PUBLIC PARTICIPATION

Approaches and Experiences from Eastern Ukraine for Involving Citizens in Municipal Development
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The development cooperation program “Initiatives of the Infrastructure Programme for Ukraine” (IIPU) is funded by the German Ministry of Economic Cooperation and Development (BMZ) and implemented by the federally owned Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The program is structured into different components out of which one focusses at “Strengthening of Ukrainian municipalities hosting Internally Displaced People” (MunSup) in the Oblasts of Kharkiv, Dnipro and Zaporizhzhia. In the context of the MunSup-component, GIZ supports local and regional administrations as well as non-state actors in the provision of services and the management of additional tasks arising from the integration of IDPs. Support is provided in a wide range of fields (e.g. strategic planning, provision of basic services, efficient management of public administration, management of social infrastructure, social integration, employment, participatory planning) depending on partner’s needs.

In general, public participation holds significant potential for improving municipal management and democratic development. Through participatory processes, citizens with their ideas and sense of responsibility can be activated and engaged for local development. Public investment and service delivery can be made more demand-oriented and local identity and social integration can be strengthened. Particularly for the integration of internally displaced people at local level, participation is essential and a compelling principle of action. Especially in the context of the decentralization reform in Ukraine, the topic of participation is becoming increasingly important as more authority and decision making power is being transferred to the local level which creates increasing opportunities and demands for participation. Hence, IIPU prioritizes public participation as a central goal and has offered various types of support to its partners for establishing participatory processes.
Within MunSup, GIZ has been supporting its partners to implement different types of participation processes. On the one hand, participation processes were supported which are related to a change process aiming at the improvement of a particular municipal service (e.g. administrative, social, health, education, culture/integration). In this context, participation can have several functions for improving services - e.g. through collection of feedback from users, considering users’ demands for the development of a sectoral strategies, active participation in service delivery. On the other hand, participation was considered as an objective in itself to improve the responsiveness, transparency and accountability of local government and administration aiming to enhance good local governance.

In this context, GIZ has provided several means of support to its partners:

1) A study tour to Germany was conducted to get partners acquainted with good practice and experiences of participation in Germany such as neighbourhood management, citizen participation in local development and participatory budgeting.

2) A competition of enhancing citizen participation in Ukrainian municipalities was organised based on a call for proposals through which innovative ideas of partners were selected and supported with technical advice and financial contributions.

3) A training cycle including modules on participation, facilitation and moderation was conducted for strengthening capacities of decision makers, public officials as well as activists of civil society. (see separate publication: “Handbook for participation, facilitation and moderation”).

4) A mentorship program was organised to support selected partner municipalities in initiating new participatory processes with technical support in conceptualizing participation processes and practical support in facilitating and moderating participatory activities.

5) In the context of GIZ’s activities to improve municipal services in various sectors, participatory approaches played a significant role and were supported with technical advice and financial means.

6) The initiation and improvement of participatory budgeting as an extensive form of citizen participation was supported in 10 cities and amalgamated communities (see separate publication: “Participatory Budgeting in the East of Ukraine - Integration for Development”).

This publication presents a selection of different participation processes supported by GIZ-MunSup for partner municipalities in the Oblasts of Kharkiv, Dnipro and Zaporizhzhia. The selected
cases are structured into thematic clusters focused at 1) Strategy Development, 2) Public Space Design, 3) Coworking, 4) Service Improvement, 5) Youth and 6) Participation in Community Development.

GIZ seeks to share experiences with partners, other municipalities in Ukraine, governmental authorities on different levels, non-governmental organisations as well as development partners. The dissemination of experience regarding participatory approaches and related success factors, challenges and respective learnings is aiming to contribute to further support participatory development and good local governance in Ukraine.
3.1 Participation in Strategy Development

Participation of citizens in the context of the formulation of local strategies has the potential to make strategic decision making more effective. Taking into consideration the demands of the local population contributes to make strategies needs-based, more relevant and inclusive. It leads to increased support and ownership of local residents and can activate additional resources through the engagement of citizens in the implementation. The following examples show selected experiences of GIZ in supporting strategy development for particular institutions as well as for entire communities / municipalities.

Participatory strategy development for the central library

Partner:
Central Library “City Library for Adults”, City of Kryvyi Rih, Oblast of Dnipro

Time:
April 2019

Objective:
The main objective of the participation process was to present the library strategy to a wider public and to receive feedback from stakeholders. In particular, the purpose was to discuss with the community the library’s vision, subsequent strategic goals and planned new services and to get feedback whether the planned areas of work correspond with community needs as well as to gain support from representatives of city authorities, business and public sector. Furthermore, the objective was to enhance the image of the library as an open space for the community and to assure correspondence of the Central Library strategy with the strategy of Kryvyi Rih city development until 2025.

Rationale:
With the support of GIZ, the library for adults in Kryvyi Rih developed its first strategic plan which was a new experience for the library personnel. Previously, the work in the institution was organized basing on the annual plan of activities without analyzing the status quo of the institution and demands of users as a basis for defining vision and strategic goals. The strategic planning process provided an opportunity to reflect upon the new role of library in the city, the target group and their needs and the respective requirements for the provision of services. The public discussion of the draft strategy was an important step in the overall strategic planning process for
receiving feedback, further elaboration of the document and strengthening the library’s public image and influence in the city.

Stakeholders:
A wide range of partners which are relevant for the development of the library and the implementation of its strategy were involved in the participatory event. In total, 25 participants of the following groups took part in the process:

- Staff of Kryvyi Rih City Library for adults (initiator and organizer of the process).
- Department of Culture of the Executive Committee of Kryvyi Rih City Council (responsible for approving the strategic plan, allocating the budget and supporting the implementation of activities).
- Public institutions from Oblast and City regularly using the library premises for the organization of activities: Kryvyi Rih Police Department of the Main Directorate of the National Police in Dnipropetrovsk Oblast, Institute of Kryvyi Rih Development, Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine (relocated from Donetsk), Kryvyi Rih Faculty of Dnipropetrovsk State University of Internal Affairs.
- Library sponsor: “Metinvest” company
- Local citizens and regular users of the library

Process:
The development of the Kryvyi Rhi library strategic plan started in 2018 after participation in a training program on strategic planning organized by GIZ. The head of the library and her team analyzed their institution using a Strengths-Weaknesses-Opportunities-Threats-Analysis (SWOT), organized 6 internal working meetings on different key topics and as a result prepared a draft version of the strategic plan. Meanwhile, GIZ supported the library with an intense capacity development program complemented with the provision of new furniture, IT and moderation equipment. In March and April 2019, the head of the library worked with an external mentor (GIZ expert) to finalize the strategic plan and prepare it for public discussion.
Selected participatory processes in partner communities

In April 2019, the strategic plan was discussed to the public and discussed in a participatory way. The public presentation included: 1) presentation of the strategy by a member of the strategic planning working group 2) questions and proposals from participants 3) open discussions, summing up ideas 4) individual feedback from GIZ mentor to partners. After the public discussion, all proposals and comments were documented and further considered by the working group during the revision and finalization of the library strategy.

Challenges:
Due to heterogeneity of the team, a mutual understanding of the goals and the new role of library in local society was not easy to achieve. Some library personnel were resistant to changes. The innovations were mostly implemented by the core working group that was motivated to initiate changes and set examples to other staff members. The participatory event functioned as a platform for dialogue, discussion, negotiation and agreement on the strategic orientation of institutional development and provided a way to exchange arguments, solve conflicts and clarify the social demand for change.

Achievements:
As a result of the process, the Chief of Department of Culture and representatives of City Institute agreed to approve the strategy as an official document. The representatives of a local company (Metinvest) confirmed the cooperation for the implementation of the strategy and agreed to provide co-finance of repairs. The representatives of NGOs and volunteer groups expressed their readiness to collaborate in projects with the library, they also confirmed the idea to start the process of institutionalization of partnership and to include partners into decision making process. Furthermore, the strategic plan has been officially approved by Kryvyi Rih city council.

After the participatory event, the library gained more attention from city authorities, private business, media and local population. City authorities and private sponsor supported the library’s ambitions to turn into open community center. After a first phase of physical repairs in 2018, a second phase of renovations was completed in 2019. With finance from the city budget and Metinvest company, the heating system was repaired, windows were changed, all rooms (430 sqm) were redesigned in loft style and additional new furniture was purchased. Now, the library’s interior is modern, stylish and attractive to users of all ages.

Moreover, the central library established a new brand name: “Library on Poshtova” (Poshtova is the name of the street where it is located). The location of the library was included in the city map as a tourist destination for walking tours.
As a result from the strategy, the library increased the quantity and types of services and offers the following functions: training platform for participatory budgeting; BiblioHub Free Space as a comfortable space for individual and group work; trainings for city guides; increased number of joint projects with public unions (from 5 to 9). Also, the target audience has diversified and consists of local citizens of different age (students, adults, pensioners).

The staff of the library was honored with a diploma from the Kryvyi Rih City Council for organizing excursion activities as a library’s contribution for the development of industrial tourism in Kryvyi Rih.

A major success factor in the context of the library’s transformation was social partnership, broadening and strengthening network with stakeholders (local authorities, NGOs, businesses, citizens, volunteers etc.).

**Official decisions:**
The strategy was approved by the head of the Department of Culture of the executive committee of the Kryvyi Rog City Council. Once adopted, it functions as the key planning document of the library.

**Follow up:**
Implementation of the action plan

**Links:**
https://youtu.be/Rb0LVCqtLEI
https://www.facebook.com/central.library.kr/
https://1kr.ua/news-48558.html

**Citizens’ strategy for local development**

**Partner:**
City of Novomoskovsk, Oblast Dnipro
NGO “From Dream to Action”
Selected participatory processes in partner communities

Time:
August 2017 – February 2018

Objective:
The overall objective of the process was to elaborate a citizen-based City Development Strategy of Novomoskovsk in a participatory way based on inputs from the general public providing a guidance for local development that considers needs and demands of local residents. In this context, the project aimed to improve communication and cooperation between the local population (including internally displaced people) and the local authorities. Complementary, the process was also focusing at introducing the concept of participatory budgeting to Novomoskovsk in future.

Rationale:
In the past, citizen participation did not have a very strong tradition in Novomoskovsk. Regular opportunities for citizen engagement such as a participatory budgeting mechanism did not exist. The project led by the NGO “From Dream to Action” was a first attempt to conduct an intense participation process involving the whole community of Novomoskovsk. A particular focus was set on the inclusion of IDPs, who are not entitled to participate in local elections but could participate in forming the citizens’ city strategy.

Stakeholders:
In order create an opportunity for diverse groups of civil society to interact with public authorities, the following stakeholders were involved in the process:
- The executive committee of the city of Novomoskovsk
- NGO “From dream to action”, Novomoskovsk
- NGO “Prometheus”, Novomoskovsk
- NGO “Way to the Future”, Novomoskovsk
- NGO “CEDOS”, Kyiv
- Local residents (including internally displaced people)

Process:
The process started with the information campaign aimed at spreading the information about the upcoming project among the residents of Novomoskovsk. Its main objective was to inform the residents about the aim, objectives and participatory modalities of the project in order to increase
the number of potential participants. The information campaign included a press-conference, a round table “Joint City Planning: Joint Working, Joint Responsibility”, distributing printed materials and a video clip. The implementation stage included organizing and facilitating working groups in which local residents regularly participated. Those groups discussed and prioritized topics to be presented for discussion at the strategic session, where the citizens’ City Development Strategy of Novomoskovsk was worked out. In total, five meetings of the working groups and in addition a seminar for “Best practices of public participation in urban administration and planning”, a two-day training on “Instruments of facilitation in the work with government authorities and community” and working meetings with the representatives of the city executive committee were conducted. The strategic session was held on December 16, 2017 during which participants (local residents including IDPs) discussed and agreed on topics that were to be included in the strategy. Finally, the results of the process were integrated into the citizen’s city development strategy of Novomoskovsk. The final document was presented to the public at the round table “Community develops the city” (February 11, 2018).

