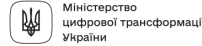


Cedos

 **LEAD**
WITH EUROPE

How to Engage Residents in Decision Making in Hromadas:

An Overview of Examples



How to Engage Residents in Decision Making in Hromadas: An Overview of Examples

Authors

Alina Khelashvili, Valerii Miloserdov, Yelyzaveta Khassai,
Lorina Fedorova, Mariia Gryshchenko, Olga Polishchuk

Internal reviewer

Ivan Verbytskyi, Mariia Gryshchenko

Project coordinator

Olena Syrбу

Designer

Yana Vyniarska

This publication has been prepared with support from the European Union and its member states Germany, Poland, Denmark, and Slovenia. The contents of this publication are the exclusive responsibility of its authors and do not necessarily reflect the position of the U-LEAD with Europe Programme, the European Union, and its member states Germany, Poland, Denmark, or Slovenia.

Cedos is an independent think tank and community working on issues of social development since 2010. We believe that every person is entitled to a decent standard of living. Thus, Cedos's goal is to look for systemic causes of social problems and options for solving them. Our approach is research-based. We study social processes and public policies, spread critical knowledge, promote progressive change, teach and strengthen the community of supporters of this change.

Website: www.cedos.org.ua

Contents

List of abbreviations	5
Introduction	6
Citizen engagement in decision making processes: characteristics, levels and stages	8
• Why is engagement important?	8
• Key principles of engagement and participation	10
• Levels of participation	11
• Participation planning	15
• Stakeholder analysis	19
• Engagement quality assessment	29
• References	32
Small Rivers of Vinnytsia: How to build a community around an important but “invisible” problem	35
• Citizen education and activation of local communities through cultural events and social festivals	48
Co-Haty: Cooperation between local hromadas and IDPs to create housing for those who have lost their homes	51
• Engagement through artistic exploration	60
• Social surveys as an instrument for collecting the needs of IDPs	61
Cycling Concept of the Opishnia Hromada: Details of the implementation of a planning workshop	63
• Strengthening sustainable development policy by popularizing and encouraging cycling movements in hromadas in response to the challenges of the war	71
• Teaching cycling traffic rules to school children and development of cycling infrastructure in schools	72
Concepts for the renovation of the “Broadway”: creative methods of engagement in public space planning	75
• Architectural competition as an instrument for improving the transparency and democratic nature of the planning process	89

Accessible Vinnytsia: advocacy and promotion of practices of engaging people with disabilities in municipal policy making 92

- Traveling bicycle sessions as an instrument for the engagement of activists, experts, and government representatives in testing and monitoring decisions 102

Tustan: motivating a hromada to preserve cultural heritage 105

- Tactical interventions as opportunities to test out solutions and strengthen trust in the implementation of agreements 113

Optimizing the school network of the Sokal Hromada: making difficult decisions with citizen participation 116

Useful sources 123



List of abbreviation

ACOAB	association of co-owners of an apartment building
CEGB	central executive government body
CSO	civil society organization
DSA	district state administration
IDP	internally displaced person
LSGB	local self-government body
MA	municipal association
ME	municipal enterprise
ME MGA	municipal enterprise for the maintenance of green areas
NGO	non-governmental organization
TH	territorial hromada
TOS	terms of service
UTH	united territorial hromada

Introduction

The key goal of the handbook is to describe the experience of Ukrainian municipalities in implementing participatory projects before 2022. This experience, when comprehensively reviewed, can serve as the foundation for building approaches to citizen engagement in the processes of Ukraine's recovery. The collection describes 7 examples of project implementation with citizen engagement in decision-making processes in Ukrainian municipalities, implemented in the period of 2017–2022. The selected cases represent varied approaches to engaging key actors in the articulation of development strategies for territorial hromadas, the development of sectoral policies, and the implementation of strategic projects in education, culture, spatial development, climate change adaptation, inclusivity, etc. While selecting the cases, the authors tried to represent the experiences of implementation of projects with various lengths (both long-term and short-term), projects which require various levels of resource support (strategic and tactical projects), projects from various Ukrainian regions. The project descriptions contain detailed information on the planning stages, key stakeholder analysis, key stakeholder engagement practices, and recommendations based on their own experience from teams that implemented the participatory projects. The handbook will be useful for local government representatives, researchers of participatory decision-making practices in Ukrainian hromadas, activists, members of civil society organizations and others.



Citizen engagement in decision making processes: characteristics, levels and stages

Engagement is defined here as the mechanisms and processes which ensure direct participation and influence of hromada residents and other interest groups on the processes of decision making and implementation. This involves decision making, implementation of decisions, and monitoring of decisions after implementation as a part of a project, strategy, or policy. Essentially, it means creating conditions in which hromada representatives are able to influence decision making in fields that are important to the hromada (social, cultural and humanitarian, economic, environmental, and other issues), and later to control their implementation or directly participate in their implementation with all the relevant resources provided for this.

● Why is engagement important?

Engagement is, on the one hand, the basis of public and transparent decision making, which improves the legitimacy and ensures the sustainability of decisions; on the other hand, it is an important component of motivating residents to participate in the hromada's life and reinforcing local identities. Engagement makes it possible to avoid differences between government bodies and citizens in their views on the course of certain processes, such as project implementation or development strategies. Hromada residents have the opportunity to affect planning and decision making; they also have a better understanding of how decisions are made and where their hromada's development is headed. Thus, engagement also performs an important educational function.

As a result of engagement, government bodies are able to better understand the hromada's needs and the optimal ways to meet those needs, they have opportunities to plan their work long-term and to set priorities. In addition, engagement makes it possible to strengthen community development in the hromada and establish dialogue between different groups of actors, to grow teams of like-minded people and increase resources for project implementation through participation and dialogue with government agencies. At the same time, properly

organized engagement allows the population groups who have less power and resources to make their voices heard.

Engagement practices create the conditions for increasing trust between government bodies and residents, for overcoming potential conflict situations and distributing responsibility for the hromada's development.

Researchers of participatory democracy and implementation of engagement practices in different countries and communities emphasize that the ideal model of engagement, just like democracy, is unachievable, and participatory practices have a range of limitations and problems. The key source of criticism is that decision making processes are more likely to attract the most active and interested participants, as well as actors who have sufficient resources and power for such participation (which can include not only financial but also temporal resources, or, for instance, sufficient level of education, etc.). Moreover, during the actual process of participation, organizers cannot guarantee equal opportunities for participation, expression, and influence on decisions to representatives of all interest groups, particularly due to different levels of resources and capacities among various actors in the community. There is always a danger of appropriation of the discourse by groups that are more influential and possess more power and resources (including knowledge). In addition, there is always a threat of manipulation and formalization of the participation process. Therefore, ensuring "equality" in participation is an ideal which the process organizers must strive for but which is difficult to achieve.

All these challenges have been exacerbated during the war and become especially important for Ukrainian hromadas at present. That is why everyone who implements participatory projects in hromadas today must be extremely sensitive and attentive towards upholding the key principles of engagement and creating the best possible conditions for free, comfortable, and inclusive participation of representatives of as many interest groups as possible, with special attention paid to more vulnerable groups.

● Key principles of engagement and participation



Guarantees of safety in participation

It is important to create an atmosphere of trust to make the participants feel safe, both physically and psychologically. This is particularly important today in the conditions of war.



Early engagement

It is important to do engagement at a point when the actors have the most opportunities to have influence, namely at the initial stages of projects, since it becomes more and more difficult to change a decision with every new stage and such changes require more resources. There is no point in engaging people when the decision has already been articulated; engagement is at its most effective at the first stages of project development.

Engagement must also presuppose open results, meaning that decisions should be made or should be allowed to change based on the engagement.



Systematic engagement

Proper engagement requires a systematic and multi-levelled approach. It should not just be a single isolated event, but rather a developed practice of participation in decision making at different levels regarding various issues. Moreover, consequent stages of participation should be planned at different phases of project implementation for each particular project.



Representation

Engagement should involve representatives of all the groups that can be affected by the decision. Different opinions should be represented, and tolerant treatment of these opinions as well as openness to new experiences should be ensured on the part of decision makers.



Informed participation

Participants of the process must understand the goal and subject of the project, its results, the participation process, and the consequences of the decisions that are made. The rules of participation must be clear and comprehensible for the participants.



Openness, transparency, and accountability of participation processes

All participants of the process and all stakeholders must have an opportunity to examine the rules and processes of decision making, the opportunities for participation and the results of engagement, as well as to monitor the process of implementing the decisions. Feedback should be provided on the results.



Accessibility and equality in participation

Not all participants have equal opportunities to participate—due to being busy, living in a remote location, being disabled, etc. This should be taken into account while choosing the meeting place and time, and inclusivity must be ensured. Moreover, engagement instruments should be chosen on the basis of the needs of stakeholders and should take into account their capacity to participate, particularly in the cases of the most vulnerable groups.



Positive experience of participation

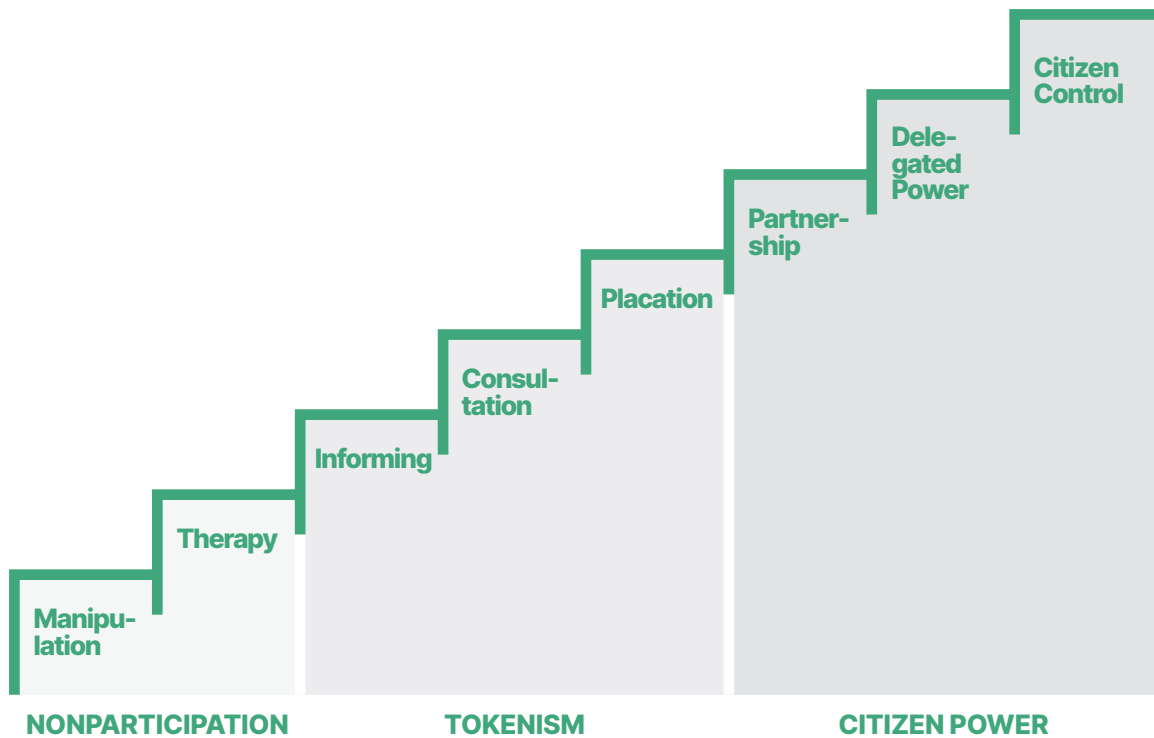
The participants of the process must understand why a certain decision has been made and accept it as legitimate. Moreover, they must see the result of participation, namely the implementation of the achieved agreements. Participation without implementation of the decisions, or at least partial implementation, fosters disappointment and decreases trust both in decision making bodies and in the very instrument of participation.

● Levels of participation

Citizen participation is defined here as a range of methods, mechanisms, instruments and actions which make it possible for residents to participate in decision making processes, problem solving, and in determining the priority areas and strategies in the management of the development of a hromada or a territory.

The organization of engagement processes requires an understanding of the extent to which actors will affect the decision making process and the stage at which the influence will take place. One of the first researchers of engagement was Sherry Arnstein. The American analyst defines three macro levels (by increasing intensity of engagement): nonparticipation, tokenism, and citizen power. She also lists steps within these macro levels as examples of participation processes. This system is dubbed “a ladder of citizen participation” (Fig. 1).

Figure 1. A Ladder of Citizen Participation" by Sherry Arnstein



It is important to note the Nonparticipation steps, because these components – Manipulation and Therapy – are intended to create an illusion of participation.

For instance, manipulation can involve the inclusion of citizens in various working groups, boards or committees with no further activity on the part of these newly established bodies and/or with no real influence on decision making. Therapy is a process which results in changes in the engaged people's views on the problematic issue. As a result, the problem is no longer perceived as a problem and the need for participation in its solution goes away.

The Tokenism section is about unilateral contact with citizens on the part of authorities (Informing) without necessarily taking into account their opinions (Consultation) or even with the purpose of smoothing over the conflict (Placation). Only the steps at the top signify true participation in decision making and distribution of power (Citizen Power). We should keep in mind here that we should not interpret this ladder as a motivation to strive solely for the highest steps of engagement. For instance, Informing is important at any stage of a project, and, depending on the goals, the team can move up and down the ladder and combine the steps even within the same project. However, when it comes to evaluating what authorities may call participation, it is useful to compare their information to the ladder in order to avoid being misled by loud statements.

Another approach to categorizing levels of participation is the spectrum of citizen participation by the International Association for Public Participation. Its feature is the interpretation of “promises to the public,” which indicate the depth of participation and the level of influence that hromada residents have depending on the level of engagement. The levels are listed by increasing influence of civil society actors in the following order (Fig. 2):

- inform;
- consult;
- involve;
- collaborate;
- empower.

Participation increases from unilateral interaction at the first level to delegation of certain powers and responsibilities at the highest level.

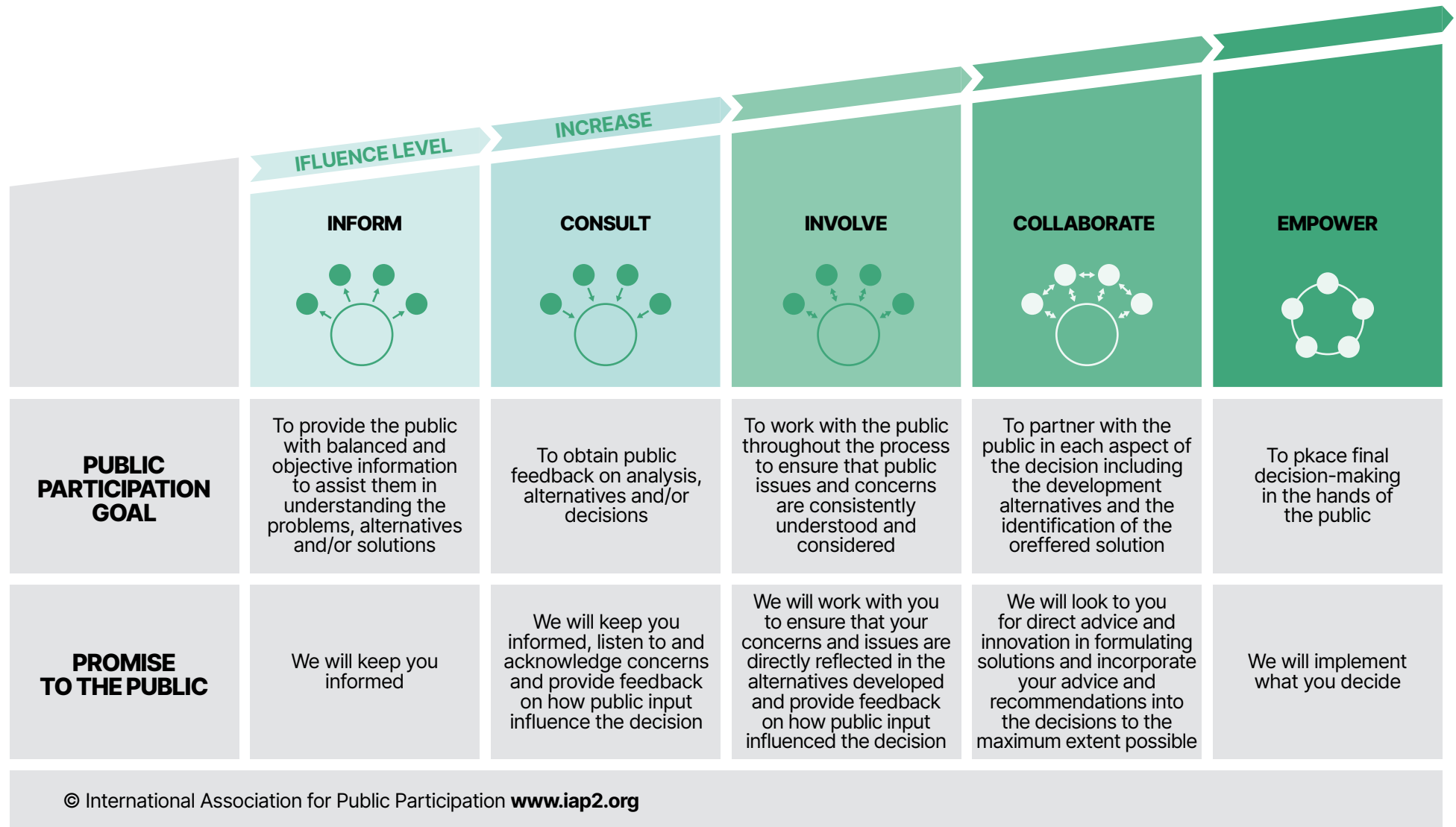
For instance, at the level of informing, government bodies unilaterally inform the people about the decisions they have made, whereas at the level of consulting, they are also prepared to listen and receive feedback but reserve the right to decide whether to implement the suggestions they receive. Even though informing is the minimal level of engagement, it is, nevertheless, relevant at all stages of decision making. The next level, consultation, already presupposes bilateral communication: after informing by government bodies, there is an opportunity for the public to respond and express their suggestions, comments, and ideas. The characteristic of this level is that the initiative still belongs to the authorities, and they are the ones who define the issues for which people can provide feedback.

Significant influence of residents begins at the level of involvement, when the promise starts to include the government’s intention to take suggestions into account. The level of collaboration, in turn, presupposes more regular communication between government agencies and civil society actors in the form of constant interaction and search for opportunities to take into account the suggestions of residents at all stages of decision making. At the highest level, representatives of the public gain the same share of powers as government agencies. This level involves collective development and implementation of decisions and policies.

In contrast to Arnstein’s ladder, this approach describes real rather than token participation at each level, and the choice of methods depends on the goals, resources, time frames, and the actors’ concern about the issue in question.

Understanding different levels of participation processes allows the organizers of engagement to properly design the process and results and

Figure 2. The Spectrum of Public Participation



build communication with the key stakeholders accordingly to ensure a comprehensible, informed, transparent, and accountable process. It is important to remember that high-quality informing must accompany all the stages of planning and implementation of decisions in order to ensure proper participation at other levels.

● Participation planning

While planning participation, it is worth remembering that the choice of instruments is a variable process that depends on the goal, available resources and opportunities both on the part of those who are being engaged and on the part of those who organize the engagement. There is no single ready-made scenario of engagement for every project; it is always the result of brainstorming, where planning involves the coordination of legal regulations (if applicable), the wishes of the organizers of participation, the physical and mental capacity of those who are being engaged, the available funding, other resources, etc. The instruments that are used the most frequently at various stages of projects are presented in the table below:

Stage name	Possible engagement instruments
Agenda setting	informing (announcements through various communication channels), collecting information (surveys, working groups/meetings online/offline)
Project planning	informing, collecting needs
Decision making	informing, workshops, working groups, strategic sessions
Implementation	informing, active steps depending on the project (workshops, collective work events, competitions for joint implementation offers, strategic sessions)
Implementation monitoring and informing	informing, collaboration, forums, research, collecting needs
Agenda review	Informing, surveys, conferences, working groups

Planning of the participation process within any project requires taking six consequent steps—from analyzing the project itself, its planning and implementation stages, and the overall context; analyzing the stakeholders; and choosing the specific instruments of engagement; to evaluating the results of engagement and monitoring the implementation of the decisions made on its basis. Let us consider the stages of engagement planning which we have worked out mostly on the basis of the following sources: Scottish Government. Participation Framework, 2023; Buckinghamshire Integrated Care System. Engagement toolkit, 2018; State of Queensland. Community engagement toolkit for planning, 2017.

1 Analyzing the problem/issue/project for which engagement is planned

At this stage, it is important to clearly understand the problems or issues that are to be solved, to analyze the conditions for successful implementation of what is being planned, and to clearly plan the sequence of actions during the implementation of the project (strategic or tactical).

At this stage, the organizers should ask themselves the following questions:

- 1) What is the essence of the problem which we plan to solve?
- 2) What is the goal of the project/policy/decision?
- 3) Who will be making the decision and how?
- 4) What steps need to be taken in order to plan and implement the decision?
- 5) What resources does the team of project organizers have? What resources are lacking? What are the sources of the resources?

2 Analyzing the context of planning and implementing the project (policy, strategy, decision) within which engagement is planned

The process which the hromada works with takes place within a broader context which needs to be defined in order to make sure that working in this field is appropriate. Engagement should help the hromada solve important issues while taking this context into account.

The following questions can help here:

- 1) What conditions will facilitate the implementation of what is being planned and what will hinder the implementation?
- 2) Has anyone already tried to solve this problem? How? What was the result? Why exactly?
- 3) What is the legal framework for the planning and implementation of the decision?
- 4) What should be taken into account while planning, making, and implementing the decision?

3 Articulating the purpose of engagement

(Scottish Government, 2023, pp. 24–25)

The hromada or the team that plans to engage stakeholders in planning, making and implementing a decision must have an understanding of the purpose for the engagement. Engagement is not the goal in and of itself, it should help achieve a certain result.

The hromada representatives who are responsible for engagement should determine:

- 1) Why is engagement necessary? What do we want to achieve as a result?
- 2) What information, resources, actions, influence, or support the project team lacks to make the decision and implement it?
- 3) What influence on the decision will various actors have?
- 4) Who and how will be making the decision based on the engagement?
- 5) How does legislation or other regulations regulate engagement?
- 6) Does the team have previous experience with engagement? What was the experience like? What can be improved on or adopted from previous experience?
- 7) What is going to happen if the decision is made and implemented without engagement?

4 Evaluating the resources available for engagement

(Buckinghamshire Integrated Care System, 2018, p. 7)

The methods planned for the engagement must be accessible to the hromada. The resources whose availability should be taken into account include:

- budget;
- material basis (event venue, desks and chairs, audio equipment, etc.);
- the project's working team and the team's skills required for engagement (questionnaire development, workshop moderation, facilitation, etc.).

5 Determining the key interest groups and analyzing stakeholders

(Scottish Government, 2023, pp. 29–31)

At this stage, the team responsible for engagement should answer the following questions:

- 1) Who needs to be involved?
- 2) What degree of influence on decisions will these actors have?
- 3) What knowledge, competencies, and information do the actors possess for the purposes of participation? What do they lack?

