



ASSOCIATION OF AMALGAMATED TERRITORIAL COMMUNITIES

FINAL PROJECT REPORT

*Implementation of Modern Municipal Management Tools
in the New Amalgamated Territorial Communities*

(Timeline: July 12 - November 27, 2017)

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1. PROJECT DESCRIPTION

1.1 Name of the ‘grant recipient’ organization:

Association of Amalgamated Territorial Communities

1.2 Name and position of the contact person:

Oleg Lypskiy, ATC Association Coordinator

1.3 Project title:

“Implementation of Modern Municipal Management Tools in the new Amalgamated Territorial Communities”.

1.4 Contract number: 8417/2017/296

1.5 Starting and closing dates of the Project

July 12, 2017 - November 27, 2017

1.6 Beneficiaries and target groups:

Five regional amalgamated territorial communities (ATC) of Ukraine:

- Velyka Bahachka ATC
- Zymne ATC
- Pyriatyn ATC
- Olevsk ATC
- Cherkaska ATC

2. DESCRIPTION OF ACTIVITIES IMPLEMENTED WITHIN THE PROJECT FRAMEWORK

2.1 On July 12, 2017, the Association of Amalgamated Territorial Communities (hereinafter referred to as the ATC Association) launched the Project entitled “Implementation of Modern Municipal Management Tools in the New ATCs”. The Project has been aimed at promoting the establishment of the effective municipal management in the new amalgamated communities as well as improving the quality of municipal services. The Project has been implemented with the financial support of the Council of Europe.

The estimated cost of the Project was 2,000,000.00 UAH. (Two million UAH).

The Project envisaged the following:

- Delivery of a start-up seminar for five teams of communities participating in the Project;
- Signing of the Memorandums of Cooperation on the implementation of projects in the amalgamated territorial communities of Velyka Bahachka ATC, Zymne ATC, Pyriatyn ATC, Olevsk ATC, Cherkaska ATC;
- Elaboration of Development Strategy for Velyka Bahachka ATC and implementation of a mini-project “Community Residents’ Safety”;
- Elaboration of Development Strategy for Zymne ATC and implementation of a mini-project “Offering Our Art”;

- Elaboration of Development Strategy for Olevsk ATC and implementation of a project “Start Changing the Community Life Right Now”;
- Contribution to setting up of Administrative Service Provision Centre (ASPC) in Cherkaska ATC and introduction of the electronic document circulation system;
- Launch of a system for inter-municipal cooperation in Pyriatyn ATC within the framework of the “Improvement of the Water Supply System” project.

2.2 Project Activities and Outcomes

2.2.1 Inception Phase

During the initial stage of Project implementation, a Project team was established and detailed schedule of activities was designed.

On August 18-19, 2017, the start-up seminar for representatives of five communities participating in the Project was held in Kyiv. At the seminar, the Memorandums of Cooperation was signed, as a framework for implementation of Project activities elaborated by Velyka Bagachka, Zymne, Pyriatyn, Olevsk and Cherkaska ATCs.

The seminar participants received the opportunity to gain sound understanding of the general strategy of the Project and the knowledge base necessary to effectively implement their projects on the ground.

Agenda of the start-up seminar was built around the following topics:

- Development of quality management systems regarding services delivered by local governments
- Analysis of the situation in the organization
- Approach to processes in the activity of local governments
- Special features of ATC strategic planning
- Medium-term planning of local budgets
- Indicators of performance effectiveness of local governments
- Organization of ASPC in ATCs
- Development of a system to monitor activities

An important part of the start-up seminar focused on the ATCs’ work with experts on issues dealing with stages of Project implementation on the community level. The seminar was attended by 20 community representatives (12 men and 8 women) participating in the Project.

Detailed budgets for mini-projects in Olevsk, Velyka Bagachka and Zymne ATCs were prepared and submitted for consideration to the Council of Europe by September 20, 2017.

20 November. The Final Project Conference was conducted at which project outcomes in five communities were presented. It provided the opportunity for participants to share their experience and gain inspiration for new ideas and plans. A proposal was formulated to amend the existing legislation on inter-municipal cooperation so that new communities are able to join the family of inter-municipal cooperation parties.