Challenges:
The main challenge was the political situation in the city of Novomoskovsk. There were political struggles between different political factions: e.g., a mayor had been elected but couldn’t be sworn in because of the opposition from the city council. Under these circumstances, political leadership of the city was weak resulting in a low level of responsibility and limited support to the project. To overcome this challenge, the NGO and its partners maintained maximum political neutrality and stressed the project’s objective to benefit the residents of Novomoskovsk regardless of their political affiliation.

Achievements:
The participatory process in Novomoskovsk was successful in several regards:

1) The document “The City Development Strategy of Novomoskovsk”, a well-structured guideline on the vision of Novomoskovsk’s residents on the city’s future development was developed. It presents vision, ideas and priorities of local residents on topics such as energy efficiency, environment, education, economic development, the city’s image and its tourist attractiveness, sport & active life-style, civic activity, the city’s infrastructure.

2) The general public of Novomoskovsk took actively part in all the stages of the process which enhanced their opportunities for participation.
3) The City Council accepted the strategy for consideration, examined it and implemented several elements.

The main factor that contributed to those successes was an active engagement of the NGO who lead the project. They took on a very active role in spreading information about the initiative, motivating people to take part and conducting participatory events with a clear emphasis on achieving tangible results. Another significant factor was the political neutrality. Throughout the whole project, the NGO repeatedly highlighted their neutrality on political agendas and maintained a distant position to political actors in Novomoskovsk.

Official decisions:
The City Council accepted the document “The City Development Strategy of Novomoskovsk” for consideration and re-directed it to the following departments for further analysis: Dep. of Culture, Youth, Nationalities and Religion; Dep. of Education; Dep. of Labour and Social Protection; Committee of Physical Culture and Sports; City Centre of Social Services for Family, Children and Youth. They analyzed the strategy document, prepared responses and integrated selected elements in their sectorial strategies.

Follow up:
Based on the proposition stated in the strategy, the city council adopted a resolution on rewarding the students of the city’s secondary educational institutions with a stipend named after the fallen heroes of the ATO. In the summer 2019, the city of Novomoskovsk introduced the concept of public budgeting, which was mentioned as one of the main goals in the “Development of civic activities” section of “The City Development Strategy of Novomoskovsk”.

Links:
https://www.facebook.com/groups/comanda911/permalink/179171549304910/
https://www.facebook.com/groups/416376095401953/permalink/501532670219628/
https://www.facebook.com/comanda911/posts/927681734023794
Local Development Strategy for Shyroke

Partner:
Shyroke hromada, Oblast of Zaporizhzhia

Time:
November 2017 – November 2018

Objective:
Active and effective involvement of residents in the development planning of Shyroke hromada is ensured.

Rationale:
After Shyroke hromada had been formed, its management initiated the process of elaborating a local development strategy, which for each community is an obligatory instrument to steer sustainable development and investment activities. GIZ offered to support the development planning process and suggested a participatory approach involving inhabitants in the assessment of needs and problems, definition of strategic goals, prioritization of solutions. Shyroke hromada saw both risks and opportunities in involving inhabitants into the process of strategy development. On the one hand, they were afraid that people are unmotivated to participate due to an unusual way of cooperation between a local government body and local population (previously interaction with administration was done at traditional political meetings or during personal consultations with the head of hromada). On the other hand, the hromada wanted to increase awareness of inhabitants and keep them informed about the management processes, strategic decisions, undergoing changes and perspectives in order to contribute to the people’s ownership in the local development process and upcoming decisions.

Stakeholders:
Inhabitants of different ages and social groups participated in the process: e.g. pensioners, workers, business owners from the territory, farmers, students, teachers and doctors, youth. The administration of the hromada was represented by at least 6 representatives. There was no selection process as participants were invited through open sources, poster invitations in different municipal institutions and via local newspaper. Altogether, 450 people participated.

Process:
Throughout the participation process, 6 major meetings were conducted with inhabitants of 28 villages of the hromada. The administration of the hromada took over the moderation of 3 big groups in the format of World Café. The meetings lasted for approximately 3 hours and were split into 2 blocks. The first block (45 min) was dedicated to the identification of problems in major clusters: infrastructure, social issues, social coherence and economic development. Every 15
minutes, each group moved from one table to another and thereby provided their knowledge and viewpoints to every topic. As a next step, for the prioritization of problems participants voted for 3 major problems from their point of view using stickers. During the second block (45 min) the same groups of participants made another round defining possible ways to solve the 3 major problems that were identified before. After the workshops, the concerns and recommendations of the residents were compiled and prioritized. In a follow-up workshop with participation of authorities, councilors and residents, the concerns and recommendations were discussed and, based on its results, a SWOT analysis was conducted. Thus, the hromada administration received a comprehensive input for the identification of their strategic goals and major elements of their development strategy.

**Challenges:**
The risk to not engage sufficient people into the participation process was overcome by conducting an information campaign before and during the workshop period in different villages of the hromada.

Dealing with numerous concerns and recommendations resulting from the 6 meetings was challenging, but managed very well by Shyroke Development Agency by preparing a compilation table allowing an objective assessment and processing of the information.

The final process of elaborating the plan as a comprehensive and logical document was challenging as the hromada was used to expert support to fulfill that task. The Local Development Agency specialists responsible for the strategy development were consulted by a GIZ expert approximately once a month to support the amendment and finalization of the strategy.

**Achievements:**
As an outcome, the approach has provided evidence to local authorities that people can express their opinion and contribute to commonly important decisions – not only by delegating this function to the people’s deputies whom they regularly elect but through direct involvement and participation. The hromada administration received valuable inputs and support from people to understand real priorities of the inhabitants that were not known or were considered as unimportant before.

Through an ex-post-assessment of the results/impacts via a focus group it was pointed out that the population positively perceived the applied participation approach. Due to this project, it was
possible to improve the relations between the authorities and citizens, to identify the real priorities of the community development and to begin implementing successful projects. As the format of the meetings was effective, citizens were able to convey their thoughts and the authorities understood their actual problems. This was the starting point for further successful community development.

Increased trust by citizens towards local officials became obvious. Citizens have identified the priorities of development on their own, they have become more engaged in the implementation of the strategy and became more interested in public life. Also, for public officials this project had a positive impact as priority areas of future development are identified representing a clear guidance for their work.

Official decisions:
All outcomes of the workshops were incorporated into the developed strategy. After 10 months of elaboration and finalization, the strategy was approved by hromada council at the first session.

Follow up:
The 5-year strategy 2017-2022 is now being implemented. Yearly actualization of the strategy is recommended. Twice a year, reports and discussions of the implemented measures are communicated to the community by the hromada head and the team.

Links:
6 participative workshops:
Selected participatory processes in partner communities


**SWOT analysis:**

**Approved strategy:**
https://shyroke.org.ua/strategia_rozvytku/

**Impressions:**

@Shyroke community

@Viktoria Vasylenko

@Viktoria Vasylenko
3.2 Participation in Public Space Design

Open space is meant to provide attractive functions for its users. In order to develop open spaces of high quality, participatory processes can help to consider needs and ideas of users as a basis to elaborate a user-oriented design. The involvement of users during the design phase as well as during the implementation can help to increase the acceptance of a particular space as well as to strengthen their sense of ownership which is an important precondition for responsible usage. The following cases present respective the experiences made in the context of GIZ supported projects.

Participatory design and improvement of school yard

Partner:
School No. 5, City of Novomoskovsk, Oblast Dnipro
NGO Urban Curators

Time:
September 2017 – November 2018

Objective:
The objective of the process was the participatory creation of a sports- and playground on the premises of the school No. 5 in the city of Novomoskovsk. The participation process aimed at involving students, teachers and the local neighborhood into the design in order to decide about the features and functions of the future playground. Furthermore, the objective was to actively involve the future users in the construction through self-help and to show how changes can be initiated on their own. Additionally, the project aimed at establishing a sense of cooperation between the school, students, parents, city administration and residents by establishing a culture of exchange, understanding and working together towards a common result.

Rationale:
For the first time, school No. 5 took part in a participatory process that involved the whole spectrum of relevant stakeholders: students, teachers, local neighbors of different ages, the NGO and the city administration. Before that, the school either interacted with them on a separate basis or had little to no interaction at all. Also, the process gave the school valuable insights into the added value of participation as well as organizational aspects of participatory events, i.e. how to prepare the venue, moderation, technical materials, information campaign, conduction of an event and time management.
Selected participatory processes in partner communities

Stakeholders:
Different stakeholders participated in the process as users, owners and responsible institutions:
- School No. 5, Novomoskovsk
- Students
- Parents
- Residents from the surrounding neighborhood
- Executive Committee of the City of Novomoskovsk
- NGO “Urban Curators”, Kyiv (as facilitator of the participation, design and construction process)

Process:
The process comprised three main phases: 1) participatory planning of the sports-/playground, 2) preparing a landscape design based on the outcomes of the participatory planning, 3) participatory construction of the playground. Every next phase was to be based at the results of the previous one. During the first phase (September – October 2017) the aim was to understand and exchange about the real needs of various target groups involved in the project. In this context, the NGO conducted three participatory workshops with different stakeholders: teachers, parents, students, local residents. During the second stage, a draft version of a landscape design was prepared based on the findings of the participatory workshops. In January 2018, this preliminary design proposal was presented during the 4th participatory workshop which was conducted for all stakeholders in order to discuss the draft landscape design and to reach a consensus. Based on the results of discussions (wishes, needs and capabilities of the stakeholders) the NGO prepared a final version of a landscape design. The 3rd phase (February – November 2018) focused primarily on the construction process and related activities, e.g. bidding, conducting tenders, supervising construction works etc. During the implementation, the NGO organized participatory construction workshops during which future users were actively involved in landscaping and assembling selected constructive and functional elements of the playground (e.g. wooden pavilion).

Challenges:
The project faced several challenges including:
- Low level of interest of local residents due to inexperience in such projects > the NGO and the school had to actively invite and convince residents to participate and to contribute;
Those challenges played a considerable role in implementing the whole process. Especially the difficulties during the construction phase led to the project having to be extended for five more months beyond its initial deadline. To deal with the challenges the NGO and the school had to step up their efforts and contributions, spreading information about the project and to build up a channel of communication between the stakeholders. The political scene in Novomoskovsk at the time of the project was rather unstable: during the course of the project the city administration had three different persons responsible for the project which resulted in a decreased level of responsibility from the city administration side.

Altogether, the NGO “Urban Curators” played a crucial role for facilitating the process and managing the construction process. Saving the process over all difficulties required lots of extra efforts in dealing with challenges, balancing out difficulties, solve problems, find creative and functional solutions as well as ensure communication between the parties.

Achievements:
The sports-/playground was designed and successfully constructed on the premises of the school No. 5 in Novomoskovsk. The NGO “Urban Curators” incorporated as many wishes and expectations of the stakeholders as was realistically possible. As a result, they managed to find a compromise between the stakeholders’ desires and actual circumstances, e.g. time and budget constraints. The playground comprises different features such as a bicycle pump track (one of very few in Ukraine), a wooden pavilion, slides, sports equipment, climbing frame and landscaping.

Additionally, the participatory events, conducted within the project, contributed to development of the sense of belonging and responsibility in local residents. Participants became more open
to ideas and opinions of others and less afraid of new approaches and methods. Moreover, different stakeholders contributed to the implementation: the city contributed preparatory works (e.g. demolition, landscaping) and materials, the school with students and parents contributed restoration and landscaping works, the neighborhood also participated in the planning and realization process.

The key factor of success in the process was the willingness of the NGO and the school No. 5 to achieve their common goal and to create an interesting and welcoming open space. That space was to become a meeting point not only for the students of the school but for the wider local community, so that every member of the neighborhood could use its premises. For the school administration, the process was a valuable experience in developing experience in the conduction of a participation project (e.g. communication skills, time management and event organization).