- 4) What resources (material, temporal, psychological, etc.) do the actors have for the purposes of participation? What do they lack?
- 5) What scope of power and influence do the actors have in the field of decision making?
- 6) What is their previous experience of participation?
- 7) How do they obtain information about similar projects and opportunities for participation?
- 8) What is their attitude towards the project team?
- 9) What is their interest in a decision or a lack of decision?
- 10) What impact will the decision have on these actors?

6 Choosing and developing engagement instruments

At this stage, appropriate instruments of informing and engagement are selected for each interest group. Decisions are made about the degree of influence of each actor at different stages of planning, decision making and implementation. The entire process of engagement is also planned, as well as additional measures that aim to raise awareness and empower the actors who are more vulnerable from the decision making perspective to participate and have influence.

The results of this stage are:

- 1) a communication strategy;
- 2) a plan for engaging various actors throughout the project;
- 3) instruments for inviting different interest groups according to their needs;
- 4) a plan of educational and additional measures;
- 5) evaluation of resources required to implement engagement within a project;
- 6) preparation of specific engagement instruments (for example, development of a questionnaire or an event plan, creation of a platform, preparation of formal documents required to begin the process, etc.).

You will have a chance to learn in more detail how to choose appropriate engagement instruments when we consider specific examples and experiences of hromadas.

7 Defining feedback on the results of engagement for its participants (State of Queensland, 2017, p. 14)

A proper engagement process requires feedback for the participants from the organizers. Already at the stage of drafting a plan of engagement, those responsible for the engagement can determine:

- 1) What results will be published?

- 2) What will be the format for publishing the results?
- 3) Who will have access to the results of the engagement?
- 4) What will be the key instruments for broadcasting the results? (For example, posts with visualizations of important information that is going to be found as a result of a survey can be shared in the hromada's social media groups.)
- 5) What will be the deadline for publishing the results?
- 6) Will feedback be expected after publishing the results?

The stakeholders that have been engaged must understand how their participation has affected the decision that has been made.

Determining how the process and results of engagement will be evaluated (State of Queensland, 2017, p. 14)

Before the beginning of the engagement process, it is preferable to determine which indicators will signify the success of the process. In addition to clear measurable indicators (such as the number of people surveyed or workshops conducted), the team can collect and record the reflections of event organizers on the success of engagement processes, as well as collect feedback from the participants themselves.

Evaluation of engagement provides the project team with important information for improving engagement practices in the future, especially if future engagement involves some of the previously engaged stakeholders. In addition, asking the participants of engagement to provide feedback on its quality reassures these participants that their opinions are important.

Stakeholder analysis

Stakeholders are individuals, social groups, institutions and organizations which should or can have influence on the process of planning, decision making and implementation, as well as those who will be affected by the decision or lack thereof. Therefore, stakeholder analysis makes it possible to define the circle of interested parties, understand their interest and resources for participation as well as their relations among themselves and with decision makers. In stakeholder analysis, one should pay attention to interested parties of various kinds—representatives of government bodies, the civil sector, and the private sector—and to the social groups that will be affected by the project. Moreover, it is important to engage both the actors who are going to support the decision and those who will be in opposition.

Stakeholder analysis allows the team to determine whom they should interact with in order to plan, make and implement a decision, at what stage the interaction should take place and in what format. For example, while planning a renovation of a public space, the stakeholders could include the asset holders of the space, various groups of its users, representatives of organizations and institutions (particularly businesses) located nearby, residents of nearby buildings, local civil activists, the expert community who have the research and skills required for planning, local homeless people, etc.

According to UN-Habitat recommendations, the goal of stakeholder analysis is to engage all the relevant stakeholders in order to achieve the goal set for a project/policy/decision. It is important to include underrepresented population groups: people with disabilities or low-income people, members of marginalized groups. The engagement process should maximize the role and contribution which representatives of each interest group can make (United Nations Centre for Human Settlement, 2001, p. 22–23).

There are several classic approaches to stakeholder analysis: analysis from the perspective of influence and interest, from the perspective of roles and influence, from the perspective of interaction networks and the scope of influence, etc.

In any case, stakeholder analysis should include the realization of **8 subsequent steps**:

- 1) clear articulation of the problem, issue or task which the actors are going to be engaged in;
- 2) formation of the full list of all the possible interest groups and their evaluation;
- 3) stakeholder mapping;
- 4) evaluation of the actors' capacity to participate in processes, their accessibility and mechanisms for increasing inclusivity for each of the actors who need it;
- 5) choice of the engagement mechanisms and the role of each actor in the engagement;
- 6) development of the engagement plan and communications strategy;
- 7) implementation of the engagement;
- 8) evaluation of the quality of engagement for each group of actors.

FORMING THE FULL LIST OF STAKEHOLDERS AND THEIR EVALUATION

To form the full list of interested groups, the team should answer the following questions:

- 1) Who will be making the decision? Who is responsible for decision making?
- 2) Who can affect (control) the process of planning, approving and implementing the decision?
- 3) Who will be affected by the decision (positively or negatively)? Who will be affected by the lack of a decision (positively or negatively)?
- 4) Who possesses the information, resources, and experience required to plan, approve, and implement the decision?
- 5) Who will be affected by the consequences of the decision during its implementation?
- 6) Who will be implementing the decision? Whom will the implementation of the decision depend on?

When the full list of stakeholders is formed, it is important to understand the following about each group of actors:

- What is their interest and their needs?
- What is their degree of interest?
- How exactly will the decision affect them?
- What information do they have?
- What resources that are valuable for the decision do they have?
- What is their attitude towards the project / the project team?
- What sources of information do they use to learn about news and opportunities for participation?

Let us consider an example of stakeholder analysis implemented during the preparatory stage of a participatory planning project for the renovation of a public space in Kyiv's Minsky Masiv neighborhood. The project was set to engage the key interest groups in the renovation of a pedestrian boulevard in a residential neighborhood in Kyiv. The pedestrian alley has a playground, a drinking water fountain, a school, a kindergarten, and retail locations; in addition, several residential buildings are located on the boulevard. The boulevard performs a recreation and transit function for the neighborhood. This case is described in our guidelines in more detail below (Tab. 1).

Table 1. Example of a part of the long list of stakeholders for a public space planning project of the “Broadway” boulevard in Kyiv’s Minsky Masyv neighborhood. Author: Maria Hryshchenko

Stakeholder name	Field of work	What interest is affected by the project, what can motivate to participate	Information and resources	Degree of interest	Degree of influence on the project	Degree of influence on the stakeholder as a result of decision	Capacity to participate (degree)	Additional needs	Sources of information about news and methods of invitation
Farmers’ market	Business	Business located in the planning territory	Know how the space works, have needs for transformation, have finances, taxpayers	3	4	5	2	Time and taking into account business interests	Personal invitation via the administration, informing on location
Neighborhood ME MGA	Government body	Implementers of the decision	Know how the space functions	3	5	5	5		Official invitation
Parents with children under 13	Public	High-quality, safe space for children, waiting space while children are playing, space for communication with other parents	Know how the space functions, have needs for a quality space, have a network of contacts	5	2	3	3	Time and entertainment for children, limited mobility	Parent chats, informing on location, social media (Instagram) neighborhood groups, invitations from local leaders
ACOABs of buildings facing the alley	Organized public	Defending the group’s interests: peace and quiet, safety, control over territory	Have knowledge and competencies, have funds to maintain spaces around buildings	2	3	1	5		Targeted official invitations

STAKEHOLDER MAPPING METHODOLOGIES

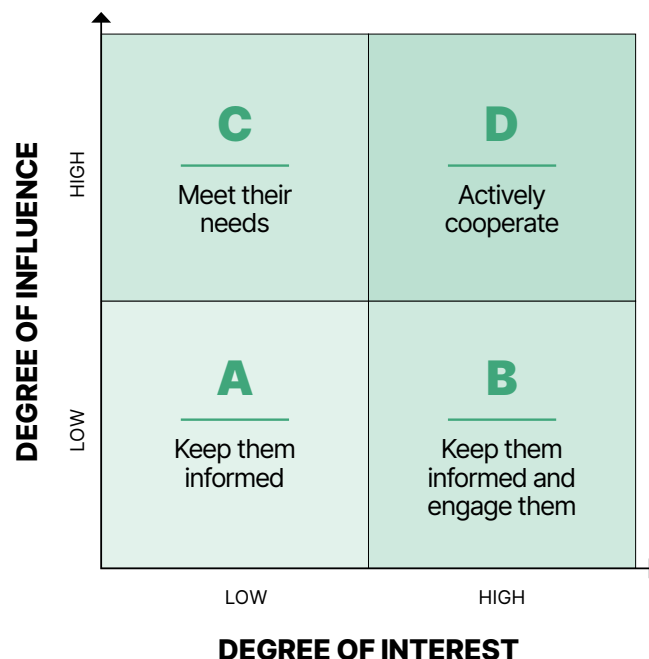
Stakeholder mapping is an analytical tool that helps analyze the key actors and relate them to one another and in relation to the decision that is to be made or implemented. Such analysis can serve as a basis for developing a strategy for engaging these actors.

There is no “perfect” mapping instrument: any instrument aims to determine and evaluate certain factors that are significant for planning the engagement but ignores other factors that are deemed less significant. Some methodologies emphasize the influentiality of stakeholders, while others focus on relationships between the stakeholders or on the stakeholders’ attitudes towards the project, etc. In order to avoid overlooking important information about different actors, you can use several mapping instruments at the stage of stakeholder analysis. At the same time, it is important to remember that stakeholder mapping is a simplified model, and it should not be the only tool used to successfully engage important stakeholders.

Let us consider two approaches to stakeholder mapping that help understand at what stage these key actors should be engaged and which instruments should be used to do it, and make it easier to prepare for settling potential conflicts of interest in the process of engagement.

INFLUENCE-INTEREST MATRIX

Figure 3. Influence-interest matrix



The influence-interest matrix divides stakeholders into **4 groups according to two parameters**:

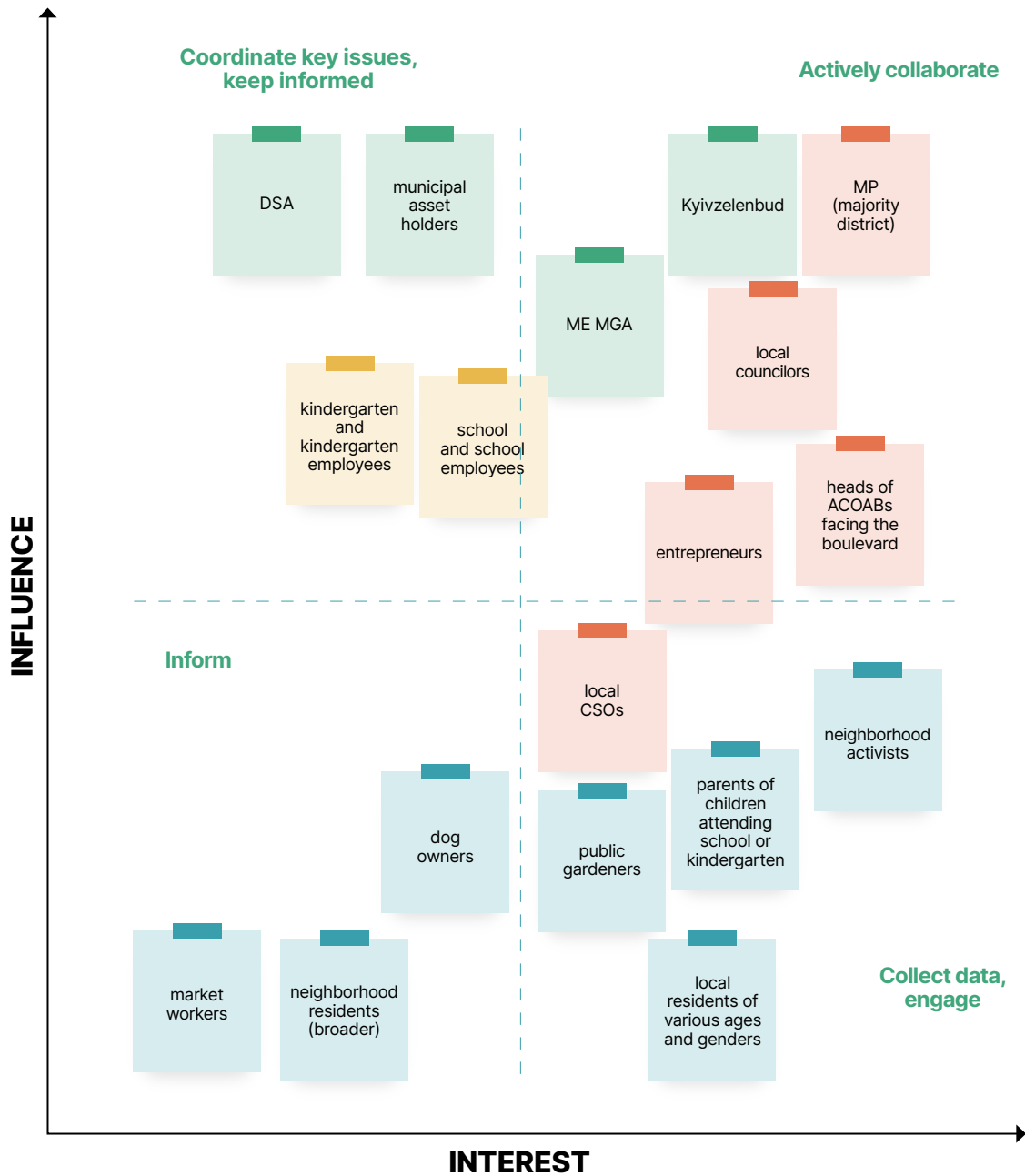
- the influence which the stakeholder has on the issue in question;
- the stakeholder's interest in the issue.

It is a simple model that helps understand how often stakeholders should be interacted with and with what intensity depending on their position in the matrix.

- The stakeholders who have no interest in or influence on the issue can simply be kept informed and monitored to check whether they are developing an interest.
- The stakeholders who have no influence but have an interest should be actively informed, and their suggestions regarding the issue should be collected. Whenever possible, these stakeholders can be empowered and given certain decision making capacities.
- The stakeholders who have influence but no interest must be involved to coordinate with them the issues which they have influence on in order to make sure that their interests are taken into account. They should be informed about the key changes that are implemented. It is worth clarifying where their interests can intersect with other interests and investing effort to prevent them from becoming an obstacle.
- The stakeholders who have both influence and interest are key to the successful resolution of the issue. They must be well-informed and constantly in touch for consultations regarding further actions. These stakeholders should be engaged in decision making, because the success of resolving the issue depends on this.

Let us consider an example of stakeholder mapping for the implementation of a public space renovation project in Kyiv's Minsky Masyv neighborhood, which is described in this publication below.

Figure 4. Example of a simplified graph. Stakeholder mapping for a public space planning project of the “Broadway” boulevard in Kyiv’s Minsky Masyv neighborhood. Author: Maria Hryshchenko



Stakeholder mapping based on an analysis of influence and interest helps define the most relevant ways of interaction with the key actors. On the other hand, this method ignores the actors’ attitudes towards the project team and their relationships to one another. It also ignores the potential conflicts of interest which can emerge among the stakeholders, because it only determines their degree of interest but does not analyze the interest itself. These shortcomings can be overcome by constructing an onion diagram of stakeholders.

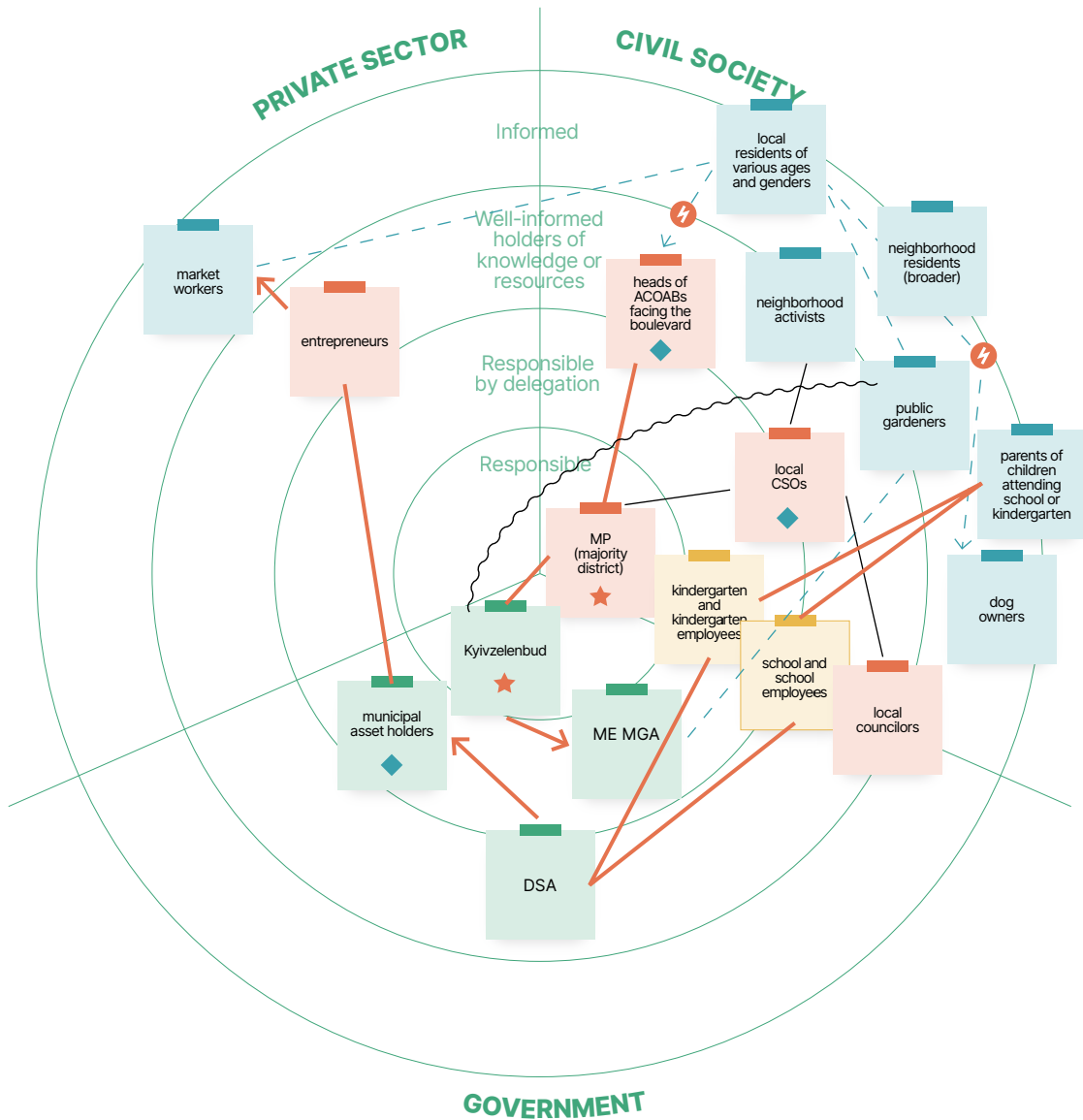
ONION DIAGRAM MAPPING THE CONNECTIONS BETWEEN STAKEHOLDERS

In the onion diagram, stakeholders are divided into three categories: representatives of the government or municipal sector, the private sector, and the civil sector. The actors are located according to their degree of influence, where influential actors are placed close to the center, whereas non-influential actors are placed further. Then various connections are marked between the actors in the diagram. These connections should be marked according to the context of the specific decision or project rather than in general (Fig. 5).

This type of an onion diagram is useful when the information about the types of relationships between various stakeholders is important. For example, the diagram helps see which of the stakeholders have influence over other stakeholders and which of the stakeholders are in conflict. This information will help avoid mistakes while organizing engagement events where the participation of different actors is planned.

Stakeholder analysis is the basis for choosing the engagement instruments and planning the engagement strategy for the key actors during the entire period of implementation of the project or policy. Let us review the engagement instruments chosen by the team of the public space renovation project in Kyiv's Minsk Masyv neighborhood.

