visited the city to review the kindergarten. After touring the premises of infant institution, he confirmed the magnitude of the problem of energy saving in the kindergarten #4. And just like the community he set the first task: immediate replacement of windows and doors that are in bad condition.



A lot of people help kindergarten #4 today, not only because they all trust “Doshkolyaryk”, but because they know: together they do very important work and strengthen the community group

STRONG PERFORMANCE PLEDGES ARE THE MOST IMPORTANT KEY TO TRUST

In September 2007 “Doshkolyaryk” received the first tranche to finance the planned project according to the estimate. Dismantling and assembly work began rapidly. The executor of the works was entrepreneur Khabarova L. O. She conscientiously fulfilled all conditions defined in the agreement. Windows and doors were manufactured; they were of high quality and were easily installed. All work on replacement windows and door units was completed in December 2007. The total estimated project cost amounted to UAH 17,457, including UAH 7,700 from the City Council, UAH 7,700 from UNDP and UAH 2,057 from the community.

After replacing windows in the kindergarten, energy saving improved to 15.5%. Inside was cosy and warm. The temperature was comfortable, increasing by 5 degrees. Children now get sick less and attendance in kindergarten has increased significantly: from 150 children per day in 2006 to 195 in 2008. Staff and parents are relieved and now very pleased to work.

TRUST EACH OTHER AND YOUR ORGANISATION: THAT ALLOWS YOU TO MOVE FORWARD

Now, encouraged by their own successes, community members are actively

seeking opportunities to improve the conditions of children in kindergarten. In fact, they do it at their own expense and with the help of sponsors. Another window-door unit was replaced and there was a major repair of the main entrance corridor and the central corridor of the second floor, overall worth UAH 10,000. Each group, with the help of sponsors, received carpets and curtains to the value of UAH 5,000. And the city could not help but notice the success of the community. Based on previous experience of community, seeing their initiative and perseverance, the city has allocated public organisation “Doshkolyaryk” UAH 18,000 for facades.

Now the kindergarten is warm and cosy. The people of the community must first of all thank themselves for that. It is they who dared to believe each other, collected money to replace windows and together with educators founded organisation “Doshkolyaryk”. If this had not happened then perhaps there would be nothing. Indeed, as a Chinese wisdom says, “everything starts with the first step”. Of course, without the active work and enormous contributions of individuals there would be no result. So our special thanks to people like Nina V. Tomchuk, Head of NGO

“Doshkolyaryk”, Oleg Karlovych Prysutpchuk, representative of “World Window”, Borys Karpus, Head of Department of Economic Policy and Investment and Municipal Coordinator, Lyudmila Bogdanivna Harevych, specialist on introduction of sustainable development projects and community activist. Where there are such people, kids will not freeze and parents will trust each other and trust in the success of collective effort. New achievements are ahead of them, because they can turn plans to reality.

*Borys Karpus,
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PART 2.

RAISING OF THE LOCAL GOVERNANCE EFFICIENCY



As denoted in the Recommendations №19 “As for the citizens’ participation in the local social life”, approved by the Council of Europe in 2001, bodies of local self-governance should provide citizens with clear and full information about the local community and also guarantee its citizens freedom of thought, as expressed relating to the most important decisions influencing their future.

According to these Recommendations, UNDP Project “Municipal Governance and Sustainable Development Programme” provides for partnering cities support for the implementation of activities fostering better dialogue between the bodies of local self-governance and communities as well as the growing importance of local self-governance in the implementation of government initiatives with the active participation of citizens at the local level.

The Programme facilitates the establishment of Municipal Support Units, departments supporting local initiatives in the structure of partnering city councils, and encourages employees of these departments to cooperate with the members of the communities, provide consulting for community organisations established, launch and implement projects and initiatives in the sphere of sustainable development. During the years of project implementation many instruments helping involve communities in the local decision making process have been tested.

In this Part of the publication you will learn about the experience of establishing some of the advisory public councils — department for local development (example of Zhytomyr), public council (in Rubizhne of Lugansk Region) and committee on sustainable development (in Rivne).

The experience of Programme shows that introduction of municipal services quality management system in accordance with international ISO standards — is one of the efficient ways to improve municipal governance.

All citizens of the four cities assured themselves of that — Voznesensk (Mykolaiv Region), Kirovske (Donetsk Region), Novograd-Volynskiy (Zhytomyr Region) and Dolyna (Ivano-Frankivsk Region). The project of introduction of municipal services quality management system which was implemented in Voznesensk became the first successful experience of the Programme in this area. That is why it is described below in detail.

UNDP/MGSDP encouraged many initiatives to develop inter-municipal cooperation by uniting 29 cities in the National Forum of partner municipalities. Two Ukrainian cities — Dolyna and Novograd-Volynskiy — shared their experience in one of the initiatives implementation within the official partnership.

In order to establish effective communication between authorities and communities, the Programme supports the creation of modern interactive web-pages of the City Councils — partners of the Programme. From the very beginning of the Programme’s implementation 14 cities took advantage of its consulting, organisation and financial support and created their own web-pages in the Internet. One of the most visited web-pages was that of Dzhankoy (Autonomous Republic of Crimea) which generates revenue and also improves the image of the city. A similar web-page was created in Saky (Autonomous Republic of Crimea). It became a working instrument in the activity of the local image-studio which acquaints the local community with the local government activities and provides coverage for its achievements and gives information about the results of solving difficult problems relating to city development.

At the request of some city councils, the Programme invited experts of other UNDP projects as well as from the donor organisations to the cities thus creating a synergy effect.

So, with the support of UNDP/MGSDP, the majority of partnering cities information campaigns are being conducted on the topics of sustainable development, energy efficiency, human rights, consumer rights protection, environment protection and AIDS/HIV prevention, gender mainstreaming, etc.

The study course “Sustainable Development of Society” has been specifically developed and it has already been introduced to the educational programs of the institutions of higher education.

You can read about all these achievements in this Part of the publication.

2.1 Instruments to involve communities into decision making process on the local level

HOW IVANO-FRANKIVSK COMMUNITY WAS TAUGHT TO PLAN CITY DEVELOPMENT TOGETHER WITH LOCAL AUTHORITIES

There is no task more difficult than to talk a disappointed person in to “forgiving” old insults and to trying once again. There is no more powerful motive to do something than the belief in the result. There is a gap between these two beliefs. In Ivano-Frankivsk people know how to overcome it and how to plan development together with the community

As other citizens of many cities of Ukraine citizens of Ivano-Frankivsk didn't see the point in fighting for the higher quality of service and in interfering into the process of solving current burning problems. You could describe them the same way as you do the majority of “population”: the majority of citizens are passive with narrow field of interests, they are not willing to undertake collective responsibility and are not informed good enough. Solution of this problem became one of the main tasks of the United Nations Development Programme's Project “Municipal Governance and Sustainable Development Programme” (UNDP/MGSDP) which was launched in Ivano-Frankivsk in May 2004. This project started as a pilot and was designed to foster implementation of clear way to introduce sustainable development principles in Ivano-Frankivsk. Besides it had to start common public and private partnership to solve local social, economic and ecological problems. One of the most important project directions was teaching communities (tenants of the houses) how to solve their problems independently without waiting for others do that. Instead it was suggested that they should create communities for example Bodies of Self-Organisation of Population (BSPs).

FROM THE FIRST STEP TOWARDS SYSTEM. HOW DOES IT WORK?

The first step, as usually was the most difficult. After all people didn't trust authorities. Relations between local authorities and communities were lacking construc-

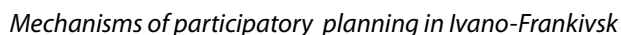
tive dialogue. Citizens knew by their personal huge experience that it was easier to keep aside than to overcome obstacles and initiate conflict. In order to show that authorities are making the first step towards people Municipal Support Unit (MSU) has been created. Its work was fo-



During such Forums of Municipal Sustainable Development Council (MSDC) in Ivano-Frankivsk decisions are made as for the future of the city

Afterwards programmes are approved at the MSDC Forum (conducted twice a year). On the basis of the conducted Forums and public hearings the list of problems of highest priority is being approved and local government deputies, heads of departments of executive committee and RC getting ready the project of micro districts' annual plan.

For operative contact of BSPs and ACMHs with the City Mayor, Council of Heads of



The process of common planning is new for the official system in Ukraine where giving orders from top down is a norm. Still in Ivano-Frankivsk a new approach is

Together with public utility companies “Teplokomunenergo”, “Vodoekoteprom”, a Council of ACMHs and BSPs organised informative visits to the facilities of the companies as well as conducted trainings where questions of houses’ heating and water supply systems, house auditing devices (meters) and tariff rates. As a result settled cooperation between heads of BSPs and ACMHs and

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

In Ivano-Frankivsk by the end of 2009 with partnership support of UNDP 95 projects have been implemented. The best experience worth attention are:

- including priority directions, defined by bodies of self-organisation of population (BSPs), ACMHs, charity organisations into the list of tasks or the annual social and economic development programme;
- creation of Resource Centre for supporting UNDP/MGSDP projects implementation;
- development of the municipal programme "Energy saving and energy efficiency in Ivano-Frankivsk for 2010-2013";
- city delegations exchange on the basis of the implemented projects in the cities which are taking part in the programme under support of West-East;
- usage of the experience gained during project implementation, human resources mobilisation in order to introduce other social projects including "Improvement of effective solid household waste collecting, sorting and recycling system management in Ivano-Frankivsk and region";
- building of kids', sports' and containers' grounds at the places suggested by BSPs.

organisations providing housing services. That made it easier to solve problems and work with debtors. Council of ACMHs and BSPs heads under City Mayor's Office takes part in projects

implemented by the City Council ("Improvement of effective solid household waste collecting, sorting and recycling system management in Ivano-Frankivsk and region", "Energy efficiency in households") other events. During the city toloka on the eve of the Easter Day provision of urban amenities has been organised by ACMHs and BSPs. Charitable organisations (COs) registered almost in every educational institution take an active part in planning allocation of development budgets approved by the Education Management. Development plan with the rated priorities, reviewed and approved during the general meeting is submitted by the community to the Education Management which becomes a basis for projects' implementation and funding. Submitted proposals are reviewed during the Coordination Committee meeting and then passed to the MSDC Forum where heads of COs can defend their community's point of view thus explaining why windows are to be replaced at first and toilets must be repaired afterwards and not vice versa.

RESULTS THAT INSPIRE

We can tell for sure that participation in this Project became true breakthrough for the community. Every day and every new step on the way to solve own problems we are becoming even more sure that all plans might be realised. Besides community learns to live so that it could see in every problem not only the solution "here and now" but make decisions taking into consideration future perspectives.

Now let's analyse bare facts. During the cooperation with UNDP/MGSDP in Ivano-Frankivsk 106 bodies of self-organisation of population have been created (BSPs, house committees) of which 47 took part in the Project; 137 Associations of Co-Owners of Multi-Apartment Houses of which 13 took part in the Project; 63 Charity Organisations of which 44 partic-

ipated in the Project. In general there were implemented over 110 projects. Only BSPs and ACMHs projects allowed to repair basement branching (reduction of water consumption by 15% and heating consumption by 12%), reconstruction of hip roof (buildings are saved from destruction, improved medical condition of the tenants especially children), installed meter boxes to register heating energy consumption (economy was 10-15%, up to 20% reduction in payment for heating), repair works of staircases (heating consumption reduced by 5%).

Overall costs of these projects constituted UAH 13.59 mln. City council input constituted UAH 8.99 mln, UNDP provided UAH 3.01 mln and community input amounted up to UAH 1.59 mln. Implementation of the mentioned projects allowed to improve living conditions of more than 12,500 tenants and upbringing conditions of more than 19,300 children in the city. Besides starting from 2007 City Council and communities without donors participation financed 18 projects amounting to UAH 3.39 mln (City Council — UAH 2.92 mln, communities — UAH 470,000.) So it is possible to state that participatory planning and citizens involvement in the decision making process fosters improvement of quality of life in Ivano-Frankivsk. It is done by supporting community projects aimed at providing decentralised services as well as combination of gained experience and better practices in public services provision based on the approaches of social mobilisation and decision-making process with the mechanisms of co-financing.

*Bogdan Bilyk,
Head of Economic and Integration
Development Department
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City Council Executive Committee*

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Gradual involvement of community – from the Municipal Support Unit to Municipal Sustainable Development Council
- Redirecting the system from the selection of projects to implement to the promotion "bottom-up"
- Transparent system of projects selection, clear distribution of functions and responsibility
- Clear priority system including strategic plans of municipality and MSDC
- Documenting decisions of MSDC in the city annual development plan and budgeting

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People know for sure that when problems arise at ACMH operation they can always count on Zhytomyr Municipal Development Department.

THE POWER OF ORGANISED SUPPORT

Any initiative fails if it is opposed by established rules and doesn't get any support. In order to help the Associations of Co-Owners of Multi-Apartment House (ACMHs) develop quickly, a special Municipal Development Department has been established in Zhytomyr. During the first year of its existence its work brought extraordinary results.

ACMH isn't a new form of common ownership and use of houses. Many Ukrainians still do not understand what ACMH means, what legal status it has and

how it can change the multi-apartment house dwellers' way of life — starting from the way elevators work, to the flower-beds near their houses. ACMH has many names:

non-governmental organisation, body of people self-governance, and an option for Housing communal services municipal organisations and a “collective farm” in

the house. In practice ACMH is a complete mechanism which helps the owners of residential and non-residential premises of a multi-apartment house to own, use and manage the house, all together. Still the idea of uniting apartment owners to own, use and manage common property is not as widespread as it should be. And there are many reasons for this.

Poor support is one of them. People fear extra trouble, effort and the necessity of spending time on ACMH registration procedures, lack of information as for the advantages of such a community, lack of convincing examples illustrating effectiveness of ACMH in managing houses as compared to the work of Housing communal services municipal organisations, lack of specialists in the sphere of new methods of housing management, poor condition of the houses (thus people are concerned that as soon as they establish ACMH, they will have to pay for expensive repair works) etc.

All these factors prevented people from creating associations of co-owners of apartments.

As soon as we realised this, we started working with the residents: informed them of the ACMH importance in reforming relations in housing and municipal spheres, showed examples, emphasised the advantages of such associations for improvement of the the quality of housing service.

Knowing how to establish ACMH and to be willing to do it is only a part of the problem. As, after an action group on ACMH creation was formed, lots of procedural questions arose which needed

prompt and professional answers. First of all preparation of constituent documents, explanatory work conducted with the residents and registration of funds. Next problem ACMH faced concerned the way the community worked. The Head of the Board and the Board itself often face problems alone, and feel like “blind kittens”. And such municipal enterprises as “Vodokanal” (Water and wastewater treatment plant) or “Teplo-comunenergo” treat ACMH as an unknown entity.

On March 30, 2007 in Zhytomyr a conference took place where questions of ACMH establishment were discussed. During this event, the substance of received complaints was analyzed along with the possible future problems. Suggestions were given as for the city policy of supporting the creation of Associations of Co-Owners of Multi-Apartment Houses. In particular it was suggested to the Municipal Development Department that it should draft the Programme supporting Associations of Co-owners of Multiapartment Houses. After the event Municipal Development Department systematised the recommendations received, summarised the experience of the working Associations, developed and approved the Programme supporting Associations of Co-owners of Multiapartment Houses for 2008-2009 during the City Council session. This turned out to be a powerful stimulus for ACMH establishment and full operation. According to this Programme for the first time ever funds were allocated from the local budget for repair works of houses where ACMH was established.