Annexes:

1. Program of the final conference
2. List of participants of the conference
3. The final bulletin of the project

2.2.2 Activities and outcomes in Zymne ATC (Volyn region)

- Community representatives participated in the start-up seminar organized for all communities participating in the Project.
- In accordance with the decision of the village head, composition of the Strategic Planning Working Group was approved. The schedule of activities for strategic development of Zymne ATC was elaborated. (See Annex №3 in interim report from 13.10.2017);
- A survey was conducted in the community. Respondents represented three categories of residents (community members, community leaders (deputies, business leaders, etc.), entrepreneurs). Results of the survey were processed, as reflected in corresponding questionnaires, and announced at the first meeting of the Strategic Planning Working Group;
- Three workshops were conducted for the Strategic Planning Working Group as well as Working Group meetings:
 - Workshop 1 – delivered on September 26, 2017 (to identify and rank problems in the community and define Mission and Vision of the community);
 - Workshop 2 – delivered on October 18, 2017 (to present the assessment report on social, economic and environmental situation in the community, carry out SWOT-analysis and draw up a Tree of Strategy Objectives). See *Annex 4, Annex 5*;
 - Workshop 3 – delivered on November 10, 2017 (to finalize Mission and Vision of the community, areas for development, strategic and operational goals, to conduct ranking exercise for prioritization of tasks). See *Annex 6, Annex 7*.
- Statistical information was collected and Community Profiles were produced.
- A draft Development Strategy for Zymne ATC is undergoing public discussion and will be introduced for approval of the village council in December. Upon approval of the Strategy, a copy of the decision will be given to the Council of Europe Office within 15 working days from the date of such decision. See *Annex 8*.
- The community implemented the mini-project “Offering Our Art” aimed to improve organization of leisure and cultural experience of the community. The mini-project involved procurement of video and audio equipment for better organization of community events in 17 villages of Zymne ATC, and to promote creativity and talent for local children. To improve the organization of mass events in 17 villages of Zymne ATC, as well as to develop the creative abilities of local children, video and audio equipment have been purchased. The assets have been entered into books of the village council. See *Annex 9*.
- The project has an impact on all residents of the community, more than 6 thousand people. Photos of the Council of Europe logo are attached.

Annexes:

4. Agenda of Workshop 2 for the Working Group
5. List of Workshop 2 participants
6. Agenda of Workshop 3 for the Working Group
7. List of Workshop 3 participants
8. Development Strategy for Zymne ATC
9. Transfer and acceptance act (Zymne ATC)



2.2.3. Activities and outcomes in Velyka Bagachka ATC (Poltava region)

- Community representatives participated in the start-up seminar organized for all communities participating in the Project.
- By the order of the village head, composition of the Strategic Planning Working Group was approved, together with the schedule of activities for strategic development of Velyka Bagachka ATC. (See Annex №6 in interim report);
- A survey was conducted in the community targeting three categories of residents (community members, community leaders (deputies, business leaders, etc.), entrepreneurs). Results of the survey were processed, as reflected in corresponding questionnaires, and announced at the first meeting of the Strategic Planning Working Group.
- Three workshops were conducted for the Strategic Planning Working Group as well as Working Group meetings:
 - Workshop 1 – delivered on September 12, 2017 (to identify and rank problems in the community and define Mission and Vision of the community);
 - Workshop 2 – delivered on October 23, 2017 (to present the assessment report on social, economic and environmental situation in the community, carry out SWOT-analysis and develop strategic areas of development). See *Annex 10, Annex 11*;
 - Workshop 3 – delivered on November 6, 2017 (to discuss tasks to strengthen economic capacity and development of rural communities, formulate goals and objectives within the Development Strategy for Velyka Bagachka ATC). See *Annex 12, Annex 13*.
- Statistical information was collected and Community Profiles were produced.
- Strategic Plan for the development of ATC was elaborated with wide engagement of residents, local business community, deputies and council staff; it is built on consensus and takes into consideration interests of all populated areas within ATC and all population groups. Strategic Plan for the development of ATC is ready for approval by the Council of Velyka Bagachka ATC. Upon approval of the Strategy, a copy of the decision will be given to the Council of Europe Office within 15 working days from the date of such decision. See *Annex 14*.
- The community implemented the mini-project “Community Residents’ Safety”, aimed to increase the level of safety by installing 18 traffic lights and 80 road signs in the vicinity of education institutions and children’s recreation zones in Velyka Bagachka, Bairak, Butova Dolyna, Dovhalivka, Yakymove, Baliuky, Stepanivka, Bahachka Persha, Semenivka, Pushkareve, Radyvonivka, and Marianivka. The assets have been entered into books of the Velyka Bagachka village council. See *Annex 15*.