**Official decisions:**
At the end of the process the school No. 5 and the NGO “Urban Curators” signed the hand-over act on the outdoor equipment, which had been procured and installed on the premises of the school No. 5 in the course of the project.

**Follow up:**
The school has agreed to ensure operation and maintenance works of the equipment and the playground facilities.

**Links:**
https://urbancurators.com.ua/MR-I-GRAI-D-I-NOVOMOSKOVS-K-GAMI-FICATION-FOR-ACTION-NOVOMOSKOVS?fbclid=IwAR1dkOn3HQIhueLKhEvhcTAbMdyQor1UVlil-Ci3uQ08124jYcz7HtlB5A
Rehabilitation of sports and playground in School No. 3 in Berdiansk

Partner:
School No. 3, City of Berdiansk / Oblast Zaporizhzhia

Time:
December 2015 – October 2018

Objectives:
Rehabilitation and upgrading of the devastated and unsafe sports- and playground of School No. 3 as an open and cross-generation educational and leisure facility.

Rationale:
School No. 3 is the only sports-oriented school in Berdiansk City. However, the existing sports- and playground structure and equipment were outdated, devastated and widely unsafe. An important rationale of the rehabilitation by school and city administration was to combine the educational needs of the school with the demands of the residents in the surrounding neighborhood for attractive leisure and playing opportunities.

After consultations between GIZ and the city administration and school administration, the need was seen that a timely involvement of the different potential user groups is inevitable in order to identify the most optimum options for the multifunctional rehabilitation of the sports- and playground. It became obvious to school and city that the conventional way of planning without consideration of users’ needs would be counterproductive, not sustainable and will not lead to make the investment attractive and to increase ownership by the users.

On that basis, a participatory approach was agreed to be applied in order to include future users in the conceptual phase for rehabilitation or development of facilities and functions – for the first time in Berdiansk.

Stakeholders:
Due to the multi-purpose use of the sports- and playground, the participants in this process were heterogeneous. In a large participatory conceptual meeting, a total of 57 participants, including teachers, trainers, school administration, local government, pupils, parents, residents of surrounding areas participated in the workshop. 36 of participants were women, 21 of them were men. The relevant institutions as city departments, teachers, and neighborhood committees were directly approached. Pupils and parents of pupils were approached via the school administration. Sportsmen, parents with little kids and residents were indirectly approached via announcements in the neighborhood. The idea behind the wide range of participants was to ensure that not only general ideas are expressed but rather detailed needs and concrete proposals would be developed which particularly respond to the needs of the potential users’ group. For residents, a focus was laid on elderly people because they should use this area to get out of isolation and to meet other people, talk and have a good time.
No other area is available for such purposes in the neighborhood.

The established working group consisted of representatives of relevant city departments, head of the school, teacher, parents, and GIZ advisors.

**Process:**
The participation process regarding the rehabilitation of sports-and playground at School No. 3 was quite complex, intensive and time consuming. In the beginning, a large participatory conceptual workshop was conducted. After introduction of the purpose of the process, a presentation showed examples of well-designed and equipped sports- and playgrounds to increase the interests in the subject but also to open the view of the participants for future discussions. In a common discussion, the participants identified 6 categories of potential users of the area under consideration. Later they were divided into 6 relevant groups (up to 10-12 participants in each group) namely: pupils and youth; teachers; parents of pupils; parents with small children; sportsmen; residents (with focus on elderly people). First, each group was given the opportunity to communicate what they would hope to see realized through a brainstorming activity putting their ideas on stickers. Then each group localized these ideas on the area map. After the group sessions there was an opportunity to present the results of each group, discuss and identify further steps. In general, the atmosphere was friendly and constructive and participants were very active. In spite of light uncertainty (miscomprehension) at the beginning, participants easily and actively participated in discussions. This included representatives of the city government which is atypical for similar events in Ukraine, where officials pretend to act as outside observers or formal openers for introduction rather than direct participants that engage throughout the process. Although there were a number of common interests, the presented concepts of the working groups differed and it was not possible in the scope of the workshop to combine approaches and to come up with a final concept. As the second step of the process, a working group was formed and met 6 times in the first half of 2016 to finalize the concept. After the official opening (September 2018) and as a last step of the participatory process, a meeting was conducted to identify and clarify on appropriate means, procedures and regulations to avoid destruction of the newly installed play and sports equipment and to ensure safe usage of this equipment by the different groups of users. For this meeting, representatives of various relevant stakeholder groups were invited again. As a result, several small investments such as improved lightening, completion of the fence, fixing of boards showing rules as well as emergency phone numbers, etc. were agreed.
Challenges:
A particular challenge was the consideration of diverse groups of potential future users. The participation process as such and the achievements of agreements and tangible results between city and school administration would not have been possible without external involvement (by GIZ advisor). The forming of a multi-stakeholder working group to finalize the concept was a decisive step in the process. A serious challenge to respond was the issue of potential vandalism and robbery of materials. In a meeting of relevant stakeholders (last step of the process) in October 2018, adequate security and regulation measures were defined. A challenge with increasing risk potential might be the reluctance of the school’s housekeeper to maintain the sports- and playground properly. This includes watering of the green areas as well as the repair of minor damages. The reduction of the risk that the usage of the sports- and playground could be limited due to lack of maintenance by the responsible staff member bases on proper staff supervision by the city educational department and the school administration.

Achievements:
Altogether, the objective of the participation process was fully achieved. The sports- and playground of school No. 3 has been redeveloped and is fully in function according to the concept defined through the participatory process. The area is used by various groups as an open and cross-generation educational and leisure facility.

Besides, the most significant success can be seen in the active and productive participation of various stakeholder groups in the discussion and decision-making process. Particularly, the inclusion of many different stakeholder groups enabled the participants to jointly developed trust in defining / expressing their own interests and needs and to defend them, but also to listen to others’ interest and needs as well as to exchange different opinions and find compromises. In this context, the following aspects are considered as successes:

- Highly committed audience, active involvement and constructive discussions among stakeholders;
- Sensitization of target users’ diverse needs with consideration of particularities (e.g. the initially planned overall “group of parents” split into “parents of pupils” and “parents of small kids” as they identified different interests);
- Representatives of authorities actively contributed to the work in the groups;
- Awareness on social responsibility for maintenance of public assets increased at discussion of future maintenance of grounds (safety, security, avoidance of vandalism, etc.).
Besides, the following lesson can be learned from the processes:

- Pressure of adults should not limit children’s vision / creativity;
- Pupils should have been divided into separate group as grown-ups often stated their opinion as final and general; as a result they produced (or rather voiced) predictable and less innovative / creative ideas;
- Active participation of officials in participative sessions fosters mutual trust of community and authorities and strengthens citizens’ involvement in decision-making processes;
- It is important that the responsible authority for the implementation of the idea, concept, and recommendation of the participative event is ‘controlled’ by external persons; this can be local NGOs or external experts;
- The understanding of participation is still often focused on conduction of singular events and does not include the further processing of the ideas, concepts, and recommendations in the logic of a process.

**Official decisions:**
The technical plan was presented to the city and adopted/signed by the city administration management. A Memorandum of Understanding for reconstruction works has been signed with the city administration. The implementation of the concept included also financial contributions of the city for example in the improvement of lighting, planting of bushes, repairing/completing the fence, etc. For all these measures in the responsibility of the city, the city council approved respective funds.

**Follow up:**
In September 2018, the renovated and newly equipped sports- and playground of School No. 3 was officially opened by the city administration. In September 2019, the condition and usage of the sports- and playground was checked again: the area was in order, minor damage to the equipment was noticed, but in general the sports- and playground is in use by the different users (school classes, parents with small children, elderly people, etc.) and generally maintained.

**Links:**
Selected participatory processes in partner communities


https://www.youtube.com/watch?time_continue=68&v=BzivoRmel6g

https://bmr.gov.ua/index.php?id=800000125&tx_news_pi1%5Bnews%5D=7108&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=3954b791dcbbd82d7894f6ea5689beac


Impressions:
@Viktoria Vasyleenko
3.3 Participation in Coworking

New forms of collaboration between different actors are on the rise and promise innovative productivity and social integration of different social groups including IDPs. However, new models of co-working require unconventional spaces that allow flexibility for interaction and creativity. In order to define design and functionality of such hub spaces in the most appropriate manner it is crucial to involve the respective target groups and relevant stakeholders. Hence, GIZ has supported its partners to facilitate participatory processes to develop co-working spaces and hubs together with future beneficiaries.

Participatory concept development for co-working center

Partner:
Scientific library of the National Technical University “Dniprovska Politechnica”
City of Dnipro / Oblast Dnipro

Time:
February – April 2019

Objective:
The participatory concept development process was aiming at establishing a co-working and event center within Dnipro Technical University which meets the needs and expectations of different stakeholder groups offering valuable functions and services to its users.

To this end, the process was focusing on identifying areas and needs of target audience, develop a common vision of the future functions of the space, identify potential risks associated with transforming the library into a modern public space, identify stakeholders who are ready to support the initiative and contribute to development of the project. On this basis, the participation process was to generate proposals for services and projects and to establish working groups to implement the developed projects/services as well as to promote networking among state institution, local authorities and civil society for development of the co-working center.

Rationale:
“Dniprovska Politechnica” university is one of the largest universities in Dnipro region with appr. 10,000 students. As almost all auditoriums are designed in a classical style the university lacks
modern spaces which are flexible to be easily transformed according to different purposes (e.g. interactive working, student gatherings, trainings, workshops, informal meetings). Hence, GIZ has supported the university to establish a co-working/event space and to develop a common vision of its future function involving potential users into the decision-making process. Hence, for the first time participatory events were held in the scientific library in order to define new functions of the space. It was an innovative approach involving different interest groups (administration of the university, students, teachers, NGOs, alumnus, potential business partners etc.) in the development of a concept for a new co-working space and to form a coalition for a multi-stakeholder model for its operation.

**Stakeholders:**
In order to cover the wide range of interests of a co-working space, the participation process was to cover a range of various internal and external stakeholders. Firstly, an important role was performed by the university administration and particularly the library as initiator and leader of the process responsible for organization and facilitation of the participation process, managing decision making, delegating responsibilities and following up the implementation of agreements after the participatory process. Secondly, university teachers were actively participating in discussions to express their needs and vision. Thirdly, student representatives such as curators of student groups, student initiatives, informal student groups (incl. IDPs), international students as well as special initiatives such as University Cinema Club or university art community participated and shared their needs, expectations, ideas and potential contributions for future activities. Fourthly, external stakeholders such as NGOs, alumni, volunteers, representatives of IDPs participated to share their ideas on how to make the co-working center attractive for Dnipro citizens, potential event organizers, visitors and sponsors. Moreover, heads of other co-working center in Dnipro city were invited to share their experience and media representatives participated to cover the event in local media.

Number of participants: 61 (incl. 23 students) in first public meeting / 91 (incl. 34 students) in second public meeting.

**Process:**
In 2018, the university administration decided to establish a co-working/event center. The renovation of the premises was funded from the university budget and completed. GIZ supported the new space with furniture, IT and moderation equipment. Complementing the material support, GIZ supported the process of conceptual development through mentors which helped to orga
nize and facilitate two participatory events in the university. Library employees completed trainings on moderation and facilitation in December 2018 and performed as co-facilitators during the events.