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

By the end of 2009 6 projects have been implemented in partnership with UNDP. Besides these about 20 training sessions have been conducted for the local communities. Best experience worth using includes:

- ACMH “Kosmonavtiv-28” experience, 80% of the residents are pensioners. During its creation less than a half of necessary signatures were collected but today it is one of the most successful ACMHs. This was accomplished due to the community activating through co-financing the project (90/10). Householders understood their involvement and now protect common property;
- as a result of seminars conducted for the heads of the councils, qualified professionals developed. At the beginning of the cold season only one house in Zhytomyr had a limited gas supply: ACMH “Victoria” with a roof boiler. Now there are many such examples. This allows us to state that systemic education of ACMH management in perspective yields good results.

HOUSING AND MUNICIPAL SERVICES DEPARTMENT AND MUNICIPAL DEVELOPMENT DEPARTMENT. THERE IS A FUNDAMENTAL DIFFERENCE

So a separate Municipal Development Department appeared in Zhytomyr (MDD) with a number of important powers to provide assistance to all initiative groups on establishing ACMH, as well as members of the existing associations. The pre-history of the MDD establishment is connected with the partnership with UNDP in Ukraine. According to the Partnership Agreement with Municipal Governance and Sustainable Development Programme in the city it was necessary to create a Municipal Support Unit which could undertake purposeful activity with the citizens, develop their ability to establish communities — in particular within residential areas in the form of ACMH, and assist in solving local problems with active

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Priorities are chosen and supported by of Associations of Co-Owners of Multi-Apartment Houses
- Reasons which slow down the process of ACMH creation are clearly identified
- Important conditions are created to support initiatives which are not always thoroughly planned
- Information campaign is started and continued
- The source for financing ACMH big repair works is identified
- ACMH support is provided one place at a time and not divided between several
- A place for showing all the experience of all ACMH work is created

community participation. Municipal department employees were trained and consulted getting all necessary information and educational materials from the Project team.

Before MDD was founded in Zhytomyr City Council, all problems connected with Housing communal services municipal organisations reforming were tackled by one of its departments. That is why the ACMH establishment process was too slow. It is clear that Housing communal services municipal organisations will never “tear away” houses with their own hands as it is not profitable. So before MDD was created there were 12 Associations in the city and during the first year of its work 24 new ones were created. We established an independent institution which reported directly to the city Mayor and undertook problems of housing and municipal services reform via ACMH creation. Certainly the task was not an easy one: The main problems of the Department creation were the absence of qualified specialists and duplication of powers between the Executive Committee departments. And when this stage was over problem of financing large-scale repair works of ACMH houses arose. By solving controversial issues with finance departments and treasury, ACMH programme of support had been adopted. It provided financing of large-scale repair works and events on explanatory work.

Now, as soon as the decision to establish ACMH is made, the MDD becomes its guardian in problem solving and helps ACMH to start housing and organisational activity and get it up on its feet. MDD has a number of important powers in providing help to all initiative groups while creating an ACMH and Council and members of existing Associations:

- legislation studies relating to issues of activity regulations;

- methodic provision of the preparation process of statutory meetings and state registration of Associations;
- experience exchange between existing ACMH;
- consulting support of initiative groups members and creating of ACMH in their decision-making process;
- coverage of ACMH problem issues, ACMH experience and perspective added to the pages of the publication and on the web page.

If you consider the whole complex of works and help provided by the body of self-governance from the very beginning, in the process of founding and work of the Associations of Co-Owners of Multi-Apartment Houses within the city territory, there are the following principal functions:

- fostering creation of Associations of Co-Owners of Multi-Apartment House (ACMHs);
- information and methodical assistance to initiative groups as for ACMH creation;
- provision of documents needed to conduct statutory meeting while creating ACMHs;
- assistance obtaining necessary documents for ACMH registration;
- fostering effective work of the inspection committee while transferring homes on the decision of the Association;
- assistance to the existing ACMHs when solving current problems.

FROM THE CHANGES IN THE ORGANISATIONAL PROCESSES TOWARDS THE CHANGES IN THE ATTITUDE TO PROPERTY OWNERSHIP

Today if Zhytomyr citizens wish to establish an ACMH or other existing Associations wish to solve any problem, they know where to ask for assistance. Thus

the process of ACMHs creation and functioning became simple and painless.

The main conclusion and experience which we suggest other cities study is that even the best initiatives of community activists can go nowhere if blocked by imperfect legislation or, because of a lack of knowledge or, the existing administrative machine will destroy them as non-standard. That is why, in order to develop initiatives, special conditions are to be created and the first steps should be supported. Moreover, collective work and a desire to solve problems guarantee changes and active movement forward.

Regular information and explanatory work has to be done. MDD in Zhytomyr directs such work as:

- 1) increasing residents' interest in the formation of effective collective ownership;
- 2) positive ACMH image creation in the mass perception;
- 3) involvement of residents into active participation in the created ACMH;
- 4) fighting fears connected with transition to self-governance;

“We have to understand that ACMH is a form of management of private accommodation owners. Accordingly we have to change people's mentality, overcoming their assurance of the fact that “somebody has to do something for them”. Nobody is obliged to clean our porches, keep stairs clean or decide what colour the walls should be. This is our property and we are to manage it. To manage it successfully and on our own”, tells Vira Sheludchenko, Mayor of Zhytomyr.

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When the Advisory Committee had been created the community's plans were incorporated into the Rivne City Council plans. On doing that the number of citizens' complaints decreased while the number of letters asking for help and support in problems solving process increased.

COMMITTEE ON SUSTAINABLE DEVELOPMENT

Our simple decision to involve the community into solving socially important questions in Rivne was not only efficiently implemented but, due to this decision, sustainable development has been provided. Having had experience of cooperation, residents of this house now already develop and implement micro projects at their own expense, holding themselves responsible for their own wellbeing.

It is not easy to solve difficult problems. And it is even more difficult to make a good job of something that nobody needs. It is almost impossible. As nobody wants to do needless work. This is one of the most important reasons why community

problems are not done and people remain unsatisfied with the quality of work performed by the authorities. Even if people are indifferent or even sceptical about problem solving, which bothered them (e.g. improvement of municipal and hous-

ing services) authorities would undertake this problem formally, just to observe formalities. As a result people mistrusted central and local authorities, citizens remained face to face with their problems and lost belief that they can solve them.

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

15 projects have been implemented in Rivne with UNDP/MGSDP support by September 2009. A number of educational events took place also, such as exchange visits, trainings for communities and employees of the local self-governance bodies and personnel of the Municipal Support Unit.

Conducted campaigns are as important for our city as they are for the problems of HIV/AIDs. Such trainings as "It is your choice" were conducted in the city. More than 2700 students participated in them. Quite a success was a festival "Let's say "NO" to AIDs!" which informed citizens about HIV risks.

The trap was closed. We decided to break the cycle and created an Advisory committee at the City Council.

EVERYTHING STARTED FROM PLANNING

In 2004 Municipal Support Unit for UNDP projects had been founded. It worked within the UNDP Project "Municipal Governance and Sustainable Development Programme" (UNDP/MGSDP). Thus, as well as this Programme, MSU aimed to solve local problems with the active participation of the community. MSU's work was to support residents creating communities, to foster network creation within local schools and NGOs. Then networks engaged their members in the decision-making process and implementation of local initiatives on sustainable development. The main point in this process (and a condition of financial support being provided) — was that the citizens themselves had to initiate solving of local social, economical and environmental problems and make their own financial input in the implementation of every submitted project. In order to choose the most important and urgent for the community, out of all projects we formed an Advisory committee (committee on projects selection). Its main task was to promote community interests in the local self-governance.

During the years 2004-2008, 10 projects initiated by the local communities were implemented:

- 4 projects in educational institutions where 237 windows were replaced amounting up to UAH 743,773;
- 5 projects among ACMHs where roofs, facades, and house entrances were repaired as well as arranging of drainage system and heat detectors were installed. All in all the amount constituted UAH 584,200;
- One project of NGO "Community of disabled people with breakdown of supporting motor apparatus" was implemented with the total budget of UAH 80,300. This work and these results encouraged us to take the next step. In order not only to react to the problem but initiate develop-

ment, at the beginning of 2009, Rivne prepared a Municipal Programme of Sustainable Development for 2009-2012 (MPSD). In its basis there are ideas and principles of sustainable development, mechanisms of cooperation, activities of "Municipal Governance and Sustainable Development Programme", UN Development Programme in Ukraine and Strategic plan of economic growth of Rivne. The Programme was authorised by the decision of City Council session №2278 on April 15th, 2009. The amount of up to UAH 800 000 was allocated. Before ratification the Programme was published online on the official web-page of City Economics Administration, published in local mass-media. Moreover the Forum of Municipal Sustainable Development Council (MSDC) has been conducted during which Programme implementation mechanisms were discussed. The majority of communities have been acquainted with "Municipal Governance and Sustainable Development Programme" and with the conditions of cooperation with it. Thus they supported the authorisation of such Programme. The only wish of the communities was simplification of cooperation mechanism.

After this the Mayor's decree №580-p issued on April 28, 2009 "Statement on Advisory Committee on the MSDC implementation and its composition" was ratified.

HOW DOES A MODERN ADVISORY COMMITTEE LOOK LIKE?

The Advisory Committee's main aim was to foster implementation of projects initiated by communities in Rivne and create conditions for implementation of sustainable development principles in the city and more active involvement of the population, representatives of educational institutions, NGOs and business structures in the process of solving of economic, social, ecological problems, review and selection of community initiatives, dialogue with local governance and creating of transparent and efficient planning mechanisms on the local level as well as involvement of citizens into the management process.

The Advisory Committee included the City Mayor, his deputies, and other representatives of local self-governance, local councilors, Head of UNDP projects support division, head of ACMH "Perspectyva", representatives of the educational institutions that take part in the implementation of the sustainable development process.

The main tasks for the Advisory Committee were determined as:

- selection and approval of projects according to the priorities and selection criteria according to the Municipal Sustainable Development Programme (local document) for 2009-2012;
- review of questions and giving recommendations during the sessions of the City Council; conducting Committee meetings on the questions concerning selection and priorities of communities and control of money allocation;
- representation of local self-governance bodies' interests in cooperation with persons and organisations, cooperation with mass media while conducting information events about the Municipal Sustainable Development Programme. Within the scope of work of UNDP/MGSDP about 25 annotations has been received, and 15 claims have been registered for assistance. This proves communities activation in their solving of local problems. In 2004 till 2008 there were 10 projects implemented and during 2009

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Well proven technology of Advisory committee work, 4 years of experience and analysis and testing of projects by the Committee
- Personal team of the Committee, the participation of the City Mayor and his deputies in the Committee work
- Clear and transparent technology announcing city programmes, estimation and approval of the projects, submitted by the citizens
- Adjusting the projects' selection procedure to effective allocation of city budget finance to sustainable development of the city

eight of them were being implemented. All statements are being reviewed by Advisory Committees. Out of 15 submitted projects those selected corresponded to the criteria of the Programme. Their budget was not more than UAH 200,000 and all works within the project were to be completed. The total cost of the eight approved and financed projects constituted UAH 998,086 with the participation of communities, authorities, UNDP/MGSDP.

PROCEDURES ACCORDING TO WHICH THE ADVISORY COMMITTEE WORKS

Municipal resources are to be spent in a way that provides social and economic effect. That is why we organise our work so that during all stages we could keep control over the effectiveness. Here are the main stages:

1. Information about the Programme implementation is spread by the local mass media (publications in the newspaper 7 Days and on the web-page of city economic administration).
2. Forward estimate of the projects as to their correspondence to the Programme priorities.
3. Behind every project and source of financing there is ranging according to the criteria of maximum return on invested resources.
4. According to the ranging results projects are selected and supported within the Programme budget.
5. Selection results are announced.
6. Agreement is drawn as for the partnership and co-financing of the project. Special attention is given to the process of competitive selection of the submitted projects. We carefully analyse every project. After considering submitted documents during the Advisory Committee session community representatives are invited to make presentations of their projects. The process of selection and approving are conducted with regard to the following priorities:

- housing and municipal spheres;
 - social sphere;
 - energy efficiency in budgetary organisations;
 - ecology;
 - healthy style of life;
- Projects' selection criteria are the following:
- Quality content, innovativeness of the suggested approaches and technologies;
 - Feasibility of the project aims, specificity of planned results;
 - Expected long-term effect;
 - Positive influence of the suggested technologies on the environment;
 - Experience and active activities in implementing of projects aimed to solve up-to-date community problems;
 - Qualifications of specialists' who are involved in the projects;
 - Fundraising;
 - Maturity and status of the organisation.
- The very procedure from our point of view guarantees efficiency.

WHAT IS THE RESULT?

Cooperation of communities with UNDP/MGSDP was useful for many citizens of our city. Communities, involved in the implementation of Programme events, realised their importance and ability to solve common problems and they became more united, active and involved. They believed in their strengths and understood that when the time came they were able to and had to build their own future. Mental stereotypes of people have changed and they realised that nobody owed them anything and they do not have to wait till somebody else would solve their urgent problems. On the examples of projects supported by UNDP/MGSDP, the community saw the opportunity to improve their living conditions. Taking into consideration the active participation of communities, the gained experience and positive results of local initiatives and with the arrival of the new city Mayor Homko V.Y., who supports

principles of sustainable development, a decision was made to increase financing of conducted events — up to UAH 4 mln in 2010. This made it possible to implement up to 30 projects and to fill the Programme budget on 30% more.

City authorities today rely on citizens' understanding of the will of the people to live better and their ability to work and make decisions together on the maturity and self-sustainability of communities as well as people's self-respect and their wish to feel like masters of their own homes.

When the Advisory Committee had been created community plans were incorporated into the working plans of Rivne City Council. Also the number of complaints decreased and the number of citizens' requests to support them in solving problems increased.

The positive experience of the Programme in Rivne proved the effectiveness of the model of common planning of the local sustainable development strategy as well as its practicability and is further spreading within the city. Still, gaining experience of cooperation, house dwellers united by the UNDP/MGSDP events, develop and implement micro-projects at their own cost, taking personal responsibility for their own well-being.

Serhiy Vasylchuk
Deputy Mayor

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EFFECTIVE PUBLIC COUNCIL — THE WAY TO PROVIDE IT

A modern city develops quickly. Moreover it is pleasant to live here if city authorities have a constant and close connection with the community and solve new problems. People in Rubizhne town know how to make the work of the community council, at the city Mayor, effective.

The Mayor of Rubizhne is firmly convinced that in a modern environment the winner is he who is able to suggest new ideas and projects and, what is most important, he who implements his initiatives. In order to implement all initiatives of the Mayor and that the needs of various groups of people were coordinated, a Public Council has been created.

Creation of this body was initiated by the Department of local initiatives (founded within the UNDP Project “Municipal Governance and Sustainable Development Programme”) — a young and energetic group of people who are open to dialogue and new ideas. After a specialist from the department attended a seminar “Activity of consulting and advisory bodies” in February of 2008, organisation work on council creation began in our city. In April of 2008 during the foundation meeting the decision was made to establish the Council with the city Mayor as an additional expert and consulting body. Members of the Council were community leaders and honourable citizens. The tasks of the Council were determined as the provision of openness of executive council activity, taking into consideration community points of view while making important strategic decisions and programmes fostering systemic constructive dialogue between the bodies of executive powers and the general public.

During the first meeting a decision was made to define the most important problems of city life. Then, through rating questionnaires, the list of problems was been determined and a city council working plan was created. The plan included:

- Work of administrative commission of the executive committee on the questions of parking on the lanes in breach of landscaping rules;
- Keeping and walking of pets;
- Results of the event: “Musor.NET” (Garbage.NO);
- Preparation of the charitable event in support of children cultural center “Palaz Kultury” (Palace of Culture);
- Work of the municipal road maintenance company, perspectives of fighting against illegal dumps and possibility to work with community on cleaning the area of the city;
- State of the roads in the city and perspectives for their reconstruction.