Figure 5. Example of a simplified graph. Stakeholder mapping for a public space planning project of the “Broadway” boulevard in Kyiv’s Minsky Masyv neighborhood. Author: Maria Hryshchenko



- Close, constant connections
- Institutional cooperation connections which involve official, formal relationships
- - - Weak and transient connections
- ⚡ Conflicts, misunderstandings, tensions in relationships
- ~~~~~ Broken connections
- Direction of influence or interaction
- ★ Decision makers
- ◆ Highly influential actors

Figure 6. Simplified scheme of key stakeholder engagement at various project stages based on stakeholder analysis for a public space planning project of the “Broadway” boulevard in Kyiv’s Minsky Masyv neighborhood

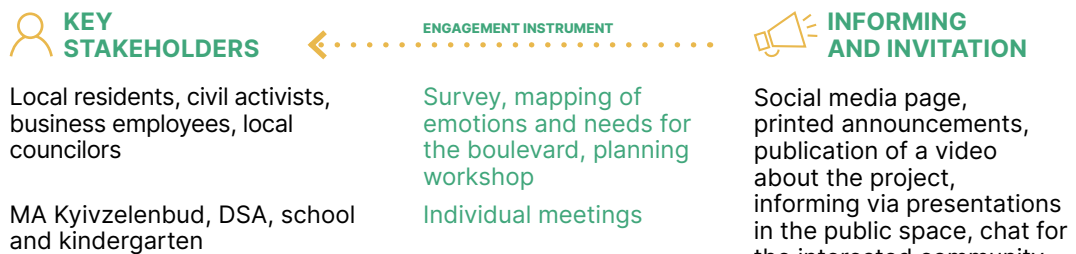
1

PREPARATORY STAGE



2

RESEARCH AND COLLECTION OF NEEDS



3

PROJECT PLANNING



4

IMPLEMENTATION



5

POST-PROJECT MONITORING



● Engagement quality assessment

A participatory project ends with monitoring the implementation of agreements and assessing the process and outcome of engagement. The assessment of the process and outcome of engagement is required both at the end of every stage of engagement (project) and at the end of the project in general.

Engagement quality assessment is the process of collecting testimonies and reflections as well as quantitative data in order to understand whether the engagement was high-quality, how the participants of the process assess it, whether its goals have been achieved, and in order to take mistakes into account while planning the next engagement events. This helps evaluate the results and, if needed, introduce adjustments into the next stages of project implementation; it also makes it easier to make engagement-based decisions and allows the team to improve their approaches to engagement, learn from their mistakes, and see the impact of the engagement work on the results,

Assessment at the planning stage requires determining the indicators that will show whether the established goals have been achieved by means of engagement. One example of such indicators is the SMART approach. It is a universal instrument for evaluating any process, including but not limited to engagement. SMART refers to concrete indicators: specific, measurable, achievable, relevant, time limited.

This approach can be used to evaluate, for instance, the events that have been held, which involve a specific number of participants who represent various groups of actors and social groups. Indicators for evaluation assessment are defined at the stage of its planning and based on its goal.

Let us consider the example of participatory planning of a public space in Kyiv's Minsky Masyv neighborhood. Earlier, we used this example to look at stakeholder analysis.

The key goal of the engagement was to renovate the space of a pedestrian boulevard to make it suit the needs of the highest number of its user groups. For this purpose, the planners needed to determine the key needs of the users of the boulevard space, draft a boulevard renovation plan based on the coordinated needs, discuss the renovation plan with the involvement of representatives of all interest groups, and introduce changes into the project in accordance with the results of the discussions. The indicators for assessing the quality of the engagement were determined according to the SMART approach (Tab. 2).

Table 2. Examples of SMART indicators for evaluating the quality of engagement in a public space renovation project of the “Broadway” boulevard in Kyiv’s Minsky Masyv neighborhood

Project stage	Indicator	Measurement	Expectation
Preparatory stage	Working group created	The fact of an agreement about the creation, the number of participants	Creation of the group with 10 participants
	Working group includes representatives of various groups of actors	Representatives of which stakeholders are included, how many representatives of each stakeholder group	Representatives of ACOABs, Kyivzelenbud, local councilors, local activists
Research and collection of needs	Local residents are informed about the project	<p>Number of outlets used to spread information</p> <p>Whether media that match various age groups’ practices for obtaining information have been used</p> <p>Number of people who saw media publications that can be measured</p> <p>Number of reposts and reactions to social media posts</p>	<p>At least 4 different outlets</p> <p>Newspapers, public space announcements, individual invitations, radio, social media, local chats were used</p> <p>At least 200 people</p> <p>At least 10 each</p>
	Needs regarding the transformation of the space collected from representatives of all age and gender groups	<p>Number and essence of events conducted, number and direction of suggestions collected</p> <p>Number of participants of each event, number of participants of various ages and genders who participated in engagement events</p>	<p>3 events have been conducted: survey, mapping, individual meetings; 20 suggestions collected in each of 4 fields: mobility, leisure, commerce, environment</p> <p>200 participants in total: teenagers (male/female), young people without children (male/female), young people with children (male/female), middle-aged people (male/female), elderly people (male/female)</p>
	Participants are satisfied with the participation	Feedback from participants: evaluation of their satisfaction with event organization, satisfaction with the results of events, etc.	Average evaluation among event participants: 4

The indicators to assess the quality of the process and results of engagement can be quantitative or qualitative (reflections, feedback, impressions, etc.). Accordingly, there is a quantitative and qualitative approach to assessing the process and results of engagement:

- quantitative: facts and numbers, such as the number of event participants of various ages and genders, the number of suggestions collected, etc.;
- qualitative: descriptive data which put the numbers into context and perspective, such as the directions of collected suggestions, feedback and recommendations from stakeholders, etc.

How to collect information for assessment:

- 1) recording and collecting quantitative information: registration lists, social media statistics, the team's calculations and observations;
- 2) surveying the participants of the engagement (questionnaires, anonymous written feedback, focus groups, etc.);
- 3) self-evaluation and observations of the project team.

In order to collect feedback, event participants can be asked the following questions:

- 1) How satisfied are you with your participation? Why is your evaluation the way it is?
- 2) Did you have an opportunity to freely express your opinion? Why?
- 3) Do you feel that your opinion has been taken into account? Why?
- 4) Evaluate the format of the event.
- 5) Evaluate the venue (accessibility and comfort).
- 6) Evaluate the time and length of the event.
- 7) Who among those who were not engaged this time should be engaged?
- 8) What did you like the most?
- 9) What can be improved or done better next time?
- 10) What questions related to the project are important to answer in the future?

Internal evaluation of the project is also an important component of the process of evaluating the engagement. The team can be asked the following questions for self-evaluation:

- 1) Has the goal of the engagement been achieved? Why? What helped and what interfered with it?
- 2) Has the plan of engagement been implemented? Why? What helped and what interfered with it?

- 3) Have all the categories of interested parties been able to participate (with regard to time frames, venue accessibility, clarity of the participation procedure, etc.)? Why?
- 4) Should someone else be engaged additionally? Who exactly?
- 5) Have vulnerable population categories been engaged? Has inclusivity been ensured?
- 6) Did everyone who was engaged have equal opportunity to express themselves?
- 7) Did the engagement instruments correspond to the goal?
- 8) Have the results of participation been handed over to decision makers in local government bodies?
- 9) Have the people engaged truly affected the decisions that have been made? / How has the engagement affected the decision making?
- 10) Has everyone engaged been informed about the results of the decision making?
- 11) Has people's participation been manipulated in any way?
- 12) If you could make changes at the stage of engagement planning, what would you do differently? Why?

Assessment of the quality and results of engagement is an integral stage of implementation of a participatory project / decision making. It is also important to publish the results of the assessment in order to ensure the transparency and accountability of engagement. In these guidelines, you will be able to review in detail examples of participatory projects implemented in Ukrainian hromadas before 2022. Together with the teams of organizers, we have attempted to describe their experience and evaluate it.

● References

Buckinghamshire Integrated Care System (2018). Engagement toolkit. A practical guide to engaging with your local stakeholders

Canactions (н. д.). Аналіз заінтересованих сторін. Used on 15 May 2023 from <https://hromada.canactions.com/zainteresovani-osoby/>

Centre of Expertise for Good Governance & Institute of International Sociology of Gorizia (2020). Civil Participation In Decision-Making Toolkit

Golder, B. & Gawler, M. (2005). Cross-Cutting Tool Stakeholder Analysis

Hendricks, A. (н. д.). Which Stakeholder Mapping Method Should You Use? Simply stakeholders. Used on 15 May 2023 from <https://simplystakeholders.com/stakeholder-mapping/>

Scottish Government (2023). Participation Framework

State of Queensland (2017). Community engagement toolkit for planning. Department of Infrastructure, Local Government and Planning

State of Victoria (2013). DTF stakeholder engagement planning toolkit. Department of Treasury and Finance

The United Nations Centre for Human Settlement (2001). Tools to Support Participatory Urban Decision Making

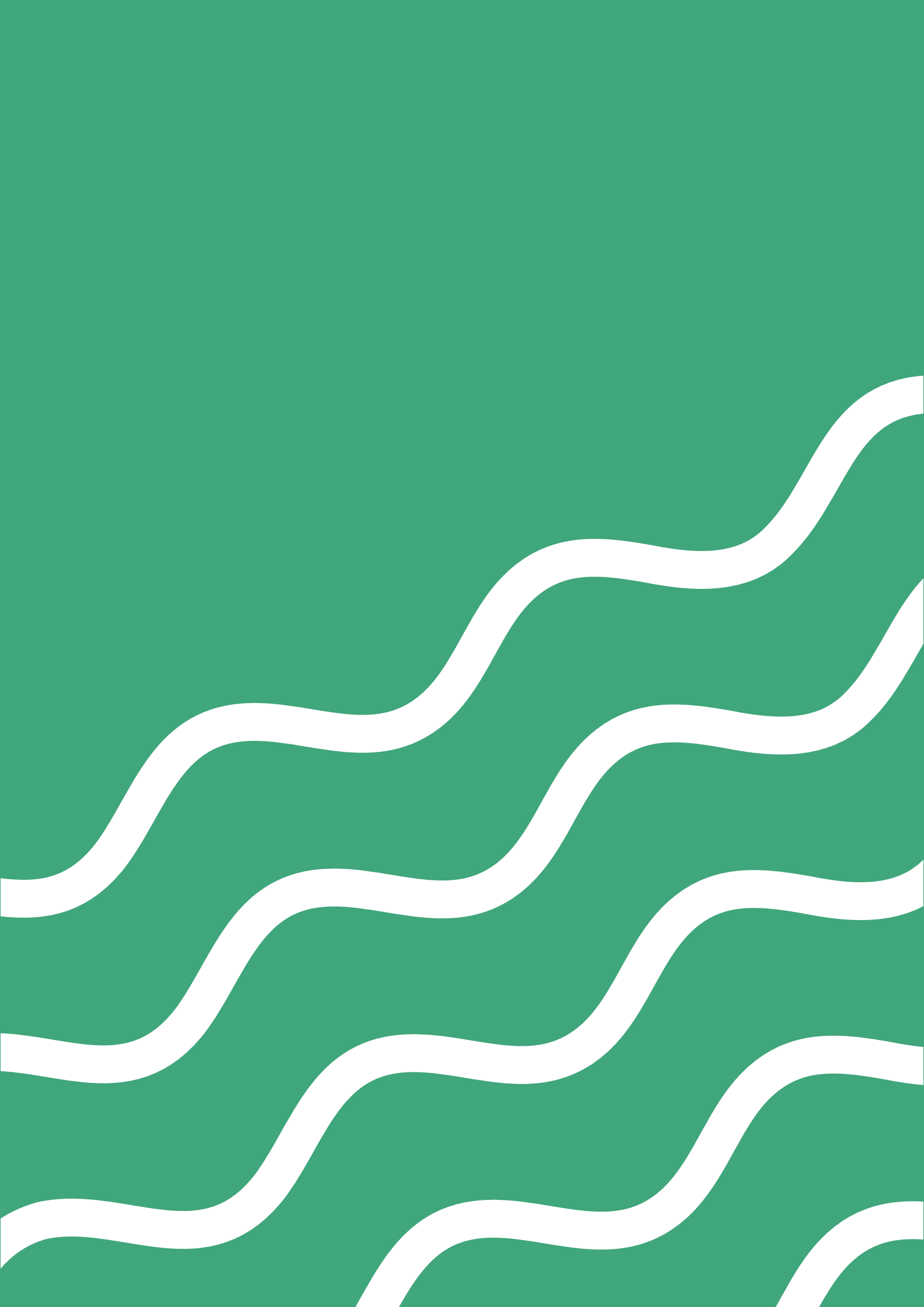
National Co-ordinating Centre for Public Engagement (н. д.). Evaluating public engagement. Used on 15 May 2023 from <https://www.publicengagement.ac.uk/do-engagement/evaluating-public-engagement>

Cedos (2017). Дослідження механізмів залучення громадськості до процесу прийняття рішень Київською міською владою. https://cedos.org.ua/wp-content/uploads/re_cedos_web.pdf

Center for Urban History (2023). Залучення до відновлення громад | Лекція Марії Грищенко. <https://www.youtube.com/watch?v=p2pqNWJ6TJE>

ПРООН (2021). Партисипація у стратегуванні розвитку громади. Досвід територіальних громад Донеччини та Луганщини. <https://www.undp.org/sites/g/files/zskgke326/files/migration/ua/UA-UNDP-participation-in-strategic-planning-web.pdf>

Cedos (2016). Як оцінювати громадянську участь: шість інструментів. <https://mistosite.org.ua/uk/articles/yak-otsiniuvaty-hromadiansku-uchast-shist-instrumentiv-fbc651a8-234c-41f2-8f17-12cf69064301>





Small Rivers of Vinnytsia: How to build a community around an important but “invisible” problem

environment

blue framework of the city

spatial development

Hromada: Vinnytsia

Project level: citywide

Project type: strategic

Key outcome of the project: Concept for the Development of Small Rivers of Vinnytsia 2035

Stage of implementation: draft Concept approved by the Executive Committee of the Vinnytsia City Council on 22 June 2023

Project time frame: 2019 — today

Informants who provided information about the project: Kateryna Pisotska, project manager at ME Institute of Urban Development; Yanna Chaykovska, Director of ME Institute of Urban Development; Maria Smirnova, lead architect at ME Spatial Development Agency

Project authors: Municipal Enterprise Institute of Urban Development in Vinnytsia

Partners: Integrated Urban Development in Ukraine II project (GIZ)

Institution responsible for the engagement: Municipal Enterprise Institute of Urban Development in Vinnytsia

Details about the project: Facebook page «[Small Rivers of Vinnytsia](#)»; Instagram page «[vin.rivers](#)»

Small Rivers of Vinnytsia is a project which works on sustainable integration of small rivers (rivers with catchment areas of up to 2,000 km²) into the city's life. In urban spaces, small rivers often risk going unnoticed and, as a result, polluted, clogged with litter and inaccessible for residents. This makes the city lose the potential of rivers due to ineffective management. The Small Rivers of Vinnytsia project brings up the existing problems and increases the visibility of small rivers in the urban space by studying these water reservoirs and engaging various stakeholder groups. The idea of protecting small rivers has been included in the Concept for the Integrated Development of the City of Vinnytsia until 2030, which provides for an improvement of the ecological state of Vinnytsia's rivers at the municipal level and their transformation into a safe and attractive component of the city. The Concept for the Development of Small Rivers of Vinnytsia 2035 is one of the steps in the Roadmap of the Vinnytsia City Territorial Hromada for the implementation of the Green Course of Vinnytsia until 2030, namely in the field of preserving biodiversity.

The project's vision is to create an integrated blue network of small rivers which are integrated into the urban environment. Achievement of the vision involves the implementation of four project goals:

- environmental: integrated network of rivers providing ecosystemic services to the city and people (e.g. cooling the temperature);
- spatial: effective, inclusive and safe use of spaces around rivers;
- educational: making the residents more informed about the potential and value of small rivers in cities;
- administrative: creating an effective and systemic mechanism for treating small rivers which is approved at the municipal level.

● Key stages of project implementation (Fig. 7)

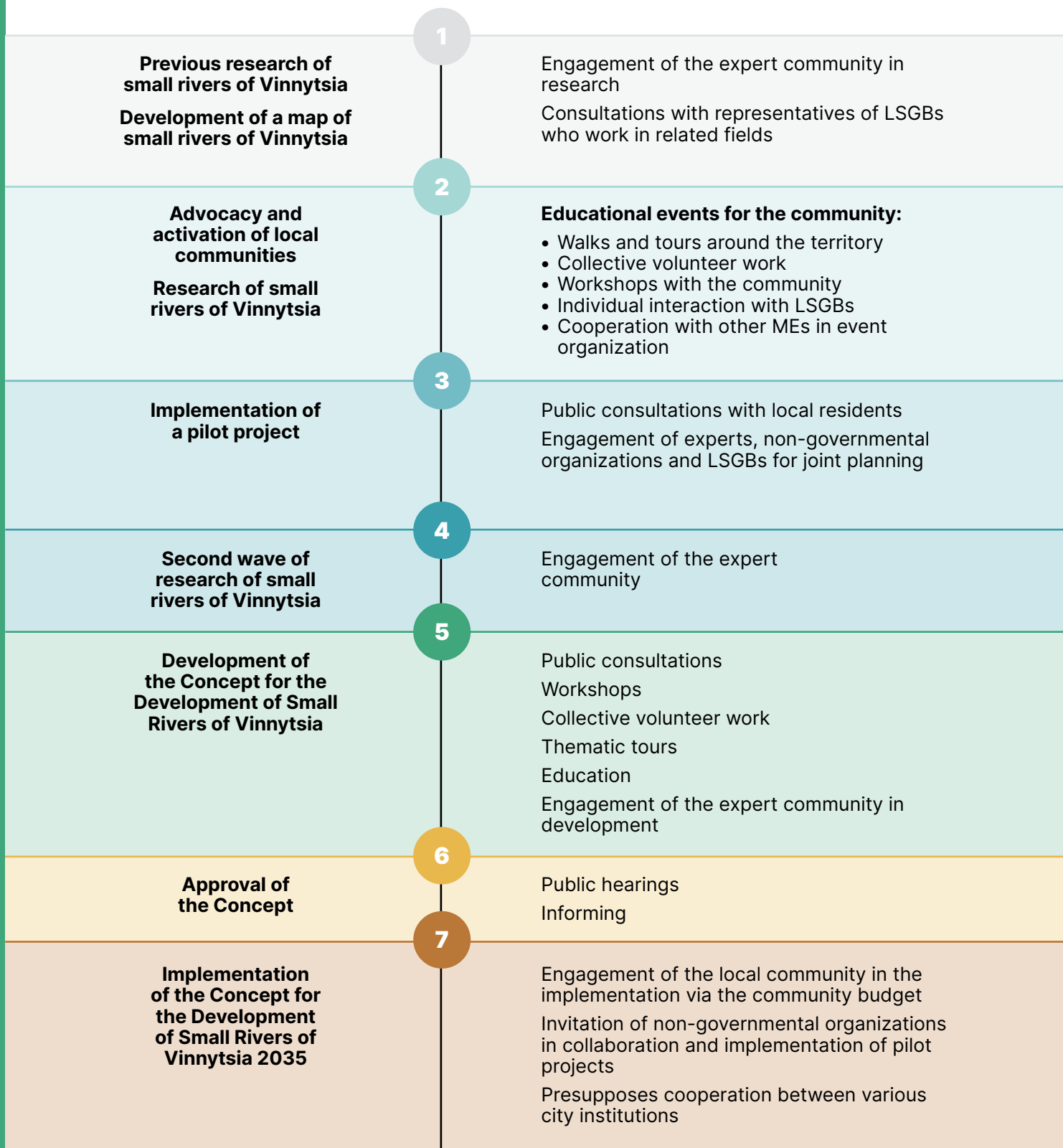
1. Initial studies of small rivers

The first stage of the project happened in 2019, when the team began to research small rivers of Vinnytsia. At this stage, the authors determined the number of small rivers, their locations in the city and accessibility to residents. The research involved experts who represented both local and central government bodies. The result of the first stage was a map of 37 small rivers of Vinnytsia.

2. Engagement of supportive residents in activities around the rivers

Then, starting in 2020, project implementers continued the spatial research of small rivers while engaging supportive residents and local government representatives in their activities. The goal of the project

Figure 7. Key stages of project implementation



INFORMING (AT EVERY STAGE) 

- Informing via social media and official resources: the project has Facebook and Instagram pages
- Education: lectures, meetings with experts, tours, thematic articles, media appearances
- Informing during direct action events (collective volunteering and walks)
- Creation of urban navigation
- Distribution of a map of small rivers of Vinnytsia

at this stage was to raise awareness among stakeholders about the existence of small rivers, their value and potential for the city. Small Rivers of Vinnytsia engaged the interested parties by using instruments of community building, particularly through a series of urban tours, collective volunteer work and workshops near the rivers. The team also involved municipal enterprises which facilitated the events. During this stage, an active core of supporters formed around the project idea; these people regularly attended the events and defended the values of the project.

3. Pilot project on River Diohtianets

In 2020, Small Rivers of Vinnytsia also started a pilot project to develop a public space around River Diohtianets, in which civil society and local government representatives were engaged as experts; there were also public discussions with the residents of neighborhoods around the river. The development of the space helped establish the general focus of the Small Rivers project, because Diohtianets is an example of the city's typical challenges from the environmental, spatial and social perspective.

4. Additional research

During 2022, the project team conducted additional expert research which discovered new water reservoirs in Vinnytsia, expanding the map to include 64 small rivers.

5. Creation of the Concept for the Development of Small Rivers

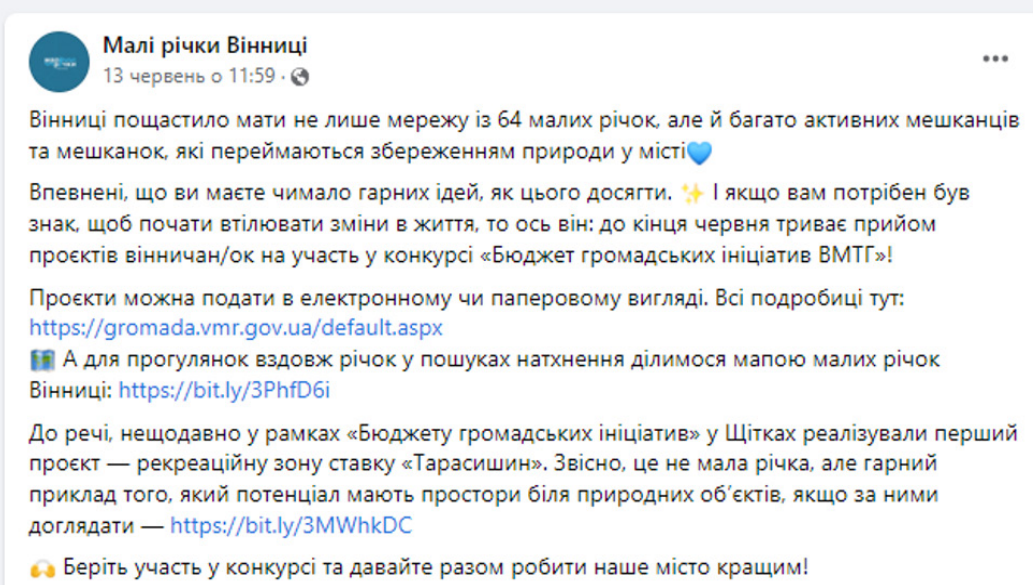
In 2022, the team drafted the Concept for the Development of Small Rivers 2035, a document that will serve as a roadmap for the sustainable management of small rivers and set up the framework mechanisms for the treatment of these resources. At the same time, the Concept defines the clear role of the project implementers who do not aim to carry out the landscaping of all territories around the small rivers on their own but rather act as intermediaries and coordinators in this process. The development of the Concept was supposed to involve a series of public consultations with local residents and other actors. Due to Russia's full-scale invasion of Ukraine, the work on the Concept was put on hold. In autumn 2022, the team resumed the public consultations and the development of the document, as well as the activities aimed at activating local communities.

6. Approval of the Concept for the Development of Small Rivers of Vinnytsia 2035

In spring 2023, the team organized discussions of the Concept and introduced the final corrections to it. In June 2023, the Concept was approved at the local level. In order to draw attention to the Concept, the project team continued to organize collective volunteer work sessions, tours and thematic walks around the city's small rivers.

7. Implementation of the Concept for the Development of Small Rivers

The Concept's implementation presupposes the involvement of various actors. The project team is actively inviting the residents to initiate projects within the Concept, particularly by using the Public Initiatives Budget.



Малі річки Вінниці
13 червень о 11:59 · 🌐

Вінниці пощастило мати не лише мережу із 64 малих річок, але й багато активних мешканців та мешканок, які переймаються збереженням природи у місті💙



Впевнені, що ви маєте чимало гарних ідей, як цього досягти. ✨ І якщо вам потрібен був знак, щоб почати втілювати зміни в життя, то ось він: до кінця червня триває прийом проєктів вінничан/ок на участь у конкурсі «Бюджет громадських ініціатив ВМТГ»!

Проєкти можна подати в електронному чи паперовому вигляді. Всі подробиці тут:
<https://gromada.vmr.gov.ua/default.aspx>

🗺️ А для прогулянок вздовж річок у пошуках натхнення ділимося мапою малих річок Вінниці: <https://bit.ly/3PhfD6i>

До речі, нещодавно у рамках «Бюджету громадських ініціатив» у Щітках реалізували перший проєкт — рекреаційну зону ставку «Тарасишин». Звісно, це не мала річка, але гарний приклад того, який потенціал мають простори біля природних об'єктів, якщо за ними доглядати — <https://bit.ly/3MWhkDC>

👉 Беріть участь у конкурсі та давайте разом робити наше місто кращим!



Source: [Facebook Page of the Small Rivers of Vinnytsia project](#)

● Stakeholder analysis

Level	Interested parties	Description	Hypotheses about the key interest and needs
State level	Basin Management of the Water Resources of River Pivdennyi Buh	Implements the state policy in the management of water resources within the river basin of Pivdennyi Buh. Conducts laboratory and hydrological analysis of small rivers.	Adherence to the law; implementation of working plans; implementation of successful projects.
	State Environmental Inspection	Implements the state policy in environmental protection and preservation of natural resources. Conducts laboratory and hydrological analysis of small rivers.	Adherence to the law; implementation of working plans; improvement of positive image among international partners.
Municipal level	Mayor and councilors	Informed about the stages of project implementation. Some councilors have been engaged in project activities.	Successfully implemented projects; avoiding conflicts with residents; implementation of planned projects; winning elections.
	Municipal enterprises (their list and mechanisms of engagement were worked out in detail for the project)	Small Rivers of Vinnytsia engage the city's municipal enterprises in the implementation of project activities, particularly the landscaping work in the territories around the rivers and the development of spatial solutions for the public space.	Lack of criticism of their work; pride in their work; clear and comprehensible tasks; synchronization with other institutions; professional growth.
Grassroots level	Active supporters and relevant NGOs	Ambassadors of small rivers. Small circle of people who consciously share the project's values and participate in its activities. Interested in urbanism and nature-oriented solutions. Gradually formed a community of like-minded people as a result of participation.	Improvement of the quality of life in the city; influence on decision making; implemented innovative projects; personal growth and development of institutions; involvement in high-quality solutions in the city.
	Residents of apartment buildings around the rivers (this group was categorized while working on the project for more detailed understanding of actors)	Residents of the neighborhood are interested in a high-quality residential environment. A significant share of them did not know about the existence of small rivers near their homes or did nothing to preserve them. Through the engagement, some of them became interested in spatial changes around the small rivers.	High-quality, comfortable, accessible, safe space for leisure; good microclimate; fresh air.

Stakeholder analysis

Level	Interested parties	Description	Hypotheses about the key interest and needs
	Residents of single-family homes around the rivers	Can be using the space around the rivers for their own purposes and, as a result, limit other people's access to the territory. Were against the development of the area around River Diohtianets due to potential new users of the space who would arrive from other neighborhoods and potentially disturb the peace for locals.	Preservation of the usual way of life in the neighborhood; safe environment around their houses and in the neighborhood; preservation of gardens within the existing boundaries (de facto); high-quality spaces around their houses; clean space in the neighborhood.
	Potential users of spaces around rivers	City residents who do not live next to small rivers but use these spaces for recreation or will use it if its accessibility and landscaping is improved. Spending time in nature is attractive to them.	High-quality, comfortable, accessible, safe space for leisure.
	Homeless people	Live and carry out their everyday activities in the area.	Living space and space of everyday activities; dignified treatment.
Grassroots level	Businesses	Businesses around the rivers. May not be aware of the presence of a river nearby. Can potentially be commercially interested in the development of the spaces around them.	Clear, specific and transparent rules; lack of conflicts with other actors; business profits.
Civil society	NGO Harmony	NGO working on issues of people with disabilities. Consulted the project implementers on inclusive solutions during the development of the public space around River Diohtianets.	Possibility of independent and barrier-free movement around the city; high-quality, accessible, barrier-free spaces; safety.

● Key stages and mechanisms of engagement

INFORMING AND EDUCATION

Proper informing is the first step towards successful engagement. It is important to select communication channels according to the stakeholders.

The project team conducts systematic informing at all stages of the project realization. The main channel of communication with the audience is the project's Facebook page which publishes announcements of activities, invitations to join discussions, educational and useful information. However, the authors also use different communication channels depending on the needs of different stakeholders and their media usage practices. For example, they inform a broader audience by communicating about the project in local mass media. Local government representatives are informed in a more targeted way, in the format of invitations to participate in events, individual meetings, establishment of working groups, and using the instruments of advocacy and awareness-raising.

Project implementation and proper engagement are impossible without awareness-raising. A significant share of residents as well as representatives of the key stakeholders were unaware about small rivers in the area and did not realize their value. Awareness was raised through various information messages, meetings, tours, lectures. For example, in order to inform residents about small rivers near them, a system of navigation and pointers in the urban space was developed.

It is important for the project to engage expert communities (NGOs, central executive government bodies, municipal enterprises and grassroots experts). This engagement is carried out through jointly researching the territories and suggesting proposals for their development.

JOINT ACTION AND COMMUNITY BUILDING

The key instrument of engagement in the project is **joint action and community building**, which is realized by conducting activities such as urban expeditions, joint volunteer working sessions and workshops. The main goal of the engagement is to create conditions for new users of spaces around the rivers. Active residents of the city, experts, and representatives of the municipality got involved in the project activities. Gradually, a community of like-minded people formed around the project idea; these people systematically engage in project activities. In order to increase the role of activists in the project, the team used

the instrument of participatory active research. In particular, the most active members of the community of the project's supporters were involved in **surveying** the residents of two Vinnytsia neighborhoods about their level of awareness of small rivers near their homes. As a result, around a hundred residents were successfully surveyed, and their perception of these territories was examined and understood.



Photo: Urban tours along one of Vinnytsia's small rivers.
Author: Serhiy Oliynyk

PILOT PROJECT IMPLEMENTATION

A pilot project allows the team to test their ideas and reservations in practice. During the implementation of the pilot project around River Diohtianets, the Small Rivers team initiated a public discussion of the idea of the future public space which they had developed. The goal of the meeting was to hear out and take into account the suggestions of all the interested parties regarding the concept, but it was also important to hold a discussion due to an existing conflict between different groups of residents in terms of their visions of the space. The residents of apartment buildings around the river supported the new