In February 2019, the first one-day workshop was conducted using the methodology of World Café which is a structured conversational process for knowledge sharing in which groups of people discuss a topic at several tables, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a “table host”. For the preparation of the event, a stakeholder analysis was conducted identifying the relevant participants (based on needs, interest and potential contribution to the operation of the event/co-working center). Further preparatory steps included advertisement, setting up the venue, elaboration of a moderation design and agenda. The event was structured as follows: 1) Welcome speech, 2) Clarification of rules for World Café, 3) Work in small groups on different topics, 4) Switching tables and 5) Presentation of group results. The following topics were discussed: vision of the university library as a public space in 2020, services and activities in the future public space based on students’ needs, available community resources, risks and challenges of the transformation process, potential stakeholders map, etc. As a result of the workshop, a stakeholder group was formed. The results of the World Café event were disseminated among the event participants and other stakeholders.

In April 2019, the second participatory event was conducted for 2 days with the key topic: What services and projects will help turn the Scientific and Technical Library into a live public space? In order to provide opportunities for more flexible generation of creative ideas, the event was conducted in Open Space format, which is a method of large group moderation. Characteristic is the openness in content, whereby the participants give their own topics to the plenum and create a working group for each. In each group possible ideas are developed and the results are collected at the end. The preparation of the event included sending invitation letter to participants, publishing of advertisements, preparation of a list of extended invitees (with a wider range of participants in order to get a more diverse overview of interests and ideas), and elaboration of a moderation design and agenda. The event was structured into 1) Welcome speech, 2) clarification of rules for Open Space, 3) participatory definition of key topics, 4) discussion of topics in open space format, 5) presentations of results, 6) elaboration of implementation plan and responsible working groups and 7) summing up for preparation of official protocol. Altogether, the open space meeting had a rather flexible program and participants themselves took responsibility for the results. With the help of a moderator, participants formulated an agenda and
defined 15 subthemes within the central key topic. In the course of the workshop, initial resistance and uncertainty disappeared and participants became more willing to initiate topics for further discussion. Participants moved freely through the space to where they were personally interested and where they could be most useful. The dynamic of group was very vital and participants moved between groups to generate ideas, initiate discussions and exchange viewpoints. Special participants with the function of “butterfly” came up with unexpected ideas while “bees” initiated dynamic discussion around those. The results of the open space discussions were presented and documented, and upon completion of the event, each participant received a book containing minutes of all discussions with the contacts of the initiators of the discussions. Finally, the results of participatory process were officially documented and approved by university administration.

**Challenges:**
Users’ doubts regarding changing the library format > bringing together the academic and student youth of the university and the city promoted fruitful discussions around the need of transformation of the library into a public space;

Lack of attractive cultural service and meaningful leisure for users > students, teachers, academics, public figures were involved to generate ideas and conduct activities in the library;

Possibility of conflicts between IDP students and other categories of students > common decision taken on new format of the library public space as an event/co-working center with free service for students including IDPs;

Lack of financial resources to create an event/co-working center > as a result of the process, university administration gained understanding of students’ needs and required purposes of the premises. Consequently, funds for repairs including changing of electric system and changing windows were allocated.

**Achievements:**
As a result of the participation process, demands and proposals for future functions of the event/co-working center are collected and commonly discussed as a common basis of understanding of the different interest groups. They form the basis for developing the concept of the center and the planning of respective services, projects and activities. The library staff who opposed transformation of the institution changed their viewpoint into a positive and supportive direction. The positive media resonance improved the image of the library. Furthermore, the
implementation process for establishing the center is planned with the participation of all stakeholders and working groups have been set up to follow-up the further steps which have been agreed. The results have been documented in an official protocol. Moreover, the library has broadened it networks of partners as a stakeholder network has been identified to provide further operational support to the functioning of the center. On September 24, 2019 the new event/coworking center “Colibry” was officially opened. The participants of the participatory workshops joined the opening ceremony and emphasized that their expectations were met to a great extent.

**Official decisions:**
Rectorate Decision: Plan for creation of the event space on the basis of the scientific library at National Technical University Dnipro Politechnic (by Dean of the Faculty of Electrical Engineering, Professor OB Ivanov; Dean of the Faculty of Management, Professor AV Bardas; Dean of the Faculty of Mining, Professor VI Buzilo).

**Follow up:**
- Official regulations for the functioning of the event center (including the work schedule) was developed;
- Rules for visitors of the event center were developed;
- A competition among the university community to determine the name and logo of the center was conducted. As a result, logo and name of the center were developed;
- A PR campaign for the center is underway;
- 1 June 2019: the center started to operate in test mode;
- September 24, 2019: Opening Ceremony of the Event Center;
- October 2019: The Center is actively working and is in high demand among teachers and students of the University. The first activities have been conducted. Activities are scheduled in the timetable.

**Links:**
http://lib.nmu.org.ua/ua/chitacham/podiji/item/728-naukovo-tehnichna-biblioteka-zminyue-format.html
http://www.nmu.org.ua/ua/content/news/?ELEMENT_ID=22489
http://media.nmu.org.ua/index.php/?category/462
Selected participatory processes in partner communities

http://www.nmu.org.ua/ua/content/news/?ELEMENT_ID=22652
http://media.nmu.org.ua/index.php/?category/468
https://www.facebook.com/715460488658497/posts/998545563683320/
https://www.facebook.com/715460488658497/posts/998117917059418/
https://www.facebook.com/715460488658497/posts/998063030398240/
https://www.facebook.com/715460488658497/posts/997940993743777/
https://www.facebook.com/715460488658497/posts/992978530906690/
https://www.facebook.com/715460488658497/posts/964112240459986/

Impressions:
@National Technical University “Dniprovsk Politechnica”
Participatory concept development for the public hub

Partner:
Department of Culture, Tourism, Nationalities and Religions
Petropavlivka District State Administration / Oblast of Dnipro

Time:
February – April 2019

Objectives:
The overall objective of the process was to develop the concept of the youth hub in Petropavlivka library as an innovative place for public discussions, participatory events, community platform and OTGs meetings on the basis of identifying needs of the target audience, developing a common vision for the future functions of this space, identifying relevant stakeholders, establishing working groups for implementation and promoting networking among state intuitions, local authorities and civil society.

Rationale:
Petropavlivka doesn’t have a place for youth to meet, educate and enjoy joint leisure activities. The volunteer movement and public life is weak. The place where youth usually meet is a local private café. Hence, local authorities together with head of Petropavlivska library initiated the idea to transform the existing library into a modern community center and open hub as a contemporary and safe space for youth. Furthermore, the town lacks facilities to conduct trainings and meetings. In the context of the decentralization process, the OTG needs regular free premises for community meetings. Hence, the hub was identified as a community platform to be used for exchange between city authorities, municipal institutions and NGOs. Therefore, GIZ has supported the library with the organization of participatory workshop. The uniqueness of this event was that for the first time residents of different ages, social status and different professions gathered together to contribute to concept development.

Stakeholders:
The following external and internal stakeholders were involved in the process:

- Employees of cultural institutions (library, house of culture): initiators of event, representative from library co-facilitated participatory process;
Representatives of rayon administration: responsible for taking final decisions and following up on their implementation;

School teachers, pupils of secondary schools, representatives of public organizations, IDPs: future hub users;

Deputies, farmers: discussed usage of modern library space, raised questions of financial sustainability and paid services. Potential sponsors of activities;

Media representatives: media coverage.

Number of participants: 25 community members participated in the first event. In the second participatory event, 60 participants took part including employees of the library, house of culture, representatives of local authorities, business, NGOs, initiative citizens, IDPs, pensioners, youth.

Process:
In 2018, Petropavlivka rayon administration decided to support the local library with its transformation process to establish the community hub “Focus”. GIZ supported the partner initiative and organized capacity development measures including mentorship support for the organization of participatory workshops. As a first step, the head of library completed a training program on moderation and facilitation in December 2018 and performed as co-facilitators during events.

In February 2019, the first one day workshop was conducted in the format of World Café. At the preparatory stage, an analysis of the stakeholders’ interests and influence was conducted. After discussing the results, relevant invitees were identified and invited. During event, the following topics were discussed: 1) Library and community club as a public space: situation of today; 2) The vision for the public hub in 2020; 3) Services and activities in future public hub: target groups and key functions; 4) Available community resources and contributions (funding, people, infrastructures, reputation etc.); 5) Risks and challenges in transformation process. All participants distributed regularly to different thematic tables where they had the opportunity to express and exchange their thoughts. Discussions were documented in different ways: diagram, drawing, thesis. In this way, participants got acquainted with each other’s ideas and suggestions. Upon completion, a presentation of the ideas took place. As the result of the workshop, local authorities and businesses confirmed their willingness to support the library’s transformative initiatives and co-finance respective activities. The results of the World Café were documented and disseminated among the participants of the event.

In April 2019, the second participatory event took place under the motto: “What kind of public
hub does our community need? How to transform library into open community space?”. The event was conducted during one day using the Open Space methodology. At the preparatory stage partner conducted advertisement campaign, developed invitation list sent to participants, prepared the venue according to technical recommendations. The schedule of event included: 1) welcome speech 2) familiarization with the rules of work 3) defining key topics 4) discussion topics in open space format 5) presentation of results 6) elaboration of an action plan and formation of working groups for implementation. The open space event was conducted in a flexible way as participants were actively engaged in the design and organization of the event. During the first two hours, participants formulated an agenda with the help of a facilitator. The group defined 15 subthemes within the central key topic, including: services and opening hours of the hub, financial sustainability, activities for elderly people including health and educational events, creation of youth council and activation of youth in community, etc. Mobility was an important principle during the event as participants moved freely through the space to where they were personally interested and where they could be most useful. Hence, the dynamics of group changed throughout the event and contributed to the achievement of results.

**Challenges:**
Initially, citizens were skeptical in the authorities’ abilities to resolve issues and showed low level of knowledge about the legal framework and decision-making processes. In order to cope with this, the group leaders put extra efforts in involving participants into discussions and pointed out the importance of joint decision-making and contributions of citizens in solving problems.

Furthermore, the staff members of cultural institution initially showed a lack of motivation. After long discussion and misunderstandings, some potential motivations and added value were identified (e.g. increased attendance of events, additional payments, recognition and gratitude from community for modern activities).

Residents of the community are little aware of the work of cultural institutions and the activities aimed at strengthening youth. Through the workshops, their level of understanding was raised.

**Achievements:**
The participatory events helped to identified community needs that can be addressed through the work of a future hub. On this basis, Petropavlivka library developed regulations on the work of “Focus” hub. The institution changed their working hours to meet the needs of users and visitors. Department of Culture amended the staffing list of the Petropavlivka Central District Library and House of Culture. The level of trust among stakeholders has increased. The repairs were finalized in August 2019, funded from local budget. GIZ supported the institution with new
Selected participatory processes in partner communities

furniture and IT equipment. Local authorities allocated funds to create lighting for the summer playground and a Wi-Fi zone. Official opening of the hub took place in September 2019. For community residents, it was a new and exciting experience in implementing instruments of participatory democracy.

Official decisions:
The official decision to establish the community hub “Focus” was taken by the Department of Culture, Tourism, nationalities and religions of the Petropavlivka State Administration as of 19.04.2019.

Follow up:
The Department of Culture took the decision to create a cultural center “KVITKA” which will unite activities of all institutions located in the building: the library, the house of culture and the museum. Also, they will work and further support the following initiatives: creation of a local Youth Council as a tool for communication between youth and government ensuring the principle “no youth decision is made without youth”; establishment of a “roller drome” near to the house of culture; elaborating of an electronic catalog of craftsmen and volunteers who can be involved in the hub work.

Links:
https://www.facebook.com/pg/stepovazorya/photos/?tab=album&album_id=2005917706129184&ref=page_internal
http://openspace.works/petropavlivkaos

Impressions:
@Olga Kosianchuk
3.4 Participation in Service Improvement

In the context of the decentralization reform in Ukraine, more responsibilities of service delivery have been transferred to the level of local governments. Hence, municipalities are providing a growing range of services in different sectors such as social protection, general administration, health, education or culture. The proximity between service provision and service users allows to further improve service delivery mechanisms by considering the needs and demands of the local population. Hence, GIZ has supported partners to facilitate participatory processes through which the ideas, concerns and requirements of local residents can be collected and assessed in order to make service delivery more user-oriented and demand-driven.