HOW TO PROVIDE IMPLEMENTATION OF CITY COUNCIL DECISIONS

As is known the majority of public councils are not effective because of the fact that they have the status of an advisory body, and their advice is not necessarily implemented. What was done in Rubizhne to provide implementation of all councils’ decisions?

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

On November 11, 2008 10 communities in Rubizhne signed an agreement on cooperation with the city authorities where it was defined that, in order to raise effectiveness of the city authorities work, all social and cultural projects in the city were to be implemented by means of an open city competition. The first such competition took place in December of 2008. According to its results 7 projects have been implemented:

- Celebration of the Pancake Day in the micro-district Pivdennyi;
- Organisation of the recreational camp “Language Summer School”;
- Conducting of the city family competition “Family History”;
- Celebration of State flag day;
- Conducting the information campaign “STOP.Tobaco”;
- Conducting the open championship on military sports multi-athalon.



NGO leaders and honourable city citizens know that every decision made by the Community Council will be implemented for certain and will not remain just "valuable advice".

Conclusions and decisions of any session of the Public Council in Rubizhne are stated in the protocol. As to their form these decisions are recommendations given to the leaders who are responsible for certain aspects of city life. Beside them the protocol is also given to the Mayor. On the basis of this document he makes decisions as to whether he should conduct special meetings with the executives and competent specialists in order to create a strategy for solving problem questions, or whether he should assign tasks aimed at solving defined problems in the form of a resolution. The conclusions made after these tasks are fulfilled are then presented to the Mayor and to the community during the following session of the Commu-

nity Council. The problem is not under control until it has been positively resolved.

Further, as members of the Public Council are the representatives of NGOs at the same time which represent interests of the citizens, information on the work of the Council is being constantly covered by the local mass media and published online on the City Council web-page. Contact information is also published there together with phone numbers, which any person can use to give information about any problem concerning city life. This additional public control makes it impossible for city authorities to avoid solving problems which have been stated in the protocol of the Council's session.

IMPLEMENTED ACCORDING TO THE PUBLIC COUNCIL ADVICE

Provision of transparency when dealing with urgent city problems solving makes it easier to work with the citizens. For example raids and compiling of administrative protocols on those who fail to follow parking rules would have been less effective if we were not drawing people's attention to the fact that cars were parked in prohibited zones — not because there are no proper places for them (we have arranged parking lots and places for driving in and lay-byes). First, this happens because of dwellers' laziness. Second, car owners save money using this practice. Almost every district has accessible (within 10-15 min reach)



KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- A result-oriented City Mayor
- The Mayor's personal control of the implementation of decisions made by the City Council and fixed in the documents
- Coverage of the plans and implementation of decisions made by the community council in mass-media of the city
- Combination of administrative responsibility of breakers of the set rules along with public reprobation
- Provision of an open decision-making process regarding those decisions important for the communities (trash pickup, parking in forbidden places etc.)
- Active involvement of NGOs in city life and city problem solving

fee-paying parking lots. We have the same situation with illegal dumps. According to the conclusions of the Public Council session on the questions of municipal road maintenance company working, the Mayor conducted a meeting with the heads of garden and garage cooperatives during which questions of garbage pickup from their territories was discussed. These days active work is being done on signing agreements between municipal road maintenance company and cooperatives relating to garbage pickup. It is a matter of fact that nobody likes to have a dump as a neighbour. That is why it is critically important to organise working processes in such a way as to prevent illegal dumps and to inform the community that it is easy to dispose of garbage by preparing for its pickup in time and not to throw it away in the places where it is not allowed. Now attention is drawn to the cleaning methods and not to the fact that it is necessary to pay for that. This concerns not only garage and garden cooperatives but

private sector residents who do not want to see a dump near their houses. The Council has other initiatives which have mobilised the community to solve burning questions and they involve NGOs in this work also. For instance in May 2008 members of the Community Council working with the city Mayor planted trees along the future "Alley of Consent" close to the Uspenskyi Temple of Holy Mother. In October, 2007 and in April, 2008 Association of Youth Initiatives (AYI) "The Different" an event called "Musor.NET!" was conducted. Department of local initiatives supported by AYI "Different", organised city NGOs' official web-page development and work which helps informing citizens about NGOs work. In August-September 2008 Women Council conducted a charity event to raise funds for housing and municipal organisation "Palats Kultury" (recreational centre) during the "ECO-ART" and traditional Family Day.

Money raised was used to improve material and technical base of the recreational centre "Palats Kultury".

I am convinced that society development in any civil country is based on the active attitude of its communities and their close co-operation with authorities. Only joint efforts can help achieve positive changes in all spheres of city life. *"The city where you live becomes more dear the more soul and effort you put into its life. A human cherishes the things he does with his own hands. If you want your children to love your city — you are to love it yourself,"* says Iryna Bozhych, Municipal Project Coordinator.

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publicru.ucoz.org

2.2 Ways to improve municipal governance

ISO AS AN EFFECTIVE INSTRUMENT OF QUALITY MANAGEMENT OF LOCAL MUNICIPAL COUNCIL WORK

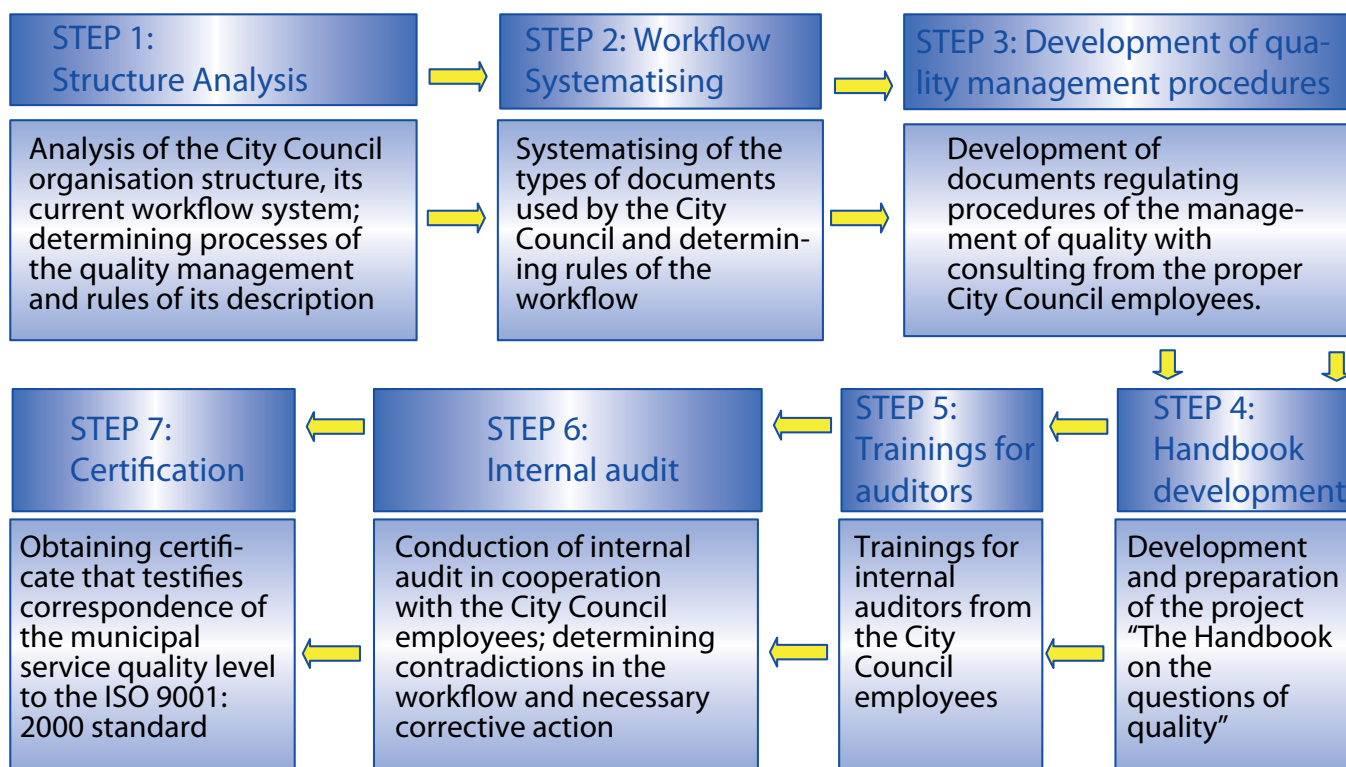
Orientation of the employees of local self-governance bodies on the citizens' needs is something unreal for the majority of Ukrainian cities. In Voznesenks international ISO 9001:2000 standard has been introduced, so that local employees of the self-governance bodies had to work for the citizens.

Employees of the majority of the local governance bodies in Ukraine have not got used to the idea that municipal officers have to work for the community. In order to raise the quality of services provided for the citizens it is necessary to fundamentally rebuild the system and approaches to the municipal service provision. The system of municipal services quality management, according to the international ISO 9001:2000 standard, aims to help local bodies of self-governance

transfer to the new modern style of such work. This system requires development of such standards according to which system of municipal services quality improvement is being created. *"At our place in the City Council of Voznesensk the idea of improving quality of municipal services appeared in 2006 when we started active cooperation with the UNDP "Municipal Governance and Sustainable Development Programme,"* says the city Mayor Yuriy Gerzhov.

HOW MUNICIPAL SERVICEMEN IN VOZNESENSK WERE TAUGHT TO WORK FOR COMMUNITY

Vasyl Fedorov, Mayor's First Deputy noted that in order to implement the project for the implementation of the quality management system with the support of "Municipal Governance and Sustainable Development Programme" implemented by the UN Development Programme in Ukraine (UNDP/MGSDP) the following steps had been made:



STAGES OF QUALITY MANAGEMENT SYSTEM IMPLEMENTATION IN MUNICIPAL SERVICES OF EXECUTIVE BODIES OF VOZNESENSK CITY COUNCIL

Total cost of the project in 2007 constituted UAH 100,000: it had been financed in equal parts by UNDP/MGSDP and Voznesensk City Council. The executor of the project, selected by the City Council on a competitive basis became a Polish foundation “Young Democracy”. All documents on the project implementation, together with the normative documents necessary to accompany the process, are kept in a separate file at the commissioner's who are qualified to develop quality management system in the structural departments on the executive committee of the City Council and in other executive bodies of the City Council.

The main document determining the policy of Voznesensk City Council for the quality of the services provided is “Policy of Voznesensk City Council executive body's quality of services”. It was ratified by the decision of the City Council session. According to this document *“the basis for Voznesensk City Council executive body's functioning is constituted by the democratic values, determined by the Constitution of Ukraine as well as citizens' will”*.

Apart from that document the “Code of Ethics of officials and other bodies of Voznesensk City Council” was been developed. It was approved in order to arrange professional activity of officials of executive bodies. The improvement is on the basis of ethical norms and requirements which are to be followed by employees to provide correspondent level of expertise and high quality of services given to various categories of customers. The “Code of Ethics” determines such principals of officials and other bodies of Voznesensk City Council as principals of image and authority, humanity and unprejudiced equality, legitimacy and professionalism. The document also contains rules of ethical behaviour of officials as to their colleagues, customers, and the provision of responsibility for breaking the rules set out in the Code.

Yuriy Gerzhov Mayor of Voznesensk says: *“We have founded a special organisation and signed an agreement on cooperation, according to which during 2007 nearly 50 trainings has been conducted for the staff of the City Council executive committee and answers to questions are given connected with the implementation of the quality management system. Together with the trainings, employees were given*

concrete tasks concerning organising the wording of documents which in future will be used by the staff. As a result nearly 100 information and technology maps has been developed according to the typical questions which can be a subject of citizens' appeals to the municipal authorities, for instance, as for the allocating of land, getting permission to build, transfer housing to non-housing funds etc. This first of all helps to decrease the review term of citizens' appeals as well as for the citizens of an appeal to minimise contacts with the City Council officials and its executive body.

In the process of this re-organisation and in the process of documents preparation we understood that it is necessary to form a new organisational structure which will

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

At the beginning of 2010 in Voznesensk, in partnership with UNDP/ MGSDP, 10 projects had been implemented. Here are the examples of the best experience worthy of being used by others:

- Installation of modern warm toilet in the comprehensive school #7;
- Overhaul of the sewerage and installation of new bathroom and lavatory equipment in the kindergarten #6;
- Installation of sewage collector and water pipes.



Local authorities of Voznesensk cannot just avoid working for people — the system doesn't allow them to



shortly be suggested for the consideration and approval of the City Council. The new organisational structure will allow us to do away with the doubling of functions of the specialists of the executive committee in the City Council and it will clearly determine each person's sphere of responsibility. It has a staff of 134 employees including a person who controls the quality system (previously the structure had 125 employees)".

According to the processing management principle municipal services, during the work on the project in Voznesensk City Council main processes were identified which were classified in 5 groups:

- 1) processes of quality management system;
- 2) responsibility of executives;
- 3) resource management;
- 4) procedures of service provision (totally

about 65 kinds of services);

5) estimation, analysis, improvement.

According to the determined processes the following categories of documents were developed:

- 1) procedures — determination of the main procedural requirements of quality management, e.g. development and control of the documents, management of inappropriate services, conduction of internal audit etc.;
- 2) instructions — action guides in certain areas, for instance on processes management, on provision of customers' supply, research of customer satisfaction with the service provision etc.;
- 3) technological maps of the processes of administrative services — for the internal use of the employees of the executive commission of Voznesensk City Council denoting the information about the exec-

During the time of ISO implementation City Council employees developed about 100 information maps which standardised the quality of consideration of questions

utive of the correspondent process, its beginning, stages, responsible persons, involved departments necessary for the provision of the service, time of implementation and results;

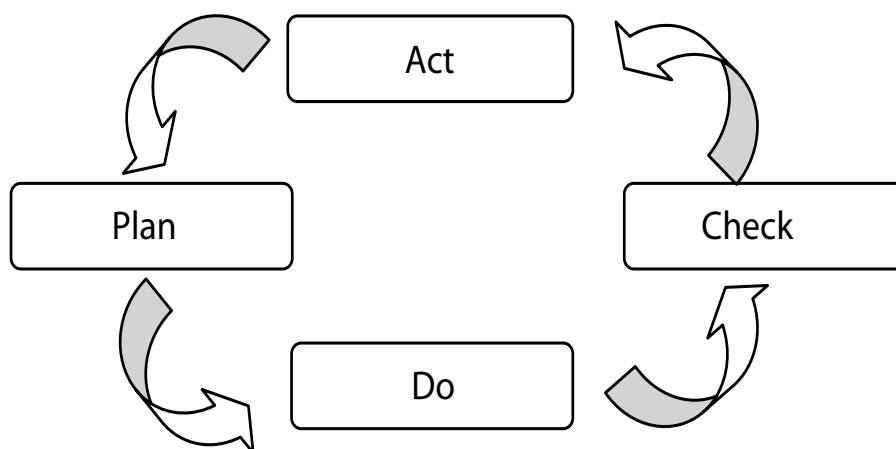
4) information maps of the processes — to provide citizens with the information about those actions which they are to undertake if they want to get this or that service from the executive bodies of the City Council, correspondent normative base and determined terms of service provision;

5) forms of the documents and list registers;

6) requirements to the phone communication with customers and other documents. A quality management system is an effective instrument of human resources management as it provides means to assess employees' qualities and correspondent motivation and encouragement system. Thus in Voznesensk City Council a system of employees' assessment was developed. It included the following criteria: competency, earning capacity, responsi-

ACCESSIBLE MATERIALS COLLECTED IN VOZNESENSK

- Detailed analysis of the events, within the project
- "Quality policy" and "Code of Ethics"
- Detailed tree of determined processes
- Stream diagram of the main process
- Example of the information map



SCHEME 2 .