- The project has an impact on more than 11 thousand inhabitants of the village and the villages connected. Photos of the Council of Europe logo are attached.

Annexes:

10. Agenda of Workshop 2 for the Working Group
11. List of Workshop 2 participants
12. Agenda of Workshop 3 for the Working Group
13. List of Workshop 3 participants
14. Development Strategy for Velyka Bagachka ATC
15. Transfer and acceptance act (Velyka Bagachka ATC)



2.2.4 Activities and outcomes in Olevsk ATC (Zhytomyr region):

- By the order of the mayor, composition of the Strategic Planning Working Group, Regulation on the Working Group and schedule of activities for the Olevsk ATC Development Strategy were approved. (See Annex №9 in interim report from 13.10.2017p);
- A survey was conducted targeting three categories of residents (community residents, community leaders (deputies, heads of enterprises, etc.), entrepreneurs), questionnaires were processed and survey reports prepared. The survey results were presented during the first meeting of the Strategic Planning Working Group.
- Three workshops were conducted for the Strategic Planning Working Group as well as Working Group meetings:
 - On September 19, 2017, Workshop 1 for the Strategic Planning Working Group was delivered to help identify the Mission and Strategic Vision for community development, to identify and rank problems, analyse and structure these problems, and defined areas for community development.
 - On October 9, 2017, the second meeting of the Strategic Planning Working Group was conducted, during which participants agreed the proposed Mission and Strategic Vision for Community Development, the structure and ranking of problems, Community Development Guidelines, completed the SWOT analysis and defined the Strategic and Operational Objectives for each area of community development.
 - On November 13, 2017, the third meeting of the Strategic Planning Working Group was conducted, during which participants approved Strategic and Operational Objectives for each area of community development, defined a system for monitoring and evaluation of Strategy implementation. See *Annex 16, 17*
- Statistical information was collected and Community Profiles were produced.

- Strategic Plan for the development of Olevsk ATC was elaborated and presented for discussion in council commissions; it will be approved at the scheduled city council meeting. Upon approval of the Strategy, a copy of the decision will be given to the Council of Europe Office within 15 working days from the date of such decision. See *Annex 18*.
- The community implemented the mini-project “Start Changing the Community Life Right Now” under which children’s playgrounds and sports grounds were arranged in Zubkovychi and Kalynivka villages, and a park recreation area in Zhurbovychi village. The assets have been entered into books of the Olevsk village council. See *Annex 19*.
- The project has an impact on all residents of the villages of Zubkovychi, Kalynivka, Zhurbovychi, where more than 4 thousand people live. Photos of the Council of Europe logo are attached.

Annexes:

16. Agenda of Workshop 3 for the Working Group
17. List of Workshop 3 participants
18. Development Strategy for Olevsk ATC
19. Transfer and acceptance act (Olevsk ATC)



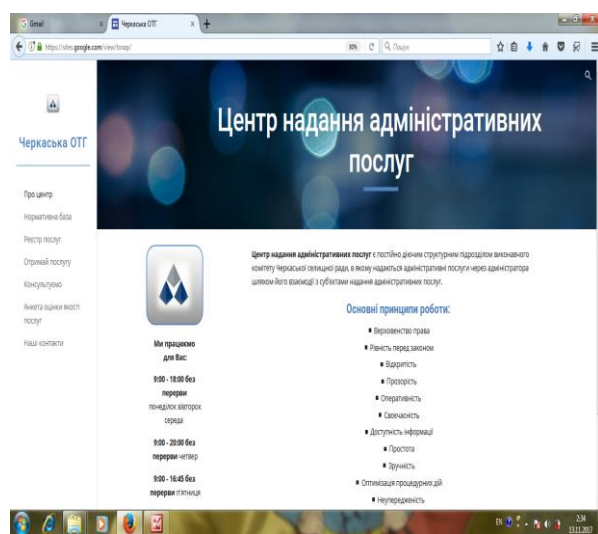
2.2.5 Activities and outcomes in Cherkaska ATC (Donetsk region):