Participatory development for new services in House of Culture

Partner:
Pervomaiskyi House of Culture
City of Pervomaiskyi / Oblast of Kharkiv

Time:
March 2019 – December 2020

Objective:
The objective of the participatory process was to actively and effectively involve local residents in the introduction of new services and to develop a common vision for the creation of the “Hub for young parents with children under the age of 12” as well as respective functions and activities.

Rationale:
In Pervomaiskyi House of Culture, about 48 hobby classes are being offered in which about 1,100 people (including 620 children, among them 38 IDP children) have participated so far. The House of Culture seeks to extend its activities in order to involve a higher share of the approximately 30,000 local residents (including 1,000 IDPs) regardless of nationality, social status, age and gender etc. by creating an interesting and comfortable cultural and socially inclusive space in the city. In order to achieve this goal, it was decided to use a participatory approach involving the community in the process of planning and to make the services of the House of Culture more client and demand oriented. Altogether, it was the first participatory event realized in the House of Culture of Pervomaiskyi providing an opportunity for different stakeholders to exchange and discuss in order to influence the provision of services.
Selected participatory processes in partner communities

Stakeholders:
The two key stakeholder groups for service provision of the House of Culture were 1) responsible governmental institutions and 2) users of services. Hence, representatives of local authorities, cultural institutions and social services (social service for children and youth) as well as community representatives and non-governmental organizations were invited to the participation process. Particularly, the process was focused at involving mothers with toddlers as a special target group.

In total, 27 participants took part in the event, among them:

- Representatives of the local authorities (Deputy Mayor for Executive Bodies, Head and Specialist of the Department of Culture and Tourism);
- Director and staff of the House of Culture;
- Directors of the Central Library System and Children’s Art Houses;
- Representatives of the local museum;
- Representatives of the social service for children and youth;
- Members of the public organizations “Moushn +” and “Averter of Culture”;
- Activists from the Youth Hub “Komora”;
- Young mothers with toddlers.

Process:
The participation process was initiated with a preparatory working meeting during which selected representatives of the House of Culture, local authority and two NGOs (“Moushn +” and “Averter of Culture”) analyzed the current status of services provided by the House of Culture as well as related problems and potential community needs. One of the key issues that were identified during this meeting was the absence of a space for joint activities between parents and children. Furthermore, it was assessed that there is no place for communication and exchange of experiences among parents (including parents of children with special needs). Hence, the idea of creating a hub for parents and children emerged. On the basis of this assessment and prioritization of issues, a participatory workshop was arranged in order to define the future functions and activities of the House of Culture with regard to the parents’ and childrens’ hub. Different representatives of governmental institutions (mostly form cultural and social sector) as well as community and users participated. The event took place in the House of Culture and was co-moderated by an external facilitator who applied several methods during the various phases of the event. As a first step, small groups were formed to conduct a focused analysis of
strengths, weaknesses, opportunities and threats (SWOT-analysis). On this basis, a Buyer / User Utility Map was developed with participants through which concrete service ideas were identified which have the best potential in terms of users’ utility. The working group results were presented to the plenary followed by a joint discussion and conclusion. Through these interactive methods, all participants were involved in the discussion and were able to contribute particular visions of the hub. The analytical methods helped to develop concrete results in terms of proposals for new functions of the hub. Based on the workshop results, a Service Implementation Plan was drafted using online tools to include further inputs and feedback by stakeholders and prepared for official approval by local authorities.

**Challenges:**
Generally, no major problems occurred - neither from an organizational or from a content perspective. Considering the fact, that it was the first time to conduct a participatory process in Pervomaiskyi House of Culture, the preparation, conduction and finalization of results was successful. The process was very inclusive and provided opportunities to all participants to contribute their opinions, ideas and expectations. The participants clearly understood the issue and developed constructive ideas on possible solutions. However, organizers admitted that the process would have been more effective with a higher quantity of participants from the target group (parents with small children). This lesson and potential solutions (more focused advertisement and personal invitations) were agreed to be considered for further meetings.

**Achievements:**
The main outcome of the workshop is a clear and common understanding of future functions related to the hub, next step for the implementation as well as the commitment of local authorities to support the process of establishing new services in the House of Culture. Parents were very pleased and grateful for the chance to express their opinions about their needs and ideas for services to be offered by the House of Culture. The active involvement and participation of the main target group (parents with children) was considered to be a key success factor of the process. Furthermore, the constructive and inclusive atmosphere of the event (to which the external moderator significantly contributed) was considered as crucial factor to trigger open exchange, development of innovative ideas and tolerant collaboration between participants. Based on the workshop results, a Service Implementation Plan was drafted with the help of the expert and further discussed with relevant representatives. Finally, the plan was officially approved by the responsible governmental department. Complementary, a budget was allocated for the improvement of the premises of the hub in the House of Culture with the use of which
renovation works and procurement of equipment/furniture was initiated. In this context, parents were eager to contribute to the improvements.

**Official decisions:**
The project to create a parents’ and childrens’ hub was included into the plan of activities of the House of Culture and was formally approved by the Head of the Department for Culture and Tourism of the Executive Committee Pervomaiskyi City Council. On this basis, the Service Implementation Plan was developed by the House of Culture together with the Department for Culture and Tourism of the Executive Committee Pervomaiskyi City Council and approved as well.

**Follow up:**
Currently, the House of Culture is experiencing funding problems resulting in a delay to finalize the establishment of the hub. However, the intention to achieve the set goals are still followed and considered as realistic. Hence, the plans for the near future are to finalize renovation works and complete the procurement of technical equipment for provision of services (informative leisure, informal education, socialization of the children with special needs etc.).

**Links:**
https://m.facebook.com/story.php?story_fbid=681372912342074&id=100014081145197

**Participatory development of hospital’s website**

**Partner:**
Berdiansk territorial medical community, NGO “Fund for Self-organization”
City of Berdiansk / Oblast Zaporizhzhia

**Time:**
2019

**Objective:**
Improvement of the hospital website through constructive feedback of users ensuring that information provided is in accordance with needs and vision of the public and contains all relevant and required information and functions.
Rationale:
Previously, municipal organizations or structural units of the city have never engaged citizens in the context of the development of open web resources. During the last years, the hospital has undergone an intensive reform process which has generated much attention by the public. The web-site is one of the major communication tools between the hospital and patients and it has to be of high quality and extended functionality. Therefore, the administration of the hospital and the partner NGO took the decision to engage the wider public in planning and development of the web-site.

Stakeholders:
The most relevant stakeholder groups for this process were identified and invited. Altogether, 16 persons participated in the process representing the hospital administration, the NGO, local journalists of paper and online news resources, public activists, IT specialists, chief medical officers and deputy chief physicians.

Process:
The basic structure of the web-site had been developed in advance and was used as a basis for the participatory revision process. The central element of the process was a participatory event, which was divided into 2 parts: in the first part, the draft web-site with its goals, structure, functionality and content was presented and in the second part, a focus group discussion was conducted in order to collect constructive feedback and ideas for improvement of the web-site.

Challenges:
No challenges revealed

Achievements:
The web-site of the hospital has been amended and improved based on the results of the participatory event. Through the introduced changes, access to the information about the hospital’s activities has been extended and simplified. Residents of the city now receive practical information about the work of doctors, profile of departments, list of services provided, financial activities of the institution, and more. Consequently, the number of visits to the web site has increased and reviews in social networks have improved. The participatory approach has provided practical evidence that the feedback of people / users is a valuable contribution for the improvement of public services and dissemination of information. For example, social activists drew attention to the need of inclusive tools enabling people with disabilities to access online information. Employees of the hospital recommended to create a closed part of the website for internal use of
medical personnel (e.g. for internal document management, regulatory framework, as well as for educational purposes). Journalists addressed potential conflicts of interest regarding publicity and recommended to include representatives of the medical staff into the process in order to consider their concerns.

Official decisions:
The content and functions of the hospital web-site have been formally approved. The website is published online.

Follow up:
The use and performance of web-site is regularly analyzed. The feedback form is being actively used by patients and the news section is regularly updated. Still, certain sections of the web-site need to be developed and /or updated. Staff members of the hospital have been assigned to fulfill this task. However, the available time resources are limited.

Links:
http://www.btmo.com.ua/golovna.html
www.medberdyansk.blogspot.com/2018/08/btcomua.html

Participatory improvement of social services

Partner:
- Departments for Social Protection of Population; Territorial Centers of Social Services; Social institutions of amalgamated territorial communities
- Derhachi Rayon, Izium City, Kupiansk City, Borova Rayon, Chuguiv City, Merefa ATC (Oblast of Kharkiv)
- Pokrov City, Novomoskovsk City, Nikopol City, Pavlohrad City, Petropavlivka Rayon, Pokrovskyi Rayon, Ternivka City (Oblast of Dnipropetrovsk)
- Berdiansk City, Yakymivka Rayon, Shyroke ATC, Polohy City, Vesele town, Prymorsk Rayon (Oblast of Zaporizhia)

Time:
August 2018 – April 2019
Objectives:
The overall objective of the participatory process was to improve social services based on the needs of local population and internally displaced persons (IDPs).

Rationale:
The purpose of the participation process was to gather public feedback for improving the quality and the client orientation of social services. On the one hand, customers’ expectations and preferences regarding the organization of the service delivery system were identified and further considered for the design of measures aiming to adjust the provision of the services according to the clients’ needs. On the other hand, the process was key to improve cooperation between citizens and local authorities and to outline joint activities.

Stakeholders:
The main stakeholders in the area of social protection of population on the municipal level are: local authorities (city mayors, local council, deputies), social units (departments for social protection of population, territorial centers for social services, centers of social services for families, children and youth etc.), clients of the social protection bodies, NGOs.

For the focus group discussions, participants were defined through several steps using as main criterion the direct personal experience with social and administrative services.

- Clients: based on lists provided by the respective departments, external mentors undertook an unbiased selection of representatives. Further participants were identified through an open call (announcement and invitation to participate placed in public space) and were directly invited during their visits to the institution. Different categories of consumers of the social services (local activists, representatives of NGOs supporting vulnerable groups of people (veterans of war and labor, disabled persons, elderly people, single mothers, large families, IDPs etc.) took part.

- NGOs: based on lists of most relevant NGOs provided by the respective departments, the external mentor contacted and invited their representatives.

- Public authorities: in order to ensure unbiased and open exchange of opinions, representatives of governmental authorities and social departments were excluded from participating in the meetings.

- Altogether, between 7 and 18 persons participated in each focus group discussion. In total, 197 persons aged 25 - 89 took part in the activities. At least 14 of them were IDPs.
For the round tables, the same categories of participants were invited. However, here also representatives of local authorities and departments of social services were invited. From 6 to 23 persons participated in every round table (268 persons in total).

**Process:**
The first step of the participation process was the assessment of the current situation and potential improvements with regard to social service delivery in the respective institutions. In this context, special focus groups were organized to discover strong and weak sides of the institutions, identify problems and potentials of service provision based on the viewpoints of clients. In particular, the focus group discussions were structured into 1) identification of strengths and challenges of service provision, 2) identify expectations of residents regarding the scope and quality of services and 3) identify possible mechanisms of public participation in improving the activities of institutions. The focus group discussion was moderated and documented by a mentor. Based on the results of the assessment procedure (including the clients’ responses and requests during the focus groups), the mentors developed recommendations for improving service provision specified for each municipality. These recommendations were presented to the partner municipalities and transformed into concrete Action Plans including a set of measures with deadlines and responsibilities to be implemented in the municipality to improve services and implement the client-oriented approach. The Action Plans were signed by the directors of social institutions and approved by the heads of the municipalities. The mentors provided guidance during the implementation of the Action Plans, which was actively supported by civil society institutions.