public space, whereas the residents of single-family homes were afraid that the place would become more popular, that their usual way of life would be disrupted, and that marginalized groups would be attracted to the space.

In view of this conflict, the project team engaged the opposing groups in the discussions in order to give them an opportunity to speak up and to hear the opinions of different sides. Realizing that the residents of single-family homes were probably not following the project on social media and that it was harder to involve them than the people who had already actively joined the events, the team chose a different method of informing. In particular, they left flyers in mailboxes with a detailed description of the project idea and an invitation to join the discussion. Thus, due to more personalized invitations, the skeptical residents felt the need to come to the meeting and express their opinions; even if they were unable to attend the event, they were already familiar with the project and its values thanks to the flyers.

During the public event, there was a long intense discussion between the parties who were defending their needs. Eventually, when the participants heard one another and established a dialogue, the conflict was over. The residents who were against the development introduced valuable considerations regarding the conditions of safety in the space which had not been in the project team's focus before the discussion. What worked during the process was that an environment for conflict resolution was created, and everyone was given an opportunity to share their reservations regarding the idea of a public space. Another contributor to the success was the realization that the organizers did not have any established solutions and were just neutral participants of the discussion who were not taking the side of any of the parties to the dialogue and were instead just facilitating it. As a result of the discussion, the project team promised that all the suggestions will be considered by the experts before making decisions about their inclusion in the design plans.

Another strength of the project is its attention to inclusivity and accessibility in the planned spaces. The team additionally consulted an expert NGO working in the field of accessibility and disability rights advocacy.

Even though the realization of the public space project was put on hold due to the full-scale invasion, the first tactical interventions have already been made, and the design plan and budget estimates have been developed.

● What was done well during the realization of engagement in the project

- 1) Properly conducted analysis of stakeholders in the project allowed the team to choose the most effective communication channels at all stages of the project.
- 2) Consistent informing at all the stages of project realization and the use of different communication channels depending on the stakeholders helped engage a high number of interested parties at different stages of realization.
- 3) A conflict between the residents who advocated for the creation of public spaces and facilities around the rivers as well as the environmentalist community and supportive residents, on the one hand, and the residents of single-family homes, on the other hand, was successfully resolved by holding discussions and establishing dialogue.
- 4) The active use of community-building practices allowed the team to form a community of project supporters who acted as advocates and supported the team at all stages.
- 5) The realization of the project and proper engagement was made possible, among other things, by effective collaboration between various municipal institutions, the City Council, and the City Executive Committee.

● What challenges did the project team face

Challenges and conflicts	How were the challenges overcome
Low awareness among stakeholders about the existence of small rivers in Vinnytsia	Systematic and consistent informing. Use of instruments such as surveying, which itself raises awareness about the subject of research.
Appropriation of riverside land plots and conflict between groups of residents regarding their vision of the development of this territory	Initiated public discussion to which two groups with potentially conflicting views were invited to articulate their needs and fears. A space was created for them to express all of their reservations and fears as well as potential solutions.
Interests of big businesses which disregard the existence of small rivers	Interaction with a private developer was mediated by the City Council. The developer promised to take into account the characteristics of the small river while planning the territory, but construction was paused due to the full-scale invasion. Due to this, as of 2023, it is difficult to assess whether this challenge has been overcome.

● Key recommendations based on the project experience and from the project team

- Projects which raise important and, at the same time, “unpopular” (non-mainstream) issues or which suggest new approaches and solutions must have a component of awareness-raising or education. An understanding of the complexity of challenges and the importance of the solutions that are being proposed allows the community to participate in an informed way and to make more sustainable and well-founded solutions. It is especially important for these projects to have a high-quality communication component.
- Projects which set awareness-raising as one of their goals must be prepared to invest significant communication resources in informing and maintaining interest in the community during long-term projects without visible and measurable results.
- In order to ensure proper engagement in long-term and complex projects, it is important to invest effort in the cohesion of the

community of supporters and the maintenance of their interest throughout the project.

- Tactical interventions or realization of pilot projects, on the one hand, provide an opportunity to test the solutions, and on the other hand, maintain the attention of interest groups and their engagement in the project. Lack of project implementation or specific actions after engagement can lead to disappointment in the very instrument of democratic planning. Temporary interventions or pilot projects allow the team to demonstrate the first steps towards project implementation. However, tactical intervention should not be a substitute for the implementation of the strategic project.
- Involvement of the expert community will significantly strengthen projects which work on complex subjects or propose new solutions—for example, in the field of spatial development and the environment. Engaging architects, planners, environmental researchers and other experts will help avoid potential or actual spatial or land-related conflicts as well as environmental risks.
- Creating a “portrait” of future user groups of the space on the basis of research findings and engagement results allows the team to better understand the needs, suggestions and spatial use practices of various user groups. This “user portrait” will be useful during spatial planning and realization of tactical interventions.
- It is important to not be afraid to engage opposing stakeholders despite the desire to avoid conflict in discussion. This will help articulate the potential conflict and reach an understanding before the stage of “construction.” If project implementation begins without discussing all the conflict issues, this can escalate the conflict and make it impossible to resolve.
- If there is a sharp confrontation between different interests, it is worth employing dialogue facilitators or applying the skills of conflict mediation.
- Interaction with the stakeholders who potentially have a significant private interest must be carried out without intermediaries and may involve not only formal actions but also additional negotiation procedures. At the same time, it is important to keep this process transparent.
- Successful implementation of major strategic projects is possible if stakeholders are engaged not only in discussions of solutions but also in their realization. In order to delegate part of the responsibility for project implementation and create an opportunity to spark the development of similar projects, it is important to encourage the emergence and growth of grassroots initiatives among the civil society and residents.



Source: [Urban Workshop's Facebook page](#)

Citizen education and activation of local communities through cultural events and social festivals

additional engagement mechanism

It is also possible to engage city residents in issues of spatial development and make them more active by conducting cultural and educational events. One of the most well-known events of this kind in Ukraine is the Urban Workshop. The Urban Workshop is a festival of urbanism and culture and a platform for discussions among residents, activists, and local governments around ideas for collective improvement of urban spaces. The Urban Workshop was founded in Lviv in 2014, and the format was later also adopted by other Ukrainian cities: Poltava, Zhytomyr, Chernivtsi. The Workshops are supported by the Integrated Urban Development in Ukraine II project (GIZ) and can be co-funded by city budgets in order to implement the projects initiated by residents.

Urban Workshops take place every year and last from several days to a week; they can be held simultaneously in several locations which serve as focal points of neighborhoods. The festival programme is full of various educational and practical events which cover the topics of urbanism, the environment, sustainable mobility, public space development, culture, etc. During preparations for the Workshops, the teams of organizers engage residents by surveying them about their needs and problems in the city, which are then raised as issues for discussion during the festival itself. Festival events are organized both by civil society representatives and by representatives of municipalities. At these events, citizens are informed about the work of local government bodies, and public consultations or discussions of specific issues are also held. When the Workshop ends, the best projects of tactical spatial interventions are implemented.

An Urban Workshop as an instrument of engagement can prove useful by becoming a platform for dialogue and interaction between various stakeholders in the city and allowing the residents to better understand the work of the municipality and CSOs, while representatives of local governments and CSOs get an opportunity to better understand the preferences and needs of city residents. The instrument also creates a potential for the activation of grassroots initiatives and allows citizens to implement projects on their own. The Workshops have gradually transformed from platforms for expert communities into festivals of neighborliness where neighborhood residents can express their opinions and suggestions. In addition, the Workshops make it possible to realize various formats of activities and engagement, including gamification or online formats, and they are easily adaptable to local contexts.

LINKS TO THE PROJECT AND SOURCES OF INFORMATION:

- [Urban Workshop Poltava](#)
- [Urban Workshop Zhytomyr](#)
- [Urban Workshop Lviv](#)





Photo: The team of volunteers and organizers of the project at one of their construction sites. Photo credit: Yuriy Palyvoda

Co-Haty: Cooperation between local hromadas and IDPs to create housing for those who have lost their homes

adaptation and integration of IDPs

housing for vulnerable groups

community development

Hromada and region: Ivano-Frankivsk, Ivano-Frankivsk Region; Zinkivtsi village, Kamianets-Podilskyi Territorial Hromada, Khmelnytskyi Region

Project level: regional

Project type: project in response to the challenges of the war in Ukraine

Key outcome of the project: restored and revitalized spaces to provide IDPs with high-quality and accessible housing for the long term

Stage of implementation: as of April 2023, Co-Haty have already completed 4 buildings and provided housing to around 640 people

Project time frame: March 2022 — today

Informants who provided information about the project: Anna Pashynska, co-founder of NGO Metalab, co-founder of Co-Haty

Project authors: NGO Metalab and NGO Urban Curators

Partners: Ivano-Frankivsk National Technical University for Oil and Gas; LLC Agropostach; Department of Education and Science of the Ivano-Frankivsk City Council; Podil Center for Professional Technical Education; Ivano-Frankivsk City Council, Department of Education and Science and Department of Social Policy of the IFCC; Kamianets-Podilskyi City Council; Ivano-Frankivsk Regional State Administration; Khmelnytskyi Regional State Administration and Department of Education, Science, Youth and Sports of Khmelnytskyi RSA; Ukraine Confidence Building Initiative III, funded by USAID; German Federal Foreign Office in partnership with Sign of Hope; International Organization for Migration (IOM) Ukraine; and others

Institution responsible for the engagement: NGO Metalab and NGO Urban Curators, supported by Second Home IF Volunteer Initiative; NGO Different Education; NGO Building Ukraine Together (BUT); Cité Participatory Planning Bureau; and others

Details about the project: [project page](#)

Co-Haty is a project founded by the Metalab urban lab and members of the independent agency Urban Curators which aims to restore abandoned buildings in order to provide housing to internally displaced people and involves volunteer and professional communities in this work. During the full-scale invasion, Ukraine has faced the biggest housing crisis since it regained independence in 1991. As of March 2022, according to the estimates of the International Organization for Migration (IOM), about 6.5 million people had left their permanent place of residence and moved within the Ukrainian borders. In order to provide shelter to such a high number of people, crisis accommodation centers have been organized in Ukrainian cities. This solution is a rapid response to an unprecedented crisis, but it is temporary. The Co-Haty team is trying to deal with this challenge by creating quality housing aimed for long-term and more comfortable residence.

The **goal** of the project is to co-create high-quality affordable housing for those who have lost their homes due to the war and to provide self-reliance tools to a community of residents and volunteers. The team secures support from local governments which provide neglected buildings for arranging housing; they also involve donor funding to renovate these buildings and furnish the renovated rooms. As of April 2023, Co-Haty had already completed 4 buildings and provided housing to around 640 people. Another unique feature of the Co-Haty team is that a significant share of the team are actually people who have been forced to leave their homes and move to Ivano-Frankivsk due to war in their hometowns.

● Stages of project implementation

1. Pilot project

In March 2022, the team of Co-Haty started their first pilot project after joining the volunteer initiative Second Home IF. The building was provided by the Department of Education and Science of the Ivano-Frankivsk City Council, and the team involved around 100 volunteers, most of whom were IDPs from various Ukrainian cities, to do the renovation. Co-Haty renovated 24 rooms and shared spaces in a dormitory, and in May 170 IDPs were settled in the building. Most of the funding for the pilot project was collected from donations.

2. Next construction projects

Since May 2022, the team has been working on new construction on their own and continued to involve their volunteer community. For instance, a kindergarten and a hotel have been renovated in Ivano-

Frankivsk, and a student dormitory in the Kamianets-Podilskyi Hromada (Zinkivtsi village).

3. Support for the community of residents

At the same time, since December 2022, Co-Haty has been supporting the community of the residents of the new facilities by organizing workshops, collecting opinions, and consulting.

● Key stakeholder analysis

Level	Stakeholder	Description	Hypotheses about key interests and needs
International level	International donor organizations	Provide grant support for the purchase of construction materials and accompaniment of the construction process at residential facilities.	Involvement in successful and important projects; following the institution's strategy; transparent reporting on the activities; easy interaction with recipients.
Regional level	Regional state administration	Responsible for the management of public properties and distribution of funding.	Implementation of successful projects; realization of plans and tasks in the field of IDP support; solutions for problems related to housing provision for IDPs; avoidance of social conflicts.
Municipal level	City council	Partially influences the number and distribution of residents in the commissioned buildings.	Need to provide housing to IDPs; avoidance of social conflicts; need to prepare education institutions for the return to in-person studies.
	Departments	Provide buildings for renovation if they are asessed holders; the Department of Social Policy in Ivano-Frankivsk refunds utility fees for the renovated buildings.	Adaptation and integration of IDPs in the hromada's life; meeting the needs of IDPs; implementation of successful projects; reduction of the degree of tension and social conflict in the hromada; reduction of the number of people who need social care.
Private sector	Owners of real estate	Change the declared purpose of buildings, sign residential agreements.	Involvement in helping the country during the war; effective use of available resources; renovation of facilities with a potential to use it when IDPs are no longer in need of housing; clear and concrete agreements; positive image.

Key stakeholder analysis

Level	Stakeholder	Description	Hypotheses about key interests and needs
	Business owners	Charity, participation in renovation works and furnishing facilities.	Involvement and social responsibility; developing partnerships and building trust among potential partners; advertising; business development and profit.
Public	Expert community	Architects and planners: develop spatial solutions and furniture for compact housing.	Social responsibility and the feeling of involvement; self-growth and learning; participation in innovative and interesting projects; self-fulfillment; opportunity to be proud of their projects; project portfolio; new partnerships; future projects; employment for the team during the war.
	Non-governmental organizations	Provide expert services, consult.	Social responsibility and the feeling of involvement; self-growth and learning; participation in innovative and interesting projects; self-fulfillment; opportunity to be proud of their projects; project portfolio; new partnerships; future projects; employment for the team during the war.
	Internally displaced people	Have been forced to leave their homes due to the threats of the war, have lost their homes as a result of the Russian Federation's military invasion of Ukraine. Need high-quality and affordable housing, probably for the long term. Likely to have no stable income to rent housing at market prices.	Need for safety; meeting basic needs, particularly the need for affordable and high-quality housing; resumption of decent standard of living; restoration of control over their own lives and confidence in life; relieving mental tension; adaptation in the new community.
	Internally displaced people who volunteer in the project	Project volunteers; some of them receive housing when the construction is completed.	Feeling of involvement and being "useful" to society, hromada and country during the war; feeling of solidarity with the community; new contacts and meetings in the new location; adaptation in stressful conditions; relieving mental tension; opportunities to find jobs in the future.

Key stakeholder analysis

Level	Stakeholder	Description	Hypotheses about key interests and needs
	Local residents	Join the project as volunteers.	Feeling of involvement and being “useful” to society, hromada and country during the war; feeling of solidarity with the community; chance to be proud; self-growth, career prospects or professional growth; potential employment in the future; meeting new people; relieving mental tension.

● Key mechanisms for engaging the interested parties

INFORMING AND EDUCATION

The project team consistently informs the stakeholders about the stages of completion of construction sites. The information targets both the volunteer community and the project’s supporters, and international donors and representatives of municipalities. Co-Haty publishes monthly reports on their activities and on the use of the funding they receive. ([Sample report for May 2023](#)) The team also informs the broader audience about the value and course of the project via [national](#) and [international](#) media. In addition, Co-Haty works with numerous members of the business community who provide materials for furniture and home textiles as charity or at discount prices.

BUILDING COOPERATION WITH LOCAL SELF-GOVERNMENT BODIES

Co-Haty’s work directly involves close collaboration with local self-government bodies. Governments in the cities where the project is being implemented provide residential buildings for renovation, connect them to infrastructure, and change the declared purpose of real estate properties. Local governments also make lists of people who are to be accommodated, and the Co-Haty team influences their accommodation using a system of quotas (except for the pilot project, where the city council had complete control). As they interact with a large number of interested parties that represent various levels and sectors, the Co-Haty team members work to coordinate all the stakeholders. In particular, they organize working meetings with regional and local administrations in order to ensure a clear distribution of powers and responsibilities during their collaboration. Plus, for example, the project invites all the parties to an official opening of a completed building.

DEVELOPMENT AND EMPOWERMENT OF COMMUNITIES AROUND THE PROJECT

One of Co-Haty's key instruments of engagement is the development and support of a community of volunteers and like-minded people through collective action. The majority of their volunteer community are IDPs. The team aims to involve volunteers for the long term, and one important component of the successful engagement of volunteers is understanding the needs of people who join volunteering projects. The motivation to volunteer is the desire to be useful and the need to contribute to the support of the Ukrainians who need it during the war, as well as the need to be in a circle of like-minded people. Volunteering allows people to "reclaim control over their lives" under stress. The team of Co-Haty focuses a lot on supporting their volunteer community by organizing informal events, providing care during their work (such as lunches), etc. In order to support the displaced volunteers, the project team is also offering additional support. For example, volunteering has created opportunities for learning new professional skills and finding jobs. The volunteers who proved themselves during the work have received opportunities to work in construction or in the project team. Some of the volunteers who needed housing have received accommodation in the completed buildings. A year later, the team is maintaining the dynamics of volunteer involvement by adapting their engagement strategy to external demands and the internal motivation of the volunteer community.



Photo: Planning the public space around a dormitory together with its future residents. Photo credit: Anastasia Kubert and the Co-Haty team

ENGAGING FUTURE RESIDENTS IN THE CO-CREATION OF THEIR FUTURE RESIDENTIAL SPACE

To make the project viable in the long run, the team accompanies the residents for 3 to 6 months. In particular, the project implementers consult and support residents in the process of choosing the maintenance company, developing self-government mechanisms, and gaining the financial capacity to maintain the building. In addition, Co-Haty have conducted a number of participatory workshops with residents, dedicated to the development of public spaces around the buildings and planning the furnishings. During the meetings, residents shared their views on the arrangement of the space. The project team has implemented several ideas as a result of workshops, and the collected opinions of residents have become valuable guidelines for future spatial solutions.

The Co-Haty team is constantly improving their approaches to working with volunteers and future residents of the dormitories. For this purpose, they regularly organize strategic and reflective sessions, conduct surveys of residents and volunteers, and discuss their experiences with the expert community at conferences, forums, etc.

● What was done well

- 1) The Co-Haty team aims to create a more sustainable solution to the housing crisis: instead of providing temporary shelter, the project creates opportunities for long-term residence and improves the quality of residential conditions for internally displaced people.
- 2) Co-Haty have established transparent and systematic informing and reporting on their activities, sources of resources and their use, which maintains trust in the project by all the stakeholders and allows them to engage new resources.
- 3) The project authors are successfully engaging and maintaining interest among volunteers using the instrument of community building, which allows the project to develop a stable and professional team and helps build a self-reliant community of residents.
- 4) As they interact with a high number of interested parties that represent various levels and sectors, Co-Haty works to coordinate all the stakeholders by conducting collective meetings.
- 5) Co-Haty tries to implement an inclusive and transparent approach in allocating accommodation: 1) they develop clear and concrete

rules and inform the future residents about those rules as much as they can; 2) shared accommodation of neighbors is coordinated as much as possible in order to ensure that people who have more friendly relationships live next to one another; 3) if possible, the team that makes accommodation decisions includes residents of volunteers who have respect and authority among the future residents; 4) the team systematically and consistently informs the future residents about the project and the rules of accommodation and cohabitation; 5) during the allocation of places, great attention is paid to providing for the needs of groups with limited mobility and disabilities—for example, they try to place residents with limited mobility on the ground floor and with minimum number of obstacles.

- 6) The team tries not only to solve the issue of housing for internally displaced people but also to help them with adaptation and integration; in particular they offer them work in the project team and in dormitories for internally displaced people