Deming Cycle as for the consistent quality management improvement

bility for quality, client orientation, work discipline, efforts of self-improvement, initiative and participation in projects, as well as kind-heartedness and personal culture. A flexible system of bonuses and personal allowances is in direct dependence on the results of this assessment of the employees by their managers.

One of the main requirements of the quality management system was to ensure continuous improvement of activities in order to better satisfy customer requirements. It was defined by the so-called Deming cycle. Its main stages are illustrated on the scheme 2.

Regular improvement of quality management involves constant study of the satisfaction level of customers with the service provided, by the executive bodies of the City Council. So one of the documents, which was developed during the project implementation, was the corre-

spondent questionnaire which allows the studying of feedback from citizens. The questionnaire consists of the following questions: whether a citizen had to ask executive bodies of the City Council for specific services, whether the service was provided, whether expectations of the citizen were justified and also contains detailed questions about the quality of this interaction, which will help the City Council to develop and take corrective actions as to improve provision of service to the citizens.

THE SYSTEM WORKS — AND THIS EXPERIENCE IS WORTH COPYING

First results of the introduction of quality management system in executive bodies of Voznesensk City Council allow the defining of certain advantages in comparison with the traditional work-scheme (see the table).

“Our experience can be a good example to

be used by other cities of Ukraine. The population of Voznesensk is 40,000, but the number of people is not important from the point of view of this system implementation, since general principles lay in the process of municipal services provision in terms of types of basic processes of the City Council. This is about a clear and systematic allocation of authority and responsibility in all structural departments of the City Council. It is about the change of mentality of its staff, its vision and execution of their duties, ensuring the transparency of administrative decisions. As a result of improving the quality of our management and services we expect that the satisfaction level of the residents with our work would grow, that elements of corruption would be destroyed as well as “delays” or subjective approach to solving problems with which citizens are addressing the local authorities. We are trying to correspond to the European standards and maintain high quality of housing and municipal services “, says Yuriy Gerzhov, Mayor of Voznesensk.

FOR THE BODIES OF SELF-GOVERNANCE	FOR THE CITIZENS
<ul style="list-style-type: none"> • Raising service quality and formation of trust of citizens of the authorities • Provision of transparent and democratic activities, prevention of corruption • Raising of common and investment image of local self-governance bodies • Finding free time for the employees to fulfill their official duties and enhancing orientation of their work at the development strategy, as compared to the previous implementation of current duties • Provision of a flexible motivation system of employees and raising of their satisfaction from their work in the bodies of local self-governance. 	<ul style="list-style-type: none"> • Simplification of cooperation with bodies of local self-governance as to the provision of certain services • Shortening the time spent for service provision • Reducing probability of subjective influence of the City Council officials on the decision-making process as to the provision of service • Maximum attention from the officials in the process of service provision • Elimination of the possibility of personal influence of services from the officials • Obvious “visibility” of the servicing process and its results

Yuriy Gerzhov,
Mayor of Voznesensk
Vasyl Fedorov
First Deputy Mayor of Voznesensk

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These two men are the main keys
to the success of exchange visits
between the cities



VISITS TO SHARE RECIPES FOR SUCCESS

These two mayors are the two leaders. If they had not met at the forum, probably both cities would develop separately. Now they share their best practices and provide better service to their citizens with fewer costs. Note: this can be done in almost any city!

The Mayors of Novograd-Volynskiy and Dolyna cities met in 2008 at the annual meeting of the National Forum of UNDP/MGSDP partnering cities. They phoned each other, exchanged experiences and asked each other for advice — because they are energetic and responsive leaders who constantly strive to find better solutions to problems of their local communities.

The two cities are alike in size. Almost simultaneously they introduced modern international practices focused on sustainable development, therefore, cooperation between them became ever closer. And as Mykola Borovets, Mayor of Novograd-Volynskiy, has been working at his post for the second term, his experience in a large number of questions is interesting and useful for Volodymyr Garazd — Mayor of Dolyna.

However, during the daily solving of the current problems of local development it is often hard to find time and opportunities for strategic planning, cooperation and intensive exchange of experience, both at municipal employee level as well as other responsible officials. Here the “Municipal Governance and Sustainable Development Programme” of UN Development Programme in Ukraine (UNDP/MGSDP) was of great help. One of its main tasks is to promote partnership and horizontal inter-municipal connections. This constituent component was introduced into the work plan of the Programme in 2006, when independent experts of the Bratislava Regional UNDP Centre appreciated the experience of cooperation between the Programme and Ukrainian cities and understood its potential for establishing close inter-municipal cooperation. The program was then translated and the guide “Joining forces and resources for sustainable development — cooperation between municipalities” was widely distributed. As a result of the guide Ukrainian cities learned about existing models and examples of joint initiatives and common projects of various cities. In Ukraine, in 2009 the two cities-partners of the Programme became first in this sort of cooperation: Dolyna (Ivano-Frankivsk Region) and Novograd-Volynskiy (Zhytomyr Region).

NEW COMERS GET LUCKY!

In 2009 the “close acquaintance” of the two cities began with the identification of the mutually beneficial areas of cooperation between the bodies of local governments, organisations and communities. Among them — the fields of housing and municipal development and sphere of investment and energy efficiency. Within the “Municipal Governance and Sustainable Development Programme” the cooperation of the cities was divided into two stages. The first stage consisted in the development of relations between local communities (school communities, NGOs, ACMHs, etc.). Each city has its own approach to the reforming of Housing communal services municipal organisations (HCSMO), education, medicine, etc., so it is very important that the communities learned from each other and that positive experience was quickly spread.

In addition to accelerating the cities’ development, sharing of best practices in the sphere of energy saving has a more significant effect. For, as all resources are exhaustible, their supplies are limited, and growth of consumption leads to increased dependence on these resources (often these sources are external, and dependence on them causes additional risks). Therefore, to accelerate development and keep the level of risk connected with dependence on resources low, it is necessary to be efficient and look for alternative sources.

With financial support from UNDP/MGSDP a series of workshops and training seminars on energy and resource conservation was organised for both cities. Thus, for the teachers of Novograd-Volynskiy and Dolyna, the course “Energy Saving and Climate Change Mitigation” was introduced. It was intended to prepare teachers for teaching students using given materials. As the concept of efficient treatment of resources should be educated from childhood — in the family and at school. In order to draw public attention to the problems of women and families, as well as gender issues in general, trainings on sexual equality were conducted for

children and teachers. For the leaders of local communities and ACMH trainings in the sphere of housing management were conducted. The specialists and experts engaged in the training successfully and effectively explained the basic principles and features of housing management, based on current legislation of Ukraine.

WHEN TECHNOLOGY WORKS, THE RESULTS SHOW QUICKLY

During the second stage attention was focused on the cooperation of bodies of local self-governance. In April-May of 2009

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

In Dolyna at the beginning of 2010 in partnership with UNDP one project was implemented. Another three are under implementation. Besides this, four training sessions were conducted for local communities.

The best experience, worthy of use by others, is the following:

- Service Cooperative “Source of life in Zamkova Street”;
- official website of the City Council: dolyna-rada.gov.ua;
- ACMH “Cosy home in 2 Nezalezhnosti St.

In Novograd-Volynskiy at the end of 2009 in partnership with UNDP 20 community projects had been implemented.

The best experience, worthy of use by others, is the following:

- creation of a strategic plan of Novograd-Volynskiy development;
- construction of a pump-room with drinking water by the community of a residential micro district;
- reconstruction of premises for the youth rehabilitation centre.

KEY SUCCESS FACTORS OF THE PROJECTS' IMPLEMENTATION

- Getting Mayors acquainted, during the annual Forum of UNDP/ MGSDP partnering cities
- The similarity of characters, activity and leadership of the Mayors of both cities
- Support from the UNDP/MGSDP, without which visits would not take place
- Clear separation of the two stages of cooperation — specialised as to questions concerning communities and municipal issues
- Strong 'Buy-in' of exchange visits participants to receive valuable information from their colleagues
- Rapid implementation of knowledge gained and information in everyday practice

two exchange visits by delegations from both cities were organised to learn the experience and best practices in different spheres of local economy.

Each department of the City Council prepared a package of local internal regulation documents, and other developments that indicated how these problems were solved in the city. Discussions and sharing of these practices allowed each department to analyse its operations and determine the strengths as well as the mistakes. And on the basis of the analyses made — to develop solutions and strengthen weaknesses. This is especially important for solving land issues, for the work of the City Council and for the preparation of legal documents and so on. All this contributed to implementation of the best practices of public involvement in the decision making process concerning issues of local development activities in the relevant industry departments of the City Councils. Mayor of Novograd-Volynskiy Mykola Borovets said: *"We came to Dolyna with the great desire — because between our cities there is close cooperation in various directions. It is of the utmost importance that we have many developments in practical answers to problematic questions and sharing these practices is invaluable. I always say: there is no need to re-invent the wheel. We need to look for and find those who have already invented this wheel and used it for a long time.*

Our visit to Dolyna helped to get a lot of information to improve our activity in various spheres. Mutual exchange of delegations uncovered many issues of concern that are to be studied, discussed and solved. I think that such events are extremely useful and these relationships are to be continued. They will give impetus to improve the activity of local self-governance for the needs of the communities of both: Dolyna and Novograd-Volynskiy".

And these relationships are still active. Thus, after the exchange of visits, which laid the foundations for the partnership between the both cities, Dolyna and Novograd-Volynskiy signed a partnership agreement. *"Our cities are interesting from a historical perspective, and in terms of their modern development",* notices Mayor of Dolyna Volodymyr Garazd. *"Unfortunately, our domestic management system does not facilitate the development of friendly relations between cities and for them to share experience. Therefore, this responsibility is on the Mayors. I want to thank UNDP/MGSDP for their support as a result of which we have started cooperation and friendly relations in economic, educational, cultural, social and other spheres. This will be a good example for our followers and our partners".*

MAIN RESULTS OF COOPERATION

1. Through trainings for teachers of educational institutions in both cities, courses on energy efficiency were introduced. This will allow the fostering of the habit of lean energy resources usage.
2. Experience and best practices exchange fosters effective self-governance in cities and solving problems.
3. Due to the exchange visits for servicemen and deputies of the local councils horizontal relationships were established. That improved the work of City Councils, Commissions of Deputies and in general fostered better service provision for the people of both cities. Local budgets are extremely limited and it is impossible to allocate money for such activities.
4. Local communities (NGOs, ACMHs, activists) found "corridors of cooperation" and continue to communicate and collaborate in their development areas.
5. Both cities became active partners in the fields of investment and common-

projects.

So municipal cooperation between Dolyna and Novograd-Volynskiy stimulated the development of ties that can unite the whole of Ukraine. And the development of such relationships can speed up the process of decentralisation and formation of civil society in our country

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2.3 Modern and effective communication between local authorities and communities



ELEGANT AND MODERN

EXPERIENCE OF CITY NEWS TELEVISION CHANNEL CREATION IN SAKY (AR CRIMEA)

One cannot overestimate the role of qualitative and regular coverage of local news. However, public media in many cities is outdated and not popular among citizens. Use the experience of the City of Saky and many difficult issues will disappear.

In 2006, the authorities of Saky set a goal to overcome the passivity and non-organisation of citizens, in particular, their reluctance and inability to participate in community life. The main reason was the lack of an information system aimed at

the fostering of patriotism and love for their native city, and at the citizens' uniting to address the common problems. In addition, the authorities of the city had no instruments for regular communication with residents.

At that time, the city communication channels were the newspaper "Word of the city" (circulation of 2,300 copies) and Saky regional radio station (1,900 subscribers). The most powerful source of information — television — was not



POSITIVE EXPERIENCE OF COMPLETED PROJECTS

In Saky at the end of 2009 nine projects had been implemented in partnership with UNDP. The best experience, worthy to be used by others:

- creation of official web page of Saky City Council with the support of UNDP/MGSDP;
- repair works of the sewer system of kindergarten "Svitlyachok";
- repair works of the roofs of the ASMH houses on 8 Ivanova St., and 18-B Kuznetsova St.;
- repair works of the entrance of the house on 45 Internatsionalna St.;
- repair works of the bathrooms in schools #1 and #2;
- installation of sewer systems by service cooperatives on Zhovtneva and Pryvokzalna Streets.



After local television was launched in Saky, citizens received prompt and accurate information on all important events, and city authorities communicated with the citizens on a regular basis

involved. The reason is clear: small towns are not so interesting for the television business. Indeed, a 24,500 population is too small an audience for the project to be profitable. But the citizens needed the local television channel, as it was the simplest and most accessible way (both fi-

nancially and technically) to get information about everyday life of the city. So in 2007 at a meeting of the Youth Executive Committee they decided to establish the City television studio. Youth Executive Committee is a public organisation established in 2006 at the initiative of

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Existence of a volunteer group wishing to achieve results on any basis, even by using its own equipment and without wages
- Mayor's support and real actions
- Support from the cable operator, which provided a channel for local news
- Qualitative work with the content of the first stories
- Skilled workers, experienced leader and video production manager

Mayor of Saky, Oleg Klyuy, to attract young people to community life. Volunteers have expressed a desire to perform video and photo shooting of important events of city life using their own equipment. Responsibility for the creation of the studio was given to Youth Executive Committee member Olesya Kuznetsova, who, at that time, was engaged in video and photography and had her own equipment.

Therefore, the only assets were the enthusiastic and active members of the Youth Executive Committee, as well as their own equipment. They had no special training, or professional video and audio equipment, or the necessary office equipment, or studio space (the activists worked at home) and received no money for work. Yet the studio started working.

“NEWS OF SAKY” IS ON AIR, IT’S THE CITY NEWS CHANNEL

The first results surpassed expectations. After the brilliant 40-minute film about the life of the City in 2006 (holidays and victories, reconstructions and repairs, the implementation of municipal programs), citizens called in to the newspaper, radio and shared positive expressions. Citizens of Saky indicated that after watching the movie they had a totally new way of looking at their native town, before that they were not aware of how interesting it was.

The next story on air was the video of Victory Day celebrations, and after that a 10-minute film about the celebration of the City Day. Then the young activists made a video of the report of the Mayor of Saky and showed it on television. Citizens could see and hear not only the report itself, but also the Mayor answering some important questions about city life.

The beginning was encouraging. It was necessary to take the next step, because the broadcasts were sporadic and irregular. Then the Mayor negotiated with the owner of one of the cable television networks, who agreed to create an official city information

channel and Youth Executive Board with the help of image-studio of Olesya Kuznetsova which will provide its information content. At the same time, a session of the City Council decided to establish an informational sector in the organisational department of the Executive Committee consisting of three employees: a Head of sector and two specialists. Also the studio received a room that was in communal ownership.

While all the organisational issues were being resolved, the youths started working in the studio on a voluntary basis. And in June 2008 citizens of Saky watched the first issue of City News.

Currently there are five people working in the television studio. Three of them are members of the Information sector, and two are members of the Youth Executive Committee who work on a voluntary basis. Olesya Kuznetsova is the manager of the information sector.

Once a week there is a 25-minute block of news: announcements of city events and reports on them are shown. There are also new programs called “Your Opinion” (in which passers-by talk about living in Saky, about the problems and their solutions) and “How does the Executive Committee work?” (which talks about the work of Saky Mayor, Oleg Klyuy, of departments and offices of the Executive Committee and much more).

“News of Saky” is being broadcasted three times a day at 7:00, 12:00 and 19:00. Moreover, news appears on the official website of Saky City Council, which was created with the support of the UNDP Project “Municipal Governance and Sustainable Development Programme” in the context of the Canadian International Development Agency for the development of information support of the population (www.Saki-rada.gov.ua).

We are constantly looking for ways to develop our channel. The information sector of Saky City Council Executive Committee, under the patronage of the Mayor of Saky, initiates competitions, projects and fundraising for the possible development of Saky television, as the main problem still remains the financing of the studio for its maintenance and further development.