After the implementation phase, round table events were organized to present and assess the results of the activities conducted and outline further steps. In particular, the round tables were conducted to 1) present and discuss the changes in the work of partner institutions; 2) assess the changes in quality of service delivery; 3) define long-term recommendations for improving the provision of social services in the respective municipality and 4) enhance cooperation between the authorities and the public in the provision of social services. The participants of the round tables were heads of the municipalities, directors of the social institutions and representatives of civil society (NGOs and local activists) as well as clients. The results of the round table events were documented in recommendations signed by the participants outlining further activities to be conducted by the local authorities and the NGOs in the area of social and administrative services.

**Challenges:**
In several cases, participants of the activities felt very dependent on local authorities and
therefore tried to avoid any criticism. Initially, they were very cautious about the new format of communication and consistently demonstrated efforts not to be involved in any critical assessment of local authorities’ activities. With the help of the moderator, participants eventually expressed more diverse opinions and also acknowledged problems. Another challenge during the focus group discussions was the domination of some group members over others leading to an unbalanced articulation of participants. This was actively addressed by the moderator, who encouraged and supported weaker group members to actively participate. Yet another challenge was to find a balance / compromise between diverse interests and requirements of different stakeholder groups. In the majority of the partner municipalities, this was overcome through dialogue, discussions and negotiations.

**Achievements:**
Through the participatory process, the provision of social services in the partner municipalities became more client-oriented as social units and local authorities took into consideration people’s wishes and request. Based on the results of focus group discussions, a number of measures were implemented in each municipality and perceived as legitimate by local residents:

- Improvement of internal and external procedures of the institutions;
- Optimization of organizational structures;
- Improved transparency;
- Installment / improvement of feedback systems;
- Improvement of quality of services;
- Increased accessibility of services.

Apart from the improvements of service delivery, a communication process and dialogue between local authorities and civil society was built up.

There are several factors relevant for the success of the process:

- Readiness for change based on the common understanding that the current situation of services delivery is suboptimal demanding improvements;
- Motivation of stakeholders as a basis for investing time, resources and efforts in improving institutional performance;
- Openness for cooperation between local authorities, social institutions and civil society for honest exchange and creating of synergies;
- Coordination between the participating stakeholders in the elaboration of an agreed action plan and the respective implementation process.
Selected participatory processes in partner communities

Official decisions:
Many of the implementation measures have resulted in orders, protocols, decision of local councils, minutes, agendas, memorandums of understanding (depending on the concrete tasks and measures conducted). For example, in order to institutionalize the cooperation between social institutions and NGOs, departments for social protection of population in Borova Rayon, Derhachi Rayon, Izium, Kupiansk, and Chuguiv amended their provisions and identified persons responsible for cooperation with civil society institutions. Many social bodies signed agreements for cooperation with NGOs (for instance: Borova USZN – with NGO “YaTyMy”, Chuguiv USZN – with NGO “Berehynia”, Derhachi USZN – with a veterans’ NGO, Kupiansk USZN – with NGOs “Viktoria”, Veterans, “Chornobyl”, Merefa ATC – with a veterans’ NGO).

Follow up:
In order to further strengthen and institutionalize communication and cooperation between local authorities and civil society organizations aiming at improvement of social services in the partner municipalities, various follow-up activities have been agreed by the participating stakeholders:
- Mutually organize and conduct actions regarding the strengthening the role of citizens in decision-making processes in the area of social policy;
- Organize joint meetings and round tables;
- Elaborate recommendations for drafts policies and programs that relate to social protection of population;
- Create and share information materials regarding the rights of people requiring social protection.

Based on those agreements, many municipalities have implemented already concrete measures. For instance, Prymorsk City Council created a webpage for the Department of Social Protection providing a wide range of relevant information and included a possibility for local residents to submit E-petitions via the service “Open Community”. Apart from that, the local authority organized further round tables with representatives of NGOs (on changes in the order of receiving benefits for payment of housing and communal services on 12.08.2019, and workshop for NGOs “The role of NGOs in the life of community and society”). In Shyroke ATC, one of the recommendations of the round table was to create a joint office for local NGOs (“Social Office”) for which the premises were provided, the renovation is still in process, and furniture as well as IT equipment were procured. In Petropavlivka, a memorandum was signed with 8 NGOs involved in program development and decision-making. In Polohy ATC, a training on “socio-economic rights of
women and gender equality” was conducted in May 2019. In Chuguiv and Kupiansk, contests of social projects were conducted. In Izium, the Department for Social Protection of Population signed a memorandum with the religious community of the Evangelical Christians of the Baptists and an NGO “Union of Chernobyl Ukraine” on 12.06.2019 as well as 3 NGOs on 26.06.2019. On May 30, 2019, a round table was held in Izium City Council with representatives of non-governmental institutions on the possibility of financing through participation in contests of social projects. In Pokrov, a round table on “formation of an interaction strategy” was conducted in June 2019. The comprehensive program of social protection of the population of Pokrov for 2019-2021 was adopted taking into account the proposals and wishes of non-governmental organizations.

Links:
http://tern.gov.ua/ua/news/pg/250419351039797_n/
3.5 Participation of Youth

The young population is an important asset for every community and needs special support. Hence, local governments are investing in youth-related sectors such as education, sports and culture. In order to ensure that these investments meet the needs and ideas of young people, it is crucial to involve them in the process of decision-making. Beyond that, the participation of youth in local development, political processes and decision-making can contribute to a more active role of youth with more ownership, responsibility and sense of belonging. Therefore, GIZ has supported partners to initiate various processes for the participation of youth in community development.

Activation of local youth by creation of a Youth Council

Partner:
Nova Vodolaga Local Council, Oblast of Kharkiv

Time:
January – June 2019

Objective:
Activation of the community’s youth via involvement in decision-making processes and structures.

Rationale:
Nova Vodolaga community is located close to the oblast center, the city of Kharkiv. This has a significant impact on youth outflow since a significant share of the community’s students remain in Kharkiv after graduating. This has significant impacts on the community’s demographics as it is causing an unbalanced age structure. The local administration is concerned about these developments and has understood the importance of youth as a human capital for the community. They are motivated to take action aiming at raising the community’s attractiveness for youth with the rationale that stronger involvement of young people in community life will influence local decision-making and lead to increased opportunities to implement their ideas and projects. It is expected that this will increase the motivation of youth to return to the community after graduation from universities and consequently to maintain a balanced human capital. Thus, the local authorities are interested in an activation and empowerment of youth. During a study visit to Poland in the framework of the GIZ/IIPU-MunSup activity “Participatory Budget in the East Ukraine – integration for development”, the local authority was inspired to create a youth council providing institutionalized opportunities for participation and engagement of youth.
Stakeholders:
The most important stakeholders of the project are: Nova Vodolaga Local Council, schools, pupils, local residents.

- Local Council: initiator of the process and main counterpart for the established Youth Council. Its engagement and support were crucial for the creation of the Youth Council as well as the financing and implementation of youth related activities.

- Schools: facilitator of the election process of the members of the Youth Council. They also supported the elected members of the Youth Council to implement their activities in the schools.

- Pupils: voters, elected deputies of Youth Council, participants of the activities conducted by the deputies of the Youth Council.

Local residents: are participants and direct beneficiaries of the activities conducted by the Youth Council.

Process:
The local authorities decided to create a special body for young residents of the municipality analogue to the Local Council. Hence, it was foreseen to establish a Youth Council with a similar organizational and functional structure (e.g. elected members, thematic committees). Thus, the local authorities developed an official regulation for the Youth Council which was officially approved by the decision of Nova Vodolaga Local Council in January 2019. In this context, special responsible persons for the creation of the Youth Council – so called curators – were appointed among public officials.

As a next step, a special meeting in the Department for Education of the Local Council was organized. During the meeting, the curators presented the idea of youth engagement and the concept of a Youth Council to school directors of the municipality. The curators proposed the directors to organize elections in every educational institution to select deputies. According to the regulation, from each school of the center of the municipality 5 deputies and in every rural school 3 deputies were elected. Each pupil in the municipality aged from 12 to 16 is eligible to vote and be elected as a deputy of the Youth Council. Before the elections, information campaigns were conducted in the schools to explain the purpose of the Youth Council, its deputies’ functions, duties and responsibilities. Elections of deputies of the Youth Council were held in secret with
ballot boxes located in the schools. As a result, 24 deputies (8 male and 16 female), aged 13 to 16, were elected.

The first meeting of the elected deputies was held on May 23, 2019. During the meeting, representatives of the local authorities presented the municipality and the main activities conducted for youth so far. After that, the deputies set priorities of the Youth Council and defined committees (Committee on Volunteering, Committee on Economic Development and Project Activities, Committee on Culture and Sport, Committee on Information-Communication Technologies, Committee on Education). In this context, the following priorities were outlined: volunteering; cultural leisure of young people; promoting sports and healthy lifestyles; writing youth-oriented projects; communication and information work and coverage / presentation of the Youth Council in mass media. During the second meeting of the Youth Council on June 12, 2016, the deputies elected a head, a deputy head, and a secretary of Youth Council and 5 heads of the committees. Furthermore, they planned their activities during the summer holidays, namely: volunteering (assistance to elderly people in the Starosta districts); organizing and conducting open-air cinema; improvement of the stadium; an action for orphans. The first and the second meeting of the Youth Council were supported by mentors (experienced experts) provided by GIZ. They supported the development of a methodology for youth inclusion, develop functional principles and regulatory documents for the Youth Council as well as for the conduction of meetings.

**Challenges:**
There were no challenges, except an outbreak of measles in spring 2019 because of which public events were postponed to avoid epidemic.

**Achievements:**
As a result of the project, a Youth Council has been created as an institution for youth participation which provides a formal platform for exchange with local authorities and a basis for youth to actively engage in community life. Through that, young people of the municipality became more involved and self-engaged in community life and opportunities for participation and engagement have increased. Complementary, young leaders are receiving practical experience in negotiation, decision-making, project management, critical thinking and communication. Consequently, the level of empowerment and community involvement of youth in Nova Vodolaga has increased.

One of the main success factors is an improved readiness for bilateral cooperation between youth and local authorities. Moreover, concrete measures both by youth as well as local authorities
have already been undertaken. For example, the Youth Council is actively engaged in community activities. Its members take part in major municipality celebrations (e.g. Village Day). Also, recently, on their own initiative, they organized the cleaning of the local stadium and painted football gates and other sport facilities, benches, etc. Apart of this, young residents of the municipality are conducting a lot of public events, including the “Open-Air Cinema” project, quests, disco, animation, volunteering, etc.

Currently, the Youth Council is conducting sociological surveys at municipal educational institutions examining the needs of the pupils for active and meaningful leisure. Members of the Youth Council periodically attend trainings and seminars to explore new perspectives for youth development. While performing its tasks, each committee of the Youth Council may contact respective structural units of the Local Council to request assistance in the implementation of certain measures. In turn, the Local Council influences decision-making by submitting proposals regarding youth issues to the local authorities that take those proposals into consideration.

**Official decisions:**
The Provision on the Youth Council was approved by the decision of Nova Vodolaga Local Council No. 2183 on 31.01.2019. This document defines the general provisions, the main tasks of the Youth Council, it’s rights and obligations as an organization.

The development of the Regulation on the Youth Council is in the process. It will be approved by a decree of the Mayor. The regulation will prescribe the order of organization of activities and will separately define powers for the head, deputy head, secretary and members of the Youth Council. In addition, the document will regulate the procedures of convocations, meetings, and decision-making.

**Follow up:**
The Youth Council is planning further events and projects for youth participation and engagement in Nova Vodolaga. Moreover, it is foreseen to exchange experiences with youth councils from other cities and communities.