● Challenges and problems on the path towards project implementation

Challenges and conflicts	Responses to challenges
Tensions between the locals and the internally displaced people	Involving both IDPs and local residents in renovations
Distrust of the project team and of the transparency of their housing allocation decisions among IDPs	Transparent informing about the influence which the project implementers have over the process of selecting and settling residents Systematic and transparent reporting about sources of resources and their use Conflict resolution through open discussion
Lack of coordination between stakeholders at different levels	Creating the conditions for collective meetings and discussions
After the commissioning of a residential facility, the community will turn out to be non-self-reliant: unable to cover utility fees, financially maintain the building, or manage the building collectively	Consulting and expert support until the community becomes capable and able to understand their own needs by themselves
Potential reputation risks due to working with a lot of independent stakeholders, which includes the possibility of being involved in corruption practices, land conflicts, etc.	Risk assessment, sticking to a neutral position, systematic transparent informing about activities

● Key recommendations based on the experience of the project

1. Have a clear distribution of responsibilities and roles between local government bodies, building owners, and project implementers.
2. Communicate systematically about the project and its results with openness and transparency.
3. Communicate not only about successes but also about challenges and problems as well as the ways to overcome them.
4. Dedicate time and resources to establishing partnerships and collaboration.
5. Ensure the conditions for social inclusion, improving the adaptation (and, potentially, also integration) of IDPs and social mixing in housing projects. This applies both to the selection of spaces where projects are implemented and the development of rules of accommodation and housing allocation. These mechanisms must be transparent and clear.
6. Conduct detailed analysis of the needs and interests of the stakeholders who need to be engaged in action and whose interest needs to be maintained for a long time.
7. During community building, it is worth hiring community development managers to accompany the community in their experience of collective residence and help them develop self-reliance instruments.
8. The position of a volunteer community coordinator, responsible for the process of coordination and training as well as for maintaining interest in the project, is also reasonable to establish.
9. Conduct detailed analysis of the risks and opportunities of working with various actors due to a high risk of land, corruption, or other conflicts.
10. If possible, engage representatives of IDPs who are trusted by the future residents in decision making processes.
11. It is necessary to collect the opinions of the users of a space regarding improvements that can be made in the space, even if experts are involved and there is professional support.



Photo: Exhibition of artworks from the project at the Art Arsenal in Kyiv.
 Photo: [project website](#)

Engagement through artistic exploration

additional engagement mechanism

1

The issue of integration and adaptation of internally displaced people has been especially salient for Ukraine since 2014, because this social challenge consists of thousands of personal stories and specific experiences of losing one's home. Internally displaced people had to build their lives in new locations, often facing prejudice and rejection. In September 2015, a team of artists came together to launch a grassroots project Odyssey Donbas to highlight this problem and build the foundation for understanding and compassion on the part of host hromadas using the instrument of oral histories and mental mapping. The project team conducted around 60 in-depth interviews with IDPs from Donetsk and Luhansk Regions, focusing on stories from their hometowns. The participants spoke about their daily lives before they had to move, shared memories from their youth or childhood and described the memorable places in their hometowns. The findings of the study served as a basis for artistic intervention. At a collective open air event which opened the project, the participants drew maps of their cities and towns together, and all passers by had a chance to examine them. For instance, when Kyiv residents read the participants' stories, they were able not only to learn about towns in Donetsk and Luhansk Regions, but also see similarities between their own daily lives and the lives of the authors of the stories, and, as a result, empathize with the experience of losing one's home and being displaced.

The project did not aim to verify the reliability of the stories about the towns, but it challenged the politicized space around the war and the demonized perception of people displaced from eastern regions of Ukraine by taking the audience on a visual journey to cities which are now inaccessible. The instrument of mental mapping helped create conditions for dialogue and understanding between IDPs and Kyivians by revealing mundane experiences and blurring the boundaries of difference. Implementing similar projects does not require any significant financial investment, but it should involve expert consultations with a sociologist and a psychologist to develop a guide and avoid the risk of retraumatization during interviews. This engagement instrument can prove useful for thematic fields where tension and misunderstanding exist, and where it is important to amplify the voice of vulnerable groups in society.

LINK TO THE PROJECT AND INFORMATION SOURCES:

[Project Facebook page](#)

Social surveys as an instrument for collecting the needs of IDPs

additional engagement mechanism

2

IDP integration and adaptation in the host hromadas is impossible without understanding and meeting the basic needs of the displaced people. One of the instruments of engagement which help establish cooperation with IDPs is a survey. The city of Chortkiv has officially received 3,334 people who were forced to move due to the war. In order to create conditions for adaptation and provide job opportunities, in 2022, the local government of Chortkiv conducted a study of IDP problems, their employment needs, and their professional skills. In total, the municipality surveyed around 700 IDPs. The survey served as a tool that helped find the points of intersection between the skills of IDPs and the opportunities which the city could provide. As a result, the local government was able to employ 46 people in municipal facilities according to their profession. That way, Chortkiv was able to economically strengthen its own hromada and give displaced people a chance to adapt to their new environment.

LINK TO THE PROJECT AND INFORMATION SOURCES:

[Notes from the discussion platform of the Eastern Europe Foundation](#)





Photo: On-site workshop during the engagement in the development of Opishnia's cycling concept. Photo credit: Daryna Pyrohova

Cycling Concept of the Opishnia Hromada: Details of the implementation of a planning workshop

sustainable mobility

cycling network

tourist attractiveness

cycling concept

spatial planning

mobility

Hromada: Opishnia Hromada, Poltava Region

Project level: hromada

Project type: strategic

Key outcome of the project: Cycling Concept of the Opishnia UTH; the streets have not yet been reconstructed according to the concept (particularly due to the war)

Stage of implementation: Cycling Concept has been developed

Project time frame: July–October 2020

Informants who provided information about the project: Viktoria Korotkevych (chief architect, Opishnia), Daryna Pyrohova, Kateryna Shulha (U-Cycle)

Project authors: Opishnia Village Council, Daryna Pyrohova, Kateryna Shulha

Partners: Opishnia Village Council, NGO U-Cycle

Institution responsible for the engagement: Opishnia Village Council

Details about the project: Concept for the Development of Cycling Infrastructure in the Opishnia Territorial Hromada

The goal of the project was to develop a cycling concept to improve village mobility, access to tourist attractions, and, in the long run, the connection between Opishnia and the villages around it as well as between Opishnia and Poltava.

A cycling concept is a document which defines the state and prospects of cycling development, potential and advisable cycling routes in a locality which are required to create a coherent network of bike paths and bike lanes. Adoption of a cycling concept means that the local government will use it as guidelines for future road planning or reconstruction. That way, cycling infrastructure will gradually be built on the grounds of convenience and safety, and the percentage of bike trips is expected to increase in relation to other alternatives.

The development of the cycling concept aimed to improve the transit connection between tourist spots, reduce traffic (in the long run, because improving attractiveness for tourists will also increase traffic), resolve environmental issues (emissions) and the problem of a lack of parking, and save money on fuel.

The concept was developed by U-Cycle specialists at the hromada's request. The development involved the key stakeholders, who were engaged using on-site bike workshops, research and mapping. The project was funded from the village council budget. The key characteristic of this project is that it was commissioned by the Opishnia UTH itself: they contacted U-Cycle at their own initiative and found funding on their own.

Opishnia has interesting tourist locations and attractions, such as the pottery museum, green tourism farmsteads, natural attractions such as the River Vorskla, etc. In addition, bicycles have long been a popular leisure activity among the locals. In order to encourage tourism and provide a convenient way to reach all the tourist locations, the village council decided to develop a cycling concept. Essentially, the hromada planned this project with the goal to receive additional budget revenue by increasing tourism. At the same time as the cycling concept, the hromada worked on other projects aimed to improve the quality of life in the hromada and to increase its attractiveness to tourists: redesigning the Opishnia Bus Station, hromada branding, road and park reconstruction, designing navigation, improving accessibility, lowering sidewalk curbs, etc. The hromada's initial request was to increase its attractiveness to tourists. However, the team of U-Cycle amended the tourism request with features aimed to improve the quality of life, namely the safety of cycling, and offered options for reconstructing the streets where bike routes were planned.

● Description of stakeholders

The concept development was planned to involve a workshop with the key stakeholders. According to U-Cycle's methodology, the key actors that participated in the workshop included:

- representatives of local self-government bodies (hromada center);
- representatives of local self-government bodies of other villages that belong to the hromada (not the hromada center);
- representative of the UTH responsible for the development of tourism;
- cycling activists;
- interested bicycle users;
- representative of the UTH who could conduct a tour on location;
- representatives of the police to discuss problematic locations in terms of traffic accidents (their participation in the workshop was optional).

The organizers also encouraged other interested parties to participate: students majoring in transit, engineers, owners of cycling businesses, bike tour organizers, etc.

In addition to the groups listed above, the stakeholders of the Opishnia UTH cycling concept include owners of the green farmsteads, representatives of the pottery museum and the pottery school, and project managers of tourism businesses (to connect the cycling route to tourist locations).

● Stages and instruments of engagement at each stage

THE PROJECT CONSISTED OF 4 STAGES:

- **preparatory stage:** preliminary research, collection of information and needs; this stage included an online survey in Google Forms to learn more about bicycle users in Opishnia;
- **field stage** lasted 2 days and involved participatory workshops with bike trips aimed to examine the hromada's streets;
- **concept development stage:** the project team worked on the cycling network development strategy based on the findings of the previous stages;

- **document finalization**, in which the project team presented the strategy online and organized discussions around it; after the discussions, the team took into account the feedback and comments and perfected the concept.

Figure 8. Stages and instruments of engagement at each stage

1

PREPARATORY STAGE



2

FIELD STAGE



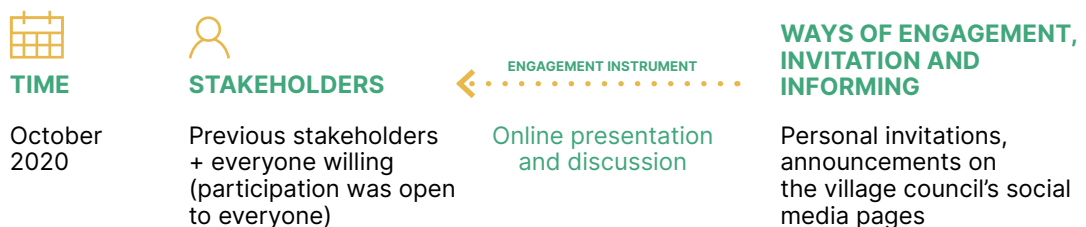
3

DEVELOPMENT OF THE CYCLING CONCEPT



4

FINALIZATION



● Detailed description of the engagement process and its results

The project was implemented during COVID-19 restrictions, so most activities aimed to engage the residents in the development of the concept were held online. Only a limited number of people could participate in in-person meetings. The engagement was organized using the instruments of an online survey about cycling practices, an on-site participatory workshop in Opishnia, and a presentation of the cycling concept.

The online survey was designed by U-Cycle specialists, and the information and invitations were distributed by the chief architect of Opishnia through announcements on the UTH's official pages and personal invitations. The survey respondents were the most active residents. The questionnaire was filled out by 17 participants. In order to gather more information, the team planned a tour around the hromada with local residents and a mapping of bicycle use in the hromada.

The participatory workshop engaged local active cyclists, the hromada's investment department, the village head, and the chief architect. At the workshop, the participants created a network of “air lines” by drawing the shortest connections between the starting



Photo: Mapping during the participatory workshop.
Photo credit: Daryna Pyrohova

points and destinations of bike trips on the map. The workshop also included bike tours around the hromada with the participants. The goal of these tours was to evaluate the state of the infrastructure and to record the main problems and opportunities for the development of the cycling network.

Due to COVID-19, the presentation of the cycling concept was also held online, but many participants were involved and there was a constructive discussion. Everyone was invited to the online presentation. During the presentation, every participant had an opportunity to ask a question or make a suggestion.

● What was done well

During the work on Opishnia's cycling concept, the team successfully engaged people with various backgrounds: architects, the village council, local bicycle users, and the police. The residents were happy to demonstrate the streets that were more or less convenient for cyclists, and they actively drew routes on the maps. The police provided information on locations where most accidents happen, so that these spots could be avoided or so that the safety of traveling there could be improved.

● What did not work, what conflicts emerged, what the challenges were and how these challenges were overcome

The team did not manage to involve residents of the surrounding villages in the workshop. The main reason for the absence of the participants from the rural areas was the fact that the workshop was held during working hours in summer. In addition, the workshop format was probably unusual for the residents. Not all the actors from the tourism sphere were involved in the development of the concept due to political differences. The owners of the green farmsteads were not interested in the participation in the development of the cycling concept.

The online survey only engaged 17 people. Many bicycle users in the hromada are elderly people who were difficult to involve online. The project authors also note that a survey of this kind is an unusual

practice for rural residents. The project budget was insufficient to involve the residents using alternative methods such as preparatory surveys or interviews, which were part of other projects of cycling concept development. In addition, COVID-19 restrictions only allowed for collecting information online. Nevertheless, the survey findings were used to understand the potential trends and the general situation with bicycle use in Opishnia.

● What special preparations are required to implement a project of this kind

In the best case, the development of a cycling concept should be preceded by counting cyclists in the streets on a weekday. This gives the team an idea of what the cycling traffic is like and helps them gather information about the groups of bicycle users. Understanding the groups of users (age groups, gender groups, etc.) helps organize the consultation process in a more effective way.

The counting of cyclists can be done by involving key actors, namely cycling activists. For example, U-Cycle counts cyclists in Kyiv every year, and the city's cycling activists volunteer to perform the counting. The instrument of engaging representatives of the community which is being researched in the planning and implementation of research is called "participative active research." Counting cyclists helps evaluate the level of development of cycling traffic, the demographic portrait of cyclists, the key directions of the traffic, etc. Moreover, publishing the findings of the study is a powerful tool of advocacy for the need to develop cycling infrastructure. And engagement of cyclists themselves in the organization and conduction of research reinforces the feeling of community and strengthens the team of advocates for change. You can learn how to organize such a count [here](#).

● Key recommendations for strengthening the project

- Perform a cyclists count during the preparatory stage and dedicate a specific time frame (spring, autumn) and budget to it in order to have a correct idea about the cycling traffic.
- The development of new infrastructure and introduction of innovations requires in-depth consulting with elements of testing the solutions with their potential users. Thus, workshops for the development of cycling infrastructure should combine theoretical (strategizing, working with maps) and practical (cycling trips and on-site discussions of specific solutions) steps.
- Interesting and interactive tasks during workshops motivate not only activists but also municipal officials. For example, if city council officials do not use bicycles, a workshop involving a trip to examine streets can make them look in a different light at roads and at the needs of cyclists, and change their approach to work.
- In order to involve more interested people in the survey, forms should be distributed in paper format in places where the potential target audience congregates, such as at celebrations held in the hromada, among parents at school, in village stores, at administrative service centers, etc. It is important to inform and invite people wherever it is convenient for them.
- Cycling activists and active cyclists are a reliable and important source of information about the quality of the solutions for the development of the cycling network implemented in a hromada. Cyclists are the ones who can provide quick feedback. That is why governments should be interested in the development of the cycling movement and in collaboration with cycling communities. For this purpose, it is important to constantly maintain interest in collaboration and develop the community itself. What can be done: 1) introduce the position of an advisor on the issues of the hromada's cycling development; 2) organize festivals and events aimed to popularize cycling, such as "cycling to work" events, "girls on bikes" festivals, training in the traffic rules for cycling, etc.; 3) systematically develop the cycling infrastructure.
- Launch a small pilot project (e.g., install bicycle parking) so that the residents can evaluate the results and the engagement and become more enthusiastic about participating in the further development of the project and in consultations.



Photo: New bicycles in Nizhyn.
Photo credit: Go Bike Chernihiv

Strengthening sustainable development policy by popularizing and encouraging cycling movements in hromadas in response to the challenges of the war

additional engagement mechanism

1

The full-scale war has demonstrated the importance of bicycles for maintaining mobility in a situation of the lack of access to public transit and infrastructure problems. Sometimes bicycles were the only means of transportation for many people in occupied territories or hromadas near the frontline. In response to challenges related to blackouts, broken connections between towns and cities, and lack of public transit, hromadas of the Chernihiv Region, in collaboration with the NGOs Agency for City Initiatives / ACI and Eco City, began working to improve their cycling infrastructure. The Go Bike Chernihiv project was planned to involve participatory development of concepts for the development of cycling in three hromadas in the Chernihiv Region—Nizhyn, Kulykivka, and Varva—as well as installation of certain cycling infrastructure elements such as parkings and repair stations. Moreover, in order to popularize cycling and provide flexible mobility opportunities to people who maintain the hromada's operations, bicycles were donated as a part of the #BikesForUkraine campaign.

Why is this project important in terms of engagement? First of all, the project responds to the challenges and needs of the hromada in a flexible and rapid way. Quick, but consultation-based solutions strengthen faith in the future as well as solve an urgent problem. Second, the project involves both strategic solutions and tactical interventions which bring the solution closer to implementation. Third, the project presupposes active cooperation between government bodies, the public, socially responsible businesses, experts, and the volunteer community. And finally, the project popularizes bicycles as a means of transportation by motivating prominent community figures and government representatives to use bikes. Moreover, the [#BikesForUkraine](#) campaign, which provided repaired bicycles from the European Union, is an example of a highly visible campaign of mobilizing the international volunteer movement to provide urgent aid to Ukrainian hromadas affected by the war. The campaign is based on shared values and not only aims to solve a specific problem but also has strategic significance for the development of cycling in our hromadas.

LINK TO THE PROJECT AND INFORMATION SOURCES:

[Results of the Go Bike Chernihiv project](#)

Teaching cycling traffic rules to school children and development of cycling infrastructure in schools

additional engagement mechanism 2

Implementation of innovations in hromadas requires time and significant effort not only to create a strategic vision and implement decisions, but also to conduct systematic and consistent communication with residents. In addition to preparation of the entire spatial infrastructure, implementation of new policies requires understanding on the part of the hromada. This understanding can be achieved, in particular, through teaching and educating school children. In turn, children who are taught responsible behavior will also teach their parents. Youth education is the means by which waste sorting practices are already being implemented in our hromadas today. In 2021, the U-Cycle team initiated a project for the development of cycling and the introduction of practices of cycling according to the rules among school children, titled the Introduction of Education on Cycling Safety





Photo: The project's goal is to integrate cycling safety training into the Ukrainian school curriculum. Photo credit: U-Cycle

for Children and Youth in Ukrainian Schools. Facilitation of Sustainable Mobility and Improvement of Traffic Safety for Children and Youth in Ukraine. The project is set to involve cooperation with CSOs, pilot hromadas, schools and the Ministry of Education. The key goal of the project is to popularize responsible cycling among young people and to create the conditions for safe and comfortable cycling in hromadas on the way to school. The project involves the realization of the Cycling to School campaign, the creation of cycling infrastructure in pilot schools with the students' involvement, organization of cycling festivals for children and parents, development and implementation of education courses on traffic safety for school children.

In particular, as a part of the collaboration between the Ministry of Education and U-Cycle (who signed a memorandum in 2022), the curriculum of the Health Basics class was amended with topics of cycling traffic safety and safe behavior on the road in general. The topics proposed for consideration include traffic rules for cyclists, performing maneuvers on the road, providing first aid in case of a fall, actions during a traffic accident, and others. This will allow young people to behave responsibly on the road and make them more likely to choose a bicycle as a means of transportation.

LINK TO THE PROJECT AND INFORMATION SOURCES:

[The curriculum of Health Basics for Schools has been amended with cycling safety topics](#)

[Cycling to school: 15 Ukrainian schools have installed modern bike parkings](#)

[Ukrainian schools have deepened their teaching of cycling safety](#)





Photo: Pedestrian boulevard in Obolon District, Kyiv.
Photo credit: Vadym Denysenko

Concepts for the renovation of the “Broadway”: creative methods of engagement in public space planning

walkability

public space

accessibility

spatial development concept

Hromada: Minsky Masyv neighborhood, Obolon District, Kyiv

Project level: local level (neighborhood level)

Project type: development of urban planning documents, tactical level

Key outcome of the project: Concept for the Spatial Development of the

Pedestrian Boulevard between Petro Panch Str. and Poliarna Str. in Kyiv

Stage of implementation: all the required documents have been developed; a tender for construction works has been announced; the process has been put on hold due to the full-scale invasion, the team is looking for alternative sources of funding

Project time frame: work on the spatial development concept was done in April–October 2021

Informants who provided information about the project: Alevtyna Drazhenko, project manager

Project authors: Dmytro Hurin, a single-mandate district MP, and experts engaged by him

Partners: ME Kyivzelenbud, District State Administration of the Obolon District in Kyiv

Institution responsible for the engagement: Cité Participatory Planning Bureau