- By the order of the village head, composition of the Working Group on the Concept of the Administrative Services Provision Centre (ASPC) in Cherkaska ATC was approved.
- Workshop 1 for the Working Group on ASPC was delivered on September 8, 2017. With support of the experts, the Working Group:
 - developed the draft regulation and rules of procedure for ASPC;
 - drafted a list of administrative services to be provided by ASPC and conducted its professional review;
 - estimated the required staff for ASPC and list of qualification requirements for recruitment.
- Workshop 2 for the Working Group on ASPC was delivered on October 17, 2017. It finalized the documents required for setting up of ASPC, information and workflow charts. A system to monitor service quality was designed. See *Annex 20, Annex 21*.
- Draft decisions of the village council and executive committee are prepared to approve the documentation framework for setting up of ASPC. Draft decisions were submitted for consideration by council commissions. See *Annex 22*.

- ASPC Module is designed on the executive committee website, to offer better accessibility and transparency of service delivery and provide user-friendly information about services. See *Annex 23*.
- The electronic document circulation system was procured and installed in the village council. Hardware and software have been entered into books of the village council. See *Annex 24*.
- The project has an impact on all residents of the community, more than 8 thousand people.

Annexes:

20. Agenda of Workshop 3 for the Working Group
21. List of Workshop 3 participants
22. ASPC documentation
23. Screenshot of the new website module
24. Transfer and acceptance act (Cherkaska ATC)



2.2.6 Activities and outcomes in Pyriatyn ATC (Poltava region):

- By the order of the mayor, a working group was established to implement the project of inter-municipal cooperation “Improving the quality of water supply of territorial communities”.
- Project experts Olga Bazarna and Olga Okhrimenko carried out a working visit to Pyriatyn ATC. It involved a working session attended by representatives of all three communities that are parties to the Cooperation Agreement and representatives the municipal enterprise “Pyriatyn City Vodokanal”.
- Information about project implementation is available on the official website of Pyriatyn ATC and the webpage of the ATC Association.
- Different options of cooperation agreements were elaborated. The draft Cooperation Agreement was discussed among residents of three settlements that participate in inter-municipal cooperation. The Cooperation Agreement of territorial communities concerning co-financing (maintenance) of the infrastructure of the municipal enterprise “Pyriatyn City Vodokanal” was signed.
- The Cooperation Agreement of territorial communities concerning co-financing (maintenance) of the infrastructure of the municipal enterprise “Pyriatyn City Vodokanal” was registered in the Ministry of Regional Development on 02.10.2017 under number 100.
- Equipment and supplies were procured to implement the cooperation project (pumps, pipes, fence, etc.), assembly works and organization of water supply were completed. The

assets have been entered into books of the municipal enterprise “Pyriatyn City Vodokanal”.

- The project has an impact on the inhabitants of the village communities of the Deimanivska village council of Pyriatyn district and Tarasivska village council of the Grebinkivskyi district, which is 2,657 people. Among them, more than 40% people are elderly people.

Annexes:

25. Transfer and acceptance act (Pyriatyn ATC)



2.2.7 Visibility of the Council of Europe support

Throughout Project implementation, the ATC Association was giving special attention to the Project identity and visibility. In compliance with its obligations, the Association agreed the layouts of all communication materials with the contact person from the Council of Europe, Olga Shevchuk.

The Association took all appropriate measures to publish information on the financing of the Project by the Council of Europe. In particular, all informational materials, official reports, reports and publications contained indication that the activities were “financed by the Council of Europe” and were marked with the Council of Europe logo.

The ATC Association is preparing to place the Council of Europe logo on the purchased equipment. To this end, respective Representative Office of the Council of Europe ordered different logos of different formats.