QUALITATIVE WORK IS THE THING THAT YOU DO NOT WANT TO ABANDON

With the appearance of television, people got what they needed: the possibility of receiving prompt and accurate information about city life for free, relating to work, plans and management initiatives. The authorities now regularly communicate with citizens through television to mobilise them to address the important issues of local communities. Thus, their own local TV news channel creates a positive image of Saky resort city, mobilises the activity of Saky citizens, simplifies their participation in community life and evokes pride for the hometown.

Tetyana Oleksandrivna Boyeva, the Head of the Department of State Register of voters, said: “*Television plays an important role in the life of our city, acting as an organiser, consolidator, educator. It informs people about all the activities and initiatives of local government and state authorities and also provides feedback from the local community. In addition, television creates a positive image of the city and improves its attractiveness for investments*”.

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THE WEB PAGE WHICH INCREASES THE CITY'S REVENUE AND IMPROVES ITS IMAGE

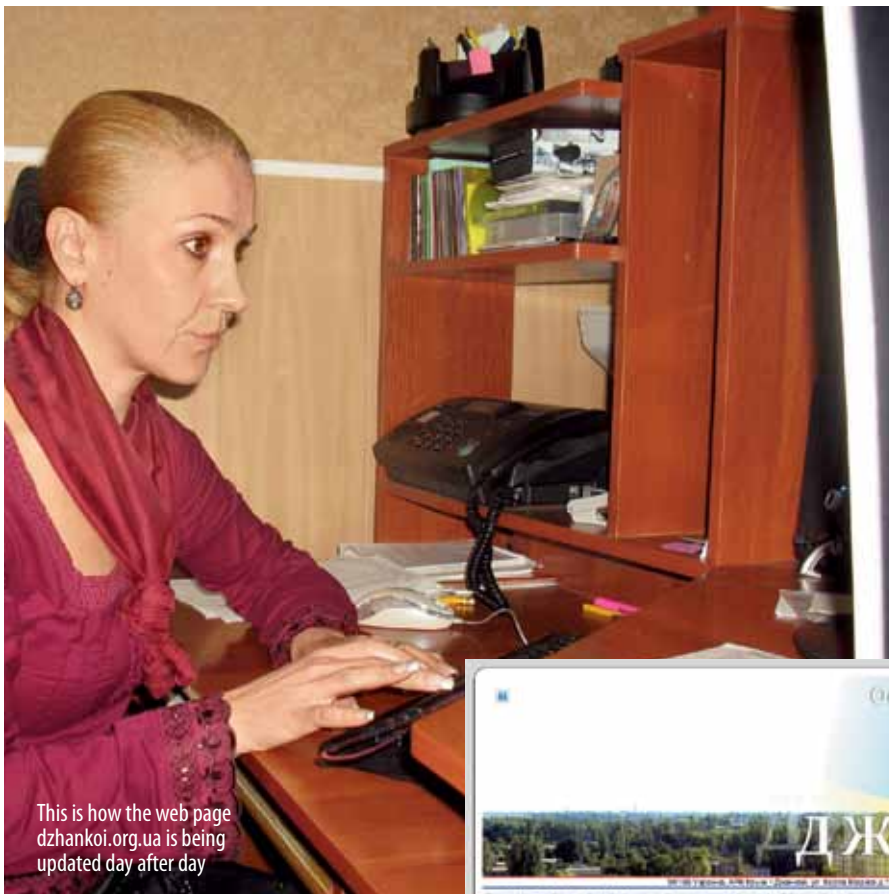
A modern web page is necessary for any city, because all new business projects start with learning opportunities and information about the place. People in Dzhankoy know how to develop an effective web page.

“At first we need a convenient, secure web page, through which the City Council can promptly inform community of its findings, provide administrative and information services, improve competitiveness of the city and attract foreign in-

vestors”, such a task was set at the beginning of March 2009 by Ruslan Golovko, Executive Officer of the Executive Committee of City Council. That is how it all started.

Dzhankoy City Council's web page was

created in 2006 by the initiative group of employees on a voluntary basis. In 2009 the site was maintained only through the initiative of its developers. Some shortcomings gradually started to show: lack of updates of legislative basis, low level of in-



This is how the web page dzhankoi.org.ua is being updated day after day

formation transparency, flawed software, outdated design. The site was updated occasionally, and very few media reported on what happened in the city and City Council. But we knew that the UNDP project “Municipal Governance and Sustainable Development Programme” helped to create 10 official web pages of partner cities of the project. This experience inspired us, also the Mayor of Dzhankoy signed a Partnership Agreement with UNDP/MGSDP in 2007. So officials of Dzhankoy City Council asked the project to help with the modernisation of the official web page of local government.

FIRST OF ALL JUST SET THE GOAL

Any web page has a lot of tasks, because there are a lot of different users visiting it. Therefore, prior to any changes, we needed to determine the most important groups of visitors (target group of the site), whose needs are the main focus of all the work of the electronic media of the City Council.

The target audience of web page of Dzhankoy City Council are the members of the local community, media, potential investors, local businessmen, leaders of

different institutions, enterprises, organisations, public, political and religious organisations, government agencies, which work in the city, and who are obliged to fulfill the requirements of the local laws. In addition to information that remains relevant for a long time (documents and other background information) and regular updating of the news, it was also im-

portant to create a number of opportunities for visitors to:

- express views on the work of the city government (or to put in evaluation points);
- add a comment to the news or add one's own news or announcement;
- participate in online conferences with representatives of municipal authorities;
- discuss current issues of the local community on the forum;
- participate in an online poll.

Another important function of the official Web page is to give the community a number of administrative services. Among them are the answers to information requests, reports of violations, tracking of documents filed by municipal authorities (such as letters or permits), downloads of various document templates (applica-



tions, registration forms), payment of local taxes via the web page, utilities, etc., signing up for an appointment with the Mayor and his deputies.

NEXT STEP IS CLEARLY ORGANISED WORK

Another important issue was coordination of different groups of people involved

in the web page redesign, so we made a list of actions and developed an organisational plan.

Before starting work on the web page we did the following:

- informed the staff of the City Council and its executive bodies, local councillors and local citizens about our participation in the UNDP/MGSDP;
- established a working group with a responsible, influential and authoritative person at the head;
- held several motivating conversations with employees, during which people explained the nature, purpose and benefit of introduction of transparent and efficient government. Some employees were temporarily exempted from performing other duties;

the residents and authorities;

- promote social and economic development of the city by attracting investments;
- attract interested people and companies to implement programs of social support of population;
- keep to democratic principles in an electronic form as the way of ensuring transparency in relations between the citizens and government;
- ensure transparency of the adoption and execution of instructions of the City Council and its Executive Committee as well as monitoring of its implementation;
- ensure cooperation between citizens and city government through the introduction of feedback that will satisfy the individual information needs of the population;

KEY SUCCESS FACTORS OF THE PROJECT'S IMPLEMENTATION

- Clear goals of the web page and identification of its target audience
- Clear task of the development of the web page
- Clear plan and project realisation algorithm
- Accurate execution of the plan
- Significant experience (3 years) of updating and support of the web page on voluntary basis
- Ensuring all main persons common understanding of project goals and objectives
- Effective division of duties between employees, providing the necessary motivation and control

• ensured the involvement and participation of the community in the UNDP/MGSDP, which was a mandatory requirement. Members of the public on the one hand served as the bridge between government and society, and controlled execution of the tasks on the other.

To ensure the required results and timelines, we approved the algorithm of implementation of the project in the form of a detailed schedule.

RESULTS AND PROSPECTS

Today there is an information service working in Dzhankoy. It was established by the City Council's resolution. Its main tasks are collection, analysis and distribution of official information in the media and via official websites. The new web page assists the solving of the following tasks:

- provide online information services for the community in a convenient and reliable form, ensure implementation of all aspects of information exchange between

• arrange provision of qualitative municipal services for the city;

- increase confidence of the local community in the City Council and its Executive Committee.

"The new official web page of Dzhankoy city government is a great resource for innovative development. The more people learn about the city, the more open it becomes to the environment, bringing new contacts and investors. Spreading information about our capabilities, we find new solutions to improve the social economic status", says Olena Putrenko, Chief Information Officer of the City Council.

Web page was created with the support of the Canadian International Development Agency. The next step in cooperation between Dzhankoy City Council and UNDP will be the MGSDP project "Implementation of quality management system of municipal services in the Executive Committee of Dzhankoy City Council in accordance with international standard ISO 9001:2008".

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

In 2009, in Dzhankoy there had been three local community projects implemented: on energy saving and improvement of the educational environment with UNDP support. In addition, eight projects had been successfully implemented within other Programmes. The following can be counted amongst the most valuable projects:

- replacement of windows, floors, repairs of the sewer of the gym in gymnasium school # 6;
- organisation of department of rehabilitation of disabled kids "Sonechko";
- introduction of measures to improve environmental and sanitary conditions of Dzhankoy City;
- creation of an Information bureau as a tool to improve the quality of services provided to the population.

includes creation of a local network and a terminal to provide municipal services. It will open new opportunities for public administration and create terms for an efficient system of city management.

*Olena Putrenko,
Chief Information Officer of Dzhankoy
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2.4 Informing the public about important issues of human development

CLEVER CONSUMPTION: HOW TEACHERS HELPED CITIZENS

POSITIVE EXPERIENCES OF THE EDUCATIONAL PROJECT IN RUBIZHNE

Not all consumers are ready for the battle that sellers commence to obtain their money. Elementary school teachers in Rubizhne teach students the basics of consumer education. Students study together with their parents. The result is an increase in the level of knowledge about how to act when consumer rights are violated and that knowledge became almost 4 times higher within just one month of starting intense work.

Changes in society, among which are a variety of goods and bank credits, and on the other hand competition among professional staff who are willing to work for less money, plus the development of market economy in general, require citizens to obtain new knowledge, skills and even new thinking. This is necessary to find a better job, to protect themselves as workers and consumers from unscrupulous employers, vendors or manufacturers, and effectively assert their rights as workers and consumers in cases of violation of those rights.

Since Ukraine does not need to reinvent the wheel in these areas, and can form the thinking of the people in the light of market experience of developed countries, we in Rubizhne decided to link education with the economy, using the best international and Ukrainian experience implementing similar changes in education. Indeed, a school is designed to train and educate students, based on real life requirements in the light of contemporary social prospects.

Our ultimate goal was, and remains, the training of competitive personal characteristics such as independence in decision-making, the search and creative activities, personal responsibility for results and impact of our work. Dedication in achieving this goal provided an ethical choice of means to achieve it. Therefore, from December 2008 School #1 in Rubizhne began working on the

problem of the formation of essential competencies of students by means of consumer education and economic training and obtained the status of a regional level experimental facility.

The first social survey of school students, parents, residents of the neighborhood, where the school is located, showed a very low awareness of the issues of consumer protection: 79% of respondents did not know how to act when their con-

sumer rights were violated and 86% had no idea about which Rubizhne organisations protect consumer rights. The reason, in our opinion, is that the school curriculum pays very little attention to consumer education. Issues on this subject are considered only in the Law course (2 hours in 9th grade), in the course of the economy (10-11th grades for those majoring in mathematics) and some other courses. Therefore, after finishing



Modern people need the ability to make choices and protect their rights to be successful



Key skills and ways of thinking are formed at school. Therefore, the school forms the future consumers and their requirements

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

10 public organisations of Rubizhne signed the agreement on cooperation with local authorities on November 28, 2008, which determined that in order to increase efficiency of local authorities all social and cultural projects in the city must be implemented through an open city competition. The first such competition was held in December 2008. As a result, seven projects were implemented:

- Pancake week celebrations in the Pivdennyi neighbourhood;
- organisation of the camp "Summer language school";
- organisation of the city boxing tournament;
- organisation of the city family competition "Generations history";
- celebration of National Flag Day;
- informational campaign "STOP.Tobacco";
- organisation of all-round sporting and military events.

school, students are lack knowledge, despite the fact that for all of their lives all people are consumers.

HOW WE SEARCHED FOR SOLUTIONS AND USED THE EXPERIENCE OF OTHERS

On May 15, 2008, Principal Iryna Tseluhina was invited to participate in the seminar to Kirovske (Donetsk Region) which was conducted by experts from UNDP and the EU Project "Consumer Society and Citizen Network" with the support of the Municipal Governance and Sustainable Development Programme. At the training she learned the educational package about consumer education for pupils. She used this informational to conduct a teacher's meeting, where it was decided to conduct research. The first step was the introduction of consumer education in primary school, in 2nd and 4th grades, where the course "Fundamentals of consumer education" was established. Realising that the issue of consumer education cannot be solved by themselves

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Project was managed and led by school principal personally
- The experience of others was studied and used
- Whole school pedagogical council took part in the development of project idea
- Project participants clearly understood its purpose and objectives
- The project was well developed in detail before beginning of its implementation
- The project participants saw interest from residents as well as from local authorities
- There were studies at the beginning and the end of the project, which helped evaluate the results
- Availability of financial assistance, the importance of which cannot be overestimated

STAGE	PERIOD	MAIN EVENTS
Stage I	20.05.09 – 30.05.09	Social Survey: <ul style="list-style-type: none"> • Among school students (100 persons) “How do you choose products?” • Among the residents (200 persons) “Do you know your consumer rights?”
Stage II	01.06.09 – 14.06.09	Working with pupils of the camp “Young consumers”: <ul style="list-style-type: none"> • The beginning of competition for the best student design of the notebook “Fundamentals of consumer knowledge” for the 1st and 2nd grades • Informational and entertaining game “In a country of consumers” • Excursion to the supermarket “Absolut” • Tour at a socks manufacturing plant • The results of the competition for best student design of the notebook “Fundamentals of consumer knowledge” for 1st and 2nd grades • Trip to a bakery • Start of the competition “Perfect school canteen. What is it like?” • Why-boys and why-girls are interested. Meeting with the tax inspector • Excursion to the Lisichansk meat processing and packing factory • Excursion to the electronics supermarket “Foxtrot” • The results of the competition “Perfect school canteen. What is it like?” awards ceremony
Stage III	15.06.09 – 25.06.09	Release of workbooks <ul style="list-style-type: none"> • ABC for little consumers • Memo on consumer rights’ protection
Stage IV	25.06.09 – 30.06.09	Repeated social survey: <ul style="list-style-type: none"> • Among school students (100 persons) “How do you choose products?” • Among the micro district dwellers (200 persons) “Do you know your consumer rights?”

alone, teaching staff of the school turned for help to the local department of trade and consumer protection of the Executive Committee, and in February 2009 signed a cooperation agreement.

The intense work which was begun by teachers and pupils, was extended for the summer. In the children’s camp a project, “Qualitative consumption — European integration”, was introduced by primary school teachers. The main goal was to help students achieve the required level of awareness of economic and consumer knowledge, to equip students with the knowledge and facilitate the acquisition of skills to make consumer choices, and how to act when consumer rights are violated. All the teaching staff of the school worked on the project. Given the critical importance and experimental status, development was personally led by the Principal, and the camp project was managed by the chief of the camp O.A. Kostenko, primary school teacher. Parents, local authorities and businessmen of the city supported the project and gave their full trust to the teachers, because in the last two years the school has successfully implemented three projects: “TOEFL centre is the way to Europe”, a school club “Get to know Europe” and “Beauty

around us: a new life of the old park”.

City authorities were of great help in organising tours to major industrial and commercial enterprises of the city.

What has been done and the achievements

The project was divided into several stages (see table).

The main result of the project was the raising of awareness of consumer rights. It was showed by the second survey done after the completion of the project:

- 77% of parents believed that children need to know the basics of consumer knowledge from the 1st grade;
- 73% of respondents knew the organisations which protect the rights of consumers (compared to 14% at the beginning of the project);
- 78% knew how to act in case of rights violation (vs. 21%).