Details about the project: [Facebook page of the initiative](#)

The boulevard which the locals call the “Broadway” is located between Petro Panch Street and Poliarna Street in the Obolon District of Kyiv. It is a green pedestrian space where all the locals spend time. The space is especially popular among children: it has a playground, teenagers ride bikes here, there is a school and a kindergarten. The boulevard ends with a small food market which the locals actively use. The boulevard is an important pedestrian artery in the neighborhood, but the condition of its pavement failed all the requirements of comfortable mobility. Moreover, the boulevard gets flooded when it rains. In 2020, the locals appealed to their MP, whom they elected in their 218th majority voting district, with a request to reconstruct the boulevard. The MP, in collaboration with ME Kyivzelenbud, made the decision to reconstruct the boulevard using the funds of the 2021 MP subvention.

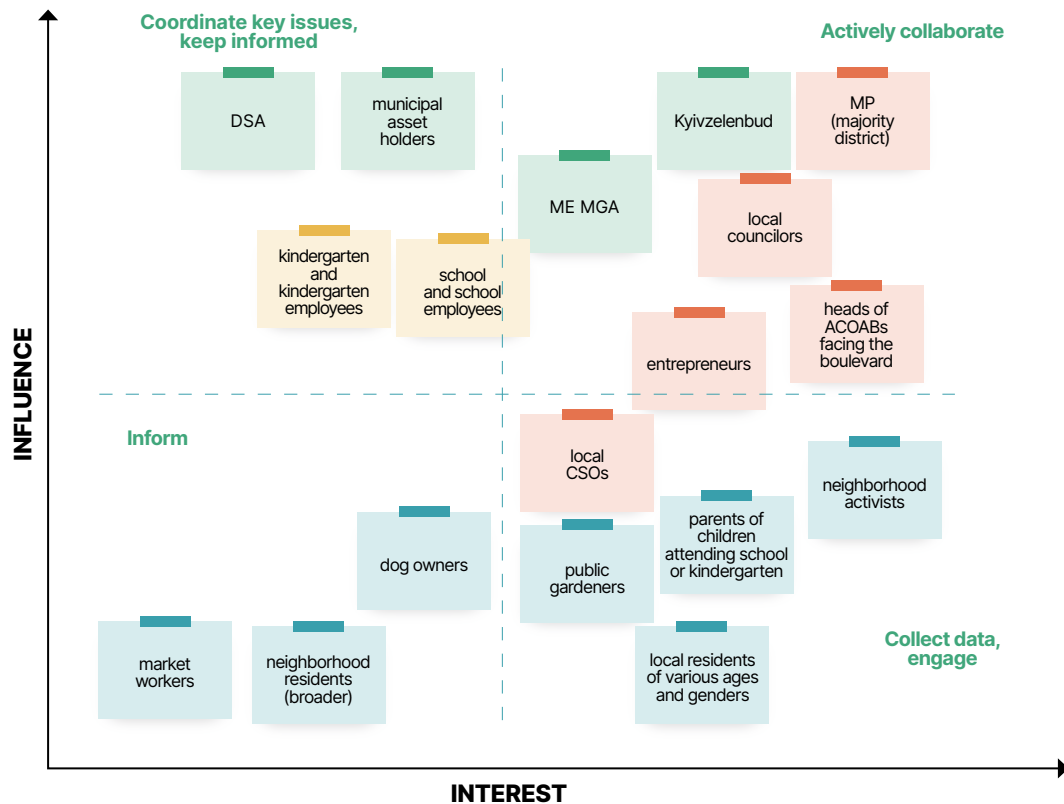
The project team’s goal was to develop a concept for the reconstruction of the public space of district significance, to make the boulevard comfortable, interesting, and accessible according to the needs and wishes of its users. Another goal was to ensure that the process of concept development and space reconstruction is democratic and open. In addition, the implementation of the participatory project aimed to resolve spatial conflicts between different groups of the boulevard’s users.

● Analysis of project stakeholders

Stakeholders	Description of stakeholders and their connection to the boulevard	Potential conflicts that need to be articulated during consultations
Neighborhood residents	Among the local residents, various groups of users spend time on the boulevard: children, teenagers, parents with small children, middle-aged people, elderly people, dog owners, etc. In addition, the boulevard is used as a transit space.	Spatial conflicts: 1) teenagers on bicycles vs pedestrians, children under 6; 2) dog owners vs parents.
Neighborhood activists	There are several groups of civil activists in the neighborhood who initiate various cultural and sports events in the neighborhood, submit and implement public budget projects; there is also an anti-development initiative.	Long-term attempts to resolve the neighborhood's problems which have partially been successful. Initiatives for the development of neighboring spaces.
Local politicians: local councilors	Representatives of city council members who represent the interests of the local population.	Cooperated with the project team.
ME Kyivzelenbud	The boulevard is managed as an asset of Kyivzelenbud, and the same entity would be responsible for the physical implementation of the project if it took place.	The residents who plant and tend to plants here vs ME MGA employees: misunderstandings regarding the plant care practices.
School No. 285	The school's door faces the boulevard. School ceremonies take place in the square in front of the school, which is a part of the boulevard. A part of the boulevard located in front of the school belonged to the school grounds, and the school has built a fence around it.	The need to ensure safety in the school grounds vs the use of the boulevard as a public space.
Kindergarten No. 804	The kindergarten is located next to the boulevard. The stakeholders also include the parents of the children that attend the kindergarten.	The parents need a space for waiting near the kindergarten.
ACOAB of the building facing the boulevard	The ACOAB manages the only residential building whose windows face the boulevard. In order to ensure peace next to their territory, the ACOAB has fenced off a part of the boulevard that did not belong to the ACOAB.	People spending their evenings on the boulevard vs residents of the building facing the boulevard.
Municipal enterprise which manages the market; business owners and their employees	The market, located at one of the boulevard's ends, is a popular shopping space, but it needs to be organized, illegal retail practices need to be curbed, and hygiene regulations need to be enforced.	Market vendors vs pedestrians who pass through the space.

The stakeholder analysis allowed the team to map the interest groups according to their degree of influence and interest. The methodology for engaging the key actors in the project was developed on the basis of the stakeholder mapping.

Figure 9. Stakeholder mapping for the Broadway project: simplified scheme. Authors: project team



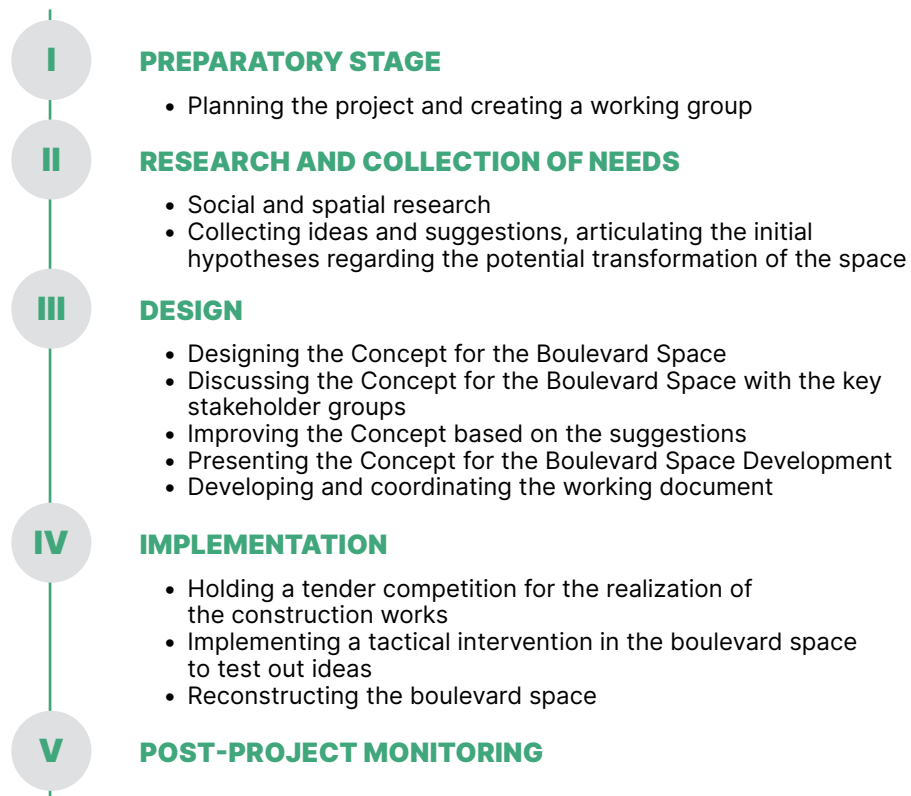
● Stages of project implementation

PREPARATORY STAGE

The preparatory stage of the project took place in April–May 2021. During this stage, the project team was created, an engagement schedule was planned, the stakeholders were analyzed, and the communication strategy was designed, which involved searching for online communities associated with the neighborhood. The project team consulted with the Kyiv City Council and Kyivzelenbud regarding opportunities for implementing the project. At the same time, a working group was formed, which included representatives of the neighborhood, ME Kyivzelenbud, members of the team, Kyiv City Council members, active locals, and representatives of the ACOABs of the buildings facing the boulevard.

Thanks to this stage, the project initiators were able to understand the context in which the realization of the boulevard renovation was possible, form a working group, and plan upcoming engagement events.

Figure 10. Stages of project implementation



STAGE OF RESEARCH AND COLLECTION OF NEEDS

This was a key stage which required broad engagement and which was implemented in May 2023. During this stage, the project team worked to inform everyone about the project and held 3 public engagement events: a survey, mapping of the emotions and needs of the boulevard, and a workshop. At the same time, the team conducted an urban analysis and research of the practices of using the boulevard by different groups at different times of day and week. The research and collection of needs helped the team define the key needs, problems, and wishes of the boulevard’s users.

Project team members also individually met with the institutionalized stakeholders—representatives of ME Kyivzelenbud, DSA of the Obolon District of Kyiv, the school, and the kindergarten—in order to discuss their needs, their visions for the transformation of the space, and their plans for the future. Separate meetings were held to discuss the issues of the future of the area where the market is located.

Thus, the research and engagement of various stakeholders allowed the team to develop a proper TOS for the team of planners according to the needs of the boulevard’s users. Moreover, the planners and representatives of ME Kyivzelenbud also participated in public discussions, which gave them a deeper understanding of the potential scenarios of development of the boulevard space.

STAGE OF DESIGN AND DISCUSSION OF THE PROJECT, AND FINALIZATION OF PROJECT DOCUMENTS

The design stage took place in June–August 2021. The project architects developed a concept of the boulevard renovation project, taking into account the information collected during the previous engagement events as well as the recommendations of ME Kyivzelenbud. When the concept of the boulevard renovation project was ready, the project team organized its public presentation and discussion. Based on the results of public consultations, the concept was improved, finalized, and handed over to ME Kyivzelenbud.

STAGE OF IMPLEMENTATION: TENDER PROCEDURES AND CONSTRUCTION WORKS

The stage of implementation took place in September–October 2021. At this stage, Kyivzelebud developed some of the project documents on the basis of the concept of the boulevard's reconstruction. They also launched the tender procedures to commission the construction services.

During the physical implementation, the project team planned to create a Viber group and use it to communicate regarding all the stages of the reconstruction. Moreover, it was proposed to implement a tactical intervention in the central section of the boulevard in order to test out a decision which caused debate among the participants of the public consultations, namely the establishment of a stage bench in front of the school.

STAGE OF POST-PROJECT MONITORING

This stage should involve observation of the life of the renovated space, and changes should be introduced if needed.

In a cruel twist of fate, the last day of the tender procedures was planned for February 24, 2022. Due to Russia's full-scale invasion of Ukraine, the project implementation was put on hold, and the funding was redirected to more urgent needs. Today, the project team looks for opportunities to implement the reconstruction of the boulevard using alternative sources of funding. Although the stage of the project's physical implementation has not been carried out, the boulevard renovation concept remains relevant thanks to the previously held engagement events and because it takes into account the needs of the stakeholders of the space.

MECHANISMS FOR ENGAGING THE INTERESTED PARTIES AT EACH STAGE OF PLANNING

Project stage	Key stakeholders	Engagement instrument	Informing and invitation
Preparatory stage	MA Kyivzelenbud, ACOAB, local councilors	Working group, individual meetings	Individual invitations, personal communication
Research and collection of needs	Local residents, civil activists, business employees, local councilors	Survey, mapping of emotions and needs for the boulevard, planning workshop	Social media page, printed announcements, publication of a video about the project, informing via presentations in the public space, chat for the interested community, local radio shows, printed newspaper, individual appeals, publications on the neighborhood's official page, publications on the neighborhood's informal social media pages, ACOAB chat, etc.
	MA Kyivzelenbud, DSA of the Obolon District in Kyiv, school and kindergarten	Individual meetings	
Project planning	Local residents, civil activists, market workers, local councilors	Public presentation and discussion	
	MA Kyivzelenbud, DSA of the Obolon District in Kyiv, school and kindergarten, ACOAB	Individual meetings, working group	
Implementation	ACOAB, local residents, activists, local councilors, entrepreneurs, school and kindergarten	Tactical intervention, monitoring of the implementation process	Access to open data (Prozorro), the team's reporting on the project page, chat messages for the initiative group
Post-project monitoring	Civil activists, ACOAB, members of the project team	Visiting the space and recording its functioning, appeals to MA Kyivzelenbud and the project team	Publications on the project page, 1551 service, individual appeals, requests for access to public information

● Description of key engagement instruments

INFORMING. Communication within the project aimed to:

- 1) inform about the project;
- 2) invite people to events;
- 3) present the results of the engagement.

The project team informed about the project and invited people to events using various communication channels in order to ensure broad engagement: in local social media communities, on local radio channels, using announcements and posters located in neighborhood spaces, and using local neighbor chats. The project team provided feedback to boulevard users based on the results of conducted events: during events, online, and in the format of printed newspapers. The information was conveyed in a clear and meaningful manner, and in some cases it included links to online sources where more details could be found.

The project team designed an identity for the boulevard in order to popularize the project among young people and to emphasize the uniqueness of the space, even though it is located in a typical residential neighborhood. The design was based on decorative and architectural elements that characterized the neighborhood: elements of the authentic playground and decorations of the balconies of the buildings facing the boulevard. The identity was used in all communications and on stickers which everyone could receive.



Photo: Stickers with project logos and identity.
Photo credit: project team archive



Photo: Example of a poster inviting people to attend a workshop and take a survey about the boulevard.
Photo credit: project team archive

The social research conducted in the boulevard space helped the team not only to successfully collect the needs and suggestions for the renovation from the boulevard's users, but also to inform an audience that does not actively use social media about the project. The instruments of engagement through research included a survey and boulevard space mapping.

SURVEY. The project team conducted a survey among the boulevard's visitors. The survey could be taken online or in person. In total, the survey engaged 168 respondents. It revealed the practices of using the space, the values of the space and its history, and the needs for its transformation among various groups of neighborhood residents and

boulevard visitors. Spatial conflicts between certain groups of users were discovered, and potential scenarios for resolving them were outlined. During the survey, the project team also proved or disproved the spatial hypotheses formed during the spatial research. The survey also allowed the team to form a list of contacts of those interested in further engagement in developing the concept of the boulevard.

MAPPING THE EMOTIONS, VALUES, AND PRACTICES OF USING THE SPACE. During the day, the project team talked to the boulevard’s visitors about what they liked or disliked about the space, what they valued it for, and what emotions they felt there. The team also collected stories related to the boulevard. The visitors marked all the opinions and stories on a large neighborhood map using specially designed stickers. The mapping allowed the project team to better understand the feelings and emotions related to the boulevard, as well as its values which needed to be preserved. Most importantly, all the thoughts were connected to a certain point in the space. The research intervention in the boulevard space helped spread information about the survey, invite boulevard visitors to public consultations, and, most importantly, to meet active local residents and establish more sustainable connections with the locals.



Photo: Mapping the life of the space with locals on the boulevard. Photo credit: project team archive

PLANNING WORKSHOP TO DEVELOP A VISION FOR THE BOULEVARD'S FUTURE.

The goal of the workshop was to discuss the boulevard's current problems, collect the needs of various users, collectively develop ideas for transforming the space, and prioritize them. The workshop was held on the boulevard, and everyone could participate. The participants were offered to split up into groups. The group work was directed by moderators. The team of participants was supposed to develop ideas for the development of the space and then decide on their priority and their location in space. In order to make it easier for them to work with the space and to gamify the process, the workshop participants worked with a model of the boulevard and were supposed to place all of the proposed functions and elements directly on the model using premade signs. When the group work on zoning the future space was completed, the teams were asked to test their ideas in terms of interest and comfortability of being on the boulevard for various types of users of the space. At the end of the workshop, each team presented their developments. In total, the workshop lasted 2.5 hours and attracted more than 30 participants.

Some of the participants were not interested in discussing the actual future of the boulevard but rather wanted to solve the neighborhood's



Photo: Photo of the model used during the workshop.
Photo credit: project team archive



Photo: Presentation of the draft project and its discussion.
Photo credit: [Facebook Page of the initiative](#)

urgent problems. For them, the event was an opportunity to draw attention to their problem. To make the work more constructive, representatives of the MP's office organized a separate stand and desk for collecting such complaints and citizen appeals.

The developments of the workshop, along with the research findings, served as the basis for the concept of the boulevard's transformation. Suggestions for the concept were discussed at a public presentation. Suggestions and recommendations were collected in the format of a World Cafe.

● What was done well

The team successfully engaged various stakeholders to influence the project of public space renovation. Local residents were involved in all the stages of planning. All consultation events were related to one another, and the results of each event were directly reflected in the space renovation concept. The project's goal was to plan and implement a space that would meet the needs of its users. The suggestions that caused debate during the discussions were planned by the team using tactical interventions during project implementation.

● What challenges did the team face and what should be improved at the next stages

The school owns a part of the boulevard which it has partially fenced off. The school had plans to make their fence larger, while the project team believed that it was inappropriate. The school and the project team communicated their positions to each other, and the project team decided to postpone the resolution of the conflict around the fence until the works reach that section of the boulevard.

The engagement of representatives of the market and the kindergarten was weak. The kindergarten did not show a lot of interest in the process of the boulevard's renovation. On the other hand, consultations involved the parents of the children attending the kindergarten. In the case of the market, the project team was convinced that the retail area was an important component of the boulevard's life, but the issue of organizing markets is in the purview of the municipality. So the project authors purposefully postponed the issue of transforming the market space for the long term due to a lack of resources and a lack of municipal policies regarding this issue.

● Recommendations from the team based on their experience of the project

- Stakeholder analysis is an important stage of project planning. The team needs to understand who will be affected by their project and how. Preliminary consultations with institutionalized actors must be held.
- It is important to be flexible and open to findings. Sometimes the opinions of engagement participants can contradict the team's ideas.
- Using creative and gamified elements during consultations helps make the participants more interested and expand their imagination. If there are suggestions which the participants cannot agree on, the team can offer to test these solutions using a tactical intervention.
- Interesting activities for children also involve their parents in consultations.

- Do not neglect the “classic” methods of invitation and informing: physical announcements, questionnaire distribution, targeted invitations. It is important to build a communication strategy that corresponds to the daily information use habits among the stakeholder groups.
- If the ideas and suggestions of engagement participants go beyond the available budget or engineering solutions, the participants should be informed about this, and the team should try to prioritize solutions together with the participants according to the available resources.
- There can be suggestions proposed during discussions which are impossible to implement due to objective reasons (e.g. for legal reasons) or which contradict the principles of sustainable development. In these cases, it is also important to educate the participants and explain certain decisions to them. During discussions, it is important to discuss the needs of users first of all, rather than focus on specific solutions.
- During public consultations, it is important to emphasize who will be making the final decisions and how, and how these decisions will be influenced by the engagement participants. This will help avoid disappointment in the results or other misunderstandings.
- The decision makers and implementers must be present at consultations.
- A lack of tangible actions to implement the project can disappoint the participants of the engagement. This is why it is important to maintain communication about the course of project implementation and difficulties that emerge after the engagement process is over.



Design for the renovation of the central square of Chernivtsi. Designers: Oleh Pikushchenko, Oksana Pikushchenko, Kateryna Pikushchenko-Stepanova, Maksym Kotsiuba, Oleksandra Kryvtsova, Maksym Lysohora, Oleksandr Prokhorov, Svitlana Konopliova, Maria Andriyenko, Mykola Kabluka, and the Expolight team. Source: [Facebook page](#)

Architectural competition as an instrument for improving the transparency and democratic nature of the planning process

additional engagement mechanism

During the implementation of participatory planning projects, in order to improve the quality of the project and its transparency at the planning stage, planners can be engaged by organizing an architectural competition. Architectural competitions are an important instrument of a more democratic decision making process. Organizing a competition for public space transformations designs helps to: 1) improve the quality of decisions by involving more designers; 2) improve the transparency of decision making, because a competition has a jury which can include both experts and members of the public; 3) ensure better monitoring of project implementation, because everyone involved in the competition will be interested in following its implementation. The quality of competition results makes it possible to ensure a thorough TOS for the commission based on researching the space and engaging the key actors in its development.

One example of organizing a public space planning competition based on the results of research and citizen engagement is the competition for the design of the renovation of the Central Square of Chernivtsi, carried out in 2022–2023. In November 2022, the city announced a nationwide open architectural competition for the best design proposal for the complex renovation of the Central Square, commissioned by the Department of Urbanism and Architecture of the Chernivtsi City Council. The competition was organized until March 2023.

The competition requirements were based on the results of public consultations held in 2021 with the expert and methodological support of the Council of Europe. During the public consultations, residents of the Chernivtsi Hromada could fill out an online survey, send an online appeal to the city council, participate in workshops, focus groups and interviews. Thanks to the public consultations, among other suggestions, it was determined that the square must be:

- accessible for pedestrian walks and passive leisure;
- with limited car traffic;
- with new greenery;
- barrier-free;
- with a renovated fountain.

The space is significant for the entire city. Moreover, it also includes an important memorial location dedicated to the heroes of the Ukrainian-Russian War. That is why it was very important to have a more sensitive, inclusive, and transparent approach to planning.

The competition was held among authors and author collectives from Ukraine. A requirement for the participation was that the leader of an author collective must have the proper qualifications. The competing projects were evaluated by a jury that included local government representatives involved in urban planning as well as members of the independent Ukrainian National Association of Architects. 24 projects were submitted. The winner of the competition was a project by a collective of designers from Chernivtsi, Kyiv, and Dnipro, which took into account the wishes of local residents listed above.

When the competition was over, the city organized a big exhibition where everyone could see the 24 projects that participated in the competition.

Today the winning team is improving the project proposal. In order to improve the planning solution, test previous hypotheses, and implement the project according to the needs of the residents, the project team is holding meetings with representatives of the key actors and organizing a planning workshop.

The project is set to be implemented after the end of the war in Ukraine.

LINKS TO THE PROJECT AND SOURCES USED:

[Competition announcement](#)
[Agenda and terms of the competition](#)

[Results of public consultations](#)
[Competition results](#)





Photo: Representatives of NGO Harmony participating in the regional conference Accessible Ukraine, 2023. Source: [NGO Harmony Facebook page](#)

Accessible Vinnytsia: advocacy and promotion of practices of engaging people with disabilities in municipal policy making

sustainable mobility

participation of people with disabilities

accessibility of urban spaces

engagement of groups with limited mobility

sustainable urban mobility

inclusivity

decision advocacy

interaction between government bodies and the public

Hromada: Vinnytsia

Project level: citywide

Project type: strategic

Key outcome of the project: representatives of NGO Harmony are included in the working groups of the Vinnytsia City Council, an accessibility strategy for Vinnytsia has been developed, people with disabilities are involved in decision making in the hromada

Project time frame: 2009 — present

Informer who provided information about the project: Liudmyla Netskina, Head of NGO Harmony

Project authors: NGO Harmony

Partners: ME Spatial Development Agency, ME Institute of Urban Development of the Vinnytsia City Council

Institution responsible for the engagement: NGO Harmony in partnership with municipal enterprises Spatial Development Agency and Institute of Urban Development

Details about the project: [NGO Harmony Facebook page](#), [Facebook page](#) with information about the project and inclusive solutions

● The organization's work in the field of accessibility

Non-governmental organization **Harmony has been working on issues of urban accessibility since 2009**. They began their work by informing about the problems faced by people with disabilities in their daily lives and while they use urban spaces, and then started to work with local governments in the field of implementing specific accessibility solutions. This work soon began to play an educational role for architects, local government bodies, initiatives involved in urban planning, experts, and everyone who was interested. It helped create an **active community** of professionals and activists around NGO Harmony, who are interested in improving urban accessibility. The community's work resulted in the implementation of **practical solutions** in the city, particularly the arrangement of accessible bus stops and Kassel kerbs, the creation of the information page Accessible Vinnytsia, etc. In addition, the team conducted an **assessment of Vinnytsia's accessibility** and uses the findings as the **empirical foundation for strategic developments** in their vision of the progress of a city accessible to everyone.