**Links:**
http://vodolaga-gromada.gov.ua/news/id/2369;
http://vodolaga-gromada.gov.ua/news/id/2429;
https://www.facebook.com/molodizhnaradanv/
«Telegram»:https://t.me/molodizhnarada_n_v
Impressions:
@Nova Vodolaga Youth Council

World Café for Youth

Partner:
Guliaypole City Council, Oblast of Zaporizhzhia

Time:
April 2019

Objective:
Increase the involvement of the city’s youth by taking into account youth needs and wishes in local decision-making processes.
Rationale:
So far, the engagement of youth in Guliaypole has been challenging as conventional methods often did not work in the past. Therefore, it was deemed necessary to introduce new forms and practices of participation of youth in order to stimulate the interest of youth and establish a dialogue with local authorities. The innovative method of “World Café” allows openness and equality of participants in a dialogue. In Guliaypole, this format was applied for the first time in order to improve communication and exchange between public authorities and the youth community.

Stakeholders:
Different stakeholders from public authorities and civil society relevant for the development of youth participated in the process: youth; students; district center of social services for families, children and youth; center of children’s and youth creativity; department of culture and tourism; family doctors; center of employment; private businesses; teachers. In total, 30 people participated (aged from 12 to 35 years, 65% women).

Different means of invitation and activation were applied: organizers visited the schools of the city to inform about the event and to enroll participants; survey including collection of contact details of interested people; representatives of public institutions and organizations with youth-related responsibilities were personally invited through an invitation letter addressed to the superior.

Process:
As a preparatory step, a survey was conducted with about 500 persons in order to assess the needs, motivations and priorities of youth regarding community life. The results of the survey were used to prepare and design the participation process. As the main element of the process, an event was foreseen using the method of World Café as a structured conversational process for knowledge sharing in which groups of people discuss pre-defined topics at several tables while individuals are switching tables periodically and getting introduced to the previous discussion at their new table by a “table host”. Based on the findings of the survey, 4 key topics were defined for the event and one thematic table was arranged for each:

1) Leisure: how do you want to spend your free time?
2) Training / employment: new opportunities
3) Healthy lifestyles: effective advocacy
4) What should be done in the community for the youth to return home?
Selected participatory processes in partner communities

On each table flipchart paper, colored markers, stickers were available, and table hosts schematically depicted the participants’ proposals and viewpoints. Every 15 minutes, the participants switched to another table while the “host” stayed at the table and briefly presented the new “guests” the experience of the previous group. After participants passed all the tables, the “hosts” presented the discussion results and ideas to the plenary. Participants were then asked to vote with colored stickers for two ideas in each topic they would like to implement. The results of the event were documented and a protocol was elaborated and presented to the respective departments, city council and the mayor.

Challenges:
No challenges were observed.

Achievements:
Altogether, the participation process has helped to empower youth and to establish relations and constructive communication between youth and public authorities. On the basis of discussions during the World Café, participants have defined priorities regarding projects and activities addressing youth-related demands (e.g. to organize hiking trips, bicycle runs, diversify meals in schools, to restore the Makhnofest underground festival, to hold the Holi paint festival, initiate new activities such as cyber sports, hackathons, street cinema in the city). For the implementation of these prioritized activities, groups were formed to work on their realization. So far, selected activities proposed throughout the process have already been implemented: the Holi Paint Festival took place on the Youth Day and a bike ride took place on the Day of the Flag of Ukraine.

Moreover, the participation process resulted in the determination of leaders of middle-schooled youth to further get engaged in local community life and to organized themselves in a non-governmental organization, which will continue to organize youth leisure activities. Beyond that, an organizing committee was formed as a result of the process. The committee is currently unofficial, but fully supported by city authorities. It consists of 6 employees of city council with a special responsibility to support youth initiatives. Furthermore, the process resulted in the agreement to create an NGO for youth initiatives which is in the process of creation is expected to be established until the end of the year.

Official decisions:
The results of the participation process have been presented to local government for further implementation within the participatory budget.
Follow up:
One of the main follow-up activities will be the foundation of the NGO for youth which is supposed to develop further proposals for submission to the participatory budgeting process and competitions of donor agencies. Moreover, further activities are being planned (e.g. street cinema, cyber competition of school students).

Links:
https://www.facebook.com/groups/molodGP/
https://www.facebook.com/gpotg/posts/857658264612398
3.6 Participation in Community Development

Local residents are the experts of their surrounding and understand best the diverse challenges of their community. They often have very clear ideas for the development of their neighborhoods and are ready to contribute to improving their living environment. Hence, their ideas and engagement are an important resource for local development and can be activated through participatory processes. Hence, GIZ has supported selected partners in order to establish processes and structures for participation of residents in community development.

Participatory development of the Chernihivka Community

Partner:
Chernihivska village council of Chernihivka district, Oblast of Zaporizhzhia

Time:
April – September 2019

Objective:
The aim of the participation process is to engage citizens in the identification of local problems and the development of ideas for improvement and priorities of local development.

Rationale:
The Chernihivka community consists of 41 settlements on the territory of 1200 sq. km. Given the considerable remoteness of villages from the administrative center, the exchange of information between residents and local authorities is challenging. Especially when it comes to local problems, residents lack communication channels to report to responsible local authorities. Moreover, there is a lack of self-organization and practice to get involved in the processes of local self-government. Therefore, for the first time the public authority has decided to hold decentralized field meetings, where residents can get in direct contact with representatives from the local administration in order to share their concerns and get involved in shaping local development.

Stakeholders:
The employees of public institutions such as Starostynskyi districts supported the organization of participation events. A working team consisting of 9 ATC officials (including head and deputy head of ATC and heads of relevant departments) and volunteers from 13 settlements was established and approved by ATC head. It was responsible for the organization of the events and for inviting the participants. Different means of invitation were used taking into consideration the
local contexts. There was official invitation on the ATC website and Facebook page and also each team member invited local inhabitants by advertising in the respective settlements.

Local residents of the different settlements of Chernihivka community were the key target group for the events. Altogether, more than 400 ATC residents participated in meetings. A significant share of them were young and mobile people whereas it was more challenging to involve older people which seemed less active in community’s life and might have been hindered due to immobility.

**Process:**
Since April 2019, 13 community development meetings have been held in 11 districts and the administrative center of Chernihivka community, during which residents identified and analyzed local problems and needs. Each meeting consisted of two parts. Firstly, questions and opinions were collected from each participant of the meeting which were clustered into main topics: e.g. well-being, medicine, investments, culture and others. Secondly, a World Café was conducted during which participants had the opportunities to express and exchange their opinions and proposals for each topic. To his end, groups were divided to discuss each topic at a separate table, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a “table host” who was responsible for documenting. After participants passed the different tables, the “hosts” presented the discussion results and ideas to the plenary. As a result, both problems as well as respective solutions were identified. The results of each meeting were documented by protocols elaborated by the working group members and presented to the local authority.

**Challenges:**
The main problem was the involvement of residents in the meeting. The level of attendance of local residents was extremely low as most village inhabitants were unclear about the format and purpose of the meeting. Here, the strategy of engaging local leaders became effective to attract more participants. This was further supported by an information campaign in all settlements before the event (advertisement in crowded places, local leaders were engaged to spread the information about the event).

There were also issues regarding the perception of responsibilities as many participants expressed the expectation that local officials have been elected to solve all the problems. Local authorities expressed interest to improve communication about local problems and priorities and
to collaborate on the solutions with shared responsibilities and contributions by residents. The explanation and justification of this cooperative approach was difficult and had to be repeatedly clarified.

Achievements:
As a result of the meetings, local problems were collected and documented. Some issues were removed by the residents themselves after a detailed discussion (e.g. in one of the villages it was suggested to install additional trash bins in public places – but as there is absence of a centralized garbage collection and a responsible enterprise, the residents themselves would have to clean these bins for which no volunteers were found). Currently, the local government has a list of issues that could be solved together with public, as well as a list of people from different parts of the community willing to actively contribute. These people also agreed to join the working group on protocol processing. The projects and activities proposed will be submitted to the Executive Committee and included in the town council’s work plan for 2020.

The meetings showed very clearly the particularities of problems and needs of the inhabitants of the various Starostynskyi districts and contributed to an improved understanding by the local authority. It also contributed to an activation of citizens and increased motivation to engage in local development. In most cases, people, after a detailed analysis of local issues, have expressed their willingness to contribute to solutions. This shift from a consumption to a participation mentality has become the greatest achievement of the process. It was supported by the lively moderated communication which proved to be a rather effective format for working with the public, especially with residents of small villages.

Official decisions:
As a result of the meeting, a decision of the Executive Committee was taken to form a working group comprising representatives of local self-government bodies, heads of public utilities and members of the public, who will jointly work on improving the local situation.

Follow up:
It is planned to publish all proposals made by the working group and to create opportunities for any interested resident to join activities. Local newspapers, the official site and community page on social media, announcements on newsstands, and other means of communication are planned to be used as information channels.
Selected participatory processes in partner communities

Links:
https://chegromada.gov.ua/news/1565165908/
https://chegromada.gov.ua/news/1565165991/
https://chegromada.gov.ua/news/1565166108/
https://chegromada.gov.ua/news/1565166201/
https://chegromada.gov.ua/news/1565166284/
https://chegromada.gov.ua/news/1565166393/
https://chegromada.gov.ua/news/1565166455/
https://chegromada.gov.ua/news/1565166593/
https://chegromada.gov.ua/news/1565166663/
https://chegromada.gov.ua/news/1565166728/

Neighborhood Management in Tokmak

Partner:
Tokmak City Council, Oblast of Zaporizhzhia
NGO “Ortega-y-Gasset Public Development Institute”

Time:
November 2017 – October 2018

Objective:
The aim of the project was to promote social improvements in the community and to ensure sus-
tainable development of the residential district Tsentralnyi of the Tokmak city by means of estab-
lishing a Neighborhood Management office and implementing projects of active citizens through participatory budgeting.

Rationale:
In Tokmak, the level of community engagement in local development is rather low as residents tend to be quite passive with low motivation to participate in the decision-making process and planning of the development of their own neighborhoods. As reasons were identified: 1) low level of awareness among the residents of the district about the possibility of improving their
surroundings, 2) lack of information for residents of the district Tsentralnyi about the opportunity to offer ideas to the local authorities regarding improving the life conditions in the residential district, 3) lack of opportunities to realize social projects and 4) absence of a sufficient educational program aiming at energizing citizens.

Tokmak City Council in cooperation with the NGO “Ortega-y-Gasset Public Development Institute” initiated a project addressing these challenges by engaging the public in joint planning of urban changes and community-based decision-making. The initiative was focused at resolving issues in local development through participation and for the first time introduced innovative approaches for citizen engagement in order to:

- Establish an efficient mechanism of interaction between authorities and citizens in the budget process;
- Involve residents of the Tsentralnyi district in the decision-making process at the local level;
- Increase citizens’ trust in local authorities;
- Increase transparency and openness of the city authorities in the matters of financing local initiatives;
- Support active citizens to develop high-quality, logical and understandable project ideas focused at improving residential districts of the city;
- Develop a regulatory framework for the implementation of a participatory budgeting mechanism in the city of Tokmak.

**Stakeholders:**
The following stakeholder groups were represented in the project:

- Residents of the Tsentralnyi district obtained an opportunity to develop and implement social action projects in their own neighborhood;
- Internally Displaced People obtained an opportunity of social integration into their new host community (10% share of IDP participants in the group);
- Community residents with a pro-active attitude gained useful knowledge and practical experience with further use thereof in their own neighborhoods, community associations, initiative groups;
- Leaders of public opinion and members the initiative groups of the Tokmak residential districts had an opportunity to influence the process of decentralization, development of regulations of the participatory budget, and criteria for implementing the participatory budget in the community as well;
- Representatives of the local authorities.

The selection of the project participants was made through the analysis of the submitted questionnaires, where the motivation of the participant played an important role. Also, during the first stage of the project, a mass-information campaign was conducted through attending public hearings of all residential districts of the city where the project was presented, where answers to questions and motivational speeches were given on how each citizen and resident of the city can improve their city through their actions.