We are extremely pleased to say that there were no difficulties during the implementation of the project. Planned activities were coordinated with the Municipal Department of Trade and were held according to plan.

*Irina Tselubina,
Director of School #1 in Rubizhne, head of
the PO “Renaissance”*

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THEME: LESSONS OF LIFE WISDOM

Most people make mistakes because they do not know something or live confined by prejudice. One of these stereotypes is about the “typical” division of responsibilities between men and women, which stands in the way of their success. People in Novovolynsk know how to overcome this stereotype.

There are strongly held views in our society about the “typical duties” and “opportunities” for men and women. They are important deterrent factor preventing disclosure people’s talents and for their development. We wanted to change this helping young people to create their fami-

lies along the principles of equality in division of duties on the principle “the work is done by the person who has more free time”, to build confidence for employment opportunities for girls, to give the boys more opportunities to appear in professions which were usually considered as

women’s preserve for long time etc. We set all these tasks as our goal. We want young people to understand their opportunities, not limiting themselves with false stereotypes. We have chosen this method, already tested in other countries, by introducing a gender component into curricula.

WHICH EVENTS WERE COMBINED IN THE PROGRAMME?

There are 14 schools in Novovolynsk (including 2 vocational schools and 3 high schools), which educate about 7,500 students. However, until recently, there was no information for the students about the basics of gender equality. There are many reasons for this, including the following:

- insufficient funding of events for informing target audiences;
- lack of qualified personnel and low awareness of teachers about the issues of gender equality;
- absence of POs working in the sphere of gender equality in the city;
- passivity of youth on this subject;
- lack of interesting content and materials on gender equality.

Work in this area was carried out only by the Department of family, youth, physical culture and sports issues. That is why the city support unit of UNDP/MGSDP, in co-operation with Youth PO "Perspective",

initiated the "Programme for improving gender education of young citizens of Novovolynsk". This initiative was to achieve several goals. First, a dialogue among young people on gender and its basis, its principles and basic concepts, and to give teachers basic information necessary for the promotion of these subjects in school environment.

Secondly, it was necessary to provide tools and teaching materials for teachers on gender issues.

We also tried to spread information about gender equality, and about institutions and organisations working in this area.

The draft was submitted to participate in the contest in the Department of family, youth, physical culture and sports issues of Volyn Regional State Administration, and some events of this project were supported by UNDP/MGSDP. After winning the competition the Programme was approved, during 2008, with a number of activities: training for teachers (teachers for extracurricular classes) on gender equality and providing them with materials for open classes, producing brochures with teaching materials for teachers to conduct open lessons on gender equality.

Among the events there were open classes on gender equality, demonstrations of three videos on gender equality.

Moreover the list of activities included a debate tournament among the students of higher educational institutions on gender issues, and organisation of the final roundtable discussion.

Volyn regional department of youth affairs and sports has given almost UAH 6,000 to the project, since the priority of this topic was enshrined in its programme.

MAIN RESULTS: PLANNED AND ADDITIONAL

The implementation of planned activities gave us some interesting results

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

Novovolynsk in partnership with UNDP had implemented 10 projects by September 2009. The best experience, worthy of being used by others is as follows:

- replacement of cold water pipes in the basement — ACMH "Nadiya 2007";
- replacement of cold water pipes in houses — ACMH "Samshyt";
- overhaul of the roof — ACMH "7-Ya";
- replacement of cold water pipes and central heating pipes — ACMH "Vira";
- overhaul of the roof — ACMH "Iskra";
- overhaul of the roof — ACMH "Claudia";
- construction of sewerage network along the street — Body of Self-Organisation of Population, Street Committee (BSP SC) "Svitanok";
- construction of sewerage network in the street — (BSP SC) "Strumok";
- increase of energy efficiency by the installation of plastic windows and metal doors — PO "Doshkolyaryk";
- construction of street drainage system — Service Committee "Girnyk Volyni".

and more themes for reflection. For example, teachers watched a film on how fathers went on maternity leave to care for children. There was a simple idea there: if a woman earns her money and she does better than a man, and the man wants to bring up his own child, no public misunderstanding or their own stereotypical beliefs should be an obstacle for such couples. Subsequently, we showed this movie on Volyn TV and on the big screen of "Tam Tam" shop in Lutsk to draw public attention to the stereotypes of social duties of men and women. After this broadcast in Lutsk there were a lot of questions, indicating the desire of people to learn more, since there was an information vacuum on this topic.

When we started to work with young people — open lessons and thematic

USEFUL INFORMATION AND PROJECT GROUNDWORK

For information on the activities of the program visit these websites:

- www.civicua.org/news/view.html?q 1131403 — "Public Space";
- [gurt.org.ua/news/recent/998 /](http://gurt.org.ua/news/recent/998/) — Resource Center "Hurt";
- www.nvip.com.ua/articles.php?id 47 — Novovolynsk information portal;
- [ptaxa.com.ua/ukr/news/266 /](http://ptaxa.com.ua/ukr/news/266/) — Youth Magazine "Ptaha".

KEY SUCCESS FACTORS OF PROJECT IMPLEMENTATION

- Accurate diagnosis of the problem
- Simple and effective programme of actions agreed with the priorities of the responsible unit of the local authorities
- Support of specialised POs
- Qualitative preparation of information materials, a variety of materials and types of work with the target audience
- Maximum coverage of the target audience by information materials

studies in schools, watching movies in the cinema, organising tournaments, debates — almost 95% of schoolchildren didn't know not what gender equality was. And such simple things like watching movies and thematic lessons proved very effective as stereotypical barriers of teachers and children and adults gradually began to fade. The subjects of these information materials — from brochures to training films — were not new, but it was necessary to learn these simple things. Ignoring these subjects leads to a misunderstanding of equal rights of men and women today.

THE MAIN TARGET IS THE PERSPECTIVE

As a result of this complex work we provided 12 of the city teachers with the necessary information and methods of gender education. The brochure was published with a circulation of 200 copies and was distributed in schools of Novovolynsk, Lutsk, Kovel, Cherkassy. On three occasions pupils and students (800 people) visited the local cinema "Ukraine", where the movies "Power has the feminine gender", "Who will sing the lullaby..." and a few short films about gender stereotypes in the school environ-

ment were shown. About 150 students took part in student debates on gender issues.

It is clear that it is not easy to change standard opinions immediately, as well as stereotypes. However, young people respond faster than mature grown-up individuals. Moreover young people have a hard time with these difficulties. So, we hope that further work in this direction will bring us tangible results in a few years.

*Borys Karpus,
Municipal Project Coordinator
in Novovolynsk*



We did not plan to discover something new. We had interesting, useful and reliable information on social relations of men and women and presented this information using simple language

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Website: gender.undp.org.ua



Efficient promoter: no boy is able to refuse such a nice girl talking about sex, HIV and AIDs

SIMPLE AND EFFECTIVE ANTI-VIRUS HIV PREVENTION

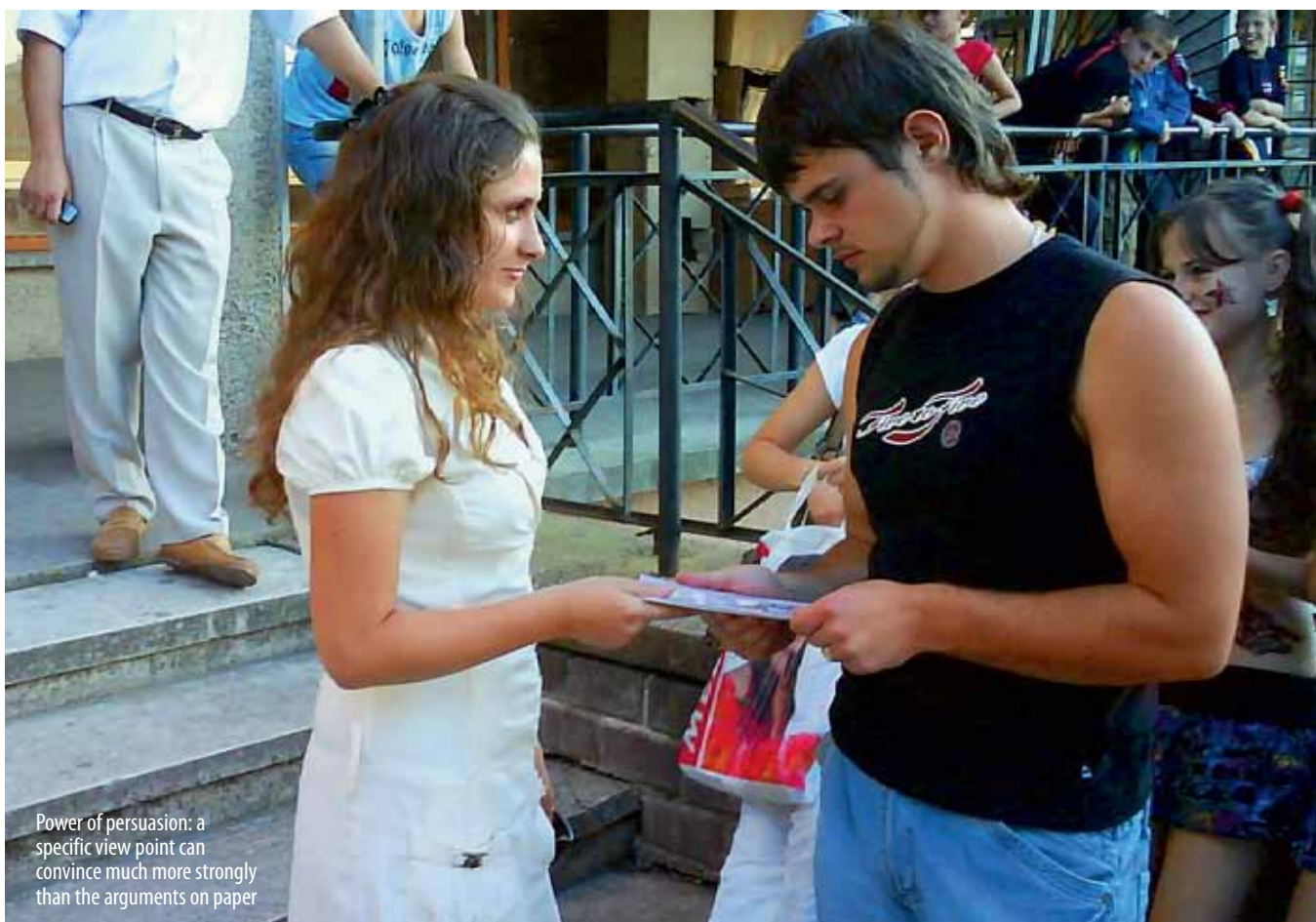
Spread of HIV/AIDs. The fact that young people start sexual relationships at ever younger ages is a valid reason to worry about the health of children and the younger generation of Ukrainian cities. In Galych it was learned how to help young people protect themselves from HIV unobtrusively, without refusing from relationships

“Better a gram of prevention, than a kilo of treatment,” says Zoryana Martyniuk, a nurse of Galych Central district hospital, deputy of Galych City Council, social activist of the Municipal Support

Units (MSU) of UNDP/MGSDP. She emphasizes that the HIV/AIDs problem in Galych is not as great as it is, for example, in the towns of Eastern Ukraine (according to the official data, in Galych region

there are 24 HIV-infected registered persons and 5 of them live in Galych). However, the very existence of HIV infection is a matter of concern.

Medical examination for HIV infection



Power of persuasion: a specific view point can convince much more strongly than the arguments on paper

is only compulsory for pregnant women. This means that many people may be living with HIV/AIDs and not even know that they are endangering others. Thus it is important to avoid spreading the virus and to take all possible measures to provide maximum information in order to prevent the spread of the infection, among young people, as they are the future of our people. Also among those who are too shy to use condoms during sexual intercourse as compared to grown up mature people. And also among those who are mixing together ignorance and a weak understanding of the problem.

The Constitution of Ukraine establishes everyone's right to protection of Health. Using information and communication technologies for preserving and improving the health of the people, raising the quality and efficiency of medical care, provision of social justice and citizens' rights to health protection is a priority for healthcare institutions and authorities. Mayor of Galych, Orest Trachyk notes, *"People have the right to get information that may help them stay healthy. And we must do everything necessary to provide them with this information"*.

HOW TO BE HEARD BY THE YOUNG?

Some time ago awareness of students regarding issues of their health was only provided partially during lessons on life safety. In order to collaborate efforts for the sake of health preserving of the younger generation, a collaboration between educational institutions and local authorities was established. The basis of this cooperation was the common desire to protect children from HIV/AIDs. As a result a campaign was conducted to inform school-children about HIV/AIDs prevention.

The target audience consisted of senior students of two schools and a gymnasium. Thus, in Galych they managed effectively combine traditional teaching along with disseminating information to young people. Undertaking measures for HIV/AIDs prevention and protection was con-

ducted in two stages. The first stage involved employees of Galych Central district hospital who gave the maximum available information about the negative impact of immunodeficiency virus on human health, and the ways to avoid infecting teenagers with HIV. The second stage — conducting correspondent questionnaires, and training for the volunteers, from the senior classes for the effective spread of information about HIV/AIDs prevention in their environment.

It is important that during the training an expert of the UNDP Project «Municipal Governance and Sustainable Development Programme» (UNDP/MGSDP) Ole-

na Ursu provided not only some explanation but also information materials in electronic form and full-colour brochures. It is well-known that different people perceive information differently. The better is it provided the better it is further disseminated.

IN GALYCH PEOPLE MANAGED TO COMBINE TRADITIONAL EDUCATIONAL TEACHING WITH DISSEMINATION OF INFORMATION AMONG YOUNG PEOPLE, INVOLVING THEM IN THE PROCESS

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Balanced program of dissemination of information, involving professionals (doctors), as well as young people
- Prepared materials of high quality — easy to use, easy to understand for young people
- “Right” volunteers — neat, attractive, typical of the target audience
- Competent use of the curiosity of young people about, so called, intimate topics

Since then, young volunteers under the slogan: “Healthy child — healthy nation!” communicate knowledge gained to their peers, friends, acquaintances. *“When I learned more about HIV/AIDs, use of condoms became a rule for me: my health is in the first place and everything else is secondary. And I always ask the girl I am dating to treat this with understanding”,* says Taras Ivanitsyn, volunteer. They are also concerned with promoting life without AIDS at the annual celebration of the Youth Day. They conduct special evenings on the topic

of HIV/AIDS prevention, disseminate information on the free phone number — providing advice about the possibility of free consultation and medical assistance in the district and regional hospitals, foster the implementation of general information through local television and printed media on HIV/AIDS prevention. Close cooperation has been established with TV and radio company “RAI” which weekly broadcasted on local television one of the videos from the series of educational films “Life” produced and provided by UNDP/MGSDP.

media, are still waiting for continuous work towards the preservation of health. It is understandable that conducting information campaigns at educational institutions on HIV/AIDs prevention is an effective measure, because a great number of young people are concentrated there. However, there are other groups of youth that are no longer students of schools. Therefore it is further planned to establish cooperation with local bodies of justice, which, within their legal work with community and youth organisations, could attract attention of their members to the regulations on HIV/AIDs and legal responsibility for it.

*Oksana Stefunko,
Municipal Project Coordinator
in Galych*

USEFUL EXPERIENCE GAINED FROM THE PROJECT'S IMPLEMENTATION

By the end of 2009 in Galych, with the partnership support of UNDP, 4 projects had been implemented. The best experiences, which deserve to be learned from by others, are:

- training for volunteers from high school on HIV / AIDS prevention among youth and gender issues in the context of sustainable development and Millennium Development Goals;
- publication of the brochure «Galych youth on sustainable development of society» and conduction of an education excursion for the winners of the contest to the historical places of interest of Galych. During this excursion children got acquainted with the principles of sustainable development of the society;
- conduction of the training on the maintenance of roofs, water and wastewater systems for active residents, employees of housing and municipal companies and executive committee of the City Council as well as deputies.