The Association also used the **banner with the logo** of the Council of Europe.

Equipment and other goods purchased for the funds provided by the Council of Europe contain relevant clear information, including the placement of the Council of Europe logo.

Обладнання придбане за фінансової підтримки Ради Європи



Проект «Впровадження сучасних інструментів муніципального менеджменту в нових ОТГ» реалізовано Асоціацією об'єднаних територіальних громад за фінансової підтримки Ради Європи в межах Програми «Децентралізація і територіальна консолідація в Україні»

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2.2.8 Financial discipline

Procurement of goods and services by the ATC Association was conducted in accordance with the national and international standards, in compliance with the principles of transparency, proportionality, adequate financial management, and avoidance of any conflict of interest. Particular attention was paid to adhering to the principles of sound financial management, in particular, the relationship between price, quality and cost-effectiveness. As part of its commitments, the ATC Association maintains accurate and systematic accounting of the costs of implementing the Activity within the Project. Separate records and full details on payments (contracts, invoices, acts of acceptance, profits and expense invoices, etc.) are maintained for all transactions. Upon request of the Council of Europe or its appointed auditors, the ATC Association will be ready to provide documents confirming compliance of the measures with these principles.

Total budget of the Project was 1 969 662 UAH.

2.2.9 Risks faced during Project implementation

The process of elaboration of ATCs' Development Strategies should take up at least 6 months, according to the Methodological Guidelines. Because of this, discussion of Development Strategies for Velyka Bahachka, Zymne and Olevsk ATCs are underway, and will be presented for consideration of local councils in the upcoming period.

2.2.10 Outcomes:

- Local self-government capacity is strengthened, and conditions are established for administrative service delivery and improved service quality in Cherkaska ATC;
- Transparency and accessibility of administrative services are increased by introduction of the electronic document circulation, launch of the website, and installation of new equipment for ASPC in Cherkaska ATC;
- Strategic Plans for the development of new ATCs are developed in three communities (Olevsk, Velyka Bahachka, Zymne);
- Three mini-projects implemented to improve life in communities;
- Cooperation Agreement is prepared, support is provided to this cooperation project;
- Over 120 representatives of communities that participated in the Project received up-to-date knowledge and skills on effective municipal management.
- During the Project implementation in five amalgamated territorial communities, there were no problems with the legislative regulation of the activities envisaged by the project activities. But considering the prospect of using the mechanism of inter-municipal cooperation, the proposal of the Pyryatyn ATC to amend existing legislation on the possibility of joining the participants of the existing projects of cooperation of new communities has been made. This proposal involves the preparation of a draft legislative

act on amendments to the Law of Ukraine "On Cooperation of Territorial Communities". The current legislative act should be supplemented by the norm of joining new participants in the current community cooperation project and determine the procedure and the agreement. The OTG Association intends to refer to this proposal to amend the Law of Ukraine "On Cooperation of Territorial Communities" to the Committee on State Building, Regional Policy and Local Self-Government of the Verkhovna Rada of Ukraine.

Project sustainability

The Project provided for building and further use of knowledge and skills by the staff of local self-governments, promoted the use of strategic planning tools, service quality monitoring, and effective use of community resources through inter-municipal cooperation.

Sustainability of outcomes will be ensured by the use of electronic document circulation system in local self-governments, administrative services website, and equipment for administrative service delivery.

The inter-municipal cooperation project will continue to support organization of water supply for residents of villages.

Political sustainability of the Project is achieved through engagement of residents and civil society in addressing its tasks, openness of the process and outcomes, ensured by local media coverage of the Project, discussions at council sessions, general assemblies and citizens' meetings in neighbourhoods.

Based on the experience of implementing several projects of inter-municipal cooperation, in particular one project implemented within the framework of the grant agreement between the Council of Europe and the Association of ATC, the Pyryatyn City Council opened the Pyryatyn platform of the Association of ATC for the exchange of experience. This will allow for practical training on the use of the mechanism of inter-municipal cooperation in communities.



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9. Transfer and acceptance act (Zymne ATC)
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25. Transfer and acceptance act (Pyriatyn ATC)

Project Director

Valentyna Poltavets

Report submission date: December 4, 2017