The experience of Harmony is worth **examining from two perspectives**: on the one hand, it is an NGO which is actively working with various groups of stakeholders to ensure inclusivity, increasing its influence on decision making about accessibility and taking accessibility into account in the city's sectoral programs; on the other hand, it is an institution which represents and advocates for the needs of people with disabilities and provides them with rehabilitation services. Thanks to consistent and constant advocacy and education work, Harmony actively collaborates with local governments and consults them on implementing inclusivity solutions. At the request of government bodies, the organization also implements projects aimed at improving inclusivity in the hromada.

One of the key **goals** of the organization's work in the field of accessibility is systematic and evidence-based implementation of decisions to improve the inclusivity of the urban space, and engagement of people with disabilities in the work on the development of these decisions.

The key problems targeted by the organization are:

- 1) lack of awareness of the problems of interaction with and use of urban spaces faced by groups of residents with limited mobility, and lack of attention to attempts to solve these problems;

- 2) inaccessibility of the urban space for problem-free use by people with disabilities;
- 3) lack of systematic work to implement inclusive solutions and lack of a strategic vision of the further development of the city's accessibility.

● Key stakeholders and mechanisms of their engagement

Stakeholder group	Mechanisms of interaction
<p>Groups with limited mobility <i>(people who experience difficulties with independent movement, orientation, and obtaining information in the space)</i></p>	<p>Collecting thoughts and requests regarding the problems they face</p> <p>Informing about opportunities to affect decisions and changes</p> <p>Discussing existing problems and consulting regarding the ways to improve them</p>
<p>Local government bodies and municipal enterprises involved in urban planning</p>	<p>Informing about the problems of people with disabilities</p> <p>Advocacy campaigns aimed at implementing accessible policies and decisions</p> <p>Participation as experts in working groups, public consultations, roundtables, etc.</p> <p>Expert assessment of inclusivity of spaces, developed policies, and decisions in the city space</p> <p>Collaboration in the development of solutions to improve inclusivity, working on a strategy for the city's accessibility</p> <p>Participation in competitions and implementation of projects commissioned by local government bodies as a part of implementing sectoral development programmes</p>
<p>Private companies</p>	<p>Informing about the need to improve the accessibility of a company's space</p> <p>Assessment, control and consultations regarding the adherence to accessibility construction regulations</p> <p>Support for companies which improve inclusivity</p>
<p>Community of architects and professional community working in urban development</p>	<p>Education campaigns to inform about the need to design accessible spaces and the regulations for such design</p> <p>Education events to demonstrate successful solutions</p> <p>Expert consultations during the planning and implementation of urban projects</p>

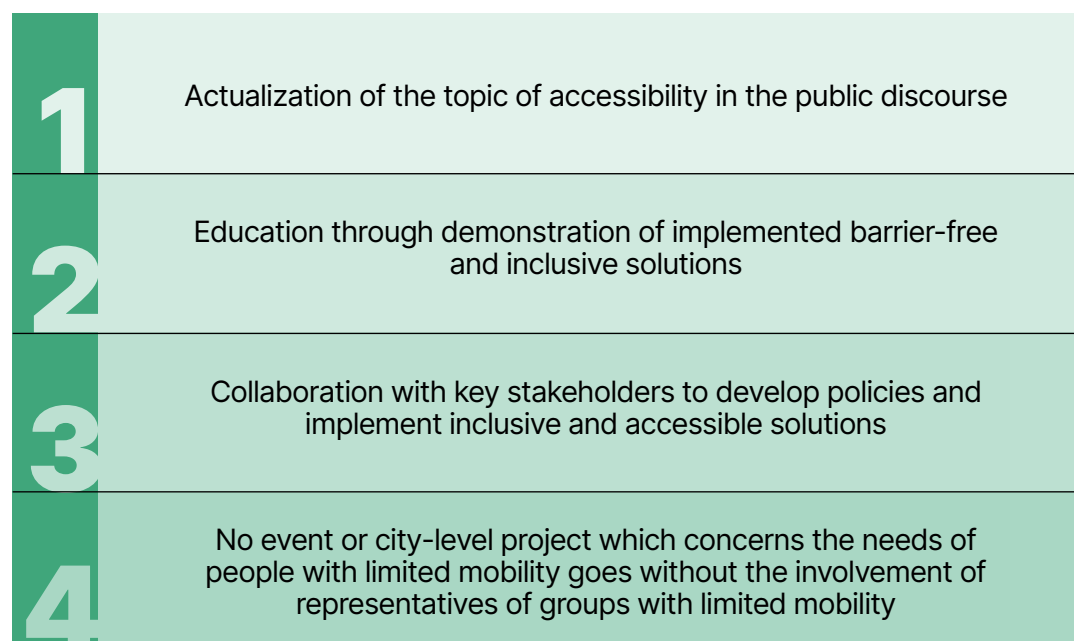
Key stakeholders and mechanisms of their engagement

Stakeholder group	Mechanisms of interaction
Civil society	Informing about ways to improve the inclusivity of spaces, opportunities for engaging people with disabilities and influence on the decision making process Collaboration in the implementation of projects in the city Expert support

● Key stages of working in the field of accessibility and interacting with stakeholders

NGO Harmony has been working in the field of improving inclusivity of spaces for a long time. As they gained experience, they increased their institutional capacities, influence powers, and tested engagement methods. The dynamics of the organization's work in the field consisted of three important steps: actualizing and problematizing the needs of people with limited mobility, education and informing, and building cooperation with the key stakeholders.

Figure 11. Stages of building an advocacy campaign



1. ACTUALIZATION OF THE TOPIC OF ACCESSIBILITY IN THE PUBLIC DISCOURSE

This stage was the initial point in Harmony's work in the field of accessibility. The team conducted a broad information campaign about the importance of inclusivity of spaces and the needs faced by people with disabilities while using spaces. The informing was done through mass media, participation in public events, and discussions with local self-government bodies, private companies, and associations of architects.

2. EDUCATION THROUGH DEMONSTRATION OF IMPLEMENTED BARRIER-FREE AND INCLUSIVE SOLUTIONS

Later, active informing transformed into conducting tours at the Harmony Development Center with demonstrations of spatial inclusivity solutions implemented at the Center and explanations of the importance of adhering to construction regulations using tangible examples. The tours were conducted for anyone who wanted to come: private companies, organizations, local government bodies, representatives of hospitals, education institutions, etc. The tours involved information and training for the architect community regarding the ways to implement accessibility, and demonstrations of specific examples of solutions.

3. COLLABORATION WITH KEY STAKEHOLDERS TO DEVELOP POLICIES AND IMPLEMENT INCLUSIVE AND ACCESSIBLE SOLUTIONS

The information work and demonstration of innovative solutions facilitated the beginning of collaboration with local municipal enterprises. ME Spatial Development Agency and ME Institute of Urban Development began to work with NGP Harmony to develop strategic solutions to improve the inclusivity and accessibility of the city's space. In collaboration, the teams conducted research of Vinnytsia's level of accessibility, and today they are working on the accessibility strategy for this city. They collectively implement an information campaign for the broader public about inclusive solutions on their [Facebook page](#). Harmony also continues the work to control the adherence to construction regulations and accessibility rules among developers and private companies and inform the public about the relevance of accessibility issues using traditional and social media.

At all stages of its work, Harmony collects opinions and appeals from groups with limited mobility, informs them about the ways to influence the decisions of local governments, spreads information about the need to implement inclusive solutions among the broader audience using mass media, and works with the city government in the field of accessibility.

● Key engagement instruments used by the team

ENGAGEMENT THROUGH INFORMING AND EDUCATION

- NGO Harmony actively informs stakeholders about the relevance of accessibility in villages, towns and cities and about ways to organize accessible spaces. This **information** is spread using **mass media**: social media, radio and television appearances. The organization has also created a **Facebook page** to publicize solutions and experiences in improving inclusivity.
- The second component of informing is **training for architect associations** regarding new construction regulations which take into account the needs of groups with limited mobility. This training involves offering successful cases and solutions and demonstrating the problems caused by failure to adhere to the regulations.
- The office of the Harmony Development Center has been renovated following all the accessibility regulations, and innovative solutions have been implemented here to make it easier for people with disabilities to use the space. There are **tours** in the Center for stakeholders and other groups which demonstrate the experience of Harmony and help visitors understand the reasons why this specific kind of building planning is needed.
- The NGO maintains **communication with private companies** regarding their strategies for arranging spaces around their premises. This communication is accompanied by informing and helping with the development of inclusive solutions, control of adherence to construction regulations related to accessibility.
- In addition, NGO Harmony is currently conducting an active information campaign regarding the **strategic importance and relevance of improving the accessibility of cities**. Because **as a result of the war, a significant share of the population**—both civilians and combatants—**have suffered injuries** which decrease their mobility.

ENGAGEMENT THROUGH COLLABORATION

- NGO Harmony works with local government bodies to improve the accessibility of Vinnytsia. The collaboration involves engaging representatives of the NGO in the **development of sectoral programmes for the purpose of consulting regarding ways to improve inclusivity**. This engagement was initiated by local government bodies as a result of long-term experience of working with Harmony

on issues of accessibility, during which the organization has demonstrated its professionalism.

- Harmony also works with the municipal enterprises Spatial Development Agency and Institute of Urban Development. Employees of the MEs provide professional support in the issues of spatial and architectural planning, while Harmony proposes innovative solutions based on their own, national, and international experiences, and brings issues and problems to the forefront. **This partnership** has implemented, among other things, a project to improve the usability of public transit stops for groups with limited mobility, a study of the accessibility of Vinnytsia, and currently they are working to develop a strategic vision for the development of the city's accessibility.

ENGAGEMENT THROUGH COLLECTING INFORMATION

NGO Harmony accumulates the problems faced by members of groups with limited mobility and represents them during meetings with local government bodies. They also develop ways to solve these problems. The information is collected in three ways:

- 1) By **collecting appeals** from groups with limited mobility and conducting meetings and consultations. These appeals can be submitted both by members of the NGO and by other people who wish to do so; any of them also can join discussions. Informing is done through social media, online, and during visits to the Development Center.
- 2) The local government bodies of Vinnytsia have launched the **Map of Appeals** project, where every citizen can report a problem. The map's mechanism works as follows: when someone faces a problem, they open the map, mark the location and type of problem, and add a description of the problem with photos attached if available. Then professionals process these appeals and devise a plan to eliminate the problem. At Harmony's initiative, the map was amended with a **layer for accessibility problems**.
- 3) In collaboration with ME Spatial Development Agency and ME Institute of Urban Development, NGO Harmony has carried out a **study of Vinnytsia's accessibility for groups with limited mobility**. The study was mostly conducted using the authors' own resources (a small share of it was covered by involving contractors). The assessment concerned such categories as sidewalks, entrances, public, communal and private facilities, residential buildings. The researchers designed a sample of these objects which took into account the representation of various types of neighborhoods, old and new developments, etc. The assessment was based on Ukraine's updated construction regulations. **The findings served as**

the empirical basis for further development of a strategic vision of Vinnytsia's development and for improving the accessibility of its spaces. You can learn more about the study [here](#).

● Key successes and challenges

During their work on the project, the team **successfully managed to:**

- 1) create a community of professionals and civil society representatives who care about the issues of accessibility in the city;
- 2) inform the hromada community about the importance of working to create inclusive spaces and innovative experience of ensuring mobility;
- 3) collect information about the accessibility of the city of Vinnytsia in order to write a strategy for the city's development.

It was somewhat more difficult to communicate with private companies regarding the arrangement of accessible spaces around and within their premises. Some companies refused to implement accessible solutions despite being informed and despite Harmony's readiness to help with the development because of additional costs. In these cases, the situation was resolved by appealing to the city government and the Ukrainian State Inspection for Architecture and Urban Planning.

This participation in the work on improving the city's accessibility, according to representatives of Harmony, requires special preparation: gaining the required knowledge, being familiar with Ukraine's construction regulations and with Ukrainian and international experience. This educational component will help fully take into account the needs of groups with limited mobility and offer systematic solutions. In addition, the NGO must demonstrate its capacity to exercise the powers that have been delegated to it in the field of implementing inclusive solutions: this will increase the probability of collaboration with local governments.

● Advice on engaging people with disabilities and working to improve the inclusivity of spaces, based on the experience of NGO Harmony

1. People with disabilities should be involved in every sectoral program to develop inclusivity solutions.

While working to improve inclusivity, it is more effective to involve people with disabilities in every sectoral program and collaborate with them in decision making for each specific sector. It is less effective to create a separate program aimed to improve accessibility, because in this case the responsibilities of those who work on different programs often overlap.

2. Both representative institutions, NGOs of people with disabilities, and broader groups of people with disabilities should be involved.

It is important to provide broader population groups with a sense of agency and ability to affect their well-being. Therefore, engagement should involve both working with representative bodies, by delegating



Photo: Participants of the informational and practical seminar Particularities of Hromada Social Services to People with Disabilities, organized by NGO Harmony in the Tulchyn Community, 2023.
Source: Facebook page of [NGO Harmony](#)

project implementation to them, and engaging broad groups of people with disabilities in discussions and consultations.

3. While planning the engagement, it is necessary to conduct both general informing and direct communication with people with disabilities using instruments that are accessible to them.

Many daily practices, education, work takes place at home for people with disabilities. This causes them to be shut off from active participation in engagement events. One way out of this situation is to organize online events. However, there is an oversaturation with online meetings nowadays, so it will be more effective to properly organize an offline event. In order to involve people with disabilities in an offline event, direct personal communication with them (by phone or via messengers) is needed. During these invitations, it is important to explain that the person with a disability will actually be able to fully participate in the event, and articulate that the venue is truly accessible (entrance, location of desks, bathrooms, etc.) – people should be motivated to participate.

4. The development of accessibility solutions should involve specialists in inclusivity.

The best solution is to look for such a specialist among members of groups with limited mobility or to organize the relevant training for those who wish to become specialists. However, inviting one or several people to test out an already developed solution is not an effective way to take into account the needs of groups with limited mobility, because successful results of such testing do not mean that the place has become accessible for all members of the group.

5. The most effective way to work on improving accessibility is to create active communities of specialists in construction regulations, architects, urban planners, representatives of local governments and groups with limited mobility. The work of these communities must be systematic and constant.



Photo: Officials riding bicycles.
Source: Lviv City Council

Traveling bicycle sessions as an instrument for the engagement of activists, experts, and government representatives in testing and monitoring decisions

additional engagement mechanism

The monitoring of decision implementation should also be organized with the involvement of a proactive and expert community. This is especially relevant for experimental or innovative solutions. This monitoring can be carried out by collective testing of implemented solutions. This testing should involve both representatives of relevant government bodies and those who work in related fields (such as mobility, beautification, inclusivity, social development), the expert community and activists involved in the development of policies or strategic decisions in the field. One example of such monitoring events is the practice of traveling sessions of the working group that manages the cycling infrastructure in Lviv.

For example, on September 22, 2021, there was a traveling bicycle session of the Executive Committee of the Lviv City Council. The local government representatives who work on the strategies and policies for the development of cycling infrastructure had an opportunity to experience how it feels to be a cyclist in the city: notice the positive achievements of previous solutions and pay attention to shortcomings, problems, and promising directions for improvement.

These systematic traveling sessions will, on the one hand, provide opportunities to see and experience the actual results of the strategic planning work, which motivates not only the residents but also the officials themselves, and to implement better solutions in the future. On the other hand, collective sessions involving LSGBs, experts, and activists (or other actors) demonstrate the openness and transparency of government bodies and therefore increase trust in the hromada.

SOURCE OF INFORMATION ABOUT THE PRACTICE:

A session of the Executive Committee of the Lviv City Council has been conducted on bicycles for the first time





Photo: Tustan State Historical and Cultural Reserve, 2023.
Source: [Tustan Facebook page](#)

Tustan: motivating a hromada to preserve cultural heritage

engagement of businesses

organizing a tourist destination

working with cultural heritage

developing tourism

local identity

Hromada: Skole Hromada, Lviv Region

Project level: local with regional significance

Project type: strategic

Key outcomes of the project: Tustan State Historical and Cultural Reserve which is functional, modern, and attractive for both tourists and locals, and which increases and inspires hromada development and helps preserve cultural heritage

Stage of project implementation: implementation

Project time frame: 2005 — today

Informant who provided information about the project: Vasyl Rozhko, co-founder of the HERI Heritage Rescue Foundation, Head of the Lviv Regional NGO Tustan, coordinator of the working group for the preservation of cultural heritage during martial law under the Ukrainian Ministry of Culture and Information Policy

Project authors: Administration of the Tustan State Historical and Cultural Reserve, a municipal enterprise of the Lviv Regional Council; Lviv Regional NGO Tustan, Cultural Tourism Agency LLC

Project partners: Institute for Entrepreneurship and Promising Technologies of the National University of Lviv Polytechnic, Lviv Regional Military Administration, Lviv Regional Council, Kolo Club, Black Galych Club for Military and Historical Reenactment, Heritage Organization for Ukrainian Youth, Mizhvukhamy Cultural Institution

Institution responsible for the engagement: team of the Tustan State Historical and Cultural Reserve

Details about the project: [project website](#)

The experience of working on the organization of the Tustan tourist destination demonstrates **successful practices in two aspects at once**:

- 1) participatory implementation of a project aimed to preserve cultural heritage, which involves research and the development of ways to preserve cultural heritage and to create a tourist destination around it;
- 2) hromada development, improvement of the hromada's image, socioeconomic situation, creation of business opportunities by organizing tourism and taking into account the interests of stakeholders.

The research of Tustan's cultural heritage began in 1971, when expeditions and cultural events aimed to study the heritage were organized. This work led to the **establishment of the Tustan State Historical and Cultural Reserve in 2005** and the creation of new attractions, festivals and museums. A tourist destination formed around the cultural heritage site. The active work to popularize the subject and the growing interest in cultural heritage, maintenance of traditions, and deepening historical knowledge caused an **increased influx of tourists**. Thus, it became relevant to develop the tourist destination as an **organic element of the local hromada**: to work with the village population to inform them about business opportunities and the significance of cultural heritage as well as about the ways to participate in the activities, and to research and take into account the interests of various groups of stakeholders.

The project is financially self-sufficient and functions thanks to ticket revenue. In addition, the reserve receives funding from grants issued by national and international foundations, as well as from the public budget.

The key **goal** of the project is to preserve and popularize cultural heritage. The efforts during project implementation aimed to achieve the following **results**:

- 1) preserving cultural heritage, researching its characteristics;
- 2) encouraging the broader audience to learn about history and heritage, stimulating the preservation of local traditions, actualizing the topic in social discussions;
- 3) creating a tourist destination around cultural heritage, which positively affects the hromada and creates entrepreneurship opportunities.

● Stakeholders and mechanisms of their engagement

Stakeholder group	Forms of interaction	Motivation for interaction
Local residents	<p>Engagement in the reproduction of traditions, preservation of heritage through workshops, celebrations</p> <p>Surveys and interviews</p> <p>Educational work and informing about the importance of working with heritage, characteristics of the local cultural heritage and history</p> <p>Public discussions</p> <p>Door-to-door conversations</p>	<p>Engagement in entrepreneurship, creation of new jobs</p> <p>Interesting leisure</p> <p>Pride in their hromada</p> <p>Improvement of infrastructure in the hromada's territory</p>
Local and central government bodies	<p>Individual meetings</p> <p>Working groups</p> <p>Roundtables</p> <p>Collective strategic sessions</p> <p>Co-creation of a new image for the local hromada</p>	<p>Activation of tourist traffic and increased budget revenue</p> <p>Opportunities to be proud of the hromada and their own work</p> <p>Improvement of infrastructure in the hromada's territory</p> <p>Economic growth</p>
Entrepreneurs	<p>Individual meetings</p> <p>Collective strategic sessions</p> <p>Collaboration in the organization of the tourist destination's infrastructure, organization of retail trade</p> <p>Surveys and interviews</p> <p>Education</p>	<p>Profit</p> <p>Clear and concrete rules of the game</p> <p>Support in the establishment of businesses</p>
Landowners	<p>Individual meetings</p> <p>Surveys and interviews</p>	<p>Help with transforming land plots into active capital</p>
Education and research institutions	<p>Cooperation in conducting research of cultural heritage</p> <p>Information about working with heritage</p> <p>Collective development of tours</p>	<p>Implementation of a successful and interesting project</p> <p>Practice for students</p> <p>Belonging to something important</p>
Institutions working in the field of culture	<p>Engagement in the work on organizing events</p> <p>Strategic sessions</p>	

Stakeholders and mechanisms of their engagement

Stakeholder group	Forms of interaction	Motivation for interaction
International and national foundations	Involvement in funding the work aimed to preserve cultural heritage	Successfully implemented case known both in Ukraine and abroad
Tourists	Informing about the region's cultural heritage and history Participation in cultural events, festivals, recreation of traditions Feedback surveys	Interesting leisure and meaningful recreation Discovering new things High-quality infrastructure

● Stages of work and engagement of stakeholders

1. WORKING TO PRESERVE THE HERITAGE AND ORGANIZE THE TOURIST DESTINATION

At this stage, the team researched the cultural heritage, developed methods of its preservation, and looked for ways to present it to the broader audience. This work involved students, locals, and partner organizations. The team developed the concepts of the reserve, the museum, festivals, and the history of the Boyko village of Urych. They also organized cultural events for tourists.

2. EDUCATING AND BUILDING THE INFRASTRUCTURE

The rich schedule of cultural events increased the tourist traffic to the destination. This, in turn, sparked interest in the territory among local developers and motivated the beginning of hotel construction. In order to avoid conflicts and take into account the interests of all parties, the Tustan team developed a vision of engagement and collaboration with entrepreneurs, according to which private companies could have profits without harming the cultural heritage and integrate into Tustan's "ecosystem."

At the same time, the process of resolving issues with local developers attracted the attention of the local community and made education work relevant. The team began to inform the hromada's community about the importance of preserving cultural heritage, its significance for Ukrainian society, and to organize community engagement events for recreating traditions and preserving heritage.

3. MAINTAINING THE FUNCTIONING OF THE DESTINATION'S "ECOSYSTEM"

At this stage, the work that began at the previous stages continues:

- organizing cultural events, popularizing the topic of cultural heritage;
- interacting with all the stakeholders to take into account the interests of all the parties and to maintain the relevance of the shared vision of tourism organization;