IF THE YOUNG PEOPLE ARE TALKING “ABOUT IT” — THE PRESS WON'T STAND IDLY BY

Implementation of this program permits the attraction of attention of a large number of young people to the HIV/AIDS issues, encourages serious thinking about the consequences of indifference to their health and the health of those dear to them, overcomes psychological barriers between the misunderstanding of the problem and ignorance in how to avoid it. It also encourages literally dramatically changes in the behaviour and reaction of students during the first visits of MSU employees and Galych Central district hospital to schools and during the training and special evenings (the time frame of about one month). Sarcasm, shouting out obscene words by some individuals, conversations about the fact that HIV is transmitted only through sexual intercourse, the claims that they know everything and that hand-outs are a waste disappeared along the way. These students not only asked for more brochures to give their friends but, if possible, to provide them with a CD so that they could watch it together. Still, despite all that, there is a serious threat of HIV/AIDS spreading. Institutions and agencies of the city, along with the

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When active people who care and professionals tackle the problem, even stubborn sceptics quickly exhaust their stock of arguments against them

HOW TO EDUCATE ENERGY SAVING?

EXPERIENCE OF EDUCATORS IN DOLYNA

There are no simple solutions to difficult issues such as changing attitudes towards socially important problems (such as energy saving). Perhaps this is why the majority of socially important problems are not solved until some disaster occurs. Citizens of Dolyna suggest that they should not wait for a disaster and used their experience changing the behaviour of people in the matters of rational usage of precious resources like water, electricity and gas.

Inefficient energy consumption is becoming a still more acute problem for Ukraine and the steady increase of energy prices noticeably affects the expenditure of the budgets of all levels, including local government of Dolyna. This issue turns out to be even more difficult because of its complex nature and this means that decisions should be based on a comprehensive, systematic approach.

We came to the conclusion that one of the most powerful incentives escalating the problem in our city is the lack of a lean approach to energy consumption among people who use energy resources in their homes (gas, water, electricity) on a daily basis. Low awareness and apathy lead to an increase in payments for the consumed energy, while a considerable part of these valuable resources are consumed inefficiently or wasted. Furthermore, excessive

resource consumption leads to exacerbation of negative effects on a global scale, such as global warming and a growing shortage of drinking water supply. Until recently the above mentioned problems were either not raised at all, or decisions were non-systemic, or simply proposals were just not implemented.

In other words, lack of a conceptual vision of the decision made it impossible to

move forward. We didn't have bright examples of successful outreach and communication with citizens was weak. This limited the range of ideas and new solutions to the old problems as employees of the municipality did not receive valuable tips. The number of opportunities was significantly narrowed by the lack of qualified support, including financial expertise, and resources allocated from the city budget were insufficient for a comprehensive solution of the problem.

Finally, one should not forget the other huge obstacle, which was very prevalent at the beginning of this project. Too many people were indifferent and those who didn't believe in the possibility of solving such a difficult task needed a change of attitude towards energy and resources consumption. This is quite a typical situation and yet in Dolyna people found a way to fix it. What was the solution?

FIRST QUESTION: WHO TO BEGIN WITH?

In order to get the best results, first of all you should choose this target audience which will work with the greatest effect. Therefore, in Dolyna, initial target audiences were identified, all identified audiences needed training activities aimed to create energy-saving consciousness:

- schoolchildren — students of municipal kindergartens;
- pupils;
- young people;
- workforce of enterprises;
- general mass of population.

The best suited target audience was chosen from the list of all possible audiences according to the following criteria:

- ability and willingness to perceive information;
- maximum contact with the target audience;
- availability of human resources to work with the target audience;
- interest of target audience in the development of this subject.

Ability and willingness to perceive information was determined through consultations with representatives of target audiences. These interviews helped to define priorities in the work of each target group. The availability of human resources was still difficult to assess because of a large number of indifferent people and those who didn't believe in the possibility of solving the difficult task of changing attitude towards consumption of energy and resources. So, the initiative and interest of

KEY SUCCESS FACTORS OF THE PROJECT IMPLEMENTATION

- Municipality must implement policies in the field of energy saving education consistently and systematically, without leaving the work halfway through. Even if people think that the case is lost
- Partnerships with, and full support of, the educational sector
- Choose several active, professional persons who really care, as without them everything stops immediately
- A clear sequence of actions, confidence and persuasiveness of the team of the enthusiasts no matter how small the team is
- Clever choice of the target audience considering long-term perspectives and maximum trust upon the information
- Simple and effective logic of changes: training for teachers — development of curriculum — teaching students — a change in the behaviour of schoolchildren — change in the behaviour of parents — change in the behaviour of the society

“teachers” and “consultants” was extremely important from this point of view. The appeal of the City Council was heard by the regional department of education and by its head Volodymyr Spodar personally. It was he who became a kind of an “engine” of this process. Within a short period of time in the City Council, with the assistance the regional department of education, several working meetings with representatives of educational sphere of the region and of the city took place where teachers and educators were invited. During the discussion of this theme a group of interested people was formed. They were willing to implement their ideas in their schools.

This activity of Vladimir Spodara and his department allowed them to overcome the indifference and disbelief of people that the task will be fulfilled. Consistency and conviction of several enthusiasts suc-

ceeded. They gradually chose those teachers who showed interest and willingness to work. This group of interested persons, which was formed during preliminary selection, became a kind of “point of coalescence” distributing ideas among colleagues. Then interest grew by leaps and bounds. For instance, the number of teachers who wanted to take part in the first training on February 26-27 exceeded all expectations. Later you'll read about it. The choice of schoolchildren and pupils of kindergartens as a target audience in educating an energy saving attitude was influenced by three important factors. First, most children best of all perceive new information in early childhood. Secondly, habits are formed in childhood. Therefore the energy saving attitude of children, as we expect, permits significant results in the short and long term perspective. And thirdly, children can and do initiate fundamental changes in families. We also expected that the children who learned to use resources efficiently will not only do that themselves but also require the same attitude from their parents.

POSITIVE EXPERIENCE OF COMPLETED PROJECTS

By the end of 2009 in partnership with UNDP one project had been implemented.

Three more are under implementation. Four training sessions were also conducted for local communities.

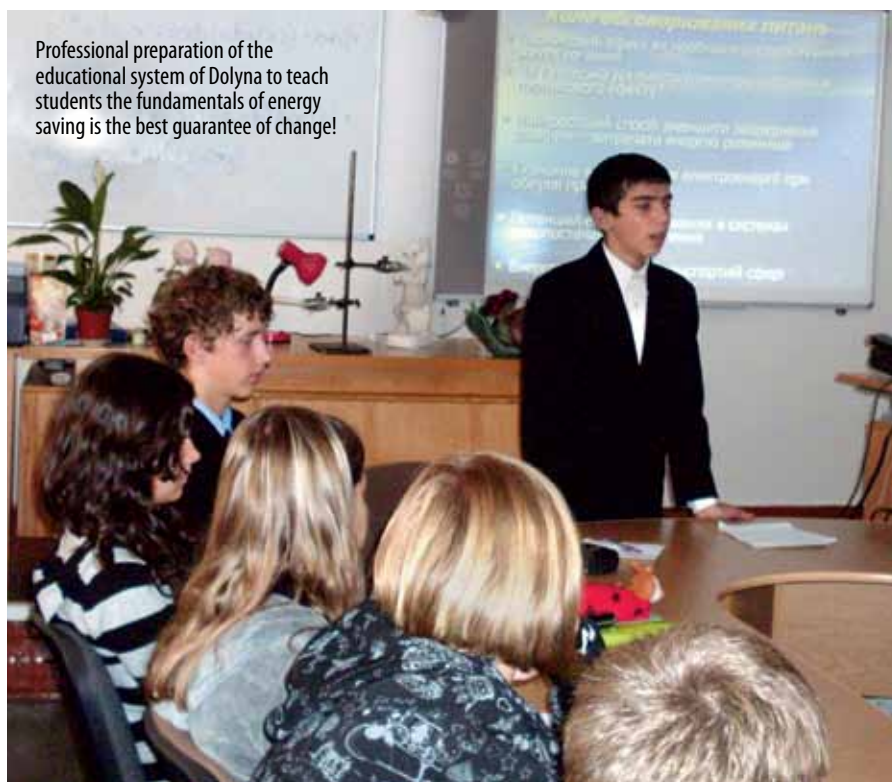
The best experience, worthy of use by others is:

- construction of water supply system by the cooperative service “Source of life in Zamkova Street”;
- ACMH “Cozy home in Nezalezhnosti, 2”.

SECOND QUESTION: HOW TO TURN THEORY INTO PRACTICE?

After the meeting was conducted and the group of interested leaders and employees of the educational sphere was formed, the city prepared for the next steps. Teachers personally played one of the key roles in this process. It is about implementation of energy saving ideas in the form of lessons at their schools.

The next step was conducting the first training-seminar for teachers, which took place on February 26-27, supported by UNDP/MGSDP. The event gathered all interested parties in the audience, and the



Professional preparation of the educational system of Dolyna to teach students the fundamentals of energy saving is the best guarantee of change!

trainers were experts in the field of educational programmes on energy saving from the Ecoclub “Eremurus”.

This was the first event of the kind in the city and it drew attention not only of the previously selected active representatives of municipal education, but of those teachers and educators who were sceptical about the prospects for this work.

During the training teachers didn't hide the fact that they received a much useful and new knowledge, obtained better understanding of the energy saving topics and even got more energised for the implementation of all had heard and seen, for use during their lessons at their schools. Moreover all participants received a gift of new textbooks on energy saving for schoolchildren, which in future will be a school course handbook on “Energy saving”.

The third step was the preparation of the training curriculum. Methodological divisions do great job today, and now preparation work is being completed for the introduction of a new educational course to the school curriculum. Introduction of this educational course at schools is planned to begin from the second half of 2009/10 school year.

This is a very powerful hidden investment in the future. On hearing at school that it is necessary to save water, electricity and gas, children will do so at home and teach their parents to do the same. But in the

long run it is today's children who will be masters of their own accommodation and habits that were formed at school regarding saving resources will always be with them. Also, training caused changes in the minds of many of the teachers. Among educators there were interested representatives who are competent in energy matters, who tomorrow will share their knowledge with students at classes.

THIRD QUESTION: WHAT DOES IT BRING TO THE CITY AND ITS CITIZENS?

The answer to this question consists of two parts. First, is that that has been already achieved. The main positive point for people became forward movement: they see some results. For the teachers of the city a very interesting challenge and an opportunity for learning and self improvement appeared.

And in terms of the local authority, they achieved beneficial result of solving one of the most complex issues which most of local authorities are afraid to take on because of ignorance of where to start and how to proceed. The second part is waiting. They are not to be overlooked in any case, because it is a very long and laborious process to change people's attitude to energy saving and their habits. It is extremely difficult and time consuming. It's

very good that the level of expectations is very high now as, previously, the topic wasn't even discussed.

It is of the utmost importance that behind these expectations there is fundamental preparation work and this guarantees that expectations will be met. And when expectations are met, it creates new opportunities and new goals which are even greater.

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EDUCATION FOR SUSTAINABLE DEVELOPMENT IS WORK FOR INNOVATORS

Reducing the impact of global issues and transition to sustainable development — is a very complex task. Innovation lies at its core as well as changing people's behaviour and habits. In order to develop more innovative people, the Academy of Municipal Management is educating a new generation of progressive professionals who can solve problems of cities and towns in a completely different way than they are solved now.

There are many complicated problems that either can not be solved today or are being solved in a very fragmentary and chaotic manner. They result from human behaviour, habits and the treating of certain issues as unimportant. It is very difficult to change this behaviour. Naturally it is difficult for people to change their habits and attitudes to something, especially if there's no powerful incentive or dangerous circumstances causing them to do that.

The majority of modern global problems of humankind including extremely strong, but invisible threats include global warming, shortage of natural resources, poverty, lack of safe drinking water and everything else that reduces our quality of life. In order to change the way our world develops we need to change people's behaviour. The behaviour of adults as well as of those who will lead the development of tomorrow, today's pupils and students.

INSTEAD OF STRENGTHENING OF THREATS — SUSTAINABLE DEVELOPMENT

The UN System of Agencies helps solve these common problems through international agreements and implementation of plans. Thus, in 2000, 189 countries signed the Millennium Declaration, which was a clear commitment to overcome global problems within their territories. International efforts aimed at achieving sustainable development is the

Graduates of the Academy of Municipal Administration will work in bodies of local self-governance so that they could find real, working mechanisms for solving current problems of the society and communities



modern alternative to destructive development at all levels: global, national and local. What is meant today by the notion of “sustainable development”? The most popular definition belongs to Brundtland Commission “Our Common Future: “Sustainable development allows us to meet the needs of present generations without adversely affecting the opportunities of the future generations to meet their own needs”.

In order to make sustainable development a common rule, centralised hard work is needed as it has to become the philosophy of the company, of the people of the state. Taking as an example Ukrainian students, it becomes clear at once what they learn about sustainable development and current global problems in a very chaotic way during different courses.

WITHOUT THE SUPPORT OF LIKE-MINDED PEOPLE IT IS HARD TO INTRODUCE A NEW COURSE

The first to introduce a new teaching course on sustainable development was the Academy of Municipal Management in Kiev (AMM). It is a state institution of higher education founded for training, re-training and improving qualifications of local government and public administration personnel.

Professionals of the UNDP “Municipal Governance and Sustainable Development Programme” offered to start teaching this course. The idea resonated and then the following steps were taken at the Academy:

- Academic Council discussed and supported introduction of a new discipline in

the curricula;

- Agreement on partnership was signed between the Academy and UNDP;
- After the initiative was supported by the Academic Council the issue was discussed with the deans of faculties who decided to start teaching the new course within the curriculum of the faculty of economics. The most difficult part of this process was to convince the deans of faculties and other key persons, upon whom introduction of the course depended, that it was necessary to teach it, as the course on Sustainable development competed with other important courses. Here support from the UNDP/MGSDP was extremely important.

Common efforts of the Academy and the Programme allowed the development of an educational plan (in accordance with

IN ORDER TO INTRODUCE AN EDUCATIONAL COURSE ON SUSTAINABLE DEVELOPMENT IT IS NECESSARY TO DO THE FOLLOWING:

- convince the management of the institutions of higher education of the necessity of such a course, emphasising what global issues it informs students about;
- emphasise the need to introduce the course according to the decision of the Academic Council and obtain its approval;
- agree on teaching the course at a certain department, obtaining Dean's support;
- involve the Dean or professors whom students trust, in discussions with the students as to the importance of the course;
- the new academic disciplines to be taught not earlier than during the third or fourth year;
- obtain support from the colleagues of other universities and UNDP as the course on sustainable development competes with other subjects and sometimes it is difficult to find a slot for it in the curriculum.

the decision of the Academic Council facility), a written academic handbook on this course, and in 2007 the Academy began to teach the course to students of the Faculty of Economics (75 persons). Discipline was studied in the 2nd, 3d, 4th years. More than 400 students attend the course, but there are no graduates yet who could implement the knowledge gained into practice. It is already obvious though, that these students have much a broader and more comprehensive vision of public problems, and today they offer concrete methods for their solution.

FIRST RESULTS — GREAT PROSPECTS

Academy graduates will soon be working in local government and district and regional state administrations. So right now they have to learn how to find solutions for specific problems at the local level. Due to the introduction of the course on sustainable development, students began to clearly see the connection between global problems and the situation at the local level, aware of their own responsibility, enriching their outlook and beginning to understand the real problems that threaten humanity.