The project group was directly attended by 21 people, including 15 women and 6 men of different ages from 14 to 80 years and from different educational / professional backgrounds (journalists, heads of residential districts, teachers, retirees, officials of the local authorities, unemployed, accountants, cultural event organizers, heads of pre-school institutions).

**Process:**
During the first phase, 10 one-day seminars were conducted during which the 21 participants of the project were trained in different topics such as participatory practices, moderation tools, project management, fundraising, stakeholder analysis, peculiarities of residential financing. As a result of these events, a District Management Group was formed. The next step in the process was to develop project ideas for improving the local neighborhood and to investigate potential sources of funding. In this context, the introduction of a participatory budget in the city was proposed.

During the second phase, 2 focus group discussions were held to prepare the conceptualization of participatory budgeting in the city. After that, 5 roundtable discussions were held involving experts, local councillors, public opinion leaders, NGOs and other community representatives to share their experiences regarding participatory budget and related procedural issues. During these events, a favorable environment was created among local authorities, elected officials of the local council, and the civil society supporting the implementation of a participatory budget in the city.
Selected participatory processes in partner communities

Complementary, in the middle of the project and at its final stage, 2 world cafes were conducted. They were used to 1) stimulate activity of participants of the participatory process, 2) promote meaningful interaction between the project participants and the decision makers, 3) exchange opinions, experience and knowledge on local level development, 4) analyze problems and needs of the residents, 4) define objectives and project ideas for improving the local situation and 5) find opportunities to adopt a participatory budget.

Challenges:
Although the main project participants represented diametrically opposed political circles in the community, they engaged themselves in the District Management team.

In the beginning of the process, elected officials of the Tokmak City Council turned out to be only moderately motivated. By holding roundtables for the elected officials, budget managers and local entrepreneurs, it was possible to involve more local elected officials into discussion.

The harmonizing and adoption of regulations for Participatory Budgeting and the process of its implementing in the city is still pending as the diversity of political interests in the city council prevents Tokmak city from taking quick consolidated decisions.

Achievements:
The project “Tokmak – City of Participation” succeeded to bring different people together for the common goods of their community. The series of events has created a motivating and inspiring atmosphere and has resulted in project participants believing in their own strength and to experience team spirit for common efforts in improving local communities. As an output, the project generated concrete ideas by residents of the pilot district of the city in the form of project applications presented to decision makers. In this context, the project managed to take into account the needs of IDPs in project proposals (e.g. new housing for IDPs) and to integrate IDPs in social organizations (such as District Management Office of the Tsentralnyi District) and respective activities aiming to improve their host community. The District Management Office became a place for creation of new ideas, in particular for the benefit of IDPs. Members including IDPs have gained skills in writing project proposals, local fundraising and effective communication. Due to the district management, the volunteer movement became more active. The project also succeeded to attract intangible resources for the implementation of social action projects (e.g. volunteering) and improved citizens’ skills and ability to engage in a conflict-free dialogue with each other.
In concrete terms, the project has resulted in several measures developed, initiated and implemented by the District Management Group:

1) “Sports Ground Against Computer Addiction”: this project was developed jointly and received full funding through the “We are the City” social projects competition as well as through the local budget.

2) “Media Library”: based on the project idea, city council allocated funding for the reconstruction of the Tokmak Central Library in order to create a media library and fill it with useful media resources.

3) Library yard”: based on the project idea, the library yard has been reconstructed and the Information stand has been purchased.

The participatory budget has not yet been adopted by city Council yet, but remains a central objective of the community.

Official decisions:
Decisions of the Tokmak City Council on promoting participatory processes in the community are registered in the program “Comprehensive Program of Development of the Cultural Sector in Tokmak for 2019-2022” (Decision No. 4 dated February 21, 2019 Regarding Amendments to the City Council Decision dated December 13, 18, No. 5 “Regarding Tokmak Budget for 2019”). Results of the focus groups conducted were taken into account in the elaboration of the first version of the Regulations on the Participatory Budget.

Follow up:
The participatory process resulted in the involvement of a larger population of the city into the decision-making process through consultations, discussions and joint implementation of measures by residents and local authorities. The district management office established in “Tsentralnii” continues to initiate activities for the city population in cooperation with the city authorities. In particular, in 2019, business games were held to model community development together with various trainings for young people and roundtable discussions devoted to the topic of public budget. This office continues its expert and advisory work to support the implementation of social initiatives by residents of the community.

Links:
Official project’s group on Facebook
Municipal management of residential areas of Melitopol

Partner:
Executive Committee of the Melitopol City Council, Oblast of Zaporizhzhia

Time:
Preparatory process in 2019 / implementation postponed for 2020

Objective:
Creating a participatory system for managing residential areas of the city by identifying common problems and inconveniences that concern residents of these neighborhoods.

Rationale:
The city of Melitopol consists of settlements which are different in size and density. Its residents have very different abilities to actively participate in city life and to engage with formal entities of local administration regarding their needs. In order to provide better opportunities for citizens to articulate their demands and to engage with decision makers, the project seeks to introduce new forms of participation by establishing a stable communication between the community and the authorities with the aim to identify the needs of the residents and make joint decisions regarding the development of the city of Melitopol as a basis for implementation of projects. For far, the project has been conceptualized with support of mentors provided by GIZ. However, the implementation has been postponed to be realized in 2020.

https://www.facebook.com/groups/137324446965390/
(this group provides an exhaustive list of posts highlighting the progress of the project)

Impressions:
@Natalia Lalabekova
**Stakeholders:**
It is foreseen to involve relevant local institutions in the process through participation of representatives and decision makers: e.g. Melitopol Development Agency, Department of Municipal Marketing and Tourism, Department of Housing and Communal Services, Melitopol State Pedagogical University “B. Khmelnitskyi”, Central Library System of Melitopol.

Local residents (a representative selection of different age and socio-economic sections) are key participants of the process and planned to be involved through several means: information campaign before the event, advertisements in crowded places, engaging leaders to spread the information about the event.

**Process:**
The concept of a neighborhood management was developed by a working group consisting of representatives of city council, city deputies, active citizens and related administrative departments. The following concept has been developed and is planned to be implemented in 2020.

The proposed participation process foresees to establish a system of neighborhood management that consists of specialists (neighborhood managers / animator) responsible for residential districts based on Melitopol Development Agency. As a first step, it is planned that these managers conduct a socio-economic analysis of each residential neighborhood of the city. Following that, the neighborhood manager conducts several meetings with residents and conducts surveys based on which a problem map is being created and presented. On this basis, local residents are invited to submit ideas for improvement of the neighborhood. As a next step, all proposals undergo a specific examination assessing their relevance to the overall plan for the development of the territory and their interrelation with other development programs (if existent). If a significant potential is seen, projects are selected to be assessed regarding their feasibility including a preliminary calculation. After that, the neighborhood manager conducts several meetings in the neighborhood with local residents during which the project proposals are presented. Based on that, the community will discuss, prioritize and decide to select projects which then become mandatory for local administration to implement.

**Challenges:**
The elections to the Verkhovna Rada of Ukraine delayed the implementation of the project which was planned for 2019 as the most active participants were involved in the process of supporting elections. Consequently, the implementation was postponed to the year 2020.
Achievements:
A comprehensive concept for neighborhood management has been elaborated and although the implementation was postponed, an official decision was taken to implement it in the year 2020. Based on that, it was included into the Strategy of development of the city of Melitopol until 2030. After implementation, this project is expected to contribute to a closer and more fruitful communication and cooperation between the community and public authorities. Furthermore, it is expected to allow authorities to plan and implement the city’s development programs in a more effective and demand-oriented way.

Official decisions:
Decision of the 50th session of the Melitopol City Council of the VII convocation No. 7 “On approval of the Strategy of development of the City of Melitopol until 2030” dated 26.06.2019.

Follow up:
Implementation of agreed action plan:
- Selection of neighborhood managers / animators;
- Creation and preparation of locations for animators;
- Preparation and implementation of information campaigns;
- Conduction of sociological research;
- Conduction of participatory workshops to identify the needs of residents;
- Creation of problem map;
- Conduction of participatory workshops to develop ideas for solutions / project proposals;
- Assessment and feasibility of proposed projects;
- Participatory prioritization and selection of projects;
- Planning, implementation and monitoring of project implementation.

Links:
http://mlt.gov.ua/index.php?option=com_content&task=view&id=15705&Itemid=1&fbclid=IwAR1F-6o9ZISf3tPzsYC8IQtUk5D_w96qCtJwPw3uazwpYKk3V35GFYIbm2U
https://www.facebook.com/pg/centralna.biblioteka/posts/?ref=page_internal
https://www.facebook.com/centralna.biblioteka/photos/a.1543843642504682/2126639530891754/?type=3&theater
Selected participatory processes in partner communities

https://www.facebook.com/centralna.biblioteka/posts/2126483990907308
https://www.facebook.com/hashtag/%D0%B3%D1%80%D0%BE%D0%B-C%D0%B0%D0%B4%D1%81%D1%8C%D0%BA%D0%B8%D0%B9%D0%BF%D1%80%D0%BE%D0%B5%D0%BA%D1%82_%D0%BC%D0%B5%D0%BB%D1%86%D1%82%D0%BE%D0%BF%D0%BE%D0%BB%D1%8C?source=feed_text&epa=HASHTAG&__tn__=*NKH-R

Impressions:
@Melitopol Centralized Library System
Within the framework of the participation processes supported by the GIZ project IIPU-MunSup, various experiences were made which are summarized in the following points:

Clear scope for decision-making

It should be clearly and transparently defined for each participation process what exactly should be decided and who should be involved. What, how and until when can citizens participate in an open-ended way? What is the scope for decision-making? Who makes final decisions? This information should be presented openly at the beginning of participation.

Extensive and reliable participation

A form of participation should be chosen that allows a maximum possible and at the same time an appropriate co-determination role for the participants. If possible, participation possibilities should be institutionalized and thus fixed principles, structures and processes should be introduced that offer reliability for all participants. Participation is more effective if it is designed not only as a singular activity, but as a comprehensive process. Even when the goals of a project are formulated, citizens should be involved, because this is where important decisions are made for planning.

Integrating different interests

Participation only makes sense if different population groups contribute their needs and desires. To this end, different age groups should be addressed, but also citizens who rarely participate or those who are only indirectly affected by planning. The integration and support of disadvantaged groups is particularly important. When inviting and involving participants, appropriate and adapted forms should be chosen that are accessible to the respective groups.

Respectful interaction

It is important to respect all different views, to allow conflicting opinions and to document results in a balanced way. A neutral moderation ensures that no opinion or position is preferred and that everyone treats each other respectfully and openly. At the same time, non-violent communication should always be ensured and conflicts should be dealt with openly.
Ensuring transparency

It should be made clear at an early stage and comprehensively which projects and participation processes are pending, what they are about and what effects they will have on the city and its inhabitants. During participation processes, the status of the discussion, the various positions and results should be presented transparently. Following participation processes, implementation activities should also be made transparent and communicated in a targeted manner. In particular, it should be communicated what has become of the proposals and objections of the citizens, because those who have participated rightly expect feedback.

Implementing results

The results of participation processes should be officially recognized. For this it is necessary to communicate, disseminate and document the results clearly. On this basis, they can be presented to decision-makers, who in turn should take the results into account in decision-making processes. The resulting official decisions should be clearly communicated and implemented. For that, sufficient capacities and resources should be mobilized and secured.

Empower people

Participatory processes can be beneficial for people to share their views with public institutions, to strengthen the communication between civil society and government and to influence decision-making processes. Beyond that, active involvement of citizens can get empowered to get together and actively contribute to the improvement of their community, to feel responsible for their environment and to share efforts through collaboration.