- community engagement through informing, participation in organization, recreation of traditions, and events for children;
- researching the potential of the locality's sustainable development, which involves collecting the opinions and needs of all the relevant stakeholders.

● Key mechanisms of engagement in the project

ACTIVITY AT ALL STAGES

At **all stages**, the team interacts with local government bodies, Ukrainian and international foundations, maintains the tourist traffic, organizes tourist attractions, and informs the broader audience about the team's work via its website and social media.

ENGAGEMENT THROUGH INFORMING AND EDUCATION WORK

Tustan's team actively works to inform the locals and local government representatives about the significance of their cultural heritage, the region's history, and opportunities to benefit from the tourist traffic. For this purpose, the team uses the following mechanisms:

- **Village meetings and public discussions:** all the residents are invited, and the meeting agenda includes discussion activity reports and considering further plans. However, this mechanism revealed low interest on the hromada community's part, so a more targeted door-to-door approach was also introduced.
- **Door-to-door:** the team visits hromada residents directly at their homes. During these visits, representatives of the project inform the residents about the reserve's work and development plans, hand out information materials about Tustan, and have educational conversations about the importance of preserving cultural heritage. This method is more effective in engaging the older public in

maintaining traditions (for example, visiting each household with a carol-singing group). This was also the method used for **expeditions** that aimed to collect ethnographic materials (objects, photos, architectural traditions) and oral histories from the locals, which later became part of the museum's informational programme.

- **Participation in recreating traditions and cultural activities:** events are organized for village residents, such as Hayivky, Vertep, traditional craft workshops, film screenings, lectures, collective volunteering sessions. The team's experience shows that these activities are more interesting for children.

ENGAGEMENT THROUGH COLLABORATION

The team of the tourist destination seeks to collaborate with entrepreneurs. This collaboration takes into account the interests of both sides: the entrepreneurs get an opportunity to conduct business in Tustan's territory and profit from the tourist traffic, and at the same time they provide the necessary infrastructure without harming the cultural heritage. In order to encourage this way of doing business, the team held a series of meetings with entrepreneurs and developed a shared vision for organizing business activities on the basis of the information discussed at the meeting.



Photo: Door-to-door: a Vertep visiting the residents of Urych, 2017.
Source: [Tustan Facebook page](#)

ENGAGEMENT THROUGH COLLECTING OPINIONS

In 2020, in order to develop a strategic vision for Tustan's further development, the team conducted a study of the opinions, expectations, and needs of the stakeholders (local government representatives, tourism companies, entrepreneurs, opinion leaders, visitors, the hromada). The survey became part of the project titled Researching the Potential of the Sustainable Development of the Tustan Tourist Destination Based on Cultural Heritage, which included the following components: in-depth interviews and focus groups, and a quantitative survey online and by phone. The following questions were discussed during the survey: the tourist attractiveness of cultural heritage, entrepreneurship opportunities, communication, whether the hromada has an identity which includes cultural heritage, how Tustan affects the village life, the residents' attitudes towards the influx of tourists, their willingness to participate in event organization. The survey of tourists raised the questions of their impressions from visiting the destination, their evaluation of the available services, the sociodemographic profile and the tourist habits of the typical visitor, and their sources of information about traveling. The findings allowed the team to create portraits of the visitors of Tustan and of specific festivals, clarify the restraining factors and motivators for community participation, find potential ways to work with the hromada's community and entrepreneurs, and build a development strategy for the tourist destination while taking into account the interests and needs of all the stakeholders (pp. 10–14, 322–345).

DURING THEIR WORK, THE TEAM SUCCESSFULLY MANAGED TO:

- 1) bring the subject of cultural heritage preservation to the forefront, create a tourist destination based on cultural heritage;
- 2) maintain the existence of and develop the location, develop ways to inform the public about heritage and history, start new events aimed to spread traditions;
- 3) create the “ecosystem” of Tustan which includes various groups of stakeholders, establish the functioning of tourism while taking into account the interests and needs of the stakeholders.

There were certain **difficulties** in working with entrepreneurs, who were unprepared to take into account the particularities of working with the preservation of cultural heritage while organizing their businesses. But the tensions were relieved by the efforts of Tustan's team: by developing shared visions for the destination's development, discussing their needs with the businesses, looking for common ground and potential ways to work together.

● **Advice about stakeholder engagement and working with cultural heritage based on the experience of the team of the Tustan tourist destination**

1. Develop your vision according to the best practices of working with cultural heritage and take into account the interests of stakeholders

It is necessary to conduct systematic analysis of stakeholders, their needs and interests, and take into account all the groups while planning the work. However, it is important not to sacrifice the maintenance of cultural heritage for the sake of the stakeholders' interests. It is important to set priorities and values to preserve the heritage. You need to look for shared visions which would take into account both the needs of stakeholders and the use of best practices in the preservation and demonstration of cultural heritage.

2. Stay flexible and take into account changes in the situation

While working with the presentation of cultural heritage to tourists, it is quite difficult to plan out all the future steps. So it is important to be flexible and sensitive to the situation and the needs of stakeholders, experiment with engagement methods and choose the most effective ones.

3. Work to educate and inform the public about traditions and cultural heritage

To work with cultural heritage and its presentation to tourists, it is important to work systematically to spread information. This information must contain not only advertising for the tourist destination, but also explanations of the importance of preserving cultural heritage, maintaining traditions, and recreating customs. The target audience of this information are tourists, the local community, and the country's population. It will help raise the profile of the subject and encourage the development of similar projects in other locations as well.



Photo: Tree houses in Severodonetsk, created as a part of the Metacity: East project, 2017. Source: [Formografia](#)

Tactical interventions as opportunities to test out solutions and strengthen trust in the implementation of agreements

additional engagement mechanism

Tactical interventions or realization of pilot projects during the implementation of strategic goals helps strengthen and unite the community, test out the solutions and hypotheses that provoke heated discussions, and strengthen trust in the project. Implementation of strategic solutions often takes time. For instance, over a year, and sometimes even several years can pass between public consultations or other engagement practices and planning and actual beginning of implementation of decisions. A lack of any actions after engagement can make the participants of the project feel disappointed both in the project and in the very instrument of participation. That is why it is important, in addition to strategic solutions, to plan pilot or demonstration projects to be realized gradually on the way towards implementing the strategy. These projects must meet the following

criteria: be relatively cheap and quick to implement, and meet the needs of as many stakeholders as possible.

As a part of the Metacity: East project, implemented as a part of the City Code project by NGOs Garage Gang, Urban Curators, and Formografia in 2016–2017 in six cities in the Donetsk Region, the project team, in addition to research and cultural projects, also made tactical interventions into public urban spaces together with active residents.

In Severodonetsk, the project team decided to do a tactical intervention in an apartment building yard and involve children in the project. The location for the intervention and its direction were determined by the team through preliminary research. The Yosyp Kurlat City Youth Library of Severodonetsk, located nearby, helped organize a two-day workshop. On the first day of the workshop, the project team and the children discussed ideas for the future space. The children decided they would like to have tree houses and created prototypes for these objects. The project team reached the conclusion that it was possible to build wooden houses next to the trees and created the final model together with the kids. On the second day of the workshop, the project team organized a discussion for all the residents of nearby buildings about the idea of the intervention and the particularities of safety in the space and caring for it.

Two weeks later, the project team began building the wooden houses with the help of the Youth Library, activists, and the neighborhood community. The children and their parents participated in the construction. The project team also helped organize a series of small education and entertainment events which demonstrated ways in which the space could be used.

LINKS TO THE PROJECT AND USED SOURCES:

[Description of the work on the Tree House project](#)

[Course of implementation of the Metacity: East. Severodonetsk project](#)

[Book Metacity: East. Transformations of the Ukrainian East. Kyiv: NGO Garage Gang, 2018](#)



Optimizing the school network of the Sokal Hromada: making difficult decisions with citizen participation

school education

optimization of school networks in hromadas

New Ukrainian School

secondary education

Hromada: Sokal Hromada, Lviv Region

Project level: hromada level

Project type: strategic

Key outcomes of the project: potential scenarios for the optimization of the school network, decision to optimize the school network made by the city council

Stage of project implementation: implementation

Project time frame: 2021 — today

Informants who provided information about the project: NGO Centre of United Actions

Project authors: Sokal City Council, NGO Centre of United Actions

Institutions responsible for engagement: Sokal City Council, NGO Centre of United Actions

Details about the project: Sokal: changing education in the hromada in a high-quality way

● Project description

The Sokal City Hromada began the process of optimizing the school network in 2021. The hromada had a network of 37 schools with 59,395 students. In accordance with the education reform, hromadas must conduct a process of school network optimization before September 1, 2024. At the first stages, government bodies initiated the process of public discussions. During the consultations, residents' opinions were radically divided, and the participants of the process failed to reach a consensus. In order to achieve understanding and create the conditions for improving the quality of education in the hromada, government representatives requested help from NGO Centre of United Actions.

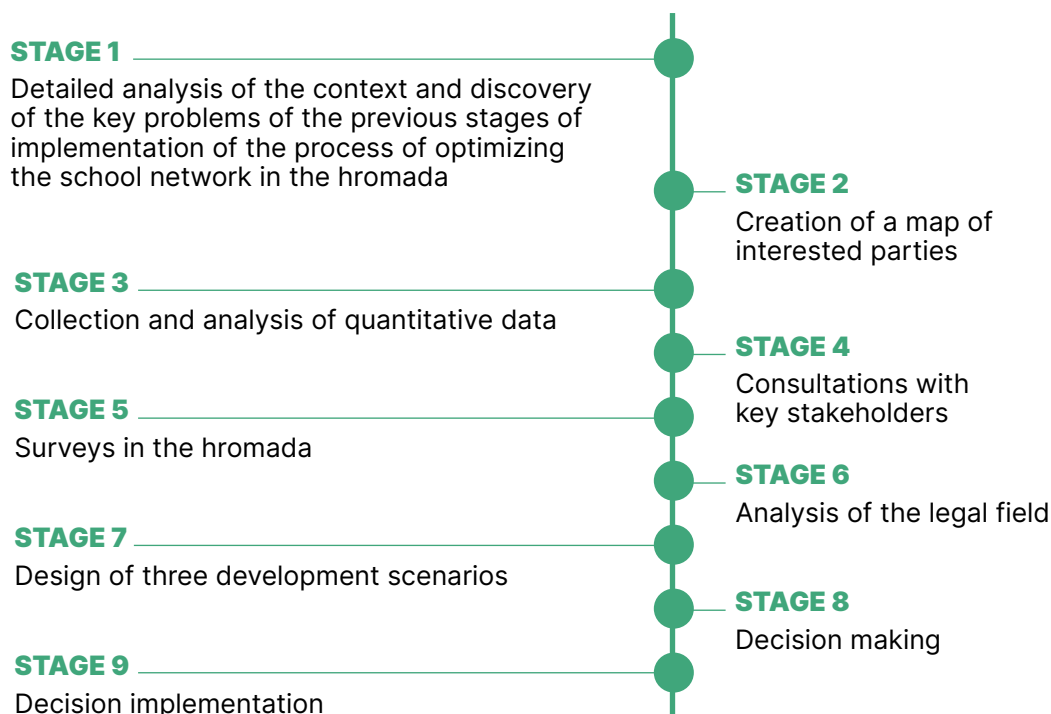
Since summer 2022, the Centre of United Actions has been helping the Sokal Hromada to reorganize its network of secondary education facilities. In order to take into account the needs and interests of various stakeholder groups, the project team conducted a series of consultation meetings, research, data collection, and a legislation analysis, and offered three scenarios of development based on the findings. Representatives of the hromada used these scenarios as the basis for developing and making a decision. Today, the NGO continues to consult and support the hromada on its way towards implementing the decision.

● Description of stakeholders and mechanisms of their engagement

Stakeholder group	Motivation for interaction
Local council members	Individual meetings / Interviews
Department of Education, Youth and Sports	Individual meetings / Interviews
Department of Finance, Accounting, and Maintenance	Individual meetings / Interviews
Municipal Facility Centre for the Maintenance of Education Institutions of the Sokal City Council	Individual meetings / Interviews
Representatives of parents' associations	Individual meetings / Interviews
School principals	Individual meetings / Interviews
School employees	Survey
Parents or guardians	Survey, public discussions
High school students	Survey

● Project stages and engagement instruments

Figure 12. Project stages



In order to write the brief on Updating the Network of General Secondary Education Institutions, the team conducted a study and organized engagement:

- 1) collecting and analyzing quantitative data regarding the functioning of GSEIs, namely the network of general secondary education institutions, the hromada's demographic data, the number of students and class groups, class capacity, external independent evaluation and national multi-subject test grades, funding from the local and central (subvention) budgets, salaries of GSEI employees, capital spending, utility costs, data about transportation for students, the state of school buildings and equipment;
- 2) creating a map of interested parties and conducting personal consultative interviews with the key stakeholders;
- 3) engaging residents in the process of discussing the reorganization of the GSEI network.

In order to determine the interested parties, the project team performed stakeholder mapping. In addition, the stakeholders were prioritized depending on their degree of influence on the situation.

INDIVIDUAL CONSULTATIONS

The main instrument of engagement was the method of individual meetings with the key stakeholders and surveys of the broader target audience. The method was chosen because interviews, in contrast to methods that involve public interactions, allow the interviewer to build a relationship of trust with the informant. The latter feels more comfortable and can express their own opinion or concerns. The public format can involve reputation risks for those who provide the information. Given all of the above, the interview format was chosen to better collect information regarding the motives and views of the stakeholders.

In total, the team conducted 8 meetings with representatives of the Sokal City Council (Department of Education, Department of Finance, local councilors), the Municipal Facility Centre for the Maintenance of Education Institutions, heads of education institutions, and representatives of parents' associations in the hromada.

The necessary contacts of the stakeholders were collected using the snowball method¹ or found independently, based on the profile of potential stakeholders who could influence the situation.

PUBLIC CONSULTATIONS WITH THE RESIDENTS

As the instrument for engaging hromada residents, the team chose an online survey. It was conducted among teachers, students of grades 9 through 11, parents or guardians, and local councilors. The team initially calculated the minimum number of people who were supposed to fill out the questionnaire. While using a survey or questionnaire as a research method for a sociological study, it is important to be able to extend the findings to a higher number of people. To make this possible, the characteristics of the sample of survey respondents must reflect the characteristics of an entire group of people with similar experiences. In the context of engagement, the representativeness of the findings is secondary. The primary goal is to make people engage with the problem. Therefore, it is important to reach as many different groups affected by changes in the secondary education network as possible, so that they can participate and feel that their opinion matters.

In order to determine the opinions of representatives of different groups, the questionnaire was designed to include both common

¹ The snowball method means that the informant, at the interviewer's request, recommends the contacts of other potential informants with relevant experiences.

questions and questions specific to each group. Certain blocks of questions were similar for all the groups of respondents, and at the same time each group had its own unique questions. The content of the questions depended on the information that needed to be collected according to the respondents' experiences.

Students were asked to assess the quality of the education they were receiving. Some questions aimed to determine which city or village the students lived in and whether they went to school in the same locality or a different one. Students who went to school in a different locality were asked whether their school transport schedule was convenient, and those who lived and studied in the same locality were asked about the conditions under which they would agree to study in another locality. Students were also asked about lyceums and about additional individual classes with tutors. There were also questions related to bullying at school and evaluation of relationships with various groups (class teachers, other teachers, other students, etc.).

Parents or guardians were asked similar questions, but also questions about the level of their children's socialization and about the condition of education institutions. Parents or guardians whose children studied in a different locality from the locality of their residence were asked about the reasons why their children were transferred.

Teachers were asked about their salaries, the number of subjects they taught, whether they were willing to teach somewhere else, and whether they would mind doing some tutoring at school.

Councilors were asked about problems in the field of education and their solutions, about their opinions regarding the plan of transformation of the education institution network, about the experience of closing education institutions in their districts, and about the risks in case the existing network of education institutions is preserved.

The field stage of the survey lasted for 2 weeks. When the collection of responses was completed, the team conducted an analysis and description of the findings.

All these steps were taken to determine the problems. Based on an analysis of the collected suggestions and data, the project team developed three alternative scenarios for the development of the education network in the community with detailed suggestions of the steps and outcomes of each scenario's implementation.

The Sokal City Council has made the decision to optimize the school network and is working to implement the solution. NGO Centre of United Actions consults and supports the hromada on this path.

● What was done well

The team successfully involved a significant number of residents who have stakes in the field of education. The number of the respondents considerably exceeded the expected number. The survey engaged 419 students (200% of the planned sample), 796 parents or guardians (283%), and 255 teachers (102%). This demonstrates that the residents are motivated to be involved in the issue of reorganizing the school network. The high percentage of responses to the survey questionnaire also increases the chance of involving as diverse groups as possible.

● What did not work and what could have been done better

The survey engaged a small number of councilors. This can mean that they had low motivation and willingness to fill out the questionnaire. This group of respondents is among the most influential ones, because they are the ones who make the decision to reorganize the network of secondary education institutions. That is why engaging this group is extremely important. A different engagement instrument probably should have been used for this purpose.

● Recommendations from the project team

- The choice of engagement instruments must be based on the characteristics of the stakeholder group and on the field in which the engagement is going to take place. If there is a high number of people to be engaged, it is best to use a survey as an engagement instrument. Public consultations can work for a large or a medium-sized group. When it comes to a small group of people, interviews or focus groups can work. For instance, council members are usually a small group, so they can be engaged by conducting interviews.
- Before organizing engagement, it is preferable to conduct a quantitative and/or qualitative analysis. It will help examine the particularities of the problem and better understand the views of the group of people who are to be engaged. If interviews or surveys are then conducted, the analysis of quantitative and/or qualitative data can help formulate the questions for the interview guide or the questionnaire.

- The opinions of others are valuable. It is worth paying attention to the comments of the people you are trying to engage. If someone does not understand something or views a certain process as unimportant, it would be a good strategy to figure out why exactly they think so. This knowledge can be useful to understand various aspects of the field in which the engagement takes place.
- Conclusions should be drawn from each conducted engagement. They will be useful for the next engagement.
- You should not be afraid to talk about problems. For example, the questionnaire can ask questions which are not directly related to the topic but can help reveal structural problems.
- It is worth remembering that researchers are usually people from the outside who may not be aware of all the problems in the hromada. It is one of the reasons why it is important to engage people from the hromada. Engagement can reveal problems which were not previously visible

Useful links

COMMUNITY ENGAGEMENT IN DECISION-MAKING PROCESSES FOR THE REBUILDING AND RECOVERY OF UKRAINIAN COMMUNITIES: OVERVIEW OF PRACTICES AND CASES (IN UKRAINIAN)

1. Dialogue practices for understanding and participation: how to engage people and inspire change in communities? (Практики діалогу для порозуміння та участі: як залучати та надихати на зміни у громадах?) / K. Zeziulina, O. Ovcharenko et al.; Civic Initiatives of Ukraine as part of the U-LEAD with Europe program. Kyiv, 2023. 140 p. <https://u-lead.org.ua/storage/admin/files/ca5ce8d4b3a401d2d62f16c2b7d2bf4b.pdf>
2. Consulting the community: Organization of consultations with the public in a territorial community. Non-formalized approaches (Радимось з громадою: Організація консультацій з громадськістю в територіальній громаді. Неформалізовані підходи) / M. Homaniuk. Gen. ed. by V. Kupriy. DOBRE Program. Kyiv, 2023. 80 p. https://www.decentralization.ua/uploads/library/file/889/WEB_Handbook_Dialogue_with_the_community.pdf
3. How to work with conflicts in communities during war. The concept of mobile groups (Як працювати з конфліктами в громадах у часи війни. Концепція роботи мобільних груп) / I. Eyhelson, I. Tereshchenko, O. Kukharuk, N. Bezkhlibna. Kyiv, 2023. https://drive.google.com/file/d/12bp4qq97QaGJkVfu3F_e75AUrG2sPuZc/view

COMMUNITY ENGAGEMENT IN DECISION MAKING PROCESSES: OVERVIEW OF PRACTICES AND CASES IMPLEMENTED BEFORE 2022 (IN UKRAINIAN)

1. The Public Participation Handbook of Urban Planning for Ukraine (Довідник із залучення громадськості до процесів містобудування в Україні) / T. Van Epp, G. Korniyenko, D. Ludvikova; D. Pasyuta; F. Treffers; J. Zhang et al.; Ro3kvit: Urban Coalition for Ukraine and Ukraine Rebuilding Action Group (URAG). 2023. 81 p. <https://ro3kvit.com/ua/projects/participation-handbook-of-urban-planning>

2. Collection of Best Practices of Municipal Transparency (Збірник кращих практик муніципальної прозорості) / Transparency International Ukraine; Transparent Cities Program. <https://transparentcities.in.ua/practices>
3. Participatory Approach and Practices at Community Level. Handbook for activists and everyone interested (Партисипативний підхід та практики на рівні громади. Посібник для громадських активістів та всіх зацікавлених) / О. Levchenko, N. Velychko, L. Kovshun. Ed. by L. Polska; Zakhyst Foundation of the Kherson Community as part of the USAID/ENGAGE program. Kherson, 2018. <https://www.hubs.org.ua/wp-content/uploads/2018/10/partysypatyvnyj-pidkhd.pdf>
4. Participation in Strategizing Community Development. Experience of territorial hromadas of Donetsk and Luhansk Regions (Партисипація у стратегуванні розвитку громади. Досвід територіальних громад Донеччини та Луганщини) / Editor: N. Olena; UN Programme for Recovery and Peace-Building with financial support from the European Union. Kyiv, 2021. 92 p. <https://bit.ly/48cQws1>

RESEARCH FINDINGS AND OVERVIEW OF PRACTICES OF COMMUNITY ENGAGEMENT IN DECISION-MAKING PROCESSES FOR UKRAINE'S RECOVERY AT THE LOCAL AND NATIONAL LEVELS (IN ENGLISH)

1. A study of post-war recovery initiatives_2023 conducted by the Kyiv International Institute of Sociology, initiated by ISAR Ednannia and carried out as part of the USAID Ukraine Civil Society Sectoral Support Activity, which is being implemented by ISAR Ednannia in a consortium of the Ukrainian Center for Independent Political Research (UCIPR) and the Centre for Democracy and Rule of Law (CEDEM), supported by the United States Agency for International Development. Link: https://ednannia.ua/images/A_study_of_recovery_initiatives_in_Ukraine.pdf
1. Between Security and Transparency: a Study of How City Councils Work during the War. The research is conducted within the project "Transparent Cities: E-Platform for Cooperation of Citizens and Local Governments for Accountability and Good Governance," implemented with the financial support of the European Union. Link: <https://transparentcities.in.ua/en/articles/mizh-bezpekoiu-ta-prozoristiu--doslidzhennia-roboty-miskykh-rad-pid-chas-viiny>

1. The Civic Engagement Poll (CEP) conducted under the framework of the Enhance Non-Governmental Actors and Grassroots Engagement activity (USAID/ENGAGE), implemented by Pact. Under USAID/ENGAGE. 2022: <http://surl.li/mywhp>; 2023: <http://surl.li/mywhd>
1. Use of local democracy tools during martial law - clarification. Link: <https://decentralization.gov.ua/news/16695>