The most important thing is that the course teaches students to find proactive, working mechanisms to solve problems actively involving the community. After all, community involvement and social mobilisation at all levels is a key to sustainable development.

Social mobilisation is the involvement of persons belonging to one community to reach the common goal. Students should understand that global problems cause specific problems and have to know how to solve them. Global problems are not

only the concern of the UN but also a matter of concern for the City Council as they have their impact right where people live and work. *“Everything starts with each and every one of you — Anatoliy Sadovenko teaches future employees of local governments. — With your participation, commitment and involvement of people, real improvement can be achieved”.*

A UNIQUE COURSE IS INTRODUCED IN MORE AND MORE INSTITUTIONS OF HIGHER EDUCATION

The course is an absolute requirement for all students. It is taught for full-time and part-time studies majoring in various subjects. Later this course was introduced by other institutions of higher education and in 2006 seven universities even joined forces and created the National Forum of partner Universities of UNDP/MGSDP to facilitate sustainable development principles and implementation of the appropriate special educational course to the curriculum of Ukrainian universities. The forum work group proposed three main directions related to sustainable development with communities' participation:

- 1) curriculum development;
- 2) preparation of the manual “Teaching sustainable development”;
- 3) organisation of research and work for students in this field.

More and more Ukrainian universities are turning to the UNDP project “Municipal Governance and Sustainable Development Programme” and are willing to introduce the course. Recently a partnership was established to implement the course at the Institute of Chemical Technologies of the Eastern Ukrainian Nation-

al University named after Volodymyr Dal' (in Rubizhne) and National University of Water and Nature Resources (in Rivne). Teaching of “Society sustainable development” in these universities began in January of 2010. We hope that this is a good start. But this is only the beginning as the topic of sustainable development and global issues should be discussed at all levels of government, among academicians, civil servants and at the highest political level. The concept of Ukraine's transition to sustainable development has not yet been approved. This means that the country has no developed plan, tasks, systematic and comprehensive work schedules of public and local authorities for the transition of the country and society according to the principles of sustainability. Accordingly this is the next big task for the whole community. This is what should be the target for education of the young specialists. Education for sustainable development is not a slogan, but the answer to the objective needs of today.

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SECTION 3.

**IMPROVEMENT
OF THE NATIONAL
POLICY AND
LEGISLATION IN
THE SPHERE OF
SUSTAINABLE
DEVELOPMENT**



The development strategy of Ukraine is determined by its commitments made at the World Summit on Sustainable Development (Johannesburg, 2002) for achieving the MDGs, and European integration policy. There are many conditions which the country is to follow in order to implement decisions of the Summit, one of which is — wide involvement of community in local and national levels of governance and integration of sustainable development values in the system of economic, social and environmental policies. However, the importance of the approach “public-private partnerships” for local development and community based approach for successful governance, which has proven to be effective in many countries, has yet to be recognised on the national level, which requires consolidation of legislation of Ukraine.

Strengthening the role of local communities is based on two fundamental principles: practicing successful solutions and effective legislative regulation.

Especially effective are always those laws, which have in their bases best practices, adapted to the country where they are introduced. In order to protect the interests of citizens and local governments at the national level, the Programme works closely with national partners, including the Ministry of Housing and Municipal Economy of Ukraine, Ministry of Regional Development and Construction of Ukraine and Parliamentary Committee on State Construction and Local Self-Governance.

In addition, the National Forum of partner municipalities UNDP/MGSDP serves as a platform for developing common policies and proposals for the reform of local self-governance and decentralisation, which later are lobbied for at the national level by means of conferences in which local and regional authorities take part and by means of round table discussions with representatives of central bodies of executive power, drafting amendments to legislation etc.

In this section we are offering you examples of such initiatives.



SUCCESSFUL PRACTICE IS EFFECTIVE WHEN IT IS BASED ON MODERN LAW

Strengthening the role of bodies of self-governance is based on two fundamental principles: The practice of successful solutions and also effective legislative regulation. To ensure that practice development did not bring society into areas not regulated by law, practicing experts and parliamentarians develop appropriate zones in the legislation.

UNDP Project “Municipal Governance and Sustainable Development Programme” gathered considerable experience while working since 2004 in 24 cities and 5 urban settlements of Ukraine. Partnering with public and private sectors at

local level, involving local communities in solving current problems and stimulating development. It is in both the practical and the legislative spheres because solving current problems of local development with community involvement is a

very unusual practice for Ukraine. Correspondingly many practical issues remain unresolved legally and do not have proven technologies to reach success. The Project has made, and continues to make, very many successful steps together

Lack of legislation to regulate self-governance and overly complicated mechanisms of the current law are the main cause of joint work of deputies and expert-practitioners



with national partners including Ministry of Housing and Municipal Economy of Ukraine, Ministry of Regional Development and Construction of Ukraine and Parliamentary Committee on State Construction and Local Self-Governance. With the latter, for example, UNDP launched a partnership in 2007 aimed at fostering decentralised governance and sustainable development in Ukraine. Project experts worked in the working group of the Committee, which analysed legislation on the bodies of self-organisation of population (BSPs) and developed amendments to the Ukrainian law “On the bodies of self-organisation of population” to widen the number of opportunities for the local communities to create their own organisations.

Due to this joint effort a draft of the law amending the Law of Ukraine “On the bodies of self-organisation of population” № 2108 from 21.02.2008 was developed and registered. On October 14, 2009 this draft was endorsed in the first reading.

ANY PRACTICE MUST HAVE STRONG LEGAL FOUNDATION

The necessity of adopting the proposed bill is justified in the explanatory note by the lack of laws to regulate the status of bodies of people’s self-organisation, by the need to simplify the process of their registration, the urgent need in updating legislation that regulates activity of bodies of self-organisation in the context of administrative and territorial reform and the need to reform of local government. Moreover, the Law of Ukraine “On the bodies of self-organisation of population”, adopted in 2001, turned out to be

difficult to implement. Taking into account the growing role in strengthening BSPs in the strengthening of the self-governance system, clear identification of the status of these associations and simplification of the process of their registration is critically important.

Main terms of the proposed additions are:

- definition of “micro community”;
- clear definition of “non-profit status” of the bodies of self-governance;
- simplification of registration procedures when creating bodies of self-governance;
- removing restrictions in the creation of BSPs before the creation of a City Council;
- the right to have economic activity of BSPs;
- strengthening financial and property basis of BSPs activity.

When this draft is finally approved by Parliament it will be possible to say that there are established practical mechanisms to solve local problems by local organisations which have a solid foundation.

STRENGTH IS IN PARTNERSHIP

In addition to the bill, “Municipal Governance and Sustainable Development Programme” of United Nations Development Programme and Parliamentary Committee on State Construction and Local Self-Governance are working together on reforming of the administrative and territorial structure and on determining a clear division of powers between state bodies and local authorities. UNDP/MGSDP teaches local communities how to choose the form of organisation from such options as Association of Co-Owners of Multi-Apartment House (ACMH),

cooperatives servicing dwellers of private homes and NGO for kindergartens and schools. In general, in Ukraine there are four UNDP projects implementing an approach of community participation: “Municipal Governance and Sustainable Development Programme”, “Chornobyl Recovery and Development Programme”, “Community Based Approach to Local Development”, “Crimea Integration and Development Programme”.

The Swiss Agency for Development and Cooperation in Ukraine (SDC) a partner of UNDP/MGSDP, promotes decentralisation in Ukraine and supports development of effective mechanisms which allow community participation and implementation of local pilot projects in rural areas and cities of Ukraine.

Canadian International Development Agency (CIDA) supports UNDP/MGSDP in developing models to provide quality water and waste-water services in AR Crimea. Royal Norwegian Embassy in Ukraine supports ACMH projects in energy efficiency.

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When there are no clear rules experience exchange is the best way for finding solutions as well as for verifying the chosen path of city development



PROTECTION OF CITIES AT THE NATIONAL LEVEL

Experts of the National Institute of Strategic Studies proved that If the strategy is not changed a city will gradually evolve, and the surrounding areas will decline. As the law currently does not provide answers to strategic development issues, there are only two ways to choose a successful course: try and guess, or share experiences with colleagues at conferences.



Urbanisation develops: from 1989 till 2009 the number of cities in Ukraine increased by 20. In early 2001 Ukraine had already 454 cities, and in early 2009 the number of cities was 459. During the past few years the number of settlements belonging to the category of “city of regional importance” also grew. A city of regional importance is an administrative and territorial unit subjected to a regional council, which has a status similar to the status of the area. As of January 1, 2009 in Ukraine there were 280 cities of regional importance. A year ago there were 279 with the population of 3.753 million which constitutes 8.1% of total population of Ukraine and 11.9% of Ukrainian urban population.

All cities of regional importance in Ukraine belong to the category of small cities (with populations of up to 50,000

people), which determines specific features of their social and productive infrastructure. These are cities with limited opportunities for expansion of industrial production, but they have favourable conditions to place enterprises of social, cultural, domestic and housing areas to meet the needs of citizens and of the whole region.

Some cities of regional importance are mono-functional that is having one or two major enterprises around which life of the city is concentrated. This leads to increased attention to the preservation of productive activities of such cities especially during economic and social crisis.

Study of socio-economic development of cities of regional importance is very important for the economic development of the area, because in these cities the living needs of more and more people are being met.

The Department of Socio-economic urban development requires improvement of the functioning of the legal mechanisms of such cities, which consist in a clear division of powers between the representative authority of the cities and district executive to negotiate contradictions between them.

DEVELOPMENT REQUIRES RULES

For the development of cities to become systemic and predictable it is vitally important to have formal rules according to which this should happen. In European countries the regulatory document which determines development policies is the European Charter of Cities (1992).

This document defines rights of citizens and reveals issues of management, regulation of living conditions, development of transport, energy, sports and leisure, pollution and traffic safety, architecture in cities etc. The main pur-

pose of urban development, declared in the Charter, consists in planning of cities around urban centers, requiring minimum resources for their maintenance, allows citizens to have access to various urban structures and services and creates space for recreation near homes. The Charter also represents requirements for the allocation of land within the city, building of houses, developing and implementing innovative infrastructure projects, etc. The European Charter of cities was not ratified by Ukraine and specialists of the Association of Ukrainian Cities and Communities then developed the Charter of the cities of Ukraine. It noted that regulation of urban development should cover mostly sustainable development of the cities and create opportunities for social and cultural development, renovation of existing housing, environmental improvements in cities, and involvement of public in urban development. However, even this Charter has not received proper legal status and did not become fundamental to the regulation of urban development and problem solving.

MANAGERS NEED TO EXCHANGE EXPERIENCE

Because of the absence of established rules, this gap is covered by the exchange of experience among mayors which is organised between practitioners, scholars and experts. Thus in 1995 in the village of New Vodolaga in Kharkiv Region association “Association of villages, settlements and city councils” was registered. It was headed by village head Slysh Viktor Mykhailovych.

The Association announced itself to be an active representative of the interests of Ukrainian villages, towns and small cities. Activities were based on close cooperation with the Association of Ukrainian cities. In 2007 the Association was re-regis-

tered in Kiev and changed its name to Association of Small Cities of Ukraine. It was headed by Mayor of Ukrayinka Pavlo Kozyrev.

Starting in 2006 an annual conference of small cities was launched. Traditionally it takes place in city Ukrayinka. On June 6-7, 2009 The 4th Ukrainian conference of small cities took place devoted to the topic of "State and private partnership as a mechanism of small cities' development". More than 300 Mayors of small cities of Ukraine took part in it. Prime Minister of Ukraine Y. Tymoshenko and members of the Cabinet of Ministers of Ukraine, representatives of government, academic and international organisations also took part in it. The conference was organised by the Association of Small Cities of Ukraine in partnership with UNDP, Swiss Agency for Development and Cooperation and Royal Norwegian Embassy and the German Society on Technical Cooperation.

Active participation of the section of small cities of the Association of Ukrainian Cities and Association of Small Cities of Ukraine with the initiative of the Association of Ukrainian Cities president, head of the section of small cities and Mayor of Ukrayinka, Pavlo Kozyrev, starting in 2006 attracted the attention of state authorities to the problems of small towns. During this period 16 outreach meetings have been conducted in the regions of Ukraine by the organisation of round table discussions on "Regional Cooperation authorities and local governments to develop small cities" and seminars on improving competitiveness of small cities attracting investment and introduction of modern municipal management tools. As to the results of these measures an appeal

was sent to the Cabinet of Ministers of Ukraine, ministries and state committees with proposals to address current problems of small cities.

During this period, 74 appeals have been sent and 48 were fulfilled or implemented. Before that appeals often remained unattended to, or just neglected.

According to the Mayors of cities the main problems that currently hinder development of local self-government, are the lack of regulation of budget relations and the need to adopt changes of the Budget Code proposed by the government. Also it is necessary to regulate land management, improve the condition of housing and improve the state economy, provide personnel staffs of local governments, and the transition to majority system of elections to City Councils.

UNDP makes a direct contribution to provide sustainable development of the Country by implementing initiatives on self-empowerment and recovery of communities to improve their life at the local level. Among the 29 partners of UNDP Project "Municipal Governance and Sustainable Development Programme" there are only four regional centres, the rest are the cities of regional importance, and there are also 5 urban type settlements. During six years of the Programme implementation a convincing conclusion was made that involvement of communities in the management process is an effective tool of municipal governance regardless of the size of the city, its status or population.

At the national level UNDP supports regional and district authorities through the development and implementation of multilateral partnerships between communities, central and local authorities, private sector and international donor agencies, because together we make a significant difference in the life of citizens.

Therefore, the strategic direction of socio-economic development of urban districts is gradually overcoming disparities between the levels of industrial and social infrastructure in comparison with big cities of Ukraine. Here are the following constituents of the mechanism for achieving this goal.

1. Formation of new approaches to city management, the introduction of fundamentally new elements of planning and forecasting of development. Forecasting of socio-economic development over the mid-term period of time could be effected by imperative policy papers or recommendations and must consider interests of business structures, authorities and populations in the selection of areas for development as well as mechanisms for their implementation. Instruments of such mid-term forecast could be targeted programmes relating to specific areas of city life. Development programmes of a particular city should be included in the context of general strategy of the district, region or state.

2. Clear division of powers and responsibilities of the management of communal and state property, land resources, financial and material assets and share-holdings of companies; between representative bodies and executive authorities, reconciling the interests of local and regional authorities.

3. Cooperation of local authorities, entrepreneurs and the people in formulating common policies in areas where their interests most overlap, especially in the sphere of efficient usage of land resources and property, in order to prevent ineffective construction, sale of land, incorrect assessment of objects of sale leading to failure to achieve full prices.

4. Consolidation of efforts of local community and authorities in reforming the city's leading industries, modernisation of key infrastructure facilities, implementation of investment projects, implementation of common approaches in budget and tax policy, city planning, ecology.

5. Using potential of the cities for self-development based on available resources. Thus the priorities should be the following: strengthening of housing and municipal sphere, development of educational sector, rational usage of budget funds, municipal bond issue, efficient use of land resources, improving quality of life. Authorities with business structures should focus their efforts on creation of the investment "portrait" of the territory, where cities are determined by competitive advantages compared to other cities.

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Association of Small
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www.astu.com.ua/index/0-4

Materials of the National Institute
for Strategic Studies:
www.niss.gov.ua

INITIAL STEPS FOR URBAN DEVELOPMENT

The low level of development of regional cities will remain unchanged in future if there will be no interference. It will not form a single economic space; prevent integration of the economy of cities in the region's economy, creating economic incentives for groups of districts, regions and country. The pre-crisis period of economic development in Ukraine was conducive to more decentralised management of economic processes. Now the city should not only continue reforming life support systems, but to survive the crisis.